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Model shown is New Renault KADJAR S Edition Blue dCi 115 MY19. Renault UK Limited does not offer tax advice and recommends that all Company Car Drivers consult their own accountant with regards to their particular tax position.

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# Repair costs overlooked in the pursuit of tech advancement

Manufacturers so keen to offer new features, they ignore reparability

By Sarah Tooze

**C**ar manufacturers are getting too caught up in the race to launch new technology and are not giving enough thought to, or guidance on, reparability, according to industry experts.

This is resulting in increased costs and downtime for fleets, and, in some cases, vehicles being written-off when they should be repairable.

Long vehicle off-road times could also have implications for benefit-in-kind tax (see panel on page 7).

Richard Billyeald, chief technical officer at Thatcham Research, said cars are being brought to market without methods of repair being released. In one instance, repair methods were still not available six months after a car's launch.

"Inevitably there is huge competition in the car market and technology is moving so fast it is in the interests of the car manufacturers to offer new features as quickly as possible.

They're always trying to complete with their close rivals but, if there is nobody keeping a check on it, then things like reparability can lose their importance," he said.

Terry Gibson, head of member services at the Independent Garage Association, said it was "not uncommon" for repair methods not to be available from launch, although the issue was reducing over time.

However, while it wouldn't be a major issue for independents carrying out simple repairs, it could potentially delay crash repairs where a bodyshop would not proceed without a repair method, he added.

Thatcham wants to put reparability "back on the agenda" this year, starting with tackling "unnecessary" issues, particularly with electric vehicles (EVs), said Billyeald.

"You can have a relatively minor parking impact in which you might have done a bit of damage to the bumper or some of the panels – hitting a bollard, for example – and

that then trips the fuse in the battery which then requires you to remove the battery and to reset it. Suddenly a £1,000 claim becomes an £8,000 claim – just unnecessary," he said.

The cost of replacing batteries in EVs can also mean that a vehicle becomes uneconomical to repair, although the same would undoubtedly be true should a diesel or petrol engine require replacing.

Billyeald said that while the battery will not be damaged in every impact, when damage does occur, the battery has to be replaced "in pretty much every case", unlike an engine.

"It very much depends on whether it is a hybrid or a full EV but the (battery) price range is £6,000 up to £30,000," he said, the price differential ranging from, for example, a Nissan Leaf to a long-range Tesla.

In comparison, it would typically cost between £5,000 and £10,000 to fit a new internal combustion engine (ICE).

The bigger issue comes with the

need to disconnect the battery when carrying out repairs, a situation experienced recently by Zip Water fleet manager Graham Short.

"I had a Volkswagen Golf GTE where the driver caught the wheel arch on a post; it was minor damage," Short said. "It went into an accident repairer and they said 'it's got to go to VW to have the battery disconnected'. We had to book it in with VW,

who couldn't do it for more than a week. The vehicle went in, the battery was disconnected and it was transported back to the bodyshop for the repair to be carried out. Then guess what? It had to be brought back to VW to be reconnected. The car was off the road for about two months just for minor damage."

A Volkswagen spokesperson was "unable to comment" on Short's experience but said that around 98% of its dealer network can repair an EV and can deactivate the high voltage system, if it is not damaged. If damaged, this may need the assistance of a specialist from one of 15 retailer-based battery repair sites or Volkswagen's technical service centre in Milton Keynes.

The spokesperson added that repair methods are available at launch for each new model.

Short has also experienced issues with parts availability – a problem which could become more widespread in the event of a no-deal Brexit.

"We had a Nissan e-NV200 hit while parked," Short said. "It was not a big repair, but the van was off the road for a similar length of time because the parts could only be procured from Japan."

A Nissan spokesperson said: "Supply of parts for EV models is similar to any other ICE vehicle. We can experience pressure points, as do all manufacturers, but we encourage dealers to notify us of

cases involving vehicles off the road so they can be prioritised."

On the issue of EV reparability, "every Nissan dealer must be able to diagnose, service and repair electric vehicles" and "repair manuals are published" from launch, added the spokesperson.

While franchised dealers may be geared up to repair electric vehicles, it is "more challenging" for independents and the smaller bodyshops to invest in training and equipment, according to Billyeald.

"If they've got to buy equipment to cover all the manufacturers that's a big ask," he said.

This could potentially leave fleet operators with less choice about where their vehicles are repaired – figures from the FN50 show around 23% of leased cars and 33% of leased vans are repaired by independent workshops, which are typically cheaper than franchised dealers.

However, Gibson said: "More and more independent garages are embarking on training their technicians to service and repair hybrid and electric vehicles."

"This safeguards the business due to the potential risks associated with the high voltages within these vehicles and also presents them with business opportunities, differentiating them from local competitors."

Fleet Assist, which provides leasing and rental companies with a network of 5,000-plus franchised and independent service

**"A GOLF WENT IN FOR MINOR REPAIR BUT THE REPAIRER SAID 'IT'S GOT TO GO TO VW TO DISCONNECT THE BATTERY' "**

**GRAHAM SHORT, ZIP WATER**

outlets, said that "virtually all" have the capability to service and repair hybrid and plug-in vehicles.

Halfords Autocentres has trained 357 of its 1,500 technicians to IMI Level 2 in electric/hybrid vehicle maintenance, enabling it to service vehicles across its network of 316 autocentres.

However, given the relatively low number of hybrid and electric vehicles in the marketplace, a more pressing issue for repairers is that around 55% of new cars now have advanced driver assistance systems (ADAS), such as autonomous emergency braking, fitted as standard.

These systems can use a combination of cameras, lasers and radars, which make repairs more complex and expensive, particu-

larly if recalibration is required following an accident.

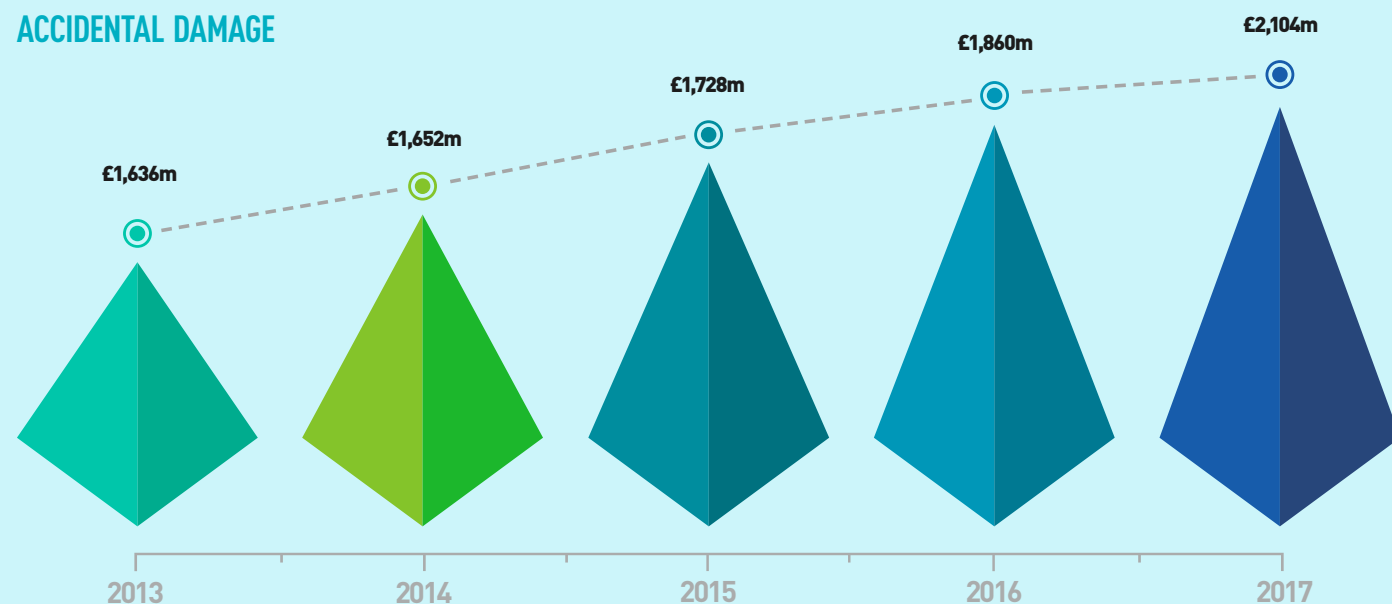
Fleet Assist head of network management Chris Crow, said: "There is some marketplace confusion around which ADAS-equipped vehicles' self-calibrate following windscreen replacement and which require recalibration."

"Automotive glazing is becoming more specialised through the technical nature of glass and many smaller businesses may not have the skillset, the ability to train staff or to invest in the recalibration equipment."

"That is resulting in a disconnect between glass fitment and the subsequent technical requirement for ADAS recalibration."

"In turn, that lack of clarity may lead to some fleets/drivers being

## ACCIDENTAL DAMAGE



"Rising average repair costs, reflecting ever-more sophisticated vehicle technology, and the weakness of the pound that impacts on the price of spare parts, continues to put the squeeze on the cost of motor insurance. Despite this, the market remains competitive," said an Association of British Insurers spokesperson.



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## NEWS: REPARABILITY AND COSTS

Confused as to when and where a vehicle should be recalibrated as some automotive glazing repairers have the capability to undertake the work, while others defer to franchised dealers. That could also result in a potential delay in the necessary work being undertaken as, once again, lead times have, in some cases, increased.

Developments in headlight technology are also having an impact as they often have to be replaced rather than repaired when damaged.

Billyeald believes the increase in cost due to manufacturers moving from halogen to xenon technology a few years ago was "not unreasonable" but the recent proliferation of LED technology has made headlights "super expensive to replace", particularly when matrix headlights, which dynamically move with the steering, are used.

"They give you fantastic visibility but, obviously, there are lots of moving parts and the costs are going up in line with that," he said.

"We've seen huge price rises from £100 to a few thousand."

This presents challenges for leasing companies and their fleet customers.

Kit Wisdom, operations director at Tusker, told delegates at the BVRLA Industry Outlook event: "The broken headlamp at the end of contract could be £1,000-plus. The customer is not expecting that because that's not what they've seen previously and, as an industry, we need to be better at communicating that."

### BIK REDUCES WHEN CAR NOT AVAILABLE

Fleet managers need to keep a close eye on how many days a vehicle is off the road for BIK tax.

HMRC rules state that if a car is unavailable/off the road being repaired for a period of at least 30 consecutive days the chargeable benefit is reduced in proportion to the number of days during the year it was unavailable.

However, if the driver is in a courtesy car then BIK is charged as though their normal car was available without a reduction. The BIK charge may be adjusted where the replacement car is materially better than the normal car or the employee is provided with a better car under an arrangement.

But it's not just the technology in vehicles making repairs more difficult and expensive, it's also the materials and joining techniques used by manufacturers as they strive to make vehicles lighter to meet strict emissions regulations.

Smart repairs can also be a contentious issue. Car manufacturers, in Billyeald's view, can be "unreasonable" about where smart repairs are carried out on a vehicle fitted with sensors, which, again, can increase repair costs.

"We will be challenging vehicle manufacturers on that," he said.

Gibson added: "There are instances where the vehicle manufacturers set limits on the type and areas of repair on bumpers to ensure safety systems continue to function as intended. This, on occasion, can lead to debate between garages and insurers, and garages and customers, due to the increased cost of having to replace a component that might otherwise have been a repairable proposition."

Overall, repair bills rose 5% to £3 billion last year, with the average repair bill at £2,137, according to the latest data from the Association of British Insurers.

Costs are expected to increase further – the BVRLA Industry Outlook 2019 report predicts an average repair bill of £2,500, although some say it could be higher.

Tim Bailey, fleet director of Northgate Vehicle Hire, who worked in accident management prior to joining Northgate in March last year, said he was already seeing average costs of £2,500 and predicted it would "grow even higher than that" this year. He also expects more vehicle write-offs.

However, fleets should consider that, while repair costs are rising, they should see fewer crashes due to ADAS.

Billyeald said: "ADAS is all about preventing that crash or mitigating its impact so don't just look at the cost, look at the overall picture – the number of write-offs and frequency of claims as well as the cost of them."

■ For FMG's perspective on vehicle reparability, visit [fleetnews.co.uk/blog](http://fleetnews.co.uk/blog)

## OPINION: COST OF SAFETY

# Keep the big picture in mind – repair costs may be rising, but new safety measures should reduce the number of incidents



BY ANTONIO AVENOSO, EXECUTIVE DIRECTOR, EUROPEAN TRANSPORT SAFETY COUNCIL

In the public policy debate on new vehicle safety measures, the issue of costs is always a consideration. The EU's latest proposal to update minimum vehicle safety standards for all new cars in Europe is no exception.

Cost-effectiveness was a key consideration when the European Commission looked at what new technologies and standards should be recommended for mandatory adoption.

Its initial list of 55 candidate measures was subject to extensive research and analysis by the UK's Transport Research Laboratory (TRL) in order to decide on the final list of some 15 technologies and standards.

The measures put forward are a carefully calibrated package that work together to prevent crashes occurring and reducing the impact when collisions occur on both vehicle occupants and other road users. For example, there are clear cost advantages to fitting lane-keeping assistance, intelligent speed assistance and automatic emergency braking as a package because they share components.

The overall impact on new car prices is also likely to be marginal as mass adoption will lead to sharp cost reductions.

When it comes to repair costs it is important that fleets keep in mind the big picture. Firstly, crash avoidance technology will prevent many collisions from happening in the first place, and will mitigate the damage when they do occur (as the Thatcham Research spokesman points out alongside). It may be that the costs of a single front-end collision go up due to the price of replacing and calibrating sensors and cameras.

But there will be fewer collisions overall.

Secondly, the avoidance of collisions will have a positive impact on overall business costs and productivity far beyond the costs of repair alone. The impact of road collisions in the work environment include additional sick days, higher insurance premiums, reduced productivity, delivery delays, cancelled orders and reputational damage. Fewer and less severe collisions will be a significant boost to business.

We encourage fleets to include key safety technologies such as passenger seatbelt reminder systems, intelligent speed assistance and automated emergency braking in their procurement requirements.

Choosing vehicles that meet Euro NCAP's five star rating is a simple and effective standard.

But integrating a work-related road safety policy across the whole company will bring even more benefits. You can find more free information on how to get started as well as case studies and specific reports such as on vans, telematics, taxis and young drivers on the ETSC website at [www.etsc.eu/praise](http://www.etsc.eu/praise)

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# New compliance supergroup aims to 'blow opposition out of the water'

Ebbon-Dacs joins forces with Licence Check in bid to secure greater share of the market

By Gareth Roberts

**T**he new owner of Licence Check is promising to overwhelm its competitors by combining the technical capabilities of both companies.

Ebbon-Dacs bought the compliance company, Licence Check, for an undisclosed sum, last year (fleetnews.co.uk, November 1, 2018).

It was a strategic acquisition for the firm, which provides web-based technology products to automotive manufacturers and the leasing industry.

Its Leaselink and Model platforms are already well-established in the market, but it hopes Licence Check and its Davis (Driver and Vehicle Information Solutions) cloud-based platform will help fulfil its ambitions in the compliance sector.

In their first interview since the acquisition was announced, Ebbon-Dacs directors Robert Pilkington and Craig Gibbin, and Licence Check managing director Richard Brown, told *Fleet News* the development of new products would be driven by customer need.

"There's no point in developing something nobody is going to use," said Gibbin. "It's about focusing and prioritising those features that consumers want."

Both firms will spend the next year talking to customers to better understand the opportunities for new products, which will be marketed under the Davis brand, while at the same time bringing together the technological capabilities of both businesses.

"In 2020, we want to blow the opposition out of the water with our technical offering," said Pilkington.

"There's the person checking side and there's the vehicle checking side; it's that holistic approach to compliance we want to take."

"We will be bringing new features and capabilities in that direction, but their development will be driven by the customer."

Prior to the acquisition, Ebbon-Dacs had built its own mobile compliance technology under a different brand name and had



begun trialling it with customers, but Gibbin said the Davis platform was "pitched perfect for the market" thanks to its user-friendly design and technology.

It was a customer of Licence Check's and the developers of both businesses had worked together. Importantly, there was also a tech-

nical fit between technologies used by both companies.

Buying the business would help Ebbon-Dacs secure an opening in the compliance market, while it could help Licence Check expand its business further into new sectors, such as logistics and vehicle rental.

Pilkington said: "We've always been an organic growth business, but we started to seriously think about and research potential acquisitions in the second-half of 2017."

"However, for our first acquisition we wanted to buy a profitable business, we wanted to buy one that complemented our technology so we could share skills and knowledge."

Gibbin said that it was a tough set of requirements to meet, but talks began between the two firms some 12 months ago and, after a period of due diligence, a deal was struck.

"Not only was Licence Check profitable, it was growing, which validated what we were seeing in the market," he said.

Licence Check was established in October 2008 shortly before the Driver and Vehicle Licensing Agency (DVLA) launched its Electronic Driver Entitlement Checking Service (EDECS) overnight service.

Prior to then, the company had provided manual driving licence checks as part of a vehicle leasing and fleet management package

under a different trading name.

The introduction of the DVLA overnight checking service allowed the company to specialise in this area under the management of Brown.

He told *Fleet News* he was now looking forward to developing the business with his new owners.

"We were impressed with Ebbon-Dacs' technology platforms, which are complementary to our own, as well as their existing mobile applications, which we see as a great opportunity for development both here in the UK and Europe," he said.

Ebbon-Dacs has already begun to establish itself in Europe, with a presence in the Netherlands and Germany, and a soon to be announced large pan-European contract for both Leaselink and Model. In the longer-term, the compliance business is expected to benefit from that expansion.

Closer to home, both business expect the UK market to continue to grow. "Health and safety doesn't get easier, it gets tougher," said Pilkington. "In the next five years, particularly in the UK, we believe there is a great opportunity in the compliance sector and that could potentially broaden out to Europe where we already have other products in use."

**■ To read about further fleet industry acquisitions, see our news digest section on page 14.**



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<sup>#</sup>Fuel consumption figures are determined according to the WLTP test cycle. \*CO<sub>2</sub> emissions figures are determined according to the WLTP test cycle however, a Government formula is then applied to translate these figures back to what they would have been under the outgoing NEDC test cycle, which WLTP replaces. The correct tax treatment is then applied. Figures are intended for comparability purposes only. The fuel consumption you achieve under real life driving conditions and CO<sub>2</sub> produced will depend upon a number of factors, including the accessories fitted after registration, variations in driving styles, weather conditions and vehicle load. Only compare fuel consumption and CO<sub>2</sub> with other vehicles tested using the same technical procedures. For more information contact your local Vauxhall Retailer. 2018/19 tax year. Vauxhall Motors Limited does not offer tax advice and recommends that all Company Car Drivers consult their own accountant with regards to their own tax position. 3 Day Test Drive terms and conditions apply and vehicles are subject to availability. Please call 0330 587 8221 for full details. All figures quoted correct at time of going to press (February 2019).



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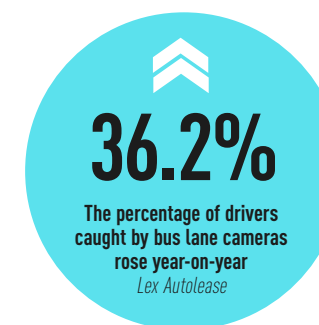
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### NEWS: FINES & PENALTIES/AUTONOMOUS DRIVING

## Paying the penalties – fleets must step up education to curb the fines

Plus report warns that increased autonomy could exacerbate distracted driving risk



By Gareth Roberts

**F**leets are being urged to improve driver education to stop employees falling foul of the law after record fines and penalties were reported in 2018.

Annual figures from Lex Autolease show that the percentage of company car and van drivers receiving penalties for minor offences rose by close to a quarter (22.7%) year-on-year.

The leasing company's analysis of more than 377,000 company cars and vans also revealed that drivers racked up £15.3 million in fines and penalties, a year-on-year rise of 15.6%.

Its figure mirror the trend seen in the 2018 FN50 where fines hit £56m.

Sarah Plumb, senior fleet officer at the road safety charity Brake, told *Fleet News*: "The focus should be on safety at all times. Penalties and fines are enforced for a reason and employers have a responsibility to manage the associated risks for both legal and moral reasons regardless of vehicle type."

The percentage of drivers caught by bus lane cameras also rose, up 36.2% year-on-year, with the proportion fined for junction box, red routes and other similar infringements up 5.7% over the same period.

Furthermore, the percentage of company car drivers committing parking offences saw an increase of 25.1%, with private car parks accounting for more than three-quarters (77.4%) of the value of all parking fines, which came to £5.93m, compared with the £1.73m collected in charges from public parking.

Plumb continued: "Fleet operators



need to ensure they have a strong safety culture among their workforce with effective fleet safety policies and procedures in place which are supported and promoted from the top of the organisation."

It was a similar message from fleet representative body ACFO. "Education is key to ensuring that drivers are aware of their obligations and how they can be aware of where penalties and fines occur," said Caroline Sandall, deputy chair of ACFO and a director at ESE Consulting.

"While all drivers should naturally be aware, there is much that employers can do to help their

drivers to understand how to avoid fines over and above simply complying with the law and the Highway Code. Being aware of signage, looking out for any parking rules are increasingly important."

#### DISTRACTED DRIVING

The Lex Autolease analysis coincides with a separate report from the road safety charity IAM RoadSmart which called for businesses to urgently tackle the issue of distracted drivers at the wheel and overhaul their safety at work policies to help stem the tide of avoidable crashes on UK roads.

Department for Transport figures show that in 2017 – the most recent available – 4,639 casualties were caused by in-vehicle distractions.

Increased autonomy, with the advent of new advanced driver assistance systems (ADAS), has the potential to make the situation much worse, says IAM RoadSmart in its white paper *Driving While Distracted: Challenges and Solutions*.

Lisa Dorn, head of the driving research group at Cranfield University would like all cars to go straight to Level 4 – fully autonomous – at the same time, so vehicles are not driven manually some of the time and semi-autonomously the rest.

"At Levels 2 and 3, when drivers are fully in control some of the time but at other times rely heavily on self-drive functions, motorists become intermittent operators, which is the dangerous area," she said.

"With adaptive cruise control, for instance, it takes twice the amount of time to respond to a sudden braking event than it does when you are manually driving."

It takes about a second for a manual driver to respond to a sudden and unexpected braking event. It takes twice that time using adaptive cruise control.

However, Colin Grover, principal engineer for automated driving at Thatcham Research, said it is important to avoid demonising ADAS.

He explained: "Many ADAS systems operate in the background, like autonomous emergency braking, (which is) almost invisible until you need it, so not all ADAS adds distraction. Not all of it is in your face. It is there to help when needed."



“EDUCATION IS KEY IN ENSURING THAT DRIVERS ARE AWARE OF THEIR OBLIGATIONS”

CAROLINE SANDALL, ACFO





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[citroen.co.uk](http://citroen.co.uk)

CITROËN prefers **TOTAL** Official Fuel Consumption for New Citroën C5 Aircross SUV range MPG (L/100km) combined 35.2 (8.0) - 56.3 (5.0). CO<sub>2</sub> emissions (g/km) combined 106 - 131 g/km. ^MPG/CO<sub>2</sub> figures in the box relate to New C5 Aircross SUV Flair Plus BlueHDi 130 EAT8 automatic. \*BIK relates to New C5 Aircross SUV Flair Plus PureTech 130 6-speed manual. Model shown is New C5 Aircross SUV Flair Plus BlueHDi 130 EAT8 automatic.

Figures shown are for comparison purposes only; you should only compare these fuel consumption and CO<sub>2</sub> figures with other cars tested using the same technical standard. The fuel consumption you achieve, and CO<sub>2</sub> produced, in real world conditions will depend upon a number of factors: including the accessories fitted (post registration), variations in weather, driving styles and vehicle load. There is a new test WLTP (Worldwide Harmonised Light Vehicles Test Procedure) used to measure fuel consumption and CO<sub>2</sub> figures. The CO<sub>2</sub> figures shown are NEDCeq (New European Driving Cycle Equivalent), calculated using an EC correlation tool which converts WLTP figures to NEDC. These NEDCeq figures are based on the outgoing test cycle and will be used to calculate tax for the first registration. CO<sub>2</sub> and fuel economy figures may vary according to wheel fitment and optional extras fitted.

#### NEWS: CLEAN AIR ZONES

# Councils look to Government to help mitigate the impact of CAZs

Birmingham proposes a year's grace for leased non-compliant vans



By Gareth Roberts

**M**itigation measures proposed for the country's two largest clean air zones (CAZs) have been criticised for failing to soften the blow for fleet operators.

London and Birmingham will both charge cars, vans and trucks to enter their zones. However, London has earmarked £23 million for a van scrappage scheme ahead of the introduction of its ultra-low emission zone (ULEZ) on April 8.

