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A

butterfly. So, were we a listless caterpillar before? Hopefully not, but sometimes you just have to let the creative minds run wild in order to make a statement.

No doubt, our cover caught your attention. It symbolises the metamorphosis of *Fleet News* – not just our move from fortnightly to 15 times a year and the fresh content that populates these pages, but the evolution the brand has made over its four decades.

Whether it was becoming the first dedicated publication for fleets, the first to launch a website, or the first to introduce readers to networking and learning opportunities through our vast events portfolio, we have strived relentlessly to improve and expand the products and services we offer to you.

We started as a bi-monthly in 1978, switched to weekly shortly after, went fortnightly in 2009 and have now become monthly, with extra issues in March, September and November.

Our new frequency reflects many things. First, the degree to which you all now rely on our website and newsletter for your regular news hit. Almost 250,000 people visit our *Fleet News* and *Commercial Fleet* websites every month – they account for more than 80% of traffic to fleet websites.

While they're there, they also utilise our fleet tools – especially our running costs and car tax calculators – and access our vast archives of news, features and interviews.

We also recognise that you want something different from your print publication: thought-provoking insight and analysis of the latest trends, forthcoming legislation and next-gen technology; a magazine that reflects and contextualises the new mobility, connectivity, autonomy and shared services so you can clearly understand what's relevant – and not relevant – for your business; a magazine that puts you in charge of all the facts to enable you to make the right strategic decisions.

This is our real metamorphosis. Enjoy your new *Fleet News*.



Stephen Briers,
editor-in-chief,
Fleet News

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PEUGEOT

PEUGEOT RECOMMENDS TOTAL Official Fuel Consumption in MPG (l/100km) and CO₂ emissions (g/km) for the all-new PEUGEOT 508 range are: Combined 36.3 (7.8) – 61.4 (4.6) and CO₂ 131 - 98 g/km.

The fuel consumption you achieve, and CO₂ 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*) used to measure fuel consumption and CO₂ figures. The fuel consumption figures shown in this advert are calculated under the WLTP test. The CO₂ figures shown are NEDC equivalent (NEDCeq), calculated using EC correlation tool which converts WLTP figures to NEDC figures, however, these NEDCeq figures are based on the outgoing test cycle (NEDC**) and will be used to calculate tax for first registration. Figures shown are for comparability purposes; you should only compare fuel consumption and CO₂ figures with other vehicles tested using the same technical standard. *WLTP - Worldwide harmonized Light vehicles Test Procedure. **NEDC - New European Driving Cycle. Model shown is an all-new 508 GT 1.6L PureTech 225 EAT8 S&S with optional Night Vision. Information correct at time of going to print.

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Government considers 'doing nothing' to BIK to offset WLTP

BVRLA calls for two percentage point cut, but MPs appear unmoved

By Gareth Roberts

The Government is being warned that a failure to recognise the impact of the new emissions testing regime on tax could cause long-term damage to the fleet sector and the environment.

It is looking at the issue after launching a review into the effect of the Worldwide harmonised Light vehicle Test Procedure (WLTP) on Vehicle Excise Duty (VED) and company car tax last month (fleetnews.co.uk, December 19, 2018).

The fleet sector is being asked to respond to a series of questions around whether vehicle tax changes are required once WLTP is adopted for tax purposes from April 2020.

However, the review will not consider increased costs caused by CO₂ figures derived from the interim EU tool called CO₂MIPAS, or the impact of WLTP on other emissions-based taxes such as capital allowances and lease rental restrictions.

Furthermore, the Government says that, given climate change targets and air quality concerns, doing nothing to the tax regime to soften the impact of WLTP on a million company car drivers and 35 million private motorists is under consideration.

"If no tax changes are made, this could have a positive impact in helping to achieve our climate change and air quality targets," it said.

The British Vehicle Rental and Leasing Association (BVRLA) said it would be "totally unacceptable" for the Government to ignore the inflationary impact of the WLTP test on taxation.