It has also announced plans for a £25 million car scrappage scheme.

Meanwhile, Birmingham City Council is asking the Government to give operators of non-compliant leased vehicles a year's grace from the launch of its CAZ next January.

The council has requested £68.7m from Government to fund the zone. If successful, £18m will be spent on signs, cameras and other infrastructure, while £51m will be used for a range of mitigation measures.

They include a scrappage scheme for private motorists, support for the upgrade of taxis and a £1,000 credit for electric van drivers to use on the council's public charging network.

It is also asking the Government for permission to offer operators of non-compliant light goods vehicles, heavy goods vehicles and coaches, which are on existing leasing agreements and registered in the Birmingham city area, an exemption

for a maximum of two vehicles from charges during the first year of the CAZ. The same is being asked for non-compliant vans, trucks and coaches registered within the zone.

Operators of non-compliant vehicles outside the Birmingham area travelling into the zone will not be offered any help.

Raj Kandola, senior policy advisor at the Greater Birmingham Chambers of Commerce (GBCC), is concerned that the mitigation measures do not go far enough, especially

when businesses are facing increased costs through Brexit uncertainty and business rates.

"It's just going to add to those issues with another layer of cost," he said. "If the council is reliant on additional funding to introduce these mitigation measures, we need more support from central Government to make them work."

Birmingham City Council has revealed that private cars, taxis and vans not meeting the latest emission standards will pay £8 per day, while HGVs, coaches and buses will be charged £50 per day.

GBCC is broadly supportive of the air quality restrictions. With almost a thousand deaths per year caused by issues related to poor air quality in the city, "something needs to be done", Kandola told *Fleet News*.

"We support the over-arching principles behind the zone; it's just how we get to that end point."

He is also concerned about the timeframe: "A business may have spent £1m upgrading their fleet only a few years ago, but it might not comply. You can't expect them to turn that around in 12 months."

Furthermore, GBCC is worried how vehicle standards to enter the zone could change in the future.

Kandola said: "If you're updating your fleet, you need to have some assurances to make informed business decisions. We will continue to push the council for clarity."

While Birmingham expects to hear from Government on its mitigation measures in spring, London Mayor Sadiq Khan will reveal more details about his van scheme soon.

The scrappage scheme will initially help London's micro-businesses – those with fewer than 10 employees – to switch to cleaner vans, including electric. Diesel vans not meeting the Euro 6 standard will pay £12.50 a day to enter central London.

Khan, together with other city mayors in the UK100 network, is calling on the Government to establish a £1.5 billion vehicle upgrade fund which could pay for the removal of almost half a million older polluting cars, vans and buses, while incentivising people and business into using low emission vehicles and public transport.

However, Freight Transport Association (FTA) claims the scrappage scheme will fail to deliver help to the vast majority of fleets.

"We need to know how the scheme will work, but I think it will have a negligible effect," said Natalie Chapman, FTA head of urban policy.

"If you're replacing [non-compliant vehicles] with a zero-emission vehicle, you're talking three or four times as much, which means it's going to have to be a huge subsidy to make the figures work."

**How London will help commercial fleets prepare for life within the ULEZ, page 74.**



**WE NEED MORE SUPPORT FROM CENTRAL GOVERNMENT TO MAKE MITIGATION MEASURES WORK**

**RAJ KANDOLA, GBCC**





LEX AUTOLEASE

IN DETAIL



To view the full story go to [fleetnews.co.uk/news](http://fleetnews.co.uk/news)

# The past month's news headlines from [fleetnews.co.uk](http://fleetnews.co.uk)

JAN

21

## COUNCILS EXPECTED TO INTRODUCE £1,000-A-YEAR WORKPLACE PARKING LEVIES

Up to 10 local authorities could be planning levies on workplace parking of up to £1,000 per year. The AA says Hounslow Council is proposing a charge of £500-£1,000 and nine other councils are considering similar measures.

● More in March 28 issue.

22

## BRIDGESTONE LOOKING TO ACQUIRE TOMTOM TELEMATICS FOR £800m

Bridgestone said that the transaction, which is due to be completed in the second quarter of this year (subject to regulatory approvals, consultation with TomTom employee bodies and approval of TomTom's shareholders) will create "a fleet solutions powerhouse".

25

## VEHICLE THEFTS INCREASE BY ALMOST 50% IN FIVE YEARS

In the financial year 2013-14, the figures reveal that some 75,308 vehicles were stolen, but by 2017-18 that had risen to 111,999 – the equivalent of one vehicle being stolen every five minutes or 300 a day.

28

## ADDISON LEE INVESTS £41m IN 1,200 VOLKSWAGEN SHARAN MPVs

The Euro 6 diesel Sharan SE 2.0 TDI BlueMotion 150PS DSG models will be compliant with Transport for London's ULEZ, which comes into force on April 8. The order is the single biggest purchase in the UK to date for the Sharan, and they will be delivered over the next three months.



30

## REVISED JAGUAR XF EXEMPT FROM 4% DIESEL BIK SURCHARGE

Jaguar's revised XF range offers lower CO<sub>2</sub> and will not be subject to the 4% benefit-in-kind tax diesel surcharge following engine improvements. All 2020 model year XF 2.0d 163PS and 180PS rear-wheel drive variants have been optimised for certification as RDE2-compliant, meaning they are exempt from the surcharge.

FEB

1

## WEBSITE LAUNCHED TO HELP FLEETS PREPARE FOR BIRMINGHAM CLEAN AIR ZONE

Birmingham City Council has launched a Business Breathes website to help fleet managers and self-employed drivers prepare for the city's clean air zone (CAZ).

# HOW DOES YOUR FLEET COMPARE?

Our new benchmarking service could highlight how efficient your fleet is compared with the sector average.

DISCOVER MORE AT

[LEXAUTOLEASE.CO.UK/BENCHMARKING](http://LEXAUTOLEASE.CO.UK/BENCHMARKING)

FEB

5

## FINES AND PENALTIES INCURRED BY FLEET DRIVERS HIT £15.3m

The number of company car and van drivers incurring penalties for minor offences, such as bus lane and parking misdemeanours, rose 22.7% year-on-year, according to annual figures from Lex Autolease. The UK's largest leasing provider analysed data from more than 377,000 company cars and vans.

6

## THE AA ACQUIRES PRESTIGE FLEET SERVICING FOR £11m

The AA said the acquisition gives it a "strong and profitable platform" to strengthen its presence in SMR, working with fleet and leasing companies, and supporting OEM partners. Melton Mowbray-based Prestige undertakes more than 120,000 SMR interventions a year. It will continue to be run by the existing management team.

8

## VOLKSWAGEN FLEET SERVICES BUYS MAJORITY STAKE IN FLEET LOGISTICS

Volkswagen Fleet Services has bought a 60% stake in Fleet Logistics, with fleet management services from both companies to be merged. The remaining 40% of the company's shares are held by the former sole shareholder TÜV SÜD Auto Service, headquartered in Munich, a wholly-owned subsidiary of TÜV SÜD AG.

11

## MERCEDES-BENZ CARS UK APPOINTS TOM BRENNAN AS HEAD OF FLEET



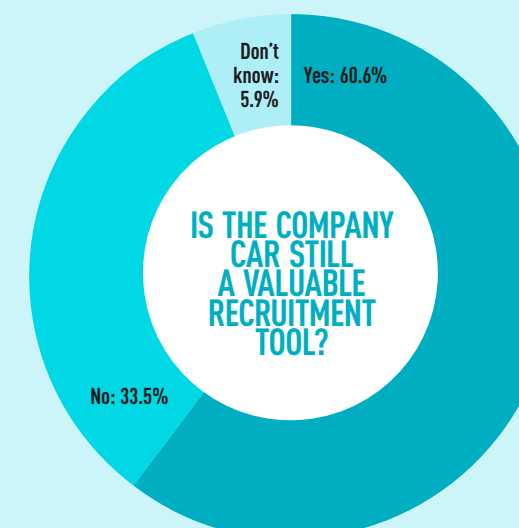
Mercedes-Benz Cars UK has appointed former Audi UK head of fleet sales Tom Brennan (pictured) as its head of fleet. The announcement completes the changes at the head of fleet operations for the three German premium manufacturers since the turn of the year.

13

## CONGESTION COSTS UK ALMOST £8bn IN 2018

London, with 227 hours lost due to congestion, and Birmingham at 134 hours, have been ranked as the worst cities in the UK for time lost due to congestion by Inrix. Drivers in the UK lost an average of 178 hours a year due to congestion, costing drivers £7.9 billion in 2018, an average of £1,317 per driver.

## FLEET NEWS POLL



**FLEET NEWS VIEW:** The majority of respondents to our poll still recognise that the company car can be a powerful recruitment tool. Given recent increases in benefit-in-kind (BIK) tax, however, it is not surprising that one-third (33.5%) of respondents disagree.

In our view, the company car adds huge value when recruiting, but also importantly offers financial and environmental gains for both employer and employee, while reducing an organisation's exposure to risk.

**THIS MONTH'S POLL:** Do you expect fleet costs to rise or fall as a result of Brexit?

Source: [fleetnews.co.uk](http://fleetnews.co.uk)





**“Isn’t it my turn  
to go to the  
Aberdeen office?”**

They won't feel like business miles.  
See [audi.co.uk/business](http://audi.co.uk/business)

**Audi** Business



# THE BIG PICTURE

Did you and your drivers make your representation to Government ahead of its deadline for the consultation into the impact of WLTP on VED and company car tax?

Last Sunday's deadline was widely promoted via *Fleet News* and the trade bodies with a clear message: if you do not act, the Government may decide not to recalibrate the tax bands to offset the rise in CO<sub>2</sub> emissions caused by the new testing regime.

The Government consultation report had already mooted the 'do nothing' option as worthy of consideration as ministers felt this could help to force company car drivers into ultra-low emission vehicles and speed up progress towards their climate and air quality targets. Not to mention land a tax windfall in the process.

However, they failed to appreciate that an unintended consequence of this decision would be to persuade drivers out of the company cars, taking cash allowances to buy older, even more polluting vehicles. And far from a tax windfall, it could dramatically cut revenues from benefit-in-kind tax.

Why is Treasury apparently unaware of all this? Because it's not getting volume feedback from fleets and drivers; instead, its mind-set has been swayed by extensive lobbying from environmental groups.

The subtext is: if fleets and drivers are not raising any concerns about rising taxation levels, then it obviously is not an issue.

We know that's not the case; you know that's not the case. That's why it was up to us all to make the fleet sector's voice heard.

*Fleet News* played its part by resubmitting its Budget evidence to Treasury ahead of the spring statement. We hope you played yours. We'll find out on March 13 when the Chancellor broadcasts his spring statement.



*Steve Briers*

**Stephen Briers,**  
editor-in-chief,  
*Fleet News*

EDITOR'S PICK

## WORKPLACE PARKING

# Yellow vests would not stand for levy



### Devon Guy wrote:

Having read 'Councils expected to introduce £1,000-a-year workplace parking levies' (fleetnews.co.uk, January 21), it would be interesting to see the chances of this being introduced in France right now. The yellow vests would already have blockaded all major motorways with hijacked and burning HGVs.

Many employees using their car to travel to work also use the car in the day to travel to clients, not so easy and efficient on a Boris bike. Additionally, many employers already charge employees to park at work. I pay more than £1,000 per annum

already. Presumably, this charge will be on top of that.

This scheme is so poorly thought out and I fear will result in greater labour supply issues for inner city employers, meaning those employers who can, will be forced to relocate out of these areas to attract quality staff. This will then bring further inner city desolation and, ironically, the councils will perversely suffer through lower business rate income and increased social problems.

At a time when Brexit could further reduce our workforce supply, why would this even be considered as having any legs?

• THE EDITOR'S PICK IN EACH ISSUE WINS A £20 JOHN LEWIS VOUCHER

### Staggered added:

Wow, not content with killing off the high street with high rates and parking charges, they now want to drive out office workers and their associated spending.

Hopefully companies will vote with their feet when leases are up and move to less hostile locations and/or have more homeworking.

### Rosco continued:

Poorly thought out policy. I was working just inside the Nottingham area when they introduced the scheme. The business relocated to Derby, whose council seemed to be more interested and didn't put in punitive measures.

I don't know why councils think this type of scheme is appropriate. All well and good encouraging public transport,

but these schemes unfairly penalise people who don't have public transport options or impractical non-car journeys.

In the Nottingham example the money was meant to be for extending the tram to Clifton, yet the majority of people forced to pay the charge didn't live in Clifton, and in any case the charge was introduced before the tram was extended.

For me, councils introducing such schemes are anti-business, and the loss of those businesses will be of greater significance than the money raised.

Complete own goal, and shows the lack of intelligence and foresight present in some local authorities. At least with a congestion charge you only pay when you use it.

# HAVE YOUR SAY

LINKEDIN UK fleet managers group  
TWITTER twitter.com/\_FleetNews

EMAIL fleetnews@bauermedia.co.uk  
COMMENT ONLINE fleetnews.co.uk

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Burning question:  
Are you a "collector" of anything?

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## VEHICLE CRIME

# Keyless entry makes cars more vulnerable

### Darren wrote:

Having read 'Vehicle thefts increase by almost 50% in five years' (fleetnews.co.uk, January 25), as well as there being less police, I think one other issue needs to be considered. Modern, keyless cars can be stolen with relative ease.

There are now many videos on the internet of cars being stolen using what appears to be two tablet PCs. One captures the wireless key code from within the house, the other seems to repeat it to the car. The car unlocks and starts using this duplicated code.

There needs to be some education for car owners to help them see that they can protect their keys by placing them in a Faraday bag. They block the signal from the key, and thus prevent these kinds of car thefts.



## AIR QUALITY

# In search of another source of revenue

### Edward Handley wrote:

Having read 'Three-quarters want all vehicles charged to enter clean air zones' (fleetnews.co.uk, January 15), the trend to random local taxes needs to be challenged. I pay VED for my car and in the past that gave me the right to drive my car anywhere in the UK. London then started the Congestion Charge, then the LEZ, and now other cities are jumping on the bandwagon claiming they need to protect the environment, but actually in search of another source of revenue.

I will believe these charges are about the environment only when I hear a council is losing money but still wants to keep the charge.

It won't be long before the parish council at Little Chipping in the Marsh (pop. 42) decide they want a Zero Emission Zone too and the whole country grinds to a stop under the weight of thousands of random charges imposed by all

sorts of authorities, just because they can.

### Honest John asked:

Was that 75% of the audience, employees of local councils and government? Who in their right mind would say they wanted to be charged to enter a clean air zone? This is just another scam by the

Government to target the motorist/fleet operator by stealth.

I cannot believe for one second that these results were driven by representatives who actually work in the fleet and automotive sector.

If I had a fleet manager with this sort of attitude, they would be looking for employment elsewhere. Absolute madness.



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# Fleet News Awards 2019: the finalists

The industry's most prestigious awards take place on March 20. Find out here who is in the running

**F**our days of judging and many hours of sifting through 200-plus entries from fleets, manufacturers and suppliers have led to this point: the reveal of the *Fleet News* Awards 2019 finalists.

Congratulations to all the companies and people that have made it this far – many didn't, emphasising the achievement in simply getting onto the shortlist.

Thanks to my judges and our sponsors for your support.

## FLEET NEWS AWARDS 2019 JUDGING PANEL

**Auditor:** Brian Cooper, Ernst & Young  
**Chairman:** Christopher Macgowan OBE

### Supplier Awards

**Sarah Tooze, Fleet News**  
**John Pryor, Arcadia/ACFO**  
**Stewart Lightbody, Anglian Water**  
**Graham Short, Zip Water (UK)**  
**Ryan Coles, Aviva**  
**David Oliver, Red Bull**  
**Liz Hollands, FTA**

### Manufacturer Awards

**Stephen Briers, Fleet News**  
**Matt dePrez, Fleet News**  
**Dylan Setterfield, Cap HPI**  
**Andy Cutler, Glass's**  
**Mark Jowsey, KeeResources**  
**Matt Curtis, LeasePlan**  
**Shaun Sadlier, Arval**  
**Debbie Floyd, Bauer Media**  
**Chris Connors, Countryside Properties**

### Fleet Awards

**Stephen Briers, Fleet News**  
**Caroline Sandall, ACFO**  
**Julie Madoui, Kier Fleet Services**  
**Paul Hollick, ICFM**

### Headline Awards

Judges as above, relevant to the category

## MANUFACTURER CATEGORIES

### Best Small Car

Audi A1  
Citroën C3  
Ford Fiesta  
Seat Ibiza  
Škoda Fabia  
Volkswagen Polo

### Best Lower Medium Car

Ford Focus  
Honda Civic  
Kia Ceed  
Seat Leon  
Toyota Prius  
Volkswagen Golf

### Best Upper Medium Car

Ford Mondeo  
Kia Optima  
Peugeot 508  
Škoda Superb  
Vauxhall Insignia  
Volkswagen Passat

### Best Compact SUV

Citroën C3 Aircross  
Hyundai Kona  
Kia Stonic  
Seat Arona  
Toyota C-HR  
Volkswagen T-Roc

### Best Mid-size SUV

BMW X1  
Kia Sportage  
Peugeot 3008  
Seat Ateca  
Škoda Karoq  
Volvo XC40

### Best Compact Premium Car

Audi A3  
BMW 1 Series  
Mercedes-Benz A-Class  
Mini Clubman

### Best Premium Car

Audi A4  
BMW 3 Series  
Jaguar XE  
Lexus IS  
Mercedes-Benz C-Class  
Volkswagen Arteon

### Best Executive Car

Audi A6  
BMW 5 Series  
Jaguar XF  
Mercedes-Benz E-Class  
Volvo S/V90

### Best Zero Emission Car

BMW i3  
Hyundai Kona Electric  
Jaguar i-Pace  
Nissan LEAF  
Renault Zoe  
Volkswagen e-Golf

### Green Fleet Manufacturer of the Year

BMW (UK)  
Hyundai UK  
Nissan Motor (GB)  
PSA Group  
Toyota (GB)

### Most Improved Fleet Manufacturer of the Year

Honda UK  
Nissan Motor (GB)  
Suzuki GB

FleetNews

AWARDS  
2019



## SUPPLIER CATEGORIES

### Leasing Company of the Year – up to 20,000 vehicles

Ogilvie Fleet  
TCH Leasing

### Leasing Company of the Year – more than 20,000 vehicles

ALD Automotive  
Alphabet (GB)  
Hitachi Capital Vehicle Solutions  
LeasePlan UK  
Lex Autolease  
Volkswagen Financial Services | Fleet  
Zenith

### Best Rental Company of the Year

County Car and Van Rental  
Enterprise Rent-A-Car  
Europcar  
Northgate Vehicle Hire

Reflex Vehicle Hire  
Thrifty Car & Van Rental

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### Customer Service Award

Alphabet (GB)  
Auto Windscreens  
Jaama  
Lex Autolease  
Nexus Vehicle Rental  
Ogilvie Fleet  
Reflex Vehicle Hire  
The AA

*Sponsored by Copart UK*

### Fleet Dealer of the Year

Johnsons Fleet Services  
Norton Way Corporate  
TrustFord

## FLEET CATEGORIES

### Fleet of the Year up to 1,000 vehicles

Dundee City Council  
Momentum Instore  
Radian  
South Yorkshire Police & South Yorkshire Fire and Rescue  
*Sponsored by Reflex Vehicle Hire*

### Fleet of the Year – 1,001-plus vehicles

Addison Lee  
Murphy Plant  
Schneider Electric  
Scottish Water  
*Sponsored by Zenith*

### Most Improved Fleet of the Year

Altrad Services  
Momentum Instore  
Schneider Electric  
Scottish Water

### Safe Fleet of the Year

Altrad Services  
Gateshead Council  
HTS (Property & Environment)  
Momentum Instore  
Scottish Water  
Speedy Asset Services  
*Sponsored by Verizon Connect*

### Ultra-low Emission Fleet

ALD Automotive  
Dundee City Council  
Leeds City Council  
London Borough of Hackney  
OVO Energy  
*Sponsored by BMW Group (UK)*

### Best Travel and Mobility Initiative

ALD Automotive  
Gateshead Council  
*Sponsored by Goodyear*

## HEADLINE CATEGORIES

### Fleet Manager of the Year

Justin Patterson, Addison Lee  
Stewart Lightbody, Anglian Water  
Graham Telfer, Gateshead Council  
David Fisher, Rexel UK  
Sarah Gilding, South Yorkshire Police & South Yorkshire Fire and Rescue

### Fleet Supplier of the Year

ALD Automotive  
FMG  
Hitachi Capital Vehicle Solutions  
Jaama  
Reflex Vehicle Hire  
The AA

*Sponsored by Hyundai Motor UK*

### New Company Car of the Year

Audi A6  
Ford Focus  
Mercedes-Benz A-Class  
Mercedes-Benz C-Class  
Nissan Qashqai  
Volvo XC40

*Sponsored by Halfords Autocentres*

### Fleet Manufacturer of the Year

Audi UK  
BMW (UK)  
Ford Motor Company  
Kia Motors (UK)  
Mercedes-Benz Cars UK  
Volvo Car UK

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### Fleet Champion Award

Judging panel decision

### Fleet News Hall of Fame Award

Editor's decision  
*Sponsored by The AA*

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Official WLTP Fuel Consumption for the New Range Rover Evoque range in mpg (l/100km): Combined 28.5 - 44.9 accordance with EU legislation. For comparison purposes only. Real world figures may differ. CO<sub>2</sub> and fuel economy

Nolita Grey on First Edition only for 12 months from launch. \*All in-car features should be used by drivers only when safe for them to do so. Drivers must ensure they are in full control of the vehicle at all times.

(9.9 - 6.3). NEDCeq CO<sub>2</sub> Emissions 188 – 143 g/km. The figures provided are as a result of official manufacturer's tests in figures may vary according to wheel fitment and post-registration Retailer fit options and accessories.



# SHAPING THE FUTURE OF URBAN MOBILITY

The UK is on the cusp of significant change in how people, goods and services move around, with increasingly crowded roads, high levels of pollution and new technologies set to spark a transport revolution. *Andrew Ryan* looks at five of the factors which will influence the future for urban travel

## 1. AIR QUALITY

Air quality is arguably the issue which will be the biggest driver of change in urban mobility. A Department for Environment, Food and Rural Affairs (Defra) report last year described it as “the largest environmental health risk in the UK”, while the Royal College of Physicians has linked 40,000 premature deaths in the UK each year to outdoor air pollution, with road transport responsible for some 80% of NOx at the roadside. Levels of nitrogen dioxide (NO<sub>2</sub>), mostly produced by diesel vehicles, have been illegally high since 2010 in the vast majority of urban areas in the UK, with the pollutant also linked to cancer, asthma, stroke and heart disease, diabetes, obesity and changes linked to dementia. This has placed a previously unseen urgency on introducing measures to improve air quality and, in July last year, the Government published its plan for the transition to zero emission road transport – the Road to Zero. This includes the ambition that by 2030 as many as 70% of new car sales and up to 40% of new van sales will be ultra-low emission (sub 50g/km), that no new petrol or diesel cars or vans will be sold by 2040, and that by 2050 almost every car and van will be zero emission, although ‘almost’ is not defined.

While widespread adoption of clean fuel technologies will reduce air pollution, many local authorities are taking more immediate action. For example, in 2017, London introduced a toxicity charge for pre-Euro 4 cars and vans, while last year Hackney and Shoreditch introduced ultra-low emission streets which could be used only by vehicles with CO<sub>2</sub> emissions below 75g/km. On April 8 this year, an ultra-low emission zone (ULEZ) will be introduced for central London, where cars and vans must be at least Euro 4 (petrol) or Euro 6 (diesel) or face a £12.50 daily charge. Lorries face a £100 charge if they do not meet Euro VI standards. “Our objective is not to be getting the £12.50 or the higher charges, it’s to get people to comply so we get the air quality benefits we need in London,” says Lilli Matson, director of transport strategy at Transport for London (TfL). “It is important to emphasise that, although the standards of the ULEZ are around the Euro 6 diesel standard, ultimately the long-term vision is to make London a zero carbon city by 2050. “This isn’t like we’ve chosen a completely ridiculous goal out of nowhere. This is completely what the experts are saying is needed to happen if we are seriously going to address climate change.” The ULEZ will be expanded to include the inner London area bounded by the North and South

### WHY CLEAN AIR ZONES?

Analysis by Defra has shown CAZs to be the most effective measure to improve air quality in urban areas. It found that, over a 10-year period, operating CAZs in 26 cities would reduce NOx emissions by 24,000 tonnes. This is more than double the amount that would be saved by retrofitting buses and HGVs with selective catalytic reduction technology, and converting black cabs to run on LPG (10,000 tonnes). Other measures which made a far smaller impact were introducing training for 100,000 drivers to teach and reinforce economical driving practices (350 tonnes) and promoting ULEVs so around 160,000 would be purchased over a three-year period.

### REDUCTION IN NOx EMISSIONS OVER 10 YEARS (IN TONNES)

<b>Clean air zones</b> Expansion from five CAZs, plus London, to a further 21	24,000
<b>Retrofit</b> Retrofitting buses HGVs and black cabs with selective catalytic reduction technology or LPG	10,000
<b>Scrappage</b> National scrappage of older diesel cars and vans with replacement by EVs	0.4
<b>Ultra-low emission vehicles</b> Additional support to purchasers of ULEVs	2,000
<b>Speed limits</b> Reduce average speeds from 70mph to 60mph on sections of motorways with poor air quality	50
<b>Government buying standards</b> Encouraging purchases of new petrol cars instead of diesel cars	100
<b>Vehicle labelling</b> Air quality emissions information on new car tables	700
<b>Influencing driving style</b> Training and telematics for 100,000 car and van drivers by 2019	350

## SPONSOR'S COMMENT

By **Stuart Thomas**, director of fleet and SME at The AA



Over the next five years, a large proportion of UK fleets will be impacted by the introduction of various clean air zones across the country.

In central London, the Ultra Low Emission Zone (ULEZ) scheme comes into force on in April. A £29 million ULEZ-style project has been announced to improve air quality in Leeds. More clean air zones (CAZs) could follow as councils realise they have a new and reliable revenue stream. Indeed, Birmingham is proposing to introduce a Class D zone which could work in the same way as London's ULEZ. These changes are more likely to affect small businesses whose fleet mix comprises older vehicles.

There is some light at the end of this tunnel for fleets. In Leeds, £23m has been set aside to help businesses make the transition. A £23m scrappage scheme has also been announced for London drivers to support the ULEZ introduction, designed to get the city's most polluting vans off the road. At The AA, we believe the Government also has a role to play in this, and that it should be providing more incentives to help businesses achieve this goal. Its ambition is to reach a position by 2030 in which at least 50% of new cars and vans sold in the UK will be ultra-low emission vehicles.

So why not incentivise businesses to move to this future more quickly via grants and scrappage schemes? We're keen to help the fleet industry transition to an alternatively fuelled future, but we're mindful that this won't be achieved without support.

We urge the Government to act now to put business interests first.

Visit [theaa.com/business](http://theaa.com/business) for more information.



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The ULEZ model will be replicated in a number of urban areas across the UK from 2020 after the Government instructed five cities to investigate introducing a clean air zone (CAZ) by 2020 – Birmingham, Derby, Leeds, Nottingham and Southampton – while a further 23 local authorities were required to create plans based on single road exceedances.

Of these, Birmingham and Leeds have announced their plans for CAZs while Derby, Nottingham and Southampton have rejected them as they feel they can make the sufficient air quality improvements through other measures.

These include – dependent on the city – retrofitting buses with clean exhaust technology, revising taxi licensing conditions to remove the most polluting vehicles, and introducing a car scrap-page scheme to encourage residents to move to lower emission cars.

Other local authorities are pushing ahead with their own plans to introduce CAZs.

Oxford last month revealed its proposals for a zero emission zone (ZEZ) which could see all non-zero emission vehicles banned in some areas of the city during certain hours from 2020, while Manchester mayor Andy Burnham has announced a proposal to introduce a CAZ for operators of buses, coaches, taxis, lorries and vans, as well as some private cars registered outside the area.

So how will CAZs affect fleets? In the main, not hugely if they operate cars. Euro 4 petrol accounts for most new petrol car sales after September 2006, with Euro 6 taking most new registrations of diesel cars from September 2015.

However, Birmingham, Bath, Bristol and Sheffield, among others, are including vans in their CAZ proposals. With many fleets operating light commercials over five years or more, this class of CAZ will affect them unless they defleet early and replace with Euro 6.

Research by the British Vehicle Rental and Leasing Association (BVRLA) shows that 75% of cars leased from its members already comply with CAZ requirements. However, just 37% of vans do.

And, operators of HGVs, which traditionally have longer operating cycles than cars and vans, are even more affected. They will also face higher penalties: for example, non-compliant HGVs will face a daily charge of £50 to enter the CAZs in either Birmingham or Leeds, and £100 in London.

"The decision to charge hauliers is short-sighted and very frustrating," says Gerry Keaney, chief executive of the BVRLA. "It is an extra burden on operators who will have to pass costs on to the consumer."

"Unlike cars and vans, HGV operators have no option to go electric. Operators will face huge costs in replacing non-compliant vehicles with the latest trucks that meet Euro VI emission standards – there are no retrofit solutions available at present."

"We are particularly concerned about smaller businesses, many of whom operate on extremely tight margins and will not be able to upgrade their fleet in time."

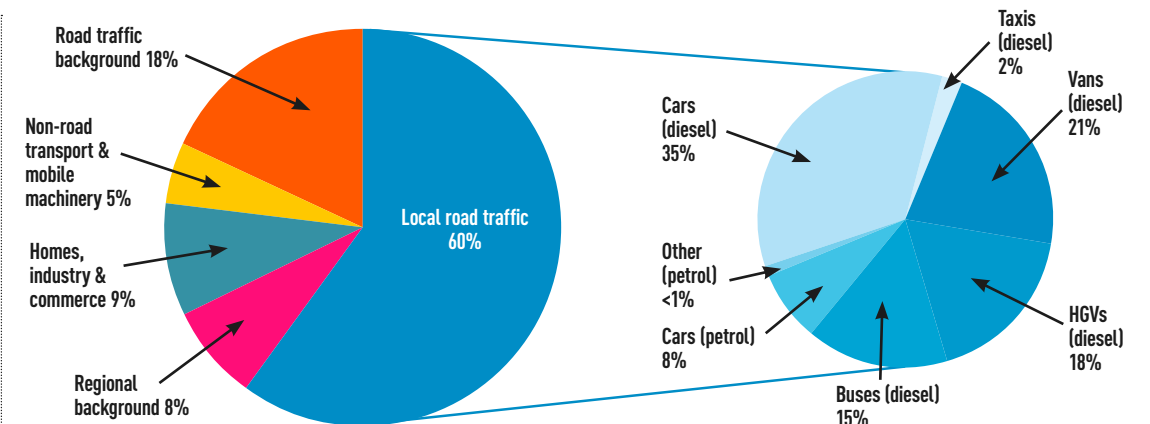
However, Birmingham recognises the likely impact on leased fleets and is asking central Government to give operators of non-compliant leased vehicles a year's grace from the start of its CAZ next January (see page 13 for more).

For the latest updates on the CAZs around the country, visit [fleetnews.co.uk/caz](http://fleetnews.co.uk/caz)

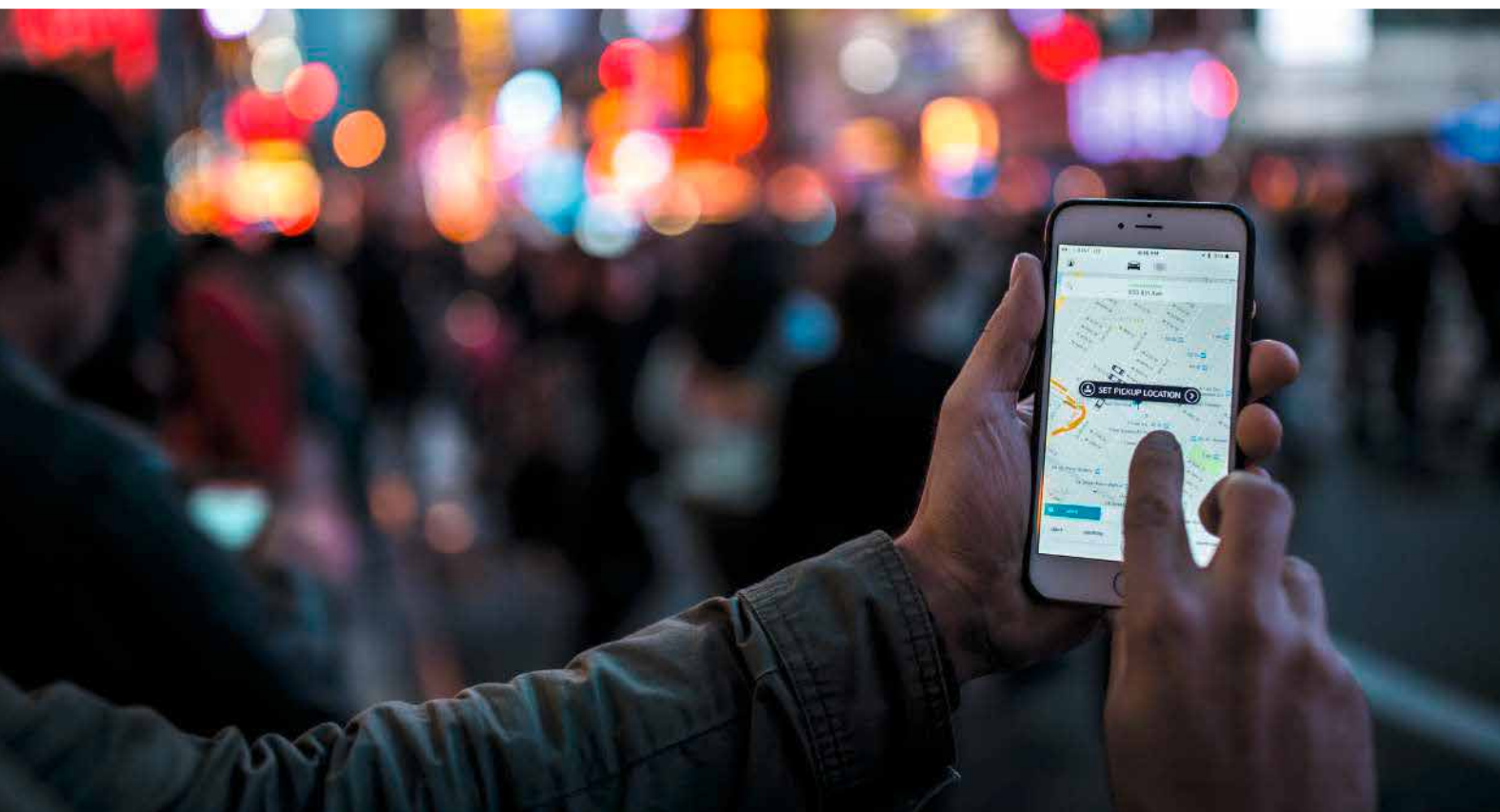
## UK NATIONAL AVERAGE NO<sub>x</sub> ROADSIDE CONCENTRATION APPORTIONED BY SOURCE OF NO<sub>x</sub> EMISSIONS, 2015

'Local road traffic' in the large pie chart is the estimate of local NO<sub>x</sub> roadside concentrations contributed by traffic on that road and is shown in greater detail in the smaller pie chart. 'Road traffic background' is the estimate of NO<sub>x</sub> concentrations contributed by traffic on other roads. 'Other (petrol)' is made up of petrol vans and motorcycles.

Source: Ricardo Energy & Environment







## 2. MOBILITY AS A SERVICE

Mobility as a Service (MaaS) is the term for the digital platforms (often smartphone apps) through which people can access a range of public, shared and private transport, using a system that integrates the planning, booking and payment.

It is a market still in its infancy, but is being developed in response to the growing demand from users for transport to be delivered as an on-demand service that allows passengers to travel door-to-door conveniently and seamlessly.

"At some stage, apps will allow all of us to identify the most convenient, fastest or cheapest multi-modal way to travel from A to B, and the days of 'default car' for every journey will end," says Ian Richardson, general manager at *Fleet News* sister brand Sewells Research & Insight, which has produced the British Business and Mobility Study report.

"In the corporate sector, the conditions are ripe for this approach with some employees.

"The current emphasis on employees sharing lifts both to work and to visit suppliers and clients is a natural, if accidental, stepping stone towards a future of shared travel via ride hailing, car sharing, on-demand bus services and public transport. Business customers are starting to wake up to these possibilities."

In theory, MaaS could reduce congestion, improve air quality through the decreased vehicle use, and improve users' health by encouraging



“ONCE WE HAVE THE ABILITY TO SELL RAIL TICKETS, WE THINK THE (MAAS) PRODUCT WILL BE MUCH MORE APPEALING”

CHRIS PERRY, MAAS GLOBAL

increased use of active modes of travel such as walking and cycling.

In October last year, Fleetondemand launched its MaaS app for business, Mobilleo, following three years of research, development and testing.

Fleetondemand says the app integrates thousands of public and private transportation providers into a single, configurable platform.

It allows users to find, book and pay for their entire business journey (including parking, car hire, flights, trains, accommodation, restaurants, airport lounges, car clubs, buses and taxis), in one transaction.

Maas Global, meanwhile, launched its Whim app in the partnership with Transport for the West

Midlands, part of the West Midlands Combined Authority, in April 2018 following a six-month trial.

It currently has commercial contracts with several transport operators: National Express West Midlands (bus and tram services), Enterprise (car hire) and Gett (taxi service). Bike-sharing (via Nextbike) and National Rail services (via On Track Retail) are expected to be introduced into the app soon.

Usage patterns indicate that early adopters – the company has not released figures for how many people have downloaded its app or signed up for its service since its launch – are using Whim for commuting.

However, Chris Perry, head of partnerships UK at MaaS Global, says: "We have not focused on business travellers and the products we have at the moment are about travelling around Birmingham and the West Midlands, whereas business travel tends to be long distance.

"But we think there will be a strong market for B2B and, once we have the ability to sell rail tickets, we think the product will be much more appealing to business customers.

"We want to learn what their needs are and want to build something that works for them."

In a report published in December, a Transport Committee report overview into MaaS noted that it is widely thought within the transport industry that the Government will need to redirect existing funding or create new funding streams to ensure a range of MaaS pilots are effectively tested.

This is because current Government funding opportunities are insufficient and, as MaaS is relatively new, it cannot yet attract significant levels of investment from the private sector. ➔



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### 3. FUEL

The fuels used by road transport will continue to diversify in the future, with electrified freight and fleet vehicles expected to become the most common in urban areas.

That's the view of Gavin Bailey, technical and business development manager at the Transport Research Laboratory (TRL).

"From our research on the Low Emissions Freight and Logistics Trial, electric road systems for Highways England and ECO Stars we have engaged with numerous operators," he says.

"This has meant we have gained tremendous insight into the realistic capabilities of ultra-low and low-emission heavy goods vehicle and light goods vehicle technologies.

"It is likely, due to the current capabilities of the available technologies, that we will see a bias towards electrification of freight and fleet vehicles in urban areas, and a dominance of gas vehicles in long- to medium-haul journeys."

The increasing uptake of electric vehicles will be

driven mainly by the requirement to improve air quality in urban areas, the increasing availability and capability of EVs, and the expectation that prices of the vehicles will come down as the technology becomes more commonplace.

Electric powertrains are being backed extensively by manufacturers, with Reuters analysis last month showing that, globally, vehicle manufacturers had announced investments totalling more than £70 billion in the technology.

The expected growth in EV numbers will need to be reflected by an improved charging infrastructure, including in urban areas, a requirement recognised by Lilli Matson, director of transport strategy at Transport for London.

"We are already installing quite significant electric charging infrastructure in London," she says. "There is a slow-charging infrastructure we have established and our efforts are now focused on deploying a rapid-charging infrastructure.

"Over the past year we delivered more than 100 rapid chargers and are working towards 300 over the next 18 months."

The UK's biggest trial of electric vehicles gets

underway later this year involving UK Power Networks, Royal Mail, Centrica, Uber, SSE and Hitachi Capital. It will see 3,000 EVs deployed over the course of three years to help identify ways of overcoming the infrastructure concerns in urban, suburban and rural regions across the south and south-east England.

Industry analyst KPMG predicts electrification will dominate in lighter vehicles, with a plural fuel mix for medium/heavy vehicles over the next couple of decades.

By 2050, this will need to converge to a single/dual fuel mix due to infrastructure and sustainability requirements, with the Government's policy stance critical in determining this fuel mix.

Elsewhere, changes to the Renewable Transport Fuel Obligation (RTFO) will double the use of renewable fuels in the UK transport sector within 15 years.

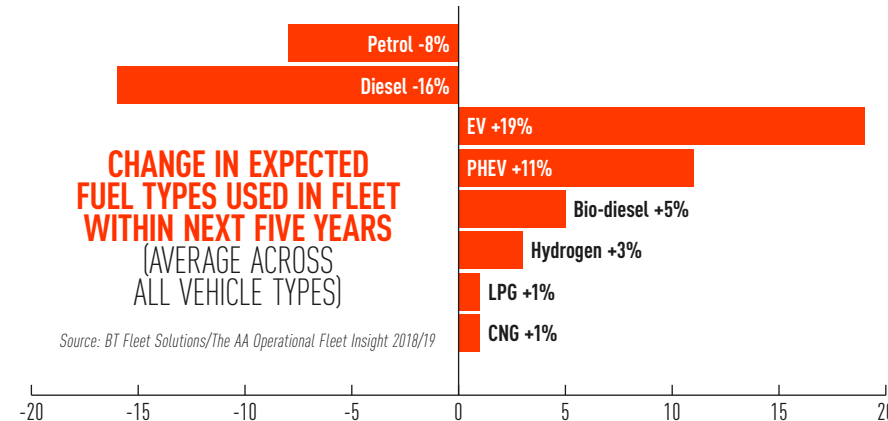
This will compel owners of transport fuel, who supply at least 450,000 litres a year, to make sure the mix is at least 12.4% biofuel by 2032. When the change was announced in April last year, the target had been 4.75%. ➔

**"OVER THE PAST YEAR WE HAVE DELIVERED MORE THAN 100 RAPID CHARGERS AND WE ARE WORKING TOWARDS 300 OVER THE NEXT 18 MONTHS"**

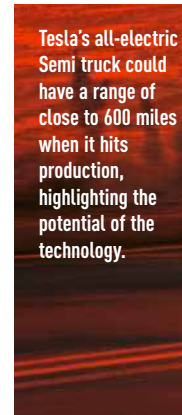
**LILLI MATSON, TRANSPORT FOR LONDON**

#### CHANGE IN EXPECTED FUEL TYPES USED IN FLEET WITHIN NEXT FIVE YEARS (AVERAGE ACROSS ALL VEHICLE TYPES)

Source: BT Fleet Solutions/The AA Operational Fleet Insight 2018/19



Tesla's all-electric Semi truck could have a range of close to 600 miles when it hits production, highlighting the potential of the technology.



### 4. DRIVERLESS VEHICLES

Driverless vehicles have the potential to revolutionise the way goods and people are moved around urban areas.

The long-term benefits of automated transport are expected to be significant. A major one is expected to be increased safety as the technology has the potential to eliminate human errors which often contribute to collisions.

Fully automated systems are also predicted to radically reduce the number of vehicles on the road through increased ride sharing.

The technology will also produce cars that drive efficiently, and there could also be significant time savings as employees could work as they travel given they are freed up from driving.

While the futuristic vision of cities with robotaxis and cargo pods buzzing seamlessly in and out of traffic may still seem like a far-flung idea,

the day when fully-autonomous cars and vans are being used commercially is, possibly, not that far away. The UK Government has an ambition that driverless vehicles will be in use commercially by 2021 – a target that experts say is not out of the question.

"The technology exists, it's certainly possible," says Rob Wallis, chief executive of Transport Research Laboratory, who added that while high volumes are unlikely to be driving around independently, live services will be running by that time.

A number of driverless vehicle trials have been taking place around the UK to develop and gain an understanding of the technology.

These include the Gateway scheme in Greenwich, London, which saw a fleet of driverless pods provide a shuttle service to pick up and drop off passengers from four designated pod stops, as well as automated urban deliveries.

In October last year, a prototype self-driving Range Rover Sport successfully drove around the Coventry ring road, changing lanes, merging with traffic and exiting junctions at the speed

limit of 40mph as part of the £20 million Government-funded UK Autodrive project.

The Venturer consortium is testing vehicles in the Bristol and South Gloucestershire areas, while private hire company Addison Lee and autonomous driving software specialist Oxbotica are in the process of creating detailed, digital maps of more than 250,000 miles of public roads in and around London, with a view to providing a self-driving car service by 2021.

However, Wallis says there are three current barriers to automated vehicles becoming a reality: the insurance industry, the regulatory environment and public perception.

"People want to know these technologies are safe, if they will decrease accidents and provide societal benefits surrounding road capacity and congestion," he adds.

Fears have also been raised over the risks posed to driverless vehicles by hackers. To tackle this, the British Standards Institute has published a new cyber security standard for manufacturers to comply with, following consultation with academics and industry experts.

**67%**  
felt the technology represents a threat to fleet management

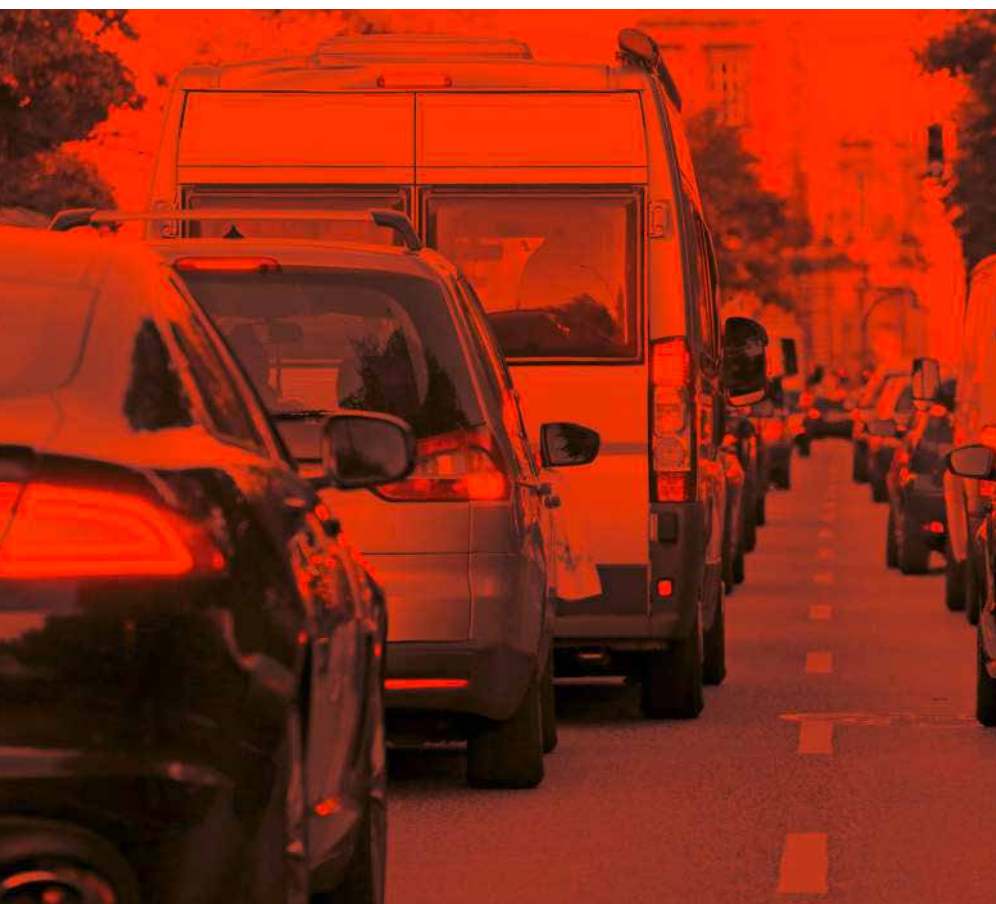
Driverless vehicles are a controversial subject among fleet professionals. The BT Fleet Solutions and AA report, *Operational Fleet Insight: Clean Air & Alternative Fuels 2018/19*, found that 63% of those surveyed felt the technology represented a positive benefit and 29% expected autonomous vehicles to be in operational fleets within five years.

However, many fleet managers feel autonomous vehicles are a "fantasy" and are unlikely to be seen on UK roads for a considerable time, while 67% felt the technology represents a threat to fleet management.



A prototype self-driving Range Rover navigated its way around Coventry's ring road





**ALL 10 OF THE SLOWEST LOCAL AUTHORITY AREAS (FOR AVERAGE VEHICLE SPEED) IN ENGLAND ARE IN LONDON**

## 5. CONGESTION

The UK's roads are getting more crowded, with many experts expecting the situation to get worse – particularly in urban areas.

Latest Department for Transport (DfT) figures show that the average speed of vehicles on 'A' roads in towns and cities dropped from 19.3mph in 2014 to 18.4mph in 2017.