"Failing to make an adjustment would be unfair on fleets and motorists and would undermine Government attempts to encourage the uptake of newer, low emission vehicles," said BVRLA director of policy and membership Jay Parmar.

The association is calling for a two percentage point cut in benefit-in-kind (BIK) for affected cars.

Fleet operators also believe a failure to amend rates could cause long-term damage to the company car market.

Caroline Sandall, deputy chair of fleet representative body ACFO and director of ESE Consulting, told *Fleet News*: "Driver perception has changed and many drivers – and companies – are questioning the long-term benefit of a traditional company car provision."

Doing nothing would be "hugely damaging to the industry", said Sandall,

and would harm the Government's Road to Zero ambitions.

The fear is that drivers may increasingly opt out of having a company car, driving up grey fleet numbers, and increasing average CO₂ emissions, because vehicle choice will not be so constrained.

John Webb, principal consultant at Lex Autolease, said: "If no adjustments are made, the cost implications will push more company car drivers to take cash."

EMISSIONS INCREASE

Initial evidence provided by manufacturers suggests that more than half of cars will see an increase from NEDC-correlated CO₂ figures to the new WLTP value of between 10% and 20%.

However, drivers taking delivery of company cars over the past few months have already seen increases in CO₂ emissions of 10%, on average, equating to some 10-15g/km, from the new correlated figure.

For example, the Mercedes-Benz E 220d saloon AMG Line *Fleet News* had on test last year, went up three BIK tax bands, with CO₂ emissions rising from 112g/km to 127g/km.

It meant a 40% taxpayer would pay an additional £478 per year, with a business paying £165 more in national insurance contributions (NICs).

Almost nine out of 10 (88.2%) respondents to a *Fleet News* poll believe the Government should be looking at how WLTP is impacting NEDC-correlated figures.

Sandall said: "It should be taken into account – it is only fair and reasonable to do so – drivers should not have to pay more purely as a result of this change."

Respondents to the poll also vented their frustration. One said: "As a company car-user for many years, it is just too expensive and no longer a benefit, more a liability. I'm

waiting on the Budget, although I will probably go for cash option and then buy a private, petrol car which is one or two years old and has emissions some 40% higher."

The Treasury told *Fleet News* that the review would not consider the impact of correlated-figures, instead saying it wanted to focus on the potential impact of WLTP from 2020.

OTHER TAXES

However, the Treasury did say it would continue to review whether other policies linked to reported CO₂ emissions, such as capital allowances and lease rental restriction, "remain correct".

Webb says the impact of WLTP on vehicle taxation "needs to be considered holistically", taking into consideration VED, capital allowance and lease rental restriction as well as BIK.

Under capital allowance rules, cars purchased by companies that emit up to 50g/km are eligible for 100% write-down in the first year; for those emitting 51-110g/km, it's 18% a year; and for more than 110g/km it is 8% a year, reducing to 6% from April 1.

Under the lease rental restriction, new cars with emissions of 110g/km or less are eligible for 100% of their lease payments to be offset against corporation tax. For those with emissions of 111g/km or more, only 85% is claimable.

For both, rising CO₂ emissions under WLTP will see many cars moving band, which means increased costs for employers.

TAX RECEIPTS

Although the magnitude of the WLTP impact remains uncertain, at Budget 2018 the Office for Budget Responsibility (OBR) assumed an increase in revenue for the Exchequer by adjusting the VED and company car tax forecasts from April 2020.

It suggests VED receipts will increase by around £200m a year on average from 2020-21 onwards.

SIX ACTION POINTS FOR THE GOVERNMENT

The *Fleet News* Budget Manifesto laid out six areas for the Government to consider ahead of the 2018 Budget in October. They also formed the basis of our fleet submission to Treasury, together with signatories from more than 300 companies in the fleet sector.

Point one is expected to be addressed in the spring update, but the Government has suggested that points two, three and six will not be addressed. Point five will be watered down to a two-year commitment, nowhere near long enough to provide certainty and clarity for fleets and their drivers.