All 10 of the slowest local authority areas in England are in London, with City of London having an average speed of 7.6mph. Manchester has the slowest speeds outside London at 15.3mph.

There are a number of reasons for this. One is the focus on making urban areas more pedestrian- and cyclist-friendly, while the volume of traffic has also grown.

In 2017, total motor vehicle traffic in Great Britain reached a new record level, with 327 billion vehicle miles travelled, a 1.3% increase compared with 2016.

Van traffic showed the fastest growth in percentage terms of vehicle types, rising 2.7% to hit a record high of 50.5bn vehicle miles in 2017.

The drivers of this rapid van growth could include the growth in internet shopping and home deliveries, with research showing that 77% of adults shopped online at least once during 2017, compared to 53% in 2008.

The DfT's Road Traffic Forecasts 2018 report predicts that car traffic will grow between 11% and 43% by 2050, while light goods vehicle traffic will grow between 23% and 108%, which will further increase congestion.

Developments such as mobility as a service

### COMPANIES SET GOAL OF REDUCING BUSINESS TRAVEL

The British Business and Mobility Study, produced by Fleet News sister brand Sewells Research & Insight, has found a significant proportion of companies are seeking both to reduce business travel and cut the number of employees commuting to the workplace. The study of 1,000 business leaders found that:

**66%** of businesses have set targets to reduce their volume of internal travel

**60%** of businesses have targets to cut trips to suppliers

**66%** of businesses have targets to lower the number of journeys to clients

**65%** of businesses consider video conferencing as a viable alternative to business travel

(see page 24) and autonomous vehicles (see page 26) are expected to have an effect on congestion. Companies are also developing alternative methods of delivering goods in urban areas, many of which are described as 'last-mile' solutions.

These range from urban consolidation centres where goods can initially be delivered before they are distributed to customers by a smaller number of vans, as well as the potential introduction of electrically-powered vans, micro vehicles and e-cargo bikes, which could provide a better service to customers for cargo in comparison to light commercial vehicles.

In September, the Government announced a £2 million funding pot to support fleets with the uptake of e-cargo bikes.

Its backing of e-cargo bikes is nothing new. In May, e-Cargobikes.com, with support from the Innovation Challenge Fund, collaborated with the supermarket chain Sainsbury's to trial the use of electric cargo bikes to deliver groceries.

A fleet of five cargo bikes, each with a capacity of up to 480 litres and a payload of 125kg were introduced in South London, delivering up to 100 orders a day to customers who shopped via the retailer's groceries online website.

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Figures shown are for comparability purposes; only compare fuel consumption and CO<sub>2</sub> figures with other cars tested to the same technical procedures. These figures may not reflect real life driving results, which will depend upon a number of factors including the accessories fitted (post-registration), variations in weather, driving styles and vehicle load. \*There is a new test used for fuel consumption and CO<sub>2</sub> figures. The CO<sub>2</sub> figures shown, however, are based on the outgoing test cycle and will be used to calculate vehicle tax on first registration.



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# The key to an efficient fleet? Data, data, data

Peter Kelly has integrated intel from multiple sources to gain control of all the facts about the Elis fleet, reports *Stephen Briers*

**T**he story of Peter Kelly's appointment to his present role is a familiar tale, one that exemplifies the commonplace lack of appreciation about the value of a dedicated fleet decision-maker.

Fleet manager retires, company thinks it doesn't need to replace them, brings in a consultant, realises it's a full-time position and employs a fleet manager.

Kelly was that consultant; the company Elis (formerly Berendsen), the textiles and laundry services group. He was appointed group compliance and fleet manager three years ago after a 12-month stint as a consultant, bringing considerable transport and warehousing experience from jobs at Wincanton, James Irlam and Stobart Group.

The Elis fleet of just in excess of 1,000 vehicles – 256 cars, 285 vans, 465 HGVs, plus 60 vehicles on hire as 'buffer stock' – is managed entirely by Kelly and his two fleet administrators, Angela Rolfe and Val Knight.

"We control everything centrally so we have more control about what goes on within the business," Kelly says.

"We treat our vans like our trucks and we treat the drivers the same as well. This is key if they move from one vehicle to another. We keep everything simple; all our procedures are the same, such as induction, checks and recording hours."

The company is a staunch advocate of quality standards (see panel overleaf). It has Freight Transport Association Truck Excellence and Van Excellence accreditation, FORS for the depots that need it, and was a founding member of the DVSA Earned Recognition scheme.

It's been a steady evolution to get to this point. When Kelly joined, the systems were fragmented, data was patchy and engagement with the transport/logistics managers (TMs)

was sporadic. He asked himself a simple question: how do we make it easy for transport managers to get the right information?

The solution was to bring together data from multiple sources – tachographs, TomTom telematics, cameras, mileage capture via The Miles Consultancy (TMC) – to produce a monthly report on driver behaviour, featuring a league table on utilisation.

The TMs have direct access to the telematics data where they can view video footage from the cameras; they are automatically sent videos of any event above a 'level five' (impact) with an option to view a live feed.

Elis is looking at supplementing the data with a first notification of loss app for the trucks whereby insurers are notified about an incident at the push of button. The insurer can call the driver to make sure they are ok and whether they need the emergency services, then talk through what they need to do next. Effectively, the investigation takes place there and then at the scene of the accident.

"From a practical point of view, the fleet is more efficient now," says Kelly. "We can see where the vehicles are being utilised, mpg has increased, saving us £475,000 in fuel, and we are doing less mileage. A big difference was linking the TMC data into TomTom so we have accurate reports on fuel usage."

He adds: "When we interrogate the data, we work with the bottom five drivers to improve their performance."

Since integrating the data via TomTom telematics, speeding events have fallen by 98%. Kelly puts this partly down to the in-vehicle coaching provided by the system, which alerts the drivers if they exceed the speed limit.

"We found that drivers were rushing before, taking short cuts. Now, they follow the routes and it has reduced mileage because they go from A to B," he says. "We have a lot of temp

drivers, so having the route programmed in is a big benefit."

Kelly uses feedback from one of the drivers to illustrate the point: "He said 'I start at the same time, do the same number of deliveries and finish at the same time. But I'm not speeding and I'm less stressed – the system works for us.'"

A turning point came with the integration of cameras with TomTom telematics. It enables Elis to contest spurious claims, which saved it £1.2 million alone last year – exactly the cost of the initial investment. Previously, it struggled to defend itself and its drivers.

"It was 80/20 in their (the third party's) favour; now it's 80/20 in our favour," Kelly explains. "If there's an incident, we see the driver point to their camera to tell the other person it's being recorded. We get a 30-second recording after the incident which protects the driver from abuse or violence."

Video evidence enables Elis to settle claims within a day if its driver is at fault, which saves at least 50% of the total claims cost. It has also provided its claim advisor and insurer with access, further speeding up the process.

"If they believe it's a dishonest claim, they will write to the third party to say we may sue them. Hopefully, that will stop them making claims," Kelly says. ➔

GROUP COMPLIANCE AND FLEET MANAGER: Peter Kelly

TIME IN ROLE: three years

FLEET SIZE: 1,006: cars – 256; vans – 285; HGVs – 465

FUNDING METHOD: contract hire

OPERATING CYCLES: cars – three years; vans – five years; HGVs – six years

KEY PARTNERS: Ryder, Arval, TomTom, TMC, FTA

BRANDS ON FLEET: cars – Audi, BMW; vans – Ford, Vauxhall; Trucks – Daf

WE TREAT OUR VANS LIKE OUR TRUCKS AND WE TREAT THE DRIVERS THE SAME AS WELL. WE KEEP EVERYTHING SIMPLE; ALL OUR PROCEDURES ARE THE SAME, SUCH AS INDUCTION, CHECKS AND RECORDING HOURS

PETER KELLY, ELIS



Video evidence enables Peter Kelly to contest spurious claims, saving Elis £1.2m last year

# KELLY ON...

## COMPLIANCE

Elis was one of the founding members of the Earned Recognition scheme, receiving its certification in April 2018.

"We went for Earned Recognition straight away, doing it in conjunction with FTA who did the audits," Peter Kelly says.

"We had nothing to hide; we wanted the credibility on our compliancy. Since we did this, our relationship with DVSA has improved 10-fold."

One obvious benefit is that his fleet doesn't get stopped by DVSA at the roadside for spot checks. However, it's really about the credibility: "We are one of the top compliant companies in the country."

As part of Earned Recognition, Elis gained automatic accreditation to the FTAs Truck Excellence programme. But it didn't stop there; Van Excellence was next on the agenda.

"I wanted Van Excellence to give the company credibility and consistency across our sites," Kelly says. "We use it in our marketing and it gives us the same reassurance of compliance that we have with our trucks."

Elis is one of only 15 UK fleets to have both Earned Recognition and FTA Truck/Van Excellence accreditation.

© The process of fitting telematics to every vehicle from 3.5 tonnes began in mid-2017. They all have 360-degree cameras, side scanning equipment for cyclists and indicator warnings. The smaller vans have front- and rear-facing cameras with the telematics.

The reports give complete visibility, by driver, vehicle, depot and region, and enable Kelly to identify where best to focus. Each report has a read receipt and he follows up to ensure managers understand, and act on, the data.

They also undergo training with FTA to check they are using the system properly. Elis has designed an audit document with yes/no responses to remove subjectivity and facilitate benchmarking and league tables between depots. Best practice documents ensure everyone runs each depot the same way.

The TMs are responsible for maintaining the service, MOT pass rates and any vehicle issues. Although Elis operates a restricted licence, company policy requires all TMs to have the Certificate of Professional Competence, with the FTA-run courses tailored for the business.

"We want qualified managers," Kelly says. "We

identify any themes from drivers' answers to the questions to find out what they aren't good at and make sure it's added to the course content for the following year."

He also holds bi-annual roadshows with the TMs to discuss O-licence performance, MOT and compliance targets, and areas for improvement. Meanwhile, monthly meetings with key suppliers focus on contracts, replacements and policy improvements.

"We always question what we do. Even if we've always done it that way, we ask if there is a better way. Can we streamline the process; is there more information that will help us manage our costs," Kelly says.

"You have to push suppliers for the support. When I started, we didn't get the information from them. Now we do."

One area where support is falling short is on electric vehicles (EVs). Company strategy is to introduce alternative fuels, "if we can".

And that's the issue: currently Elis can't, despite having an ideal fleet profile for EVs with return to base vehicles on fixed routes and controlled daily mileage in city centres.

Kelly started looking at EVs with a view to putting them into the site in Merton, London, last year. The only viable one-tonne option he found was the Iveco Daily. He approached his two funders, Arval and Ryder, to get one on demo.

"We booked one in and then a week before, they cancelled it," he says. "We can't get one."

Even if he could get one, Kelly has additional concerns: "If we lease them, the funders don't know the residual value so they depreciate the whole cost. They also have a higher upfront cost. I believe they are still a couple of years away (from being a commercial reality)."

Nevertheless, he is now in talks with Arrival, the electric truck newcomer supplying to Royal Mail, and is hopefully of securing a demonstrator later this year. And he is already preparing the fleet for future tightening of the clean air zones.

"With Ryder, we have put a clause in our lease that if the Government says we will only accept EVs in London, we take out our Euro 6 vehicles and replace with EVs," Kelly explains.

"We have the systems in place to future-proof our fleet with the right vehicles and the right technology."

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**Important information:** \*Contract Hire available to Business Users only, subject to status. Information correct at January 2019. Vehicles must be ordered between 1st January 2019 and 31st March 2019 with registration and delivery by 30th June 2019. Rentals exclude optional maintenance. Excess mileage and other charges may apply dependent on the mileage and return condition of the vehicle at the end of the contract. Contract Hire is provided by Arval UK Limited trading as Honda Contract Hire, Whitehill House, Windmill Hill, Swindon, SN5 6PE. For further information please contact your local Honda Dealer. \*\*There is a new test for fuel consumption and CO<sub>2</sub> figures (WLTP). Figures shown however are based on the outgoing test cycle and will be used to calculate vehicle tax on first registration. You can find out more about the changes brought in by WLTP at <http://wltpfacts.eu/>



# 'WE CAN TURN THE MODEL ON ITS HEAD'

Ford Commercial Solutions will help fleets run their operations more effectively, Dave Phatak tells *Stephen Briers*

Dave Phatak is providing answers for fleets which 'fight fire all day long'

**M**obility. Over the past couple of years, it's been the industry buzzword. Used to the point of becoming hackneyed, it has spawned a host of events and businesses – even if no one can quite agree on what it means exactly.

Most of the traditional automotive companies – manufacturers, leasing companies, rental companies – are urgently attempting to reposition themselves as suppliers of mobility services, rather than simply suppliers of cars or funding.

It is, they claim, not just the future but the present; a radical concept underpinned by technology that pitches them head-to-head with new market entrants looking to disrupt and challenge the status quo.

Or, dependent on which company you talk to, it's a gradual evolution of existing services that exploit technology to make them more accessible.

Ford believes mobility is simply about freedom of movement, something which helps to fuel

human progress and development. In other words, the same vision that drove founder Henry Ford more than a century ago.

The big difference is that the company now believes car ownership might not be the right mobility solution for all situations.

In 2015, Ford launched a new business division called Smart Mobility to design, grow and invest in emerging mobility services. Its goal is to be a leader in connectivity, mobility and autonomous vehicles.

It's not been plain sailing: one of Smart Mobility's first acts, in 2016, was to acquire Chariot, a global ride-hail shuttle bus service; it started winding down the business last month, saying it "will not be a sustainable service".

However, the organisation is now starting to make real progress, at least in the fleet sector, with the launch of Ford Commercial Solutions (FCS), headed by director Dave Phatak.

"Simultaneous technology advances in

connectivity, the internet of things, autonomy and electrification are giving us the opportunity to turn the model on its head," Phatak tells *Fleet News*. "The industry is at an inflection point."

## NOW, NEAR AND FAR APPROACH

The business, based among other technology pioneers at Here East at the Olympic Park in London, has a 'now', 'near' and 'far' approach (accentuated by using those words to name its meeting rooms).

Connectivity is an example of now technology, electricity is near and autonomy is far.

"Our aspiration is that mobility and freedom of movement drives our progress," says Phatak. "For Ford Commercial Solutions, connectivity is the business we're involved in."

FCS has one goal: to help fleets improve their operational effectiveness by offering data verified by Ford engineers, such as fuel use and vehicle health alerts.

It has launched two products this year, Ford Telematics and Ford Data Services, both facilitated by an open platform called Transportation Mobility Cloud (TMC), which securely manages data flow to and from Ford vehicles.

"We have committed to connecting 90% of our vehicles globally by 2020," says Phatak. "Fleets have many important considerations regarding duty of care, efficiency and safety. We are taking connected vehicles and turning them into solutions that fleets can use to run more efficient businesses."

FCS spent a considerable amount of time talking to fleets – Phatak estimates in excess of 50 hours – with combined operations of more than 50,000 vehicles, to understand what success looks like in their roles and the challenges they face. The key question: how can a connected vehicle make your life easier?

"Fleets fire fight all day long. They are very busy and are often remote from the driver and

IN URBAN AND CONGESTED ENVIRONMENTS, IT'S INCREASINGLY LIKELY THAT ALTERNATIVE VERSIONS OF MOVEMENT WILL BE NEEDED TO MANAGE CONGESTION AND POLLUTION

DAVE PHATAK, FORD COMMERCIAL SOLUTIONS

the vehicle, yet they are responsible for safety and efficiency," Phatak says.

One issue the discussions revealed was about vehicle health: for example, missed services and MOTs, drivers ignoring warning lights such as AdBlue, and collisions that the business didn't know about. Another issue concerned data overload: there was too much and there was no actionable information.

"Our Ford Telematics product addresses the pain points and is more intuitive. It can tell you which fire to put out first," says Phatak.

The data comes from the embedded modem rather than the OBD port, which links to the vehicle's electronic nerve centre. Consequently, the data outputs are extensive: accurate fuel usage, diagnostics codes, AdBlue levels, oil levels, tyre pressure, battery and particulate filter condition; it can even tell you if seatbelts are being worn.

## POTENTIAL BREAKDOWNS

Right now, the system is reactive, providing the fleet and the service centre with the cause of any breakdown for a speedier fix; ultimately, when it has built up a body of history to identify the effect of fault codes, FCS will be able to run analytics for prognostics, alerting the fleet to a future potential breakdown.

Ford Telematics is targeted at solus Ford or 'Ford-dominant' fleets and is compatible for all cars and vans built with an embedded modem. For existing models, Ford is engineering a device that can be retrofitted. It should be available in the second half of the year.

Both products will be on a subscription service with information pulled from the cloud, managed by Ford and served in a dashboard-style system. In time, FCS will be able to produce bespoke solutions with data on compliance, load planning, drivers' hours and routing, for example.

Ford Data Services, also launched this year, takes data access to the next level. It enables a fleet to draw high grade data from Ford vehicles using either Ford Telematics or a third party system, giving them choice without diluting the data.

FCS believes rental and leasing companies might also be interested in the system; it could facilitate moves to usage-based insurance and leasing rates.

The data could also have other uses, believes

Phatak, such as helping city planners to reduce congestion and accidents.

Ford hosts 'city of tomorrow' events where it brings together stakeholders, academia, local authorities, business and technology partners to debate how they would work together to orchestrate change.

"Our data will fuel a lot of insight that could be used, for example, a dynamically routed city with vehicle-to-vehicle and vehicle-to-infrastructure connectivity," Phatak says.

While mobility is a broader topic within Ford Smart Mobility, rather than an FCS priority, Phatak reiterates the company line that it all comes down to the notion of freedom of movement.

"Last century, the car was the answer and it will continue in many situations to be the right answer," he says. "But in urban and congested environments, it's increasingly likely that alternative versions of movement will be needed to manage congestion and pollution."

He believes the transitional period will last for a while as different technologies come to

## PROJECTS UNDER WAY BY FORD SMART MOBILITY GLOBALLY



- Plug-in hybrid trials in London
- Collaboration with Lyft and Uber on shared streets
- Standardisation on kerb-side charging
- Last mile deliveries
- City solutions projects, such as commuter shuttle services





Dave Phatak expects many aspects of mobility – ownership, powertrains and city limitations – will have changed a decade from now

market – some will work, some will be rejected.

“Ultimately, the customer will decide which solutions meet their needs; the same solution won’t be right for everyone.

“Ten years from now, the landscape will look very different, in terms of ownership, powertrains and city limitations on usage, but the pace of change will be customer-led. Autonomy will be more mature and connectivity will have unlocked many solutions to the problems fleets face today.”

But, he adds: “It’s still moving people and goods, and doing tasks. The people solution could be anything from owning the asset to it comes on

demand, and goods could be moved by the business or by someone else. Tasks are harder to solve because, for fleets, the vehicle is only the start. It’s the up-fit and modification that makes the vehicle fit for purpose and another van won’t do.

“So, we need to look at unplanned downtime and the logical conclusion is prognosis so we can minimise the unexpected events.”

#### ‘ILL-DEFINED’ FUTURE

Phatak acknowledges the speed with which new entrants and technology are coming to market. The future, he says, is “ill-defined”. Not all the

offerings will be viable or wanted by customers, both individuals and business.

Consequently, Ford is keeping a watching brief on developments across the globe and sees its investment in Smart Mobility and Commercial Solutions as fundamental to its success.

“We have a real opportunity to be more actively involved in how a fleet operates beyond the point of sale and aftersales relationship,” Phatak says. “We can be a more integrated part of their business to support them more.

“We’re seeing rapid change; it’s a really exciting time to be part of this business.”

## HELPING CITIES AND FLEETS MAKE BETTER DECISIONS

Ford spent 12 months recording and then analysing data from 160 vans travelling more than one million kilometres (621,000+ miles) in and around London to produce the Ford City Data Report. Here’s what it learned.

**IDENTIFYING ROAD SAFETY HOTSPOTS**  
Ford created an algorithm based on vehicle behaviour, such as speed, use of hazard lights, revs per minute and harsh braking, and historic accident data which could identify the high risk roads and junctions where future accidents might happen. It could help city planners to design safer streets and inform drivers to avoid risky areas at certain times.

**TRAFFIC RETIMING**  
Analysis showed that by travelling two hours before rush hour, a van could save up to 30

hours per week. Begin 30 minutes before that, and the time saved doubled. Ford worked out a ‘social benefit’ score – the reduction for everyone if more vehicles shifted their journeys to different times.

**ELECTRIC VEHICLE CHARGING POINT LOCATIONS**  
Ford analysed where vehicles stopped during the day and how many of those stops might be long enough – 30 minutes – to charge the vehicle. It found that just 0.2% of 30 minute-plus stops were within 100 metres of existing charging points. However, simply installing 20 strategically positioned rapid charging points could significantly improve access and convenience.

**TRANSPORT MODE-SHIFT ANALYTICS**  
Assessing car journeys against public transport timetables

revealed which mode was quickest. Around 20% of car journeys would have been quicker by public transport, but there were two regional patterns: short journeys in central London (where a congestion charge exists) and to the east of the city were quicker by car; areas on the outskirts that are well connected to central London were quicker by public transport.

**ALTERNATIVE ROAD TRAFFIC METRICS**  
Ford analysed summer traffic versus other times of year and found that while some roads around schools benefited, other roads suffered, such as the M25 during the morning peak near Heathrow, stretches of the A13 (which roughly follows the line of the Thames from central London to south Essex) and A406 North Circular. Again, it would help transport planners to speed up real-world traffic flow.

Dangerous driving occurs



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Wait a few weeks



Take driver off the road, losing money and increasing workload for other employees



Driver returns and old habits creep back in after a few weeks



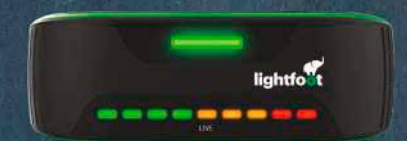
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Richard Jones is the first man to head Lex Autolease and Black Horse concurrently

MANAGING DIRECTOR: RICHARD JONES  
TIME IN ROLE: 3 MONTHS  
RISK FLEET: 387,640 (FN50 2018)

# 'PERK AND ESSENTIAL CARS STILL HAVE A ROLE TO PLAY'

The company car is under pressure, but new Lex Autolease boss Richard Jones predicts a 'shot in the arm' thanks to EVs. *Stephen Briers* reports

**T**he lines between business leasing and personal leasing are blurring. Some of the UK's biggest leasing companies have launched personal contract hire products to lure both employees of business customers who do not qualify for a company car and general members of the car-buying public.

In recognition of this growing cohesion, the biggest leasing company of all, Lex Autolease, has gone a step further.

Following the retirement of Tim Porter last

year, parent company Lloyds Banking Group has for the first time appointed a single managing director to oversee both its business and consumer vehicle finance divisions.

Richard Jones, already MD at Black Horse, duly took the reins at Lex Autolease in November. He had worked alongside Porter for almost four years and was already well-versed in the intricacies of business car finance.

"We found ourselves jointly looking at opportunities of commonality, such as fuel technology, digitisation of search and buying, and regulation," he says.

"Then there were the internal challenges, such as investment in new technology and digitising our platforms. We saw an increasingly common agenda."

In his first media interview since taking on the expanded role three months ago, Jones admits to still grappling with the full extent of the opportunities; it is, after all, new territory for the company. The benefits, he admits, "are many, but we've not figured them all out yet".

"We need to look at how we bring together our teams to think about customers and their buying journeys, but there are immediate benefits on pricing and residual value risk," he says. "We have a footprint with manufacturers, dealers and suppliers, we have a relationship through new cars, used cars and servicing, and we provide corporate and personal financing."

"So we can bring together relationships in a more composite way to develop partnerships across the automotive value chain. We can build a strategy for those markets as a single business."

Harvesting data and pooling knowledge will provide additional benefits to fleets, such as tackling the growing issues of grey fleet as more perk car employees choose to opt out and take cash.

"We can bring them more solutions and make them more attractive as an employer. Personal leasing has a certain DNA and one thing I would like to do is to think about what individuals want to remain in a car scheme. It's

WE NEED TO  
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RICHARD JONES,  
MD LEX AUTOLEASE

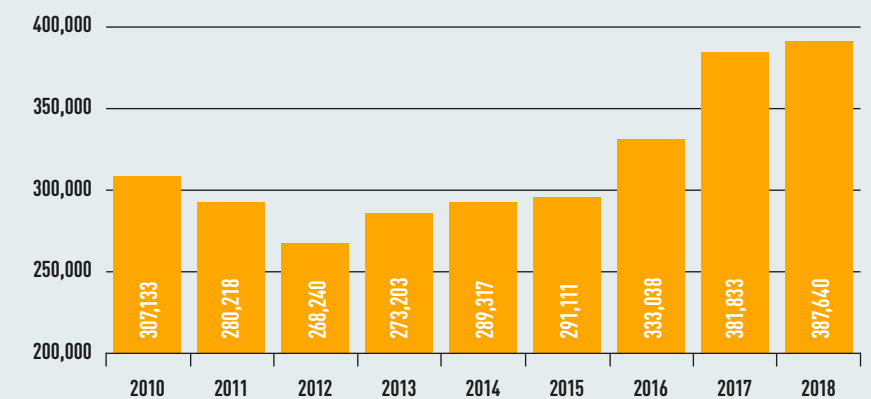
about making our offers more compelling in the long-term," Jones explains.

"We also need to understand fleets' needs for the future. We have to help them run their business in a more efficient way by understanding how their fleet is designed and how it is used."

His appointment, described as "the most exciting challenge I've been lucky enough to take on", comes near the start of the current Lex strategy cycle (2018-2021), which Porter outlined to *Fleet News* 18 months ago (fleetnews.co.uk, October 16, 2017). The priority has shifted from one of substantial growth

## RISK FLEET SIZE (CARS AND VANS)

Source: FN50



targets to one of sustainable growth, focusing on customer service, digital services and automation.

Porter's 100,000 growth target was the right strategy for the business at that time, according to Jones, but success will now be defined by customer satisfaction and retention.

"If, in three years, I have a fleet size that is the same as today but I have better understanding and deeper relationships with those customers, then that's as good as growing the fleet," he says.

The scale of the business is breathtaking. Combined, Lex Autolease and Black Horse provides funding for 1.2 million vehicles; no one else comes close. It has relationships with every manufacturer for cars and vans.

That puts the company in a strong position as transport goes through its biggest and most fundamental evolution. Manufacturers are wrestling with challenges including connectivity, electrification and autonomy, which will facilitate integrated transport solutions.

"This is the scale of change that the sector has to adapt to within a 15-year timeframe when ICE (internal combustion engines) evolved over 100 years," Jones says.

However, picking out the trends in the current climate is difficult with so much short-termism created by Brexit, the new WLTP fuel/emissions testing regime and uncertainty over BIK.

"We won't see where the corporate market is going until the second half of the year, but I expect new cars to settle down and fleet to be at parity or slightly ahead of 2018," Jones says.

However, he adds that "now's not the time to place bets" when it comes to the future of mobility. Lex is keen to get involved with trials with fleets, manufacturers and new market entrants such as ride hail, although mobility as a service (MaaS) "looks tactical and there's a lot of hype" at present.

"We have to understand the building blocks – connected, autonomy and electric – and we won't get to maturity until there is progress on all three. We are probably 10 years from true MaaS but that doesn't mean we shouldn't pilot new ideas," Jones says.

"But we have to be clear about our role: we are here to fund cars and give customers compelling propositions. That won't change; there will still be a vehicle that needs funding."



## FUTURE-PROOF YOUR FLEET

Companies need sustainable long-term fleet strategies to future-proof their operations, according to Richard Jones, who outlines three key rules.

**1** "If you start as a procurement initiative, you will struggle to run a fleet that will serve your business needs. Procurement can't be too overbearing."

**2** "Work with partners that can help you to understand usage patterns and can help you to adapt to change."

**3** "Have a sustainability agenda and evolve what it means for you and your organisation. Sustainability has to fit business objectives; it's not a goal in its own right."

Subscription services could, he believes, be a precursor to full MaaS, "but at the moment they are expensive and clunky".

The next few years will focus on learning about consumer behaviours and patterns of use, assessing what works and what could form a proposition that the customer will pay for.

Do such services spell the end of the company car? "We've seen people exit company cars for a number of years but I believe perk and essential cars still have a role to play," Jones says.

"We are in a hiatus (with the BIK uncertainty). But as we move to hybrid and electric vehicles, it could give the company car a shot in the arm."

■ For the full interview, including views on funding support for non-company car drivers, visit [www.fleetnews.co.uk/richardjones](http://www.fleetnews.co.uk/richardjones)





# The future is going to be data-led, says multi-award winner, The AA

Company is adapting the services it offers to stay ahead of the curve. *Andrew Ryan* reports

**T**he AA has long been an important fixture in the fleet industry. It has around 10 million customers in the sector, while its broad offering includes breakdown cover, incident management, downtime management, telematics services, maps, hire car provision, DriveTech risk management and fuel cards.

It is also a regular Fleet News Award-winner: the 2018 ceremony marked the fifth time it was named supplier of the year in the past six years.

While its bright yellow patrol vans continue to be the most visible part of its operation, the

company is increasing its focus on data-led products, such as connected car services.

"Twenty-five years ago we were very much about mechanics going out to cars," says Stuart Thomas, director fleet and SME Services at The AA. "Today people pay for expertise as well as technology, and the future is going to be very data-led."

"You still need the people and access to the expertise, but the direction of travel is going to be more about data and technology, and that is where our investment is going."

"In fleet over the past 12 months, we've put

money into our administration systems and doing work in terms of processing, things that you wouldn't see front-end necessarily, but it's really important to fleets in the way we bill and the data we supply.

"We've got a new MI [management information] portal, and we've now got a live view of our breakdown services, so a lot of our big fleet customers can log in and see breakdowns as they occur, they can track them and know what is happening. This leads to what we are doing for the future, as part of our focus is on joining our processes together."

Thomas says one example of this is a product launched with Jaguar Land Rover last year. If a patrol goes out to a breakdown and is unable to repair the vehicle, The AA now has the technology to look at the capacity of nearby workshops, the location of a replacement vehicle and whether they have any specific requirements such as a towbar.

The driver will then be taken to a replacement vehicle, while The AA will ensure their car is repaired and repatriated.

"That's for a manufacturer at the moment, but it could be expanded for a fleet who has their own network and rental supplier; it's about starting to join up some of the dots to make their lives easier," adds Thomas.

**Fleet News: Will telematics technology form a big part of this?**

**Stuart Thomas:** Telematics is one of those words which is used a lot, but I think the fleet industry has maybe gone a bit deaf to it because for an operational fleet it's a no-brainer. They know about it, there's a list of things it does, and if you

are going to change that it's got to be more relevant to different situations, so connected vehicles is a focus for us.

We've got a joint venture with Intellematics and have developed the Car Genie which gives things like tracking and eco scores, but the data it gives us in terms of prognostic capability is really important.

It allows us to assess possible vehicle faults in real-time and to alert our technical centre and the driver if a problem is about to develop.

We've found that it can predict about one-third of the breakdowns, such as faults with batteries and diesel particulate filters, and this allows us to intervene and help prevent the breakdown in the first place.

I think that's the direction of travel for fleets as well. We know that many already have telematics embedded, but can we add value to that? Can we take the data feed and give fleets technical advice, breakdown advice, things that would be useful to them?

We sit in the ecosystem where we are already talking to manufacturers on that basis so we are uniquely involved in that versus a telematics business.

**FN: How will the growing electrification of the UK's vehicle parc change your breakdown services?**

**ST:** We will still have breakdowns to deal with, but the nature of those breakdowns will change dramatically. There will still be faults with things like the 12-volt battery, suspension and tyres, but dealing with the actual electric drivetrain will need a different approach.

All our patrols are currently trained to the IMI Level 1 standard in electric/hybrid vehicle awareness which means we can work safely around EVs. We have the investment to train them to Level 2 [routine maintenance], and, finally, by 2022 they will be Level 3 [repair and replacement].

Also, by 2023 our patrols will be trained to diagnose issues with charging posts, because if you are called to someone's home because their EV isn't going, is it the car, is it the cable, or is it the charger? It's not like going to a combustion engine which is an entire system, there is a whole infrastructure going into EVs now so we have got to be able to deal with it all.

**FN: How can you help EV drivers who have run out of charge and are stranded?**

**ST:** You can take portable chargers, but the problem is they only do so many charges and they take time, and do you really want to be sat at the side of the road charging?

Currently, we've got an agreement with Chargemaster so our patrols have charging cards for the Polar network. We can take the individual to the nearest Polar charging post and give them, say, £5 of charge, while the driver has a coffee.

Some manufacturers have hydrogen vehicles so we are trialling some portable refillers which will give a range of something like 35 miles. That's very much a trial, but there are a couple of manufacturers that are betting on that route, so we've got to be prepared for that as well.

## JUDGES' COMMENTS

“THE AA IS HELPING CUSTOMERS TO TRANSITION TO ELECTRIC VEHICLES AND IS INVESTING IN TECHNOLOGY. YOU CANNOT GET A BETTER ALL-ROUND FLEET SUPPLIER”

**FN: What other ways are you helping fleets reduce vehicle off-road time?**

**ST:** Vehicle recalls can be a big issue at times and we are working with manufacturers to deliver that work in the most effective way for them and their dealer networks. Fleet users are big buyers of vehicles, so if there is a recall it can impact them. We are looking at how we can make that as seamless as possible. We know the dealer networks are under a certain amount of pressure so we want to be complementary to what they do.

We've got mobile patrols that are dedicated to maintenance, and if you are a fleet with a large number of vehicles and it is a small job that needs doing, then booking those into a dealer and having the work done could cause problems operationally. I think in the past The AA looked at things in isolation, but we are now trying to be complementary and add value to processes.

With the recalls, we are not trying to take work away from dealers, we are trying to support them as well as supporting the manufacturers to deliver something that they sometimes don't necessarily want to do because, ideally, they don't want that to happen in the first place. We did some trials last year and those will carry on this year.





# MAKE THE BENEFITS OF TRAINING LAST

Fleets often see immediate improvement following driver training, but its effects can be short-lived. *Ben Rooth* investigates how fleets can change this

**T**he benefits of driver training are obvious and well established, with fleets usually reporting improvements soon after it has taken place.

This may be through reduced collision rates or fuel consumption, dependent on the focus of the training, leading to significant savings and/or improved safety.

But the effects of training do not always last.

"Most follow-up studies show that any psychological and behavioural effects found immediately after skills-based training have worn off within one-to-three months," says Lisa Dorn, associate professor of driver behaviour at Cranfield University. "In short, drivers' previous habits often reassert themselves over this timescale."

So how can fleet decision-makers ensure the benefits are long-lasting?

"Through training, we're looking to achieve a change in attitude and – through that – a change in behaviour," says Paul Jackson, head of impairment research at TRL (Transport Research Laboratory).

"For the changes to be any more than temporary, it requires appropriate scenarios and the ongoing use of technology as part of a blended approach."

"This blended approach should comprise this combination of elements – as well as facilitated groups where any problems or issues encountered by drivers can be discussed with a view to appropriate action being taken."

"Ultimately, any driver training programme needs to be tailored, appropriate for that organisation's requirements and be ongoing."

Dorn agrees that ongoing training – "in the shape of nudges or prompts" – can remind people to take positive actions and promote a more preferred behaviour.

These nudges need to be motivational, encourage active learning and promote the use of self-reflection on personal risks.

Dorn, who is also the founding director of online educational company DriverMetrics, adds: "Targeted proactive driver training based on the risks identified within individual companies

coupled with regular monitoring and feedback in a commercial fleet organisation can achieve significant reductions in driving-related accidents.

"Some of the nudging methods available include, telematics, e-learning modules delivered throughout the year at regular intervals, profiling risk and providing feedback on driving style."

Here, fleet experts discuss some of the ongoing prompts recommended to maximise the longevity of driver training.

## REGULAR COMMUNICATION

Regular communication with drivers should be one of the pillars of any effective ongoing training programme.

"Of all the businesses we work with, the ones that experience the most noticeable long-term benefits in driver behaviour are the ones that keep a regular stream of communication with their drivers on all matters relating to driver safety and best practice," says Tony Greenidge, business development director at IAM RoadSmart.

"It's not about finger-wagging or a constant drone of rules, but frequent and timely reminders relating to things like weather conditions, checking the condition of your tyres and other information that demonstrates to employees that road safety is always a priority."

These safe driving messages should be communicated throughout the year. "This shows that an organisation is serious about the subject of road safety," says Steve Winnitt, learning, development and international training manager at DriveTech.

"Smartphone apps can be useful for this. In the absence of telematics, these apps – that can track driver performance such as speed, harsh acceleration, cornering and braking overlaid onto a route map – can be a useful self-check on driver performance."

"An example of this could be after attending a speed awareness course, to help ensure the driver isn't lapsing back into bad driving habits and risking points on their licence."



## SPONSOR'S COMMENT

**Nick Butler, Fleet Director, DriveTech**



Businesses approach driver risk management and road safety typically in two main behavioural ways – some do the basics to discharge their obligation, whereas others place road safety and driver behaviour high on the corporate agenda, adopting a more committed approach.

While the threat of prosecution and/or significant financial penalty is a big concern – there have been recent high profile cases published in *Fleet News* – assessing and training your drivers to make better driving decisions behind the wheel is where the business benefit and tangible cost reduction lies.

DriveTech – part of The AA – has been delivering professional driver assessments and training for more than 25 years, and we encourage businesses to measure their safety (and eco-driving) performance improvements wherever possible. A recent award win for our client, Johnson & Johnson, indicates that a committed road safety and road risk programme can pay dividends with a measurable reduction in at-fault collisions at the core.

We're committed to help businesses save money through better on-road behaviour. The cost reduction in businesses – through, for example, more economic driving, reduced wear and tear on vehicles, and using data from telematics systems – can impact the business bottom line. One DriveTech client recorded a 77% reduction in the number of collisions post-driver training. And we can indicate other savings on tyre use, fuel consumption and vehicle servicing. Plus happier, safer drivers too!

Our website has a series of compelling whitepapers and a host of other information to help you manage your risk and encourage a responsible driver training approach.







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#### REGULAR DRIVER ASSESSMENTS

Regular driver assessments should form an intrinsic part of each organisation's ongoing driver training policy, according to the Royal Society for the Prevention of Accidents (RoSPA).

Good driver assessment "does not just focus on driving skills, but also on driver's attitudes, knowledge and understanding of how they can manage driving risks", says the safety charity's Driving for Work guide.

IAM's Greenidge says these regular driver assessments can best be described as "reassessments".

Furthermore, it's important not to adopt a one-size-fits-all approach when it comes to their frequency, regardless of whether they're online or in person.

"Making periodic reassessment a routine requirement can play a role in ensuring that drivers maintain a high standard over time," adds Greenidge.

"It can also help to avoid the perception that it has been administered as some kind of intervention or punishment.

"But the appropriate frequency of reassessment will vary between businesses and roles."



#### ONGOING ON-ROAD COACHING

Ongoing on-road coaching is deemed essential by many driver training providers to avoid the return of bad habits.

DriveTech's Steve Winnitt says this coaching needs to be both practical and tailored.

"Participants need to experience tangible benefits," he adds. "Ultimately, this question should be answered: 'Does the training they receive make driving easier or more enjoyable?'"

"This is more likely to ensure continued buy-in and the reason why practical behind-the-wheel

coaching is shown to have the greatest and most lasting impact."

Winnitt says on-road coaching can help a participant face the challenges or triggers that potentially change their behaviour, such as being late for an appointment.

"It also gives them the opportunity to experience first-hand how an effective driving plan can not only mitigate incident risk but potentially shorten journey times and improve fuel efficiency," he adds.

"This is the most effective approach to overcoming barriers that prevent change."



#### E-LEARNING

The rapid evolution of technology – and particularly hand-held devices – makes e-learning an ideal option for ongoing training.

It's now possible for a driver to complete a module on a particular topic and then receive questions on that subject by email or text message at an agreed point in time afterwards.

If they struggle on a particular topic, then further questions can be sent, along with appropriate micro e-learning courses.

Ultimately, this can be a simple way for fleet decision-makers to check that knowledge is consistently maintained.

"Using bespoke software, it's possible to track driver compliance and tailor interventions, providing training that reduces the number of poor driving events being recorded," says Andy Wheeler, business development director at TTC Group.

"Employees will be able to complete courses at a time to suit them on any device and with minimal disruption to their working day.

"Little and often engagement is the key, so safe driving becomes part of everyday working life."



#### CONSTANT MONITORING

Telematics technology can be key to consistently identifying risky driving behaviours.

Many training companies advise that telematics is used to assess drivers for up to three months prior to any intervention as part of an audit – and then after the training to monitor the benefits of that intervention.

Alberto De Monte, global Catalytic director at Masternaut, says: "Telematics can drive lasting, positive changes in driving behaviour."

"All sorts of data can be used to measure driver performance: speeding, idling and harsh events like sharp braking are the most notable.

"Access to this data makes a fleet manager's job easier, as it provides accurate information that makes the discussion fact-based and objective." De Monte adds that the real key to enduring improvement is real-time feedback.

"Through an in-cab coaching device, drivers immediately know if they're driving poorly and can adjust their behaviour accordingly," he adds.

"A controlled study across more than 9,000 Masternaut customers demonstrated a 53% reduction in speeding with the aid of in-cab coaching, with fewer harsh events and consistently less idling. Importantly, this wasn't a short-term result: the data showed a lasting, consistent trend in improved driver behaviour – and that means a safer fleet."

#### GAMIFICATION

Gamification is the process of using game thinking and game mechanics to solve problems and engage users.

Advances in technology – and specifically telematics – are providing fleet decision-makers with a massive repository of data that can be used to create driver scorecards that





foster a sense of healthy competition.

Ed Dubens, chief executive and founder of eDriving, says the key to gamification's success lies in its ability to engage.

"Gamification is an important part of behavioural change and management strategies to help drivers live and breathe the concepts being promoted," he adds.

"Research on models for learning and development shows that 10% of your return on investment comes from formal education and learning, 20% from exposure and social learning while 70% comes from experience.

"Training – whether in the classroom, behind the wheel or e-learning – is not enough to move the needle.

"Environments where drivers can compete at a friendly level and share performance indicators with each other as well as their managers can go a long way to reinforce both the policy as well as the behaviours required."

#### INCENTIVISING DRIVERS

Incentive schemes work most effectively when they are transparent and objective.

This allows drivers to see that their progress has clearly defined goals and set criteria they need to achieve.

Like gamification, telematics can provide a ready-made platform on which positive behaviour incentive schemes can be built.

According to Greenidge, incentivising drivers – along with regular communication – is arguably the most significant element of reinforcing training over time.

"Incentives can take many forms, but in our experience at IAM RoadSmart, the most successful safety initiatives are often the ones where the incentive is employee recognition, rather than anything material," he says.

## Case Study Ecolab

Regular behind-the-wheel assessments and refreshers are key to Ecolab's efforts to ensure the benefits of driver training are long-lasting.

Every new employee at the water, hygiene and energy technologies company receives their initial behind-the-wheel driver training within six weeks of joining.

They then receive another behind-the-wheel refresher course automatically every three years afterwards.

In addition, Ecolab – which operates a fleet of 600 cars and 400 vans nationally – gives company vehicle drivers a 'commentary drive' on day one and thereafter quarterly.

This gives line managers the opportunity to get behind the wheel with colleagues to talk through their approach, observe driving standards and ensure their competence meets Ecolab's high standards.

"Each line manager is trained to facilitate the commentary drive and it initially involves a detailed vehicle use check which takes place prior to driving off," says facilities and fleet manager Gerallt Williams.

"The behind-the-wheel commentary drive then appraises a colleague's driving style and approach to identifying hazards

– I firmly believe this to be incredibly beneficial to every driver's ability to maintain the very highest standards."

Prior to undertaking this commentary drive, employees will log on to the website of Ecolab's driver training provider to undertake a driving risk assessment.

"As part of the commentary drive, colleagues' line managers will also talk through any issues they might have had, including collisions or incidents of minor damage," says Williams.

"This process is designed to identify poor driving standards and educate staff to improve their driving style, observational skills and confidence.

"Our policy allows us to target those drivers with three incidents or more and ensure the line manager, driver and the safety, health and environmental (SH&E) representative focuses on identifying root causes and addressing standards by any means necessary."

Those employees identified to be in need of additional training subsequently undertake additional one-to-one training facilitated by their driver training provider or are in receipt of words of advice and coaching from line managers.



For more information about DriveTech telephone: 01256 610907,  
email: [tellmemore@drivetech.co.uk](mailto:tellmemore@drivetech.co.uk) or visit: [drivetech.co.uk](http://drivetech.co.uk)

**DriveTech**  
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# Creating a culture of safer drivers

For driver training to be effective eDriving recommends incorporating it into an organisation-wide culture development programme

Too often, driver training is on the calendar to comply with health and safety requirements or as a response to an incident or collision, especially one with injuries. Consequently, many employees who drive for work consider driver training to be a tick-box exercise.

But training in isolation outside of a cohesive strategy to provide context will have no lasting effect on a driver's safety or on an organisation's collision-related costs.

What will have a lasting effect is working towards creating a crash-free culture® that includes driver training to support lasting behavioural change. A crash-free culture has the ultimate aim of employees who drive for work returning home to their loved ones crash- and injury-free at the end of every day. A crash-free culture helps reduce collisions, injuries, licence endorsements and a fleet's total cost of ownership (TCO).

"Creating a crash-free culture isn't easy or everyone would be doing it," said Ed Dubens, CEO and founder of eDriving. "It takes effort and organisation-wide commitment, starting at leadership level. But, when driver training is part of an ongoing programme of driver improvement and an organisation's way of life, the results are worth the effort."

Safety goals, missions, objectives and policies form the basis of a crash-free culture and, in this digital age, making everyone in



Scheduling short, frequent interventions with "at-risk" drivers provides the opportunity to discuss their performance and habits

the organisation aware of these is relatively simple, as is annual refresher training on key policies and expectations. View it like a marketing campaign: think email signatures, competitions and discussion forums. Goals, targets, analytics, in-house surveys and as many informal discussions as possible can help to measure progress and keep your organisation on track.

Enforcement is important, as is compliance by all. That means, if you have a policy that prohibits phone use while driving, dialling into conference calls while on the road must be a thing of the past, as must calling sales representatives when you know they're driving.

Manager-Driver OneToOnes®, are particularly critical to the effectiveness of driver training. Leveraging behavioural telematics data relating to acceleration, braking, cornering, speed and distraction, combined with drivers' crash and licence history, can identify the most "at-risk" drivers for further support and training. Scheduling short, frequent interventions with these drivers provides the opportunity to discuss

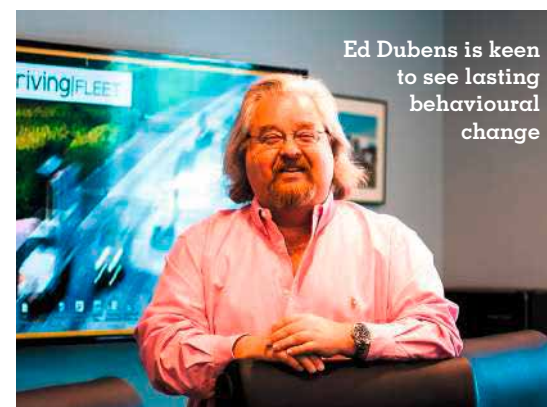
their current performance and at-risk habits, followed by an action plan for improvement, including targeted training.

"In-car training for new hires, routine refresher training for all drivers, targeted training for at-risk drivers and post-collision coaching are all critically important for reducing risk," added Dubens. "But, a crash-free culture that is part of everyday, for everyone, is the key to lasting behavioural change and reduced risk levels."

#### About eDriving

eDriving partners with clients to engage with drivers and their managers to create a culture that supports lasting behavioural change to reduce collisions, injuries and licence endorsements, as well as a fleet's total cost of ownership.

The company's patented "closed-loop" continuous improvement programme, Mentor by eDriving<sup>SM</sup>, provides everything fleets need to achieve and sustain a crash-free culture using a smartphone-based microlearning and behavioural change management system.



Ed Dubens is keen to see lasting behavioural change

For more information visit [www.edriving.com](http://www.edriving.com),  
email [fleet@edriving.com](mailto:fleet@edriving.com) or call 01484 551060

**eDriving**



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# Morphing into MOBILITY MANAGERS

The second article in our ICFM fleet skills and education series shines the spotlight on leadership and management skills.

By Peter Eldridge

**T**he role of the modern fleet manager is changing. Gone are the days of the 'interested amateur' entering the world of fleet management without obtaining the skills, knowledge and accreditation that are essential to successfully adapt to the changing world of technology. Since time immemorial, they have developed fleet policies around traditional areas that include:

- Vehicle allocation and selection
- Fleet funding
- Operational and driver management
- Pool and short-term hire vehicle allocation
- SMR
- Warranty and goodwill claims
- Fuel cost
- VED/MOT/Licensing
- Vehicle replacement policy
- End of life charges

These areas remain important ingredients for an effective fleet policy but, over the past few years a wind of change has entered the fleet

arena, which is completely changing the way employees with fleet responsibility should look at managing their vehicle operations.

There is a real need to evolve the leadership disciplines which is being driven by unprecedented changes that affect not only the fleet managers, but also their peers from HR, finance, procurement and compliance.