01

Realignment of BIK tables to take into consideration CO₂ emissions under WLTP

Reconsider the 4% diesel supplement

02

Bring forward the 2% BIK incentive for ULEVs from April 2020 to 2019

03

Raise ULEV incentives through a long-term commitment to plug-in grants

04

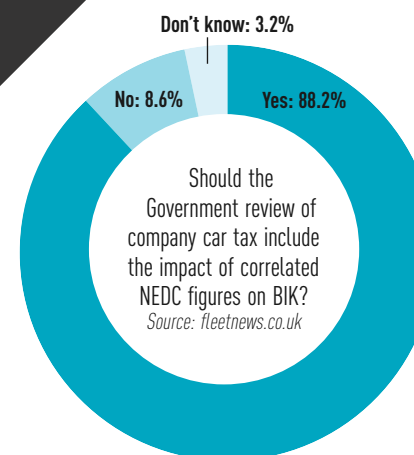
Commit to a longer-term view of BIK – five years

05

Begin consultation about future and alternative company car taxation policies

06

The Government consultation closes on Sunday, February 17. It is expected to outline its response in the spring.



Company car tax receipts – through income tax and NICs – are forecast to increase £100m in 2020-21, rising to £400m in 2023-24.

HMRC figures show company car tax revenues increased by more than 24% year-on-year – some £360m – yet the number of employees receiving the benefit fell by 20,000 (fleetnews.co.uk, July 16, 2018).

A Treasury spokesman insisted it would "continue to strike the right balance between protecting consumers from rising costs and leaving our environment in a better state. This is a review and no final decisions have been taken."

In the review, it clarified: "Any change to VED and company car tax must balance the need for revenues to remain sustainable over the longer term while maintaining the environmental incentives."

KEEP IT SIMPLE

If the Government does decide to make changes to the tax system, it says it only wants to make a "simple" adjustment, such as a change in rates, because the "fundamental structure of VED and company car tax is correct", including the diesel supplement.

This suggests it has no plans to consult on a replacement scheme for company car tax, which many believe will be necessary if tax receipts from BIK fall as employees opt for efficient ultra-low emission and electric cars.

In addition, in the Government's recent response to last year's Business, Energy and Industrial Strategy (BEIS) committee report on electric vehicles, it outlined an ambition to announce company car tax rates at least two years before implementation, far less than the five years requested by the fleet sector in the *Fleet News* Fleet Budget Manifesto.

This will result in long-term uncertainty over future BIK costs for drivers who keep their company cars for three or more years and for employers on national insurance contributions.

IMPACT ON CO₂

The Worldwide harmonised Light vehicle Test Procedure (WLTP) was introduced by the EU to better align reported CO₂ emissions measured in the laboratory with those achieved during real world driving conditions.

This, says the Government, will help reduce the current gap of around 40% that exists between the old NEDC (New European Driving Cycle) results achieved in the laboratory and actual emissions.

WLTP testing has been required for all new models from September 2017, and all new car registrations since September 2018.

In the Autumn Budget 2017, it was announced that cars registered from April 2020 would be taxed based on WLTP. Cars registered before April 2020 would maintain their current tax treatment, paying emissions-based taxes according to converted NEDC figures under the EU's CO₂MIPAS equation.

The Government has also said new vans will be liable to pay VED based on CO₂ emissions when first registered from April 2021.

However, the consultation says WLTP impact on vans will be considered in a separate review.

WLTP for heavier vans does not become mandatory for new registrations until September 2019.

INDUSTRY OPINION:
TURN TO PAGE 9



“FAILURE TO MAKE AN ADJUSTMENT WOULD UNDERMINE GOVERNMENT ATTEMPTS TO ENCOURAGE LEV UPTAKE”

JAY PARMAR, BVRLA

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The official fuel consumption figures in mpg (l/100km) for the New Renault KADJAR S Edition are: Combined 41.5 (6.8) - 60.1 (4.7). The official CO₂ emissions are 134-111g/km. WLTP figures shown are for comparability purposes; only compare figures with vehicles tested to the same technical procedures. Actual real world driving results may vary depending on factors such as weather conditions, driving styles, vehicle load or any accessories fitted after registration. WLTP is a new test used for fuel consumption and CO₂ figures, however until April 2020 the CO₂ figures are based on the outgoing (NEDC) test cycle which will be used to calculate vehicle tax on first registration. Please visit renault.co.uk/ configure for WLTP figures for any selected options.