It is not only the changes in technology that are having impact, it is the incredible speed that intelligent motor vehicle systems are changing the face of the UK automotive industry as we know it.

The case for businesses to employ accredited fleet professionals has never been stronger and it is vitally important to acknowledge that today's fleet managers, supervisors and administrators will need to morph into 'mobility managers' in order to drive further efficiencies forwards.

All fleet professionals must be able to demonstrate or achieve an acknowledged and credible standard, since that is now the prerequisite for managing a vehicle fleet.

## SO, WHAT SHOULD BE THE PLAN TO MOVE FORWARD? A FIVE POINT CHECKLIST ...

1. You may not have a crystal ball that gives all the answers regarding where you will be in three years' time, but it is vital you arm yourself with the correct level of skill and knowledge required to keep on top of the changing face of fleet operation – the ICFM is a good place to start
2. Embrace the fact that 'new age' fleets must include a team of stakeholders from various departments, who should each take shared responsibility for the financial, operational and compliance aspects of the fleet operation. To evolve your fleet successfully it is essential to engage with and get the support of representatives from each of these areas and create a plan for the continuing successful operation of your vehicle fleet.
3. Review your fleet policy as a team and ensure that it fully reflects the culture and requirements of your organisation. In any case, acknowledge that a vehicle fleet policy is intended to be dynamic and should be changed as circumstances change.  
It will improve the quality of information on transport trends and/or vehicle performance and will assist in the identification of policy changes required to enhance performance.  
As a minimum, vehicle fleet policy should be reviewed annually.
4. Adopt a strategic approach and focus on the topics/challenges that have been/remain on the fleet agenda (see panel right).

## WHO IS PETER ELDRIDGE?



Peter Eldridge joined ICFM in 1993, making him one of its longest-serving members. The ICFM was founded in 1992 and remains the UK's only independent, not-for-profit organisation dedicated to furthering the education, recognising the achievements and advancing the profession of car and light commercial fleet management.

Eldridge joined the ICFM steering committee in 1996 and became a full council member in 1997. He was appointed a director in April 1999 and is regarded as one of the institute's strongest lead tutors. In 2011, he was inducted as an honorary fellow of the ICFM.

Eldridge now focuses his time on the ICFM. He has enjoyed a successful fleet industry career, which started at Fiat Auto UK in 1963. It includes spells as fleet manager of a large blue-chip fleet operation and senior management positions within the franchised motor trade.

■ For information about ICFM leadership and management training, go to [www.icfm.com](http://www.icfm.com)



“THERE IS NOW A REAL NEED TO EVOLVE THE LEADERSHIP AND DISCIPLINES REQUIRED IN THE MODERN ERA”

5. Communicate with your drivers, don't forget that they are also likely to be suffering from the effects of all of these changes and are looking for guidance to make an informed choice regarding their next company car / no company car decision. It is therefore vital that effective lines of communication are drawn up to keep all drivers aware of developments but beware of 'information overload'.

Finally, don't be daunted by the prospect of change. Yes, the future is approaching faster than we think, but the time to act is now and it makes for exciting times ahead.

## KEY CONSIDERATIONS FOR MODERN FLEETS

There are a number of issues and challenges that the modern fleet decision-maker needs to consider when developing their business strategies, according to ICFM.

■ Changes to benefit-in-kind (BIK) taxation. The Government has just closed its consultation into how the company car tax system should change due to the implementation of Worldwide harmonised Light vehicle Test Procedure (WLTP) and the impact that it is having on CO<sub>2</sub> emissions and, therefore, BIK, the range of vehicles available, new vehicle supply and vehicle specifications/extras.

■ Government pressure for fleets to embrace plug-in vehicles that can be further expanded to include a review of fuel types operated and whether diesel remains as the number one choice. Add to that the issues with BEVs and PHEVs that the ICFM has regularly highlighted, namely a recharging infrastructure that is far from complete, dilution/removal of the plug-in grant, rising company car taxation to the end of 2020/21 and PHEVs viewed as a tax dodge with many fleets experiencing significant fuel cost increases.

■ Companies reporting under the International Accounting Standards Board (IASB), such as listed companies, banks and some public interest businesses, which contract hire their vehicles now have the new lease accounting standards that became effective from January 1, 2019, to take into account.

■ The connected car, 'big data' and data protection with the May 2018 introduction of the General Data Protection Regulation (GDPR) which promises to be another 'minefield' for employers and fleets.

■ The continuing fallout from the 2017 tax changes impacting on both car salary sacrifice and car or cash allowance programmes.

■ The development of clean air zones (CAZ). The first CAZ to be introduced will be London's Ultra-Low Emission Zone (ULEZ) on April 8. It has been well publicised; there are more than 300 ULEZ warning signs across central London informing drivers of its introduction.

■ Automated vehicles in urbanised areas, increasing low carbon technological development, vehicle sharing, broader mobility options are all in the melting pot.

■ Mobility as a Service (MaaS), millennials, car-sharing and car clubs and the differentiation between 'job car' and 'perk car' with Generation Y (those born in the 1980s and 1990s) now entering the working world and starting to influence business and corporate mobility.

■ Business mobility shifting from a way of exercising social status (the traditional hierarchical company car) to a method of streamlining efficiency.

■ Brexit: the ongoing uncertainty that continues to plague the UK is having a profound impact on the fleet industry. Businesses that have put investment on hold may spend again, so keep an eye on developments.

## Advertisement feature

# Real value of training



All drivers, regardless of age or experience, can benefit from some form of training intervention tailored to their needs. TTC Group Business Development Director Andy Wheeler explains how driver training can benefit commercial operators

### Save money

Running a fleet and a team of drivers is expensive – and a well-managed fleet and drivers will save commercial operators a significant amount of money. But this takes effort and investment.

From my experience in working with large fleets, customers investing in fleet and driver risk management will make a return on their investment and much more.

### Responsible attitude

Well-managed and fully trained drivers will take a more responsible attitude towards driving, resulting in fewer collisions, lower

damage costs and a reduction in fuel consumption. From experience, the typical reduction in fuel during training can, on average, be a 10% saving.

A fully trained driver will observe the road ahead a lot further, anticipate the hazards and generally drive a lot more smoothly.

### Robust management

Of course, physical driving is just one element – the attitude of the driver is even more important. A business with a robust management approach driven from director level will instill the right culture within the team of drivers.

This could be shown by providing training and support where necessary and dealing with drivers who are driving below an acceptable standard.

### Performance targets

At TTC Group, we work with customers and strive to achieve key performance targets through the provision of consultancy services.

Working closely with customers is essential to achieve their targets, provided the customer is tracking their performance carefully. Only then will businesses realise how much revenue is draining away.

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Incident or accident?  
Much depends on  
who is at fault

## MEASUREMENT CAN HELP CUT THE INCIDENCE OF INCIDENTS

When assessing your company's risk performance it's important to compare like with like

**W**e've all heard the saying, "if you aren't measuring it, you aren't managing it". If we aren't measuring, how do we know whether we need to improve or, more importantly, how effective any improvements have been.

But what are we supposed to be measuring?

In last month's article, we looked at benchmarking overall policies and procedures for how your organisation manages its drivers, vehicles and journeys.

More than 500 employers have completed the Driving for Better Business free online risk assessment. However, average scores in most of the categories are well below where they should be.

It would appear many companies haven't got where they need to be even just to cover their legal duty of care obligations, let alone to start seeing some of the significant benefits that come from good management of those who drive for work.

While there are many things that can be measured and improved, one of the key metrics is accident frequency rate. In the world of fleet safety and risk management we try to steer away from the word 'accident'. Although commonly used, the word implies that whatever happened couldn't have been avoided, and good fleet operators will more commonly measure 'incident' rates.

Accident may be fine when referring to no-fault

collisions – your driver may well not have been able to foresee or do anything about another road user behaving badly. However, any incident where you accept blame is, by definition, not an accident.

Whether it was caused by a vehicle failure, reckless driving, or even a simple lapse in driver concentration, the incident may well have been foreseeable and possibly avoided by better vehicle maintenance or more attentive driving – both of which are only improved through better management.

However, even measuring incident rates can be confusing as there are different ways of doing this. Some employers measure collisions per driver, some measure collisions per vehicle and some measure collisions per million miles.

**MEASURING  
INCIDENT RATES  
CAN BE CONFUSING  
AS THERE ARE  
DIFFERENT WAYS  
OF DOING THIS**

These rates measure frequency but some also measure severity by looking at the cost of collisions per driver or million miles. Many larger employers with good management strategies, including our own Driving for Better Business champions, will measure all of those metrics and monitor them month-by-month, carefully tracking trends and acting quickly when they see incident rates going in the wrong direction.

Once you've started measuring incident rates, the picture probably doesn't become any clearer. You've arrived at a figure of 1.27 or 5.3 but what does that mean? Is it good or bad? What are you supposed to do now? What happens next depends largely on the size of your company.

Having calculated your incident rate, there are three things you could look at next.

The first is to continue monitoring month-on-month, year-on-year, to detect any trends and to understand the reasons behind them. Failure to understand why trends are moving in a particular way could mean expensive and misdirected interventions with no noticeable benefit.

When looking month-by-month you might see seasonal variations dependent on your business. These may be due to weather making driving more hazardous or it could be that your drivers are covering more miles during busy periods. This is why it can be beneficial to look at collisions per million miles rather than focusing on how





**BENCHMARKING  
IS A HUGE  
BENEFICIAL TOOL  
TO ASSIST IN  
UNDERSTANDING  
TRENDS**

**RORY MORGAN,  
IRON MOUNTAIN**

Many incidents a particular driver has had. A driver with two collisions in 100,000 miles isn't twice as high a risk as a driver who has only had one collision but has only covered 10,000 miles.

Some of our Driving for Better Business Ambassadors are big advocates of benchmarking. Colin Knight, head of fleet safety management and compliance at the Clancy Group, monitors incident rates monthly.

Knight says: "At Clancy Group we tend to do more miles during the winter months working with our partners to repair essential utility supplies. Therefore, we see what might look like a concerning rise in incidents, but this is often just a result of the additional driving required. When we look at the incident rates per million miles, we see they usually remain more or less consistent. By understanding the data and the incident rates properly, we are able to make much more effective improvements to overall driver safety, rather than trying to solve the wrong problem by following a hunch."

Variations can occur for other reasons, such as

structural changes in the business. Rory Morgan, head of logistics support for Western Europe at data management firm Iron Mountain experienced one such blip.

Morgan says: "Having seen a sustained drop in collisions over the previous seven years, 2015 saw an increase. However, we knew from our data that the rise was due to absorbing a recently acquired business which had much less advanced driver and vehicle management policies than our own.

"We worked hard on the integration of the new team and on bringing the new drivers up to the same standards as our existing ones. Understanding that the spike wasn't a company-wide problem allowed us to better target our intervention with the result that collision rates resumed their downward trend the following year."

Once you have your incident rates, you can start to benchmark them against others. If your organisation is big enough, the easiest way to do this is between different depots or groups in the same organisation as you can control the calcu-

lations to ensure consistency across the group. Benchmarking incident rates within the same group really highlights where improvements can be made and is an excellent opportunity to create some competitive spirit to help raise standards. Morgan thinks this is a valuable exercise.

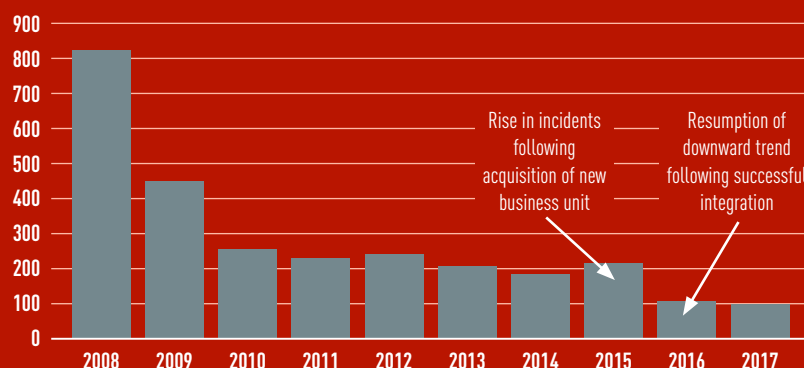
He says: "Benchmarking is a hugely beneficial tool to assist in understanding trends, and having the ability to focus and prioritise accordingly. Larger operations, especially those predominately working in urban environments may have a higher number of incidents than other smaller locations, but what do they look like when vehicle numbers, mileage, time spent on the road is taken into account? It's crucial to look at incident types; one region/location may have differing trends to another, so it asks the question...why, and what's causing it?"

Understanding trends and causes helps identify the need for communication and pro-active coaching and, indeed, remedial actions. Drilling deeper offers the facility to provide more bespoke coaching and prioritisation.

Often a one-size-fits-all works, but not always, so benchmarking must be a discussion topic, promoting best/good practice opportunities where issues and causes are similar, however, opportunities may be lost by not getting to the root cause by region/operation.

■ To benchmark your incident rate, go to [www.fleetsafetybenchmarking.net](http://www.fleetsafetybenchmarking.net)

## NUMBER OF INCIDENTS PER YEAR AT IRON MOUNTAIN



**Driving for  
Better Business**



# RH600

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  - ▶ SAFE DISTANCE ALERT
  - ▶ FORWARD COLLISION WARNING
  - ▶ DRIVER FATIGUE
  - ▶ DRIVER DISTRACTION ALERTS

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Data driven insights



# Top of the glass! Why you can rely on a new windscreen

**National Windscreens' highly trained fitters install only the best quality materials, quickly and efficiently**

**Q** What guarantees can one expect when having a windscreen replaced – with reference to the repairs, speed of work and competence of fitters? How can one tell if the screen has been correctly fitted and who takes responsibility if there is an issue?

**A** At National Windscreens we guarantee our workmanship against defects for replacement glass for the lifetime of your ownership of the vehicle. We are able to do this by using only the highest quality parts, combined with qualified personnel working to the highest possible standards. We use OE-standard glass, so owners can rest assured there will be no difference in fit and

performance compared with the original.

All our technicians use quality-assured DowDuPont BETASEAL™ 1580 adhesive. This has reduced drive away times to 30 minutes and provides the assurance one would expect from a global leader, with safety always being paramount when replacing a windscreen.

DowDuPont BETASEAL™ 1580 adhesive, used correctly, allows a car body to be at least as strong after glass replacement as it was on the day it left the factory.

In today's vehicles, where as much as 40% of the structural integrity is derived from the glass, it is vital the best adhesive is used when installing replacements.

Minimising the time a vehicle is off the road is, obviously, a major consideration for fleet managers. Our 108 locations and 800 mobile technicians means a driver is, on average, never more than 11 miles (or 20 minutes) away from a technician. All our locations provide a one-stop replacement and calibration service, ensuring the vehicle safety system is working as intended.

Our Partscheck™ software gets glass selection right first time in 99.5% of cases and is supported with £10 million-worth of glass stocks for an extremely fast service.

All National Windscreens technicians are required to achieve GQA Level 2 NVQ Diploma in Automotive Glazing, and can then work towards an NVQ Level 3 specifically in advanced driver-assistance systems (ADAS) calibration.

**Q** The driver is, ultimately, responsible for the vehicle, but would there be mitigation, or even the opportunity for a counter-claim against the manufacturer and/or the windscreen repairer should the ADAS fail?

**A** National Windscreens adheres to the Thatcham code of practice for ADAS camera calibration. This means we always follow the vehicle manufacturer's recommendations. In the case of ADAS calibration, more than 75% of vehicle manufacturers specify calibration to be



ADAS calibration is undertaken at the same time as windscreen replacement

undertaken in workshop conditions. We have the largest fitting and calibration network in the UK, with more than 100 purpose-designed buildings providing a one-stop service for replacement and calibration. We take responsibility for identifying if an ADAS camera is fitted and inform the driver of the need for calibration following windscreen replacement. We use calibration boards specified by the vehicle manufacturers and calibration is undertaken by the vehicle's onboard systems. Our technology instructs the vehicle to undertake the calibration process installed by the vehicle manufacturer and then report when this is successfully completed.

Customers will receive a certificate to show the work has been completed to the manufacturer's specification. It remains the driver's responsibility to make sure the ADAS camera is calibrated following windscreen replacement or other incidences, such as hitting a pothole, which may cause the camera to be misaligned if the vehicle tracking is damaged.

**Q** Will this cost more and mean the vehicle is off the road longer?

**A** There is a separate cost for ADAS camera calibration.

Getting your vehicle back on the road quickly requires the ability to undertake windscreen replacement and ADAS calibration at the same time.

With the majority of vehicle manufacturers specifying ADAS calibration in workshop conditions, we are the only glass specialist to provide 108 purpose-designed buildings across the UK, all with the technology and expertise to provide replacement and calibration in one visit.

We work closely with vehicle manufacturers to understand future trends and have an established partnership with Hella Guttman, a world leader in ADAS calibration, to provide calibration for the widest possible range of vehicles. It is a partnership that involves constant updates to our data as new vehicles are introduced.

With £10m of glass stocks and long

established supply partnerships with the world's best known glass makers, National Windscreens has the best access to glass of all types. Further, our unique Partscheck™ system ensures we not only select the right glass first time with 99.5% accuracy, but we also identify if an ADAS camera is fitted.

This all provides the best possible assurance for getting your vehicle back on the road quickly.

**Q** How can I check if the system is working on vehicles I want to issue to a different driver?

**A** If there is any doubt about the accuracy of ADAS camera alignment on a vehicle, then a calibration should be carried out according to the vehicle manufacturer's recommendations. If the camera is misaligned, then the ADAS safety systems on the vehicle may not work as intended.

**Q** Are we going to see fitting costs rise and will some drivers not bother to

**'ALL OUR LOCATIONS PROVIDE A ONE-STOP REPLACEMENT AND ADAS CALIBRATION SERVICE, ENSURING THE VEHICLE'S SAFETY SYSTEMS CONTINUE TO WORK AS INTENDED AFTER A WINDSCREEN REPLACEMENT'**

**have windscreens repaired as a result?**

**A** A key distinction here is the difference between repair and replacement of a windscreen.

A chip in a windscreen will inevitably lead to a crack and the need for replacement at some time.

A proactive approach in checking for chipped windscreens, such as the fleet check service offered to key fleet accounts by National Windscreens, allows damage to be repaired quickly and cost-effectively in many cases.

This avoids the cost of a replacement and, often, the need for ADAS camera calibration. A windscreen repair can cost up to 10 times less than undertaking glass replacement and calibration, so a proactive approach will certainly pay dividends.

ADAS technology is undoubtedly contributing to higher repair costs. Against this, however, ADAS is helping to significantly reduce at-fault accidents, thereby reducing costs and improving driver safety.

## COMPANY PROFILE

**Key products** Windscreen replacement and ADAS camera calibration; windscreen repair; vehicle glass replacement. All types of vehicles covered throughout the UK at 108 fitting and calibration centres supported by 800 mobile technicians

**Key staff** Nick Broughall, Business Development Manager – Fleet; James Cook, Business Development Manager – Fleet; Alistair Carlton, Technical Manager; and Jan Teo, Managing Director

**Founded** 1982

**Where based** Head office in Tamworth, Staffordshire

**Website address** [nationalwindscreens.co.uk](http://nationalwindscreens.co.uk)

**Email address** [fleet@nationalwindscreens.co.uk](mailto:fleet@nationalwindscreens.co.uk)

**Telephone** 0800 622 122

**National  
Windscreens**



# AUDI A1

It may sit in the small car segment, but the newest A1 has many big car features. *Matt de Prez* looks at the latest redesign which no longer offers a diesel version

It's been nine years since Audi decided to shake up the small car segment with its Mini-rivalling 'premium' A1. While the original car remained largely unchanged for almost a decade, the new version has undergone a total redesign.

Three-door versions have been scrapped, along with diesels. So fleet customers only get a choice of three- and four-cylinder petrol engines in five-door Sportback guise.

There is a range of technology from Audi's larger cars available in the A1 plus a distinctive new look.

Full figures aren't available yet, but the cheapest version currently offered is the 30 TFSI SE priced from £18,340 P11D.

It uses a 116PS 1.0-litre engine that emits 111g/

km of CO<sub>2</sub>. There will shortly be a 95PS version, badged 25 TFSI that will form the range entry point. A more powerful 35 TFSI uses a 1.5-litre four-cylinder engine to develop 150PS, while the range-topping 40 TFSI has a 200PS 2.0-litre unit.

All new Audi A1s come equipped with autonomous emergency braking, a digital instrument cluster and LED headlights as standard.

Stepping up from SE to Sport includes larger 16-inch alloy wheels, sports seats and grilles, rear parking sensors and cruise control.

S Line versions are fitted with more aggressive-looking bumpers and sports suspension.

The infotainment system is lifted from the latest 'big' Audis and features digital radio, Bluetooth and

Smartphone connectivity.

An optional Technology Pack (£1,650) increases the touchscreen size from 8.8 inches to 10.1 and adds navigation and connected services.

It puts the A1 at the top of its class for infotainment, with Google satellite mapping and Live traffic updates available through the high-resolution display. The pack also upgrades the instrument cluster to Audi's full Virtual Cockpit, which replicates the sat-nav map on-screen and provides customisable views.

The interior is more driver-focused and has a far more modern design, when compared with the previous car.

Contrasting trim pieces enhance the look, while the main touchpoints have a high quality feel.

Less impressive is the hard plastics used on the door cards and lower dash area.

Audi offers a large range of personalisation options on the new A1, including different roof colours, a range of wheel options and various interior trims.



The A1 now only comes as a five-door Sportback



The interior has a far more modern design

	FLEET PICK 30 TFSI SPORT	ENTRY LEVEL 30 TFSI SE	RANGE TOPPER 40 TFSI S LINE COMPETITION
SPECIFICATIONS			
P11D Price	£19,790	£18,340	£25,100
CO <sub>2</sub> emissions (g/km)	111	108	136
Monthly BIK tax	23%/£910	22%/£807	28%/£1,406
Fuel efficiency (mpg)	57.6	58.9	47.1
Fuel cost (ppm)	9.49	9.29	11.61
Annual VED	£165 then £140	£145 then £140	£205 then £140
Class 1A NIC	£628	£557	£970
RV	£7,150/36.1%	£6,700/36.5%	£9,075/36.1%
AFR	12ppm	12ppm	15ppm
Running cost	28.72ppm	26.8ppm	35.9ppm

## RIVALS



RIVAL 1  
FORD FIESTA ST LINE 125  
ECOBOST



RIVAL 2  
MINI COOPER  
SPORT 1.5



RIVAL 3  
VW POLO 1.0  
TSI R-LINE

	FLEET PICK 30 TFSI SPORT	ENTRY LEVEL 30 TFSI SE	RANGE TOPPER 40 TFSI S LINE COMPETITION
SPECIFICATIONS			
P11D Price	£18,365	£20,710	£19,245
CO <sub>2</sub> emissions (g/km)	111	125	107
Monthly BIK tax	23%/£845	26%/£1,077	22%/£847
Fuel efficiency (mpg)	57.7	51.4	60.1
Fuel cost (ppm)	9.48	10.64	9.1
Annual VED	£165 then £140	£165 then £140	£145 then £140
Class 1A NIC	£583	£743	£584
RV	£5,525/30.1%	£6,375/31.6%	£6,025/31.3%
AFR	12ppm	15ppm	12ppm
Running cost	30ppm	31.95ppm	28.84ppm

IT HAS  
PERFORMANCE TO  
SUIT MOST TASTES  
AND RUNNING COSTS  
THAT WON'T UPSET A  
FLEET MANAGER

A full range of 'big-car' features are also the options list, such as keyless entry, adaptive cruise control and leather upholstery.

When it comes to driveability, the A1 majors on refinement. It sits on the motorway as happy as a Volkswagen Golf, with little wind noise and good performance.

Long gearing on the 30 TFSI keeps the engine speed low, although it makes acceleration feel a little lacklustre.

Thankfully, the engine is happy to rev and retains its refinement even when you work it hard.

When cruising, the fuel economy will nudge 50mpg, with low 40s achieved around town.

Light controls mean the car is easy to drive, although not the most enjoyable in this segment.

Company car drivers should expect to pay between £80-90 per month in benefit-in-kind tax for the 30 TFSI in mid-range Sport trim.

Our test car had a number of options fitted, such as the aforementioned Technology Pack, heated seats (£300) and climate control (£450), bumping the overall price to £24,000.

Drivers may find the Ford Fiesta offers greater value for a similar outlay. The high-spec ST Line X is better to drive, offers similar refinement and comes with a more powerful 125PS engine for £20,115.

The Audi does have lower running costs, mainly thanks to its stronger residual value (RV) predictions.

It's likely that drivers will be attracted to the A1 over its mainstream rivals though, even if they are getting less equipment, as the Audi badge carries significant weight.

The new A1 is exactly what it sets out to be: a small and efficient 'premium' car. There is adequate passenger space, impressive refinement and a competitive boot.

It has looks to impress, enough performance to suit most tastes and running costs that won't upset a fleet manager.



## THINKING CAP

By Martin Ward, Cap HPI manufacturer relationships manager

This month I've been...

...driving the Kia ProCeed

The ProCeed is the estate version of the Ceed hatch. It is a handsome machine with brilliant exterior design that looks very premium.

The premium continues into the cabin where materials, fit and finish are up to a high standard. We have been saying for years that every new Kia that is introduced is much better than the last, but have they peaked now? Or do they have even more up their sleeves?

The car we drove first was powered by a 1.4-litre petrol that produces 140PS. The top-of-the-range car we drove in Barcelona costs more than £28,000 – so not bargain basement any more.

...getting annoyed about tyre pressure monitoring

It's OK having tyre pressure monitors but some systems do seem to be very sensitive and a slight change in temperature can change the pressures.

We all know some company car drivers very rarely, if ever, check their tyres, for pressure, the depth of tread or condition, but drivers cannot be stopping and checking them every five minutes. So it's a fine balance.

Many cars I've driven recently seem to like telling me one of the tyres is slightly down or up. But not just a gentle, nice reminder – orange flashing lights seem to take over the dashboard.

After a while you find the button to get rid of the off-putting lights and settle back to continue driving. Then it all starts again!

cap hpi



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## IGNITION: FIRST DRIVE

FLEET PICK  
MODEL:  
TOURNEO COURIER  
1.5 TDCI ZETEC



P11D  
£15,865

TAX

BIK  
28%



CO<sub>2</sub>  
117g/km



MPG  
62.8

## FORD TOURNEO COURIER

By Christopher Smith

Ford has discontinued the B-Max and now offers the Tourneo Courier as an alternative to the typical family SUV.

This van-derived MPV is based on the smallest Transit, the Courier, which is based on the previous generation Fiesta.

It isn't the last word in luxury – but it's not designed to be. The Courier starts at £14,815 – £3,000 less than the entry level Ecosport – and the specification at this price is basic.

Wheel trims feature as standard on the Tourneo Courier, which is available with either the 1.0-litre petrol, or 1.5-litre diesel. Paired with the Fiesta-based chassis, the five-seater feels more enjoyable to drive than its functional looks may suggest. A six-speed gearbox is standard, which is crisp and engaging.



The huge front windscreen gives great visibility

Zetec is the sole trim level, but you can option 15-inch alloy wheels, parking sensors and an improved touchscreen infotainment system. Standard specification includes front electric windows, Quickclear windscreen, air conditioning and digital radio.

Front legroom is plentiful, though rear legroom is a little limited. The boot is square and usable. Its party trick is the folding rear seats that split 60/40, and can then be folded up for an even larger, flat load area.

The seats themselves are well padded and comfortable, taking very little adjustment to get comfortable.

Sliding rear doors make access easy, particularly for fitting child seats, and the vehicle has Isofix mountings.

Headroom is exceptional and the huge front windscreen gives great visibility.

The outgoing B-Max offered much of the same functionality, but in a more presentable package – though drivers still preferred the appeal of an SUV.

The Tourneo Courier isn't likely to suddenly lure hordes of drivers back, but it does offer a credible alternative. If you run a lot of Fords, require a good amount of usable space and transport the occasional rear passenger, then this MPV may be a good fit for your fleet.

FLEET PICK  
MODEL:  
MICRA 1.0 IG-T  
100 ASENTA



P11D  
£16,035

TAX

BIK  
21%



CO<sub>2</sub>  
104g/km



MPG  
61.4

## NISSAN MICRA

By Matt de Prez

Nissan has updated the petrol engines available in the Micra, so now it offers lower running costs and better performance.

An automatic gearbox is also available for the first time.

Replacing the 0.9-litre 90PS unit is a new 1.0-litre IG-T that develops 100PS and has CO<sub>2</sub> emissions from 103g/km.

Nissan says the new model is 13% cheaper to operate than the outgoing one and it offers lower benefit-in-kind (BIK) tax for drivers, putting it among the best in its segment.

It is available with a new Xtronic CVT, for an extra £1,200.

A second new 1.0-litre engine, with 117PS, is also offered on higher trim grades. This flagship is fitted with lowered suspension, re-calibrated steering and a six-speed manual gearbox.

It emits from 114g/km of CO<sub>2</sub>.

Both engines can be specified in a new

New engines boost Micra's efficiency and performance



trim level: N-Sport. Priced from £17,935, it features half-leather and Alcantara seats, larger alloy wheels, privacy glass and gloss back trim pieces.

The updates were introduced following customer feedback that suggested more powerful models were needed, along with an auto.

While the 117PS version is described as a 'warm' hatch it still lags behind the segment benchmark Ford Fiesta, which offers 125PS and 140PS outputs.

The engine is more efficient than the

Ford's, although Nissan's efforts to reduce noise and vibration have gone too far and the motor is almost inaudible for a 'sporty' version.

Two years from its launch, the Micra still drives well. Its interior is among the best in segment, with a logical layout and good build quality.

We were especially impressed with the CVT, which is surprisingly better than both the manual gearboxes and keeps the Micra competitive in its segment, where more buyers want self-shifters.



# XPI Simulation's driver training simulators: features and benefits for the fleet manager

When used for driver training, simulators have a number of advantages compared with other methods of driver training – such as classroom or on-road training.

These benefits stem primarily from the safety, repeatability and flexibility of the virtual driving environment, as well as the lower costs and emissions associated with simulator-based training.

From a safety perspective, simulators enable trainees to undertake driving tasks without exposing them, or other road users, to risk. For company drivers, simulators can introduce advanced driving techniques and higher levels of hazard perception in various environmental conditions without the risk of collisions.

The ability to have total control over the simulated environment also enables both repetition and flexibility.

A specific scenario can be repeated until performance becomes satisfactory – unlike in the real world, where natural changes to weather, vehicle and pedestrian traffic, and time of day preclude precise repetition of activities.

A standardised training programme, with the simulator providing results based on the driver's input and responses gives the fleet manager accurate, impartial information on the capability of their drivers.

With multiple RoSPA-approved training modules available, including hazard



Everything under control – a simulator has numerous benefits when compared with on-road instruction

perception, fatigue, distracted driving and emergency reaction assessments, a comprehensive and trainee-centred training programme can be structured to cover specific driver and company needs.

Creation of specific road layouts, weather and traffic conditions enables tailoring of the environment. Should a trainee require instruction on winter driving, for example, it is possible to create such a scenario no matter the prevailing weather conditions. This enables training to be more focused, targeted and aligned to the learning objectives of the trainee.

Moreover, the ability to replay the driving task to the trainee means they can review driving tasks with feedback from instructors, reinforcing the learning objectives of the particular lesson and enabling comparison of different attempts at the same task.

The greater efficacy of simulator-based training, owing to the aforementioned combination of repeatability and flexibility, can drive considerable reductions in training costs. Studies have demonstrated that one hour of simulator-based training is

equivalent to 2.4 hours of on-road instruction – reducing the number of instructor hours (and, therefore, cost) associated with training. Moreover, it is possible for a single instructor to supervise several trainees, due to the simulator calculating performance and providing this feedback directly to each driver, meaning up to eight drivers can be trained per day, further reducing the cost of training.

Simulation also enables training to take place without taking a company vehicle out of operations in order to act as a training platform. The avoided costs of maintenance, wear-and-tear and fuel consumption of training vehicles can provide an economic and environmental benefit to simulation users.

With XPI's unique "We'll Come To You" service, fleet managers can choose to have training delivered at a convenient location, meaning the risk to the company drivers is lowered even more as travelling time is reduced – and minimising disruption to company activities through deployment of staff on training.

**XPI** simulation

For more information, please contact [sales@XPIsimulation.com](mailto:sales@XPIsimulation.com)



By Sarah Tooze

The week our Countryman PHEV returned to Mini I had the chance to compare notes with a fleet manager who is running one as his company car.

While our car's average fuel economy was 39.3mpg after six months and 5,700 miles, and never went above 42mpg, he has been averaging a more impressive 45.5mpg, and even reached 60mpg on one journey.

The secret? He has a telematics app which has made him modify how hard he presses the accelerator. He also drives his car in the most fuel efficient mode ('green'), while I tended to keep ours in 'mid' as it's more enjoyable and I

made use of creature comforts such as air conditioning and heated seats.

We experienced similar electric ranges (18 miles for his car and 17 miles for ours in the summer, and 13 miles and 11 miles respectively during the winter). He also makes use of the car's 'Save' battery function for journeys to London, switching to pure electric (called Max eDrive) when crawling in city centre traffic.

We both appreciated the Countryman's styling and practicality (especially as he is a dog-owner) but on the downside, would prefer a bigger fuel tank (it is only 36 litres, compared to 51 in the standard Countryman).



By Andrew Ryan

Ford's head of fleet Owen Gregory last year declared that the latest Focus is the best car the manufacturer has ever built.

Time – and others more qualified than me – will be the judge of that but I would say that, based on our long-term test of the latest Fiesta, it is going to have to be pretty special to be better than its supermini sibling.

Over the seven months the Fiesta spent on our fleet, covering 13,377 miles, it proved an excellent companion, showing itself to be stylish, well-built, practical and engaging to drive. Overall fuel economy was 45.1mpg, compared to an official combined figure of

60.1mpg. CO<sub>2</sub> emissions are 111g/km.

Our model was in ST-Line trim, which features 17-inch alloy wheels, front fog lights, a bodystyling kit and a large rear spoiler.

Its purposeful appearance is backed up by the driving experience. Its 1.0T 125PS petrol engine revs smoothly to deliver peppy performance, while its sports-tuned suspension strikes a nice balance between comfort and dynamism.

This is enhanced by its well-weighted, direct steering, and a precise, light gearshift. It really is an excellent example of a warm hatch.

Overall, we're sorry to see the Fiesta go, but as it is being replaced by a Focus, we'll be well placed to put Gregory's statement to the test.



**MERCEDES-BENZ VITO**  
116 SPORT COMPACT

By Trevor Gehlken

The Vito is very much one of the new breed of vans for the smart, stylish business of the third millennium – and, after a month with us, we are enjoying this capable vehicle.

It costs £28,995 ex-VAT with all the extra kit we have on board, which isn't exactly bargain basement. True, you can pick up a Vito for as little as £17,855, but it won't look the same.

The silver metallic paint and snazzy chrome side steps come as standard, along with seven-spoke alloy wheels, colour-coded bumpers, polished steel front grille, tailgate and foglamp trims and sport badging on the rear.

Inside, we get as standard air-con, special sporty seats with extra side padding, electrically-adjustable heated mirrors, and a multitude of safety devices.



**VOLKSWAGEN ARTEON**  
190 TDI R LINE

By Matt de Prez

I'm just about getting used to the attention that the Arteon's striking looks attract as I go about my day-to-day business.

It all started a couple of days after the car arrived when a friendly middle-aged couple approached me in a supermarket car park, giving the 'thumbs-up' and asking what it was.

Since then, I've lost count of the nods of approval from other motorists and admiring glances the car gets. It is like being in an 'exclusive' club, despite its mainstream pricing.

Having driven a large array of 'premium-badge' cars over the last few years, none has managed to attract anywhere near the amount of attention the Arteon does.

Prices start at a little over £31,000 and leasing costs are currently very favourable.





## VAUXHALL GRANDLAND X 1.5 TURBO D TECH LINE

By Sarah Tooze

The Grandland X's dashboard was once again aglow with a warning light after last month's 'false' service one.

This time, it was an AdBlue top-up – and the warning was genuine.

We'd clocked up more than 5,000 miles in the Grandland X by then which is enough to warrant a top-up in some cars, dependent on the types of journeys you've been doing and driving style.

In the Grandland X, the initial warning comes on when there is 1,500 miles left and then the driver is reminded every 200 miles.

Unfortunately, getting AdBlue at the pumps is still rare – our nearest fuel station with one is 35 minutes away – but it is available to buy in a container from many outlets.



## MERCEDES-BENZ C200 AMG LINE ESTATE

By Luke Neal

As the availability of in-car technology increases, so does the possibility of driver distraction. The importance of clear and intuitive in-car systems has never been so important. The C-Class cockpit is full of tech, it has twin screens, one in the centre of the dashboard for the infotainment system and the other as a main dash display.

While the infotainment screen's main functions are navigation, phone and media connectivity, the main dash display can also display this information. In fact, it is capable of showing the driver 14 separate bits of information at any one time from speed to journey information, maps to radio.

The display is customisable in myriad ways whether you want a rev counter or navigation details or even a g-force monitor, it's all there.



## VOLVO V60 D3 INSCRIPTION

By Gareth Roberts

Think Volvo and safety comes immediately to mind, and the new V60 goes some way to reinforcing this.

Like the new S60 sedan, the V60 estate received the maximum five-star rating in its 2018 EuroNCAP safety tests, continuing a five-star streak for the Volvo line-up.

From the compact V40 hatchback to the large XC90 SUV, all tested Volvo models currently on sale offer five-star-rated safety technology.

Even more impressive, when the 2018 Euro NCAP testing regime was the toughest ever, with new and more demanding challenges on safety technology, including cyclist detection

with auto-brake and emergency lane-keeping systems. The V60 was among the safest.

A host of safety features come as standard on the V60, including advanced driver-support systems known from the 90 series and XC60.

Its City Safety system, which now also uses autobraking to mitigate potential oncoming collisions, is the only system on the market to recognise pedestrians, cyclists and, according to Volvo, large animals.

Our test car, the D3 Inscription, a 2.0-litre diesel, also has the Intellisafe Pro Pack fitted at a cost of £1,625, which adds semi-autonomous drive features through Pilot Assist, as well as blind spot monitoring and cross-traffic alert.



## AUDI A6 40 S LINE

By Stephen Briers

Following our criticism of the Audi A6 auto transmission's reaction time, we were told by a major leasing company that Audi had developed a software fix for the 2019 model-year car.

However, according to Audi, this isn't the case. That's a shame, because the hesitation suffered by the seven-speed 'box detracts hugely from the driving experience. It can take fully three seconds to engage reverse and a second or so to find first gear when pressing the accelerator after stop/start, which doesn't inspire confidence when trying to pull out into traffic.

The solution? Slot the car into dynamic mode and the reaction is more instantaneous. Once

underway, the dual-clutch is rapid and seamless through the gears.

There are other issues of sluggishness, though. The windscreen takes an age to demist while the multi-media system can take 10 seconds or more to burst into life; these things are irksome for everyday use, especially on a premium car.

Four months in and we now have a good feel for the A6.

Handling that initially felt light and remote is actually pretty accurate, predictable and direct – particularly in dynamic mode – and we're now used to the limited feedback, despite the S Line's sports suspension.

# Long-term rental delivers a real advantage

As UK businesses look for ways to manage cashflow in uncertain times, Stuart Russell, director commercial vehicles, Europcar Mobility Group in the UK, provides an insight into the latest initiatives keeping operations on the road



"Long-term rental provides all the advantages of an 'owned' fleet but without the ties."  
– Stephen Bohen, Fruidel

There's no question that 2019 is already proving to be challenging! Uncertainty in a number of areas means many businesses are cautious about making long-term commitments.

But uncertainty isn't curbing ambition, as firms continue to look for ways to grow. Businesses need commercial vehicles – they just don't want to add to their balance sheet or put pressure on cashflow.

What's needed is flexible and agile suppliers who can adapt to changing market needs without requiring long-term financial commitments.

Building on the success of the Europcar Advantage long-term car hire solution, we are now introducing Europcar Advantage for Vans. We have a very clear objective to provide a flexible and

cost-effective stop-gap for businesses that do not want to face all the burdens of vehicle ownership.

Europcar Advantage for Vans gives firms access to new vans from three months upwards. Provided at a fixed rate, it's easy to budget and plan for the medium- to long-term. And flexibility is key to Advantage for Vans – there is a range of mileage allowance options and no penalties for returning vehicles after three months. There are no upfront costs also – adding vehicles to a fleet is, therefore, easy to do.

### Delivering five a day!

Europcar Advantage for Vans is providing a key ingredient in the success of Fruidel – The Office Fruit Company. Fruidel needed a transport partner to underpin the company's service which is to deliver premium fruit baskets to more than 3,000 offices across the UK.

Supporting the company's ambitious growth strategy without the capital restrictions of outright vehicle ownership, Europcar has already supplied more than 20 Mercedes-Benz Sprinters, all liveried with the Fruidel brand. And 20 more are scheduled for this year.

As the business has expanded so has its transport needs. The flexibility of

Europcar Advantage for Vans is enabling Fruidel to double the size of its fleet in line with growing demand.

"All of our costs fall under one bill. This includes servicing, maintenance and even replacement tyres," explained Stephen Bohen, founder and CEO, Fruidel. "And for any vehicle issues, Europcar comes to us, meaning our vehicle downtime is kept to an absolute minimum. It's the ideal solution."

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**PEUGEOT RECOMMENDS TOTAL** Official NEDC fuel consumption (in mpg and l/100km) and CO<sub>2</sub> emissions obtained for all-new Peugeot Partner diesel range are: BlueHDi 75 – Urban 57.6 (4.9), Extra Urban 68.9 (4.1), Combined 64.2 (4.4) and CO<sub>2</sub> 114 g/km. BlueHDi 100 S&S – Urban 57.6 (4.9) – 61.4 (4.6), Extra Urban 65.7 (4.3) – 70.6 (4.0), Combined 61.4 (4.6) – 67.3 (4.2) and CO<sub>2</sub> 119 – 109g/km. BlueHDi 130 S&S engine range° – Urban 57.6 (4.9) – 61.4 (4.6), Extra Urban 67.3 (4.2) – 68.9 (4.1), Combined 64.2 (4.4) – 65.7 (4.3) and CO<sub>2</sub> 117 – 114 g/km.

The fuel consumption you achieve in real life conditions and CO<sub>2</sub> produced will depend upon a number of factors including the accessories fitted (post-registration), variations in weather, driving styles and vehicle load. \*There is a new test for fuel consumption and CO<sub>2</sub> figures. The figures shown, however, are based on the outgoing test cycle for a transition period ending 31/08/2019. Only compare fuel consumption and CO<sub>2</sub> figures with other vehicles tested to the same technical standard. Model shown is all-new PEUGEOT Partner Standard Professional version, shown with offside sliding side loading door available as a cost option at £220.00, Nimbus Grey metallic paint available as a cost option at £350 and Look Pack available as a cost option at £270.00. \*Surround Rear Vision available as a cost option on the model shown at £500.00 (all prices excl. of VAT at 20%). Prices correct at time of going to print. \*Calls are free of charge from all consumer landlines and mobile phones. If you are calling from a business phone, you should check with your provider whether there will be a charge for calling an 0800 number.

# CommercialFleet



## Mercedes-Benz Sprinter

Sprinter lays claim to being the most technologically advanced van

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## COMMERCIAL FLEET: COMPLIANCE

# FTA ADVICE

By Eamonn Brennan, van information manager, FTA



**Q** Our vehicle safety inspection reports have always been stored manually, with hard copies kept in the relevant files. We are now looking at switching to an electronic system. Do we still have to keep hard copies?

**A** It is perfectly acceptable to use an electronic system to capture and store safety inspection data. So, hard copies would not have to be kept. However, the system must be tamper-proof and capable of producing hard copy information as and when requested for, say, DVSA enforcement or for use at public inquiries. It must clearly state what has been checked and by whom, and there must be a clear end-to-end audit trail. The system must also be able to meet requirements laid down in the Guide to Maintaining Roadworthiness, including having the ability to store safety inspection and repair work for at least 15 months.

**Q** Our vehicle maintenance supplier mentioned that the definition of 'temporary possession' has changed for trade plate use. Has there been a change in the legislation governing this?

**A** The concept of 'temporary possession' is not defined in law. However, although DVLA was agreeable to operators with a separate workshop receiving trade plates, this changed in 2018.

DVLA now requires proof that the applicant is either a motor dealer or tester in their own right and that details at Companies House reflect that activity. Use must reflect the permitted use and the vehicle must be in the user's 'temporary possession.' For the purpose of these requirements, hire vehicles are not seen by DVLA as being in the user's temporary possession.

A vehicle and its trailer are regarded as a single vehicle. Therefore, the whole combination must be in temporary possession before its use under a trade licence would be permitted. A tractor unit used solely to take unladen semi-trailers for test, for example, cannot be used under a trade licence since it is not in 'temporary possession'.

**Q** One of our vehicles was stopped by DVSA and found to have a defective dipped beam headlamp. The enforcement officer issued an immediate prohibition and we had to send our maintenance provider out to the vehicle to replace a headlamp bulb to get it working again. The enforcement officer then lifted the prohibition and we were allowed on our way. Should a faulty headlamp attract an immediate prohibition?



**A** The severity of the penalty for a defective headlamp will depend upon weather conditions when the vehicle is stopped, the time of day and will consider whether or not dipped headlamps are required or will soon be required. The following extract is taken from the DVSA Categorisation of defects manual which is used as a guide for DVSA Enforcement at roadside:

*Prohibition action should be taken when a vehicle is encountered in the hours of darkness and where it can reasonably be assumed that vehicle is likely to be used where compulsory use of dipped headlamps is required.*

**Q** Is it true that there is a 5% tolerance when a vehicle is overloaded?

**A** This is a common question within the logistics sector – however there are only two defences against overloading and 5% is not one of them.

The two are:

- When a vehicle is being driven to or from a weighbridge for the purpose of being weighed.
- If the load is porous and has taken on water since being loaded; note that the original loading must have been within legal limits.

There are no other allowances. A verbal warning may be given for the first offence, but there is

absolutely no guarantee of this.

The start point for the offence begins as soon as the vehicle breaches its gross vehicle or axle weight.

Note, this is only a defence and not an exemption.



## The definition of a 'dual purpose vehicle'

A dual purpose vehicle is defined in the Road Vehicles (Construction and Use) Regulations 1986 as a vehicle constructed or adapted to carry both passengers and goods of any description which has an unladen weight not exceeding 2,040kg. It must either have four-wheel drive or satisfy the following conditions.

- It must be permanently fitted with a rigid roof with or without a sliding panel.
- The area behind the driver's seat must be permanently fitted with at least one row of transverse seats (fixed or folding) for two or more passengers. These seats must be properly sprung or cushioned and have upholstered backrests attached either to

the seats, the floor or the side of the vehicle. This must have window(s) of glass or other transparent material with a total area of not less than 1,850sq cm on each side and not less than 770sq cm at the rear.

- The distance between the rearmost part of the steering wheel and the backrests of the transverse seats must, when the seats are ready for use, be not less than one-third of the distance between the rearmost part of the steering and the rearmost part of the floor. If there is more than one row

of seats, this criterion relates to the distance between the steering wheel and the backrests of the rear row. Most estate cars and utility vehicles meet this complex definition.







# TfL looks at ways to help last-mile delivery companies as ULEZ looms

DPD delivery service recently opened its first all-electric depot in central London

By Gareth Roberts

**T**ransport for London (TfL) is promising to unlock land for last-mile delivery companies to help operators adapt to the ultra-low emission zone (ULEZ).

It also wants to work with suppliers to increase click and collect services, while also developing greater use of delivery lockers. The measures are expected to be included in a new freight and servicing action plan, due to be published by TfL in March.

London's transport authority has also promised to publish separate guidance for the capital's 33 borough councils around zero emission zones.

Speaking ahead of the publication of the freight and servicing action plan, TfL director of city planning Alex Williams said: "What we want to look at is how the industry can be more efficient, how can it be safer, how can it be cleaner and how we can support it with accessing the appropriate land."

DPD is showing what's possible

after opening its first all-electric last mile delivery depot in Westminster (commercialfleet.org, October 19, 2018). The 5,000sq ft facility can deliver 2,000 parcels a day, utilising an all-electric fleet.

Two all-electric Mitsubishi Fuso eCanter 7.5t vehicles will feed parcels into the depot each day, while the final mile deliveries will initially be completed by 10 Nissan eNV200 all-electric vans.

Capable of making 120 stops a day, they will be joined by eight micro-

vehicles from Norwegian manufacturer Paxster – with a further 23 on order.

The Paxsters are delivering to the immediate area around the depot and are expected to operate 60 stops on one charge per day.

DPD has invested more than £500,000 refurbishing the site, including the introduction of a new electric charging system that will enable the deployment of electric vehicles without major infrastructure upgrades.

However, Rob Fowler, general manager, CSR and technical planning at DPD Group UK, told the London Assembly transport committee that establishing the new depot had not been easy.

Appearing alongside Williams, he said: "There were a number of challenges around vehicle supply, EV infrastructure and securing a location to operate from."

## SIGNIFICANT INVESTMENT

DPD's investment in Westminster equates to £3 million over 10 years just in capital cost before any management or headcount costs. Locating a delivery operation in the heart of the capital is becoming more difficult, according to Fowler.

Land earmarked for use by industry in London, so-called V8 space, is at a premium. Between 2001 and 2015, 1,300 hectares of industrial land was lost and just 64% of it is protected today.

DPD was forced to move from its most productive depot, a 1.5-acre

site next to Kings Cross station, when it was sold for in excess of £35m. "The logistics industry just cannot compete with that price point," said Fowler.

Williams acknowledged that TfL needed to look at how it can use its land more efficiently and prioritise its use for V8 and freight.

He suggested that, as with DPD's Westminster location, which was originally home to the chauffeur-driven car of a former TfL MD, there is "plenty of scope" for similar spaces, such as underused car parks and some of its own bus depots.

He said: "I think that one of the challenges of the (freight and servicing action) plan is to see how we can unlock more of these sites for DPD and other companies."

## AIR QUALITY RESTRICTIONS

DPD, like other commercial fleet operators in the capital, will have to comply with ULEZ air quality standards or face a daily charge, when it takes effect from April 8.

Drivers not using a compliant van (Euro 4 petrol and Euro 6 diesel) in the zone will need to pay a daily ULEZ charge of £12.50, 24 hours a day, 365 days a year. Buses, coaches and lorries will need to meet the Euro VI standard or pay £100 a day.

DPD is better placed to respond to the ULEZ than most van operators; it buys 1,000 Euro 6 vehicles a year and will manipulate its fleet to ensure compliant vehicles are in the right place.

However, of greater concern to DPD and the Freight Transport Association (FTA) are further air quality restrictions being introduced at a borough level in London.



**"TfL's FREIGHT TEAM HAS NOW BEEN DISBANDED. WE NEED TO SEE MORE LEADERSHIP ON FREIGHT"**

NATALIE CHAPMAN, FTA

Natalie Chapman, head of urban policy at the FTA, told the transport committee that fleets face a "fragmentation of regulation".

Hackney, for example, has introduced a zero emission zone in Shoreditch, while the City of London is considering an emission-free zone.

Fowler said that the Government's clean air strategy provided a framework that local authorities should follow.

"We will have a significant problem if there are six different standards across six different boroughs," he explained. "Fleet procurement on that basis is phenomenally difficult."

"You have to be pragmatic about what the industry can do and what manufacturers can achieve."

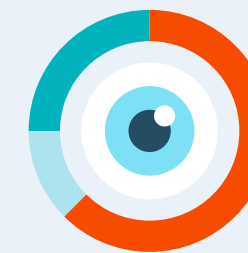
## GUIDANCE PUBLISHED

Williams revealed that TfL will be publishing guidance for borough councils on zero emission zones in the spring to enable them to plan in a "more consistent" way, with earlier engagement with the freight industry.

However, he admitted: "The definition of zones is a decision for the local highways authority to make, so if Hackney chooses to make its streets entirely zero emission, with very strict standards, that is its decision."

The FTA is calling for a freight commissioner in the same way the capital has a walking and cycling commissioner and a night-time commissioner.

Highlighting how TfL's freight team had been disbanded, with freight now "spread across the organisation", Chapman said: "We need to see more leadership on freight."



## PUBLIC EYE

In our regular column, an experienced fleet manager gives his take on the burning issues facing the public sector. This month he looks at introducing EVs.

I am facing a conundrum. As a public sector fleet manager I am expected to lead the way with electric vehicles and while I operate them successfully as pool cars/car club vehicles, in other situations they no longer work for me. Take our car-derived electric vans, which are used by the highways maintenance team. Until recently they were an ideal solution as they could be used during the day and charged overnight.

However, budget cuts have meant that I need to maximise vehicle utilisation and I want to dual-purpose my vehicles. Ideally, I want the electric vans to be used by highways maintenance during the day and then passed to our Care Call team in the evening. But the vehicles' range isn't sufficient and the opportunities to charge during the day are limited.

A member of the Care Call team might need to drive 100 miles attending three or four call outs, for instance, so I need an electric vehicle that does around 200 miles to cover both day and night use. Our electric vans do less than 100 miles in the real world when using the heater during the winter. We will get electric vans with sufficient range, but we're not there yet.

So, do I go back to diesel? It would allow me to dual-purpose the vehicles so, financially, it makes sense.

But as a public sector organisation it would be frowned upon by Government for not using alternatives. It was so much easier in the past when you chose a vehicle and knew it would do the job.



# CAN SMART TACHOGRAPHS SIGNAL A HALT TO RULE DODGERS?

A change is coming this June, but the law enforcers won't be obliged to update their detection technology for a further 15 years. *John Lewis reports*

**B**rexit or no Brexit, the so-called smart digital Annex 1C tachographs will appear in all new trucks registered in the UK after June 15 under European Union (EU) regulation 165/2014.

"Unlike current models, the Annex 1C tachos will be GNSS – Global Navigation Satellite System-enabled," says Keith Lloyd, UK head of product management at tachograph manufacturer, Continental Automotive.

"This will enable them to record the truck's position when the driver starts his or her shift, then after every three hours of accumulated driving time."

They will also note the truck's location at the end of the shift. The records will be expressed in terms of latitude and longitude, says Lloyd, and will be accurate to one-tenth of a minute. The idea is to prevent Drivers Hours manipulation.

A record is kept regardless of whether a digital tachograph card has been inserted or not. If it shows that a truck has arrived at point B having been at point A three hours previously and there is no evidence of the tachograph having been operated and a card used by whoever was behind the wheel, then questions are likely to be asked by the enforcement authorities.

"It will make it much easier for the authorities to prove tachograph fraud," says Road Haulage

Association (RHA) analysis development manager Joe Colasurdo.

James Firth, head of licensing policy and compliance information at the Freight Transport Association (FTA) adds: "It means a tachograph will no longer be there solely to ensure the Drivers Hours rules are obeyed. It will also enable them to ensure compliance with the cabotage rules [see panel]."

The tacho ruling means that trucks and drivers with nothing to hide are less likely to be stopped and that breaches of the rules are more likely to be identified.

## NO IMMEDIATE ACTION

All the above presupposes that the authority involved – in the UK's case, the Driver and Vehicle Standards Agency (DVSA) – is prepared to invest in the necessary equipment.

The agency has made it clear that it has no intention of doing so in the foreseeable future. Surprisingly, the legislation gives the DVSA until June 16, 2034, before it needs to take action.

"Our enforcement staff already have a number of tools to effectively target tachograph manipulation," says head of enforcement policy, Gordon MacDonald. "In 2016/17, we carried out 89,568 Drivers Hours checks, issuing 4,759 prohibitions.

"This means it is not currently effective or

proportionate to invest large sums in developing the technology needed to communicate with smart tachographs from the roadside for enforcement purposes.

That said, the DVSA keeps its enforcement methods under constant review, so the technology will remain under consideration as smart tachographs enter more common usage."

The DVSA approach is perhaps understandable given that only new trucks will have smart tachographs and that they will initially only represent a small percentage of the total parc. Another route it is pursuing to ensure compliance is to gain access to the Home Office's national ANPR (automatic number plate recognition) service used by the police and other law enforcement agencies.

Doing so would give it access to more than 12,000 ANPR cameras which could help it determine where a truck was on a particular date at a particular time. Such intelligence can then be compared with the relevant tachograph information and statements made by the operator.

Any roadside detection equipment deployed is unlikely to be housed in a neat, hand-held box, says Chris Cuffe, responsible for sales and marketing at Tachosys.

It provides a wide variety of tachograph download tools and peripherals.

"The equipment will need quite a sizeable antenna and I suspect it will have to be installed at fixed locations; maybe on an overhead gantry," he suggests. It will, after all, have to remotely grab data from a truck travelling at up to 56mph, and maybe faster if it is being operated illegally.

Smart tachographs will not have to be retrofitted to existing trucks. If a truck registered prior to June 15 has a problem with its digital tachograph, the fleet can have it replaced with an existing model, which will remain available.

It will not be obliged to upgrade to a smart one.

One circumstance where a smart tachograph will have to be retrofitted after June 15 is if the vehicle involved has not been fitted with a tachograph before.

It could, for example, be a 3.5-tonner first registered a couple of years ago which is now being used to tow a 2.5-tonne box-bodied goods trailer. Because it is a 3.5-tonner it was not fitted with a tachograph when acquired new, but needs one now because it is being operated at a six-tonne gross train weight.

That assumes that the operating company cannot claim exemption from the Drivers Hours rules because of the nature of its business.

"All trucks crossing international borders will have to have smart tachographs installed by June 2034, but by that stage any vehicle used on such

work is likely to have one anyway," says Firth. "It is worth noting that there have been discussions in the European Parliament about bringing this date forward by at least 10 years."

## CARD BEING PHASED OUT

Smart tachographs will accept existing drivers' cards, which are gradually being phased out, but the cards will not record latitude and longitude or any of the other extra information that smart units can produce, says Lloyd. Anybody interested will have to interrogate the onboard unit.

The Annex 1C cards now being issued can do so, and will work in older digital tachographs too, says Stoneridge's spokesperson.

Fleets with trucks with smart tachographs will have to obtain a new company card plus a new workshop card if they do their own servicing. Technicians who get involved in this area will have to complete an approved Annex 1C Tachograph Fitter course.

Workshop cards suitable for smart tachographs will be issued on April 1 and will be valid for 12 months, says Firth. Despite the June 15 statutory introduction date, trucks with the new tachos could start creeping onto the market before April, he points out, and the FTA is asking the Driver and Vehicle Licensing Agency (DVLA) to ensure cards are issued accordingly. ➔

## WHAT IS CABOTAGE?

Cabotage describes the domestic transport of cargo within a country that is not the country where the truck is registered.

Under EU regulations, once cargo carried in the course of an incoming international transport movement has been delivered, the haulier concerned is allowed to carry out up to three cabotage operations using the same vehicle. The final unloading of goods carried during the third operation must take place within seven days of the end of the incoming international journey, says the FTA.

A spokesperson for Stoneridge, Continental's key rival in the sector, says roadside inspection officers will be able to communicate with a smart tachograph as the truck drives past using Dedicated Short-Range Communication (DSRC) and a secure radio link to detect certain infringements.

They will be able to see, for instance, if a card has been inserted while the truck is in motion – why wasn't it inserted when the journey started? – or if the power supply to the tachograph has been interrupted, which could be evidence of manipulation.

Inspectors will not be able to collect details such as how long the driver has been driving, when breaks were taken and for how long.

They can use the information they glean to alert their colleagues a few miles down the road so that a roadside check can be carried out. The data cannot be used to levy fines, and must be deleted after three hours if no issues are detected.

■ Operators on international work should be aware that, unlike the DVSA, the relevant authorities in other EU countries may decide to invest in roadside enforcement equipment long before the 2034 deadline.



## COMMERCIAL FLEET: SMART TACHOGRAPHS

Calibration tools will have to be updated so they can test the GNSS and DSRC modules.

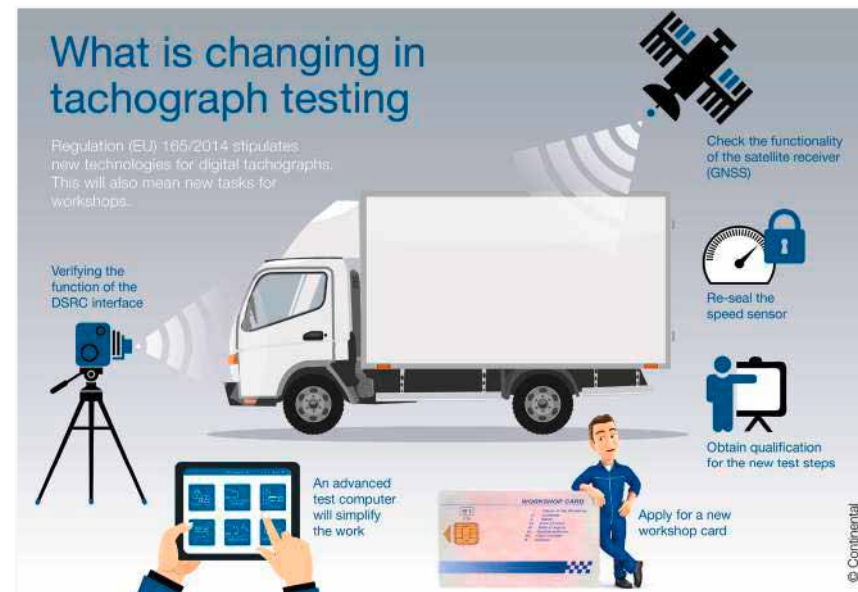
"Another feature is new seals which will have an identification number allocated by the tachograph manufacturer and which will be fully traceable from the manufacturer to the installer," says the Stoneridge spokesman.

"Workshops will need to record the use of the seal after calibration and the seal number must

be recorded on the vehicle calibration plaque."

Existing download tools cannot be used effectively with smart tachographs unless the firmware – the software programmed into them – is upgraded.

To find out BJS transport manager Gareth Pritchard's view of Drivers Hours rules, read the extended version at [commercialfleet.org/fleet-management/smart-tachos](http://commercialfleet.org/fleet-management/smart-tachos)



### USE OF DATA TO BENEFIT FLEET AND DRIVER

Although not a legal requirement, a smart tachograph is likely to have an ITS (Intelligent Transportation Systems) interface which will make it easier to download data into fleet management systems.

The GDPR means, however, anything that can be construed as personal data cannot be transferred without the individual's consent, says Continental's Keith Lloyd.

Derek Broomfield, chairman of transport training and tachograph analysis specialist Novadata, says: "It will be more important than ever that operators have robust policies and processes in place to manage and record tachograph data."

Continental believes fleets could use ITS in a variety of ways to benefit both operator and driver.

Tachograph data could, for example, let an app know how long it is before a driver needs to take a legally-required break, says Lloyd. The individual could then be navigated to the closest truck stop with free parking spaces.



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# MERCEDES-BENZ SPRINTER

New Sprinter has to be the most technologically advanced van currently available

**By Matt de Prez**

When Mercedes-Benz set about developing the new Sprinter, it wanted to make life easier for fleet operators and drivers.

The end product is the most technologically advanced van available. It features a suite of built-in connected services, telematics and the latest driver-assistance technology.

The infotainment system is lifted from the new Mercedes-Benz A-Class passenger car and features the brand's 'Hey Mercedes' voice control system.

All versions are fitted with Active Brake Assist, an autonomous emergency braking system with pedestrian detection.

There are more than 1,700 variants of Sprinter available, including front-wheel drive models for the first time – meaning there should be a Sprinter to suit all needs.

An extensive options list including a range of additional driver aids enables further customisation.

Fleet operators can subscribe to a number of Mercedes Connect Pro services that use the

vehicle's in-built telematics. They include tracking, maintenance management and remote job management.

Our long-wheelbase 314 panel van test vehicle is powered by a 2.1-litre diesel engine, developing 140PS and 330Nm – effectively the middle of the range. It has a maximum payload of 1,304Kg and a maximum load volume of 9.5 cubic metres.

Cab comfort is high. The seats are supportive and drivers sit behind a stylish and logical dashboard.

However, reaching some of the switchgear can be tricky from the driver's seat, as the dashboard is rather wide.

The standard-fit seven-inch touchscreen is easy to use and can be controlled using buttons on the steering wheel.

Our test vehicle didn't feature the optional sat-nav, but smartphone connectivity for Android Auto and Apple CarPlay is standard as well as digital radio and Bluetooth.

The steering wheel sits more upright than in most large vans and the pedal position is further back, providing a more car-like driving position.



The wide dash makes reaching some of the switchgear tricky

MODEL TESTED SPRINTER 314 CDI L2 FWD	
SPECIFICATIONS	
OTR price	£31,515
Power/torque	143PS/330Nm
Payload	1,304Kg
Gross vehicle weight	3.5t
Load volume	9.0-9.5 cu m
Fuel cost	16.48ppm
SMR	4.17ppm
Running cost	50.48ppm
Combined fuel economy	35.8mpg

The Sprinter is very easy to manoeuvre, thanks to super-light steering and excellent visibility.

For users that have to cover a lot of miles, the Sprinter provides a quiet cabin and comfortable ride. The optional nine-speed automatic transmission further improves driveability.

Reversing would be easier if parking sensors or a camera came as part of the standard package, but both are optional at £880.

The engine feels less eager than the similarly-powered unit in the Volkswagen Crafter, but it is more refined and impressed us with its frugality.

Officially the Sprinter returns an average of 35.8mpg. Our test vehicle had covered some 2,000 miles and was indicating an average of 36mpg – an impressive achievement. At a 65mph cruise the computer suggests 55mpg is being achieved – although this was with no payload.

Overall, we'd expect an operator to get between 32mpg and 36mpg as a realistic average.

If you look past the car-derived tech, the Sprinter is still a valid work vehicle. It's robust, practical and comes with the safety net of Mercedes-Benz's aftersales package, which includes a 24-hour mobile repair service.

# IVECO STRALIS

Iveco shows that gas has its place in long distance trucking

**By Tim Campbell**

Iveco is well regarded for its interest in introducing alternative fuels both at the lighter end – with Daily – and the heavier end through EuroCargo, EuroTech/Star and Stralis.

The latest version, Stralis NP, continues the development but with one important difference – the time appears more appropriate for these alternatives with customers appearing ready to engage with more than just casual interest.

As if to confirm its belief in the change of direction, at the recent IAA Show in Hannover Iveco had a stand of with almost 20 vehicles all of which were diesel-free for the first time.

This is no flash in the pan as confirmed by Pierre Lahutte, Iveco brand president. He said at the show: "The transport industry is changing, as the pressure on diesel mounts and the energy transition gains momentum. Our display demonstrates that Iveco's electric, CNG (compressed natural gas) and LNG (liquid natural gas) offerings are available today and give a viable alternative to diesel vehicles in all missions – from urban high-value, low energy intensity people transport to long-distance heavy-duty haulage.

"In addition, natural gas offers the possibility for

IVECO STRALIS NP 460	
SPECIFICATIONS	
Price as tested	N/A
Gross vehicle weight (kg)	40,000
Engine	460C13G 460hp 338kW
Output (PS)	466PS
Torque (Nm)	2,000
Payload (kg)	10,819
Warranty	Two year full (three driveline)



The cab layout keeps all controls within easy reach

a seamless transition to biomethane and renewable energy, achieving zero emissions and opening the door to a circular economy approach that can go so far as achieving negative emissions and carbon sequestration."

Iveco, along with what appears to be the rest of the industry, have in the most cases settled on CNG for medium/urban distribution operating cycles and the LNG for long distance operations. Stralis NP delivers a 99% reduction of particulate matter and 60% of NOx compared with Euro VI limits. It is quiet at less than 71dB and also cuts CO2 emissions by up to 95% when running on compressed or liquefied bio-methane.

One of the main advantages of switching fuel type from diesel to LNG is the engine remains virtually the same. In our case, the power unit is the familiar Cursor 13 NP engine, rated at a maximum power of 466PS (338kW) @1,900rpm and with a torque level 2,000Nm @ 1,100rpm.

Of course, the NP version is not exactly the same as the diesel (although diesel is still employed). It is protected by two patents, the first covers the anti-detonation control system, which makes it possible to improve performance while

ensuring maximum fuel compatibility, protecting the engine and the three-way catalyst from the risk of misfiring. The second covers the reactive air flow control system, a new stoichiometric ratio control logic which is applied during gear changes. This ensures continuous torque delivery during gear shifts in the automated gearbox, ensuring optimised performance.

The cab interior has been substantially upgraded from the original with a mixture of soft touch and high quality materials finished in tan and black, offering a more pleasant environment.

Once the 12-speed box is switched into drive mode, there's hardly any in cab noise other than the door mirrors once the maximum speed has been reached. Visibility is one of the best in the industry with a nice deep front windscreen.

Iveco continues to be at the forefront of CNG/LNG development for commercial vehicles and the Stralis NP is certainly a truck that is gaining an excellent reputation for itself when an operator is looking to alternative fuels for long distance trucking.

■ Extended version at [www.commercial-fleet.org/truck/reviews/iveco-stralis](http://www.commercial-fleet.org/truck/reviews/iveco-stralis)



# THE LAST WORD

## SUE BRANSTON

UK AND IRELAND COUNTRY HEAD, FLEET LOGISTICS UK

Overcoming adversity and the successful pursuit of the truth feature significantly for Branston. She entered the motor industry almost by accident, but is glad that she did

The advice I would give my 18-year-old self is to save 10% of whatever you earn for the future and put it in a place you cannot touch.

If I were made Prime Minister for the day I would collate a list of all the things that I would like to do; I think it would take the whole day.

My first memory associated with a car is in my first car, a Mini Clubman, bought partly from savings and a loan from my dad, which I did pay back over time.

The three vehicles I would like in my garage would be anything practical to carry two large dogs safely!

My favourite film is *Philomena* because it is a great story which shows how determination to get to the truth finally prevails.

Two books I would recommend others read are *Arthur* (who crossed a jungle to find a home) and *Finding Gobi* – both brilliant tales that illustrate how overcoming adversity can protect and save those without a voice.

My hobbies and interests are golfing and walking my two gorgeous dogs.

The pivotal moment in my life was being told that my father was dying. I lost him too soon.

My pet hate is people who do not listen.

I want to be remembered for always trying to do the right thing for the right reasons.

### Your first fleet role

I entered the motor industry by accident. Looking for a sales role in my early 20s, I was offered a job as the only woman within the Fiat sales team. It was an "experiment" to see if women buyers felt more comfortable dealing with a female sales rep. It was a tremendous success. After a wonderful 18 months, I moved into my first corporate role for Autolease (owned by BSG International) as an area sales manager.

### Career goals

To continue to be one of the shining star countries in the Group by maintaining stability, staff motivation and revenue generation.

### Biggest achievement in business

To always keep the door open. Losing a customer could mean they come back again in the future, and this has proven to be the case.

### Career influence

I can count good influencers on one hand. I have always tried to take the good and leave the bad behind.

### Biggest mistake in business

The biggest mistake anyone can make is to assume something.

### Leadership style

Fair, but firm. At the end of the day there is a job to be done, but we can have some fun along the way.

### If I wasn't in fleet

I would be a lawyer.

### Childhood ambition

To be a recognised as a top sports person, because I was a good all-rounder. I didn't realise the effort really needed to be channelled into only one discipline.

Next issue: Mark Stamper, group managing director, Camera Telematics

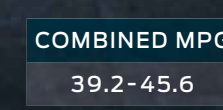
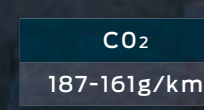
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Official fuel consumption figures in mpg (l/100km) for the New Transit Custom range: urban 36.2-40.9 (7.8-6.9), extra urban 41.5-48.7 (6.8-5.8), combined 39.2-45.6 (7.2-6.2). Official CO2 emissions 187-161g/km.

The mpg figures quoted are sourced from official EU-regulated test results (EU Directive and Regulation 715/2007 and 692/2008 as last amended), are provided for comparability purposes and may not reflect your actual driving experience. Information correct at time of going to print.



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Model shown is ES 300h F SPORT Takumi Pack £43,070 including Takumi Pack at £4,000 and special metallic paint at £920. Exact fuel consumption figures for model shown in mpg (l/100km): Combined 48.5 (5.8) - 53.6 (5.3). Combined CO<sub>2</sub> 106-100g/km. ES 300h range in mpg (l/100km) official fuel consumption figures: combined 48.5 (5.8) - 53.6 (5.3). Combined CO<sub>2</sub> 106-100g/km. \*Figures are provided for comparability purposes; only compare fuel consumption and CO<sub>2</sub> figures with other cars tested to the same technical procedures. These figures may not reflect real life driving results. Fuel consumption and CO<sub>2</sub> produced varies significantly depending on a number of factors, including the accessories fitted (post-registration), driving style, conditions, speed and vehicle load. All models and grades are certified according to the World Harmonised Light Vehicle Test Procedure (WLTP), which replaces the New European Driving Cycle test procedure (NEDC). All CO<sub>2</sub> figures quoted are NEDC equivalent. This means the CO<sub>2</sub> figures are based on the new WLTP test procedure but calculated (using a standard European calculation method) to allow comparison with the NEDC test procedure and will be used to calculate vehicle tax on first registration. All mpg figures quoted are full WLTP figures. More information can be found by visiting: [www.vehicle-certification-agency.gov.uk/fcb/wltp.asp](https://www.vehicle-certification-agency.gov.uk/fcb/wltp.asp) †Benefit in kind rates based on tax year 2018/19