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.



By **DAN REES**
 ASSOCIATE
 DIRECTOR –
 HEAD OF CARS
 AND FLEET
 CONSULTING AT
 DELOITTE

The rate of employees opting out of company cars for cash is the highest we've seen. It means the company car tax system is relevant to a dwindling population and its ability to influence cleaner car choice is reduced

The EU-wide introduction of a 'real world' vehicle emissions testing procedure (WLTP) should provide greater comfort to consumers over quoted fuel efficiencies of engines than under the previous test (NEDC). However, fleets and company car drivers are concerned with the intrinsically-linked CO₂ emissions figure, which drives the size of the tax charge on the benefit of using a company car for private use. CO₂ emissions figures under WLTP are expected to be higher on average than under NEDC.

The Government has agreed that WLTP emissions figures are to be used for tax purposes for cars registered from April 6, 2020, and is consulting on changes required to the company car tax and VED systems. In the interim, the industry has been using emissions figures (correlated NEDC) that are derived from WLTP using an algorithm to represent what they could have been under NEDC.

Correlated NEDC figures are themselves on average higher than those under NEDC and this implication is specifically excluded from the consultation. This means employees with recently registered company cars are already likely to be experiencing increases in their benefit-in-kind tax compared to their previous car.

The Government aims to strike a balance between protecting consumers from increased transport costs and ensuring climate change and air quality commitments are met by providing clear incentives for ULEVs. It should be considered that employees who need a company car to do their jobs are affected alongside those who are able to take a company car as a perk. While 'perk drivers' are typically able to opt out to take cash to escape these tax rises, job-need drivers may not have that option.

For many job-need drivers, a fully electric, or hybrid (usually petrol hybrid) car, is either currently impractical, or isn't as fuel efficient over higher mileage as a conventional Euro 6 diesel.

In our experience, the rate of employees/employers opting out of company cars for cash allowances is the highest we've seen in recent

times. Employees may use their cash allowances to choose used, less efficient and higher emission cars. Those who choose cash are likely to continue to do so, which means the company car tax system is relevant to a dwindling population and the ability to influence cleaner car choice is reduced.

As the company car channel is vital for newer, cleaner cars to reach the used car retail market, this must be adequately evidenced and considered during this process.

There is a lack of clarity concerning the delta between NEDC and WLTP figures across current models (and those in the pipeline), because not all WLTP figures have been published, possibly for commercial reasons.

The Treasury is calling for evidence in its consultation to try to understand the dynamics of the situation, before implementing a strategy. It is essential that manufacturers, the leasing industry and employers provide evidence on the differences between emissions figures (identifying typical fleet cars) and trends of opting out into cash. Irrespective, as yet unannounced company car tax rates for 2021-22 onwards should consider the impact of correlated NEDC.

We agree with the Government that the fundamental structure of company car tax is appropriate for delivering its policy aims and that any change should be simple. In our view, it is now a question of deciding, based on the submitted evidence, the percentages to apply to the CO₂ bands to take the higher WLTP figures into account for car registered from April 2020. It would make sense to reinstate a rising VED charge according to CO₂ emissions, so there is a greater implication for consumers to make cleaner car choices in the wider market.

Alongside these changes, it would be helpful that the capital allowances and leasing disallowance thresholds move in line with any change to company car tax. Reinstating the ability for car lessors to claim 100% first year allowances on very low emission cars would enable them to pass on these incentives to fleets via lower rentals.

Carmakers take centre stage at the world's biggest technology show

From virtual personal assistants to walking cars, CES offered a glimpse of the future

By Gareth Roberts

Walking cars, in-car personal assistants, and next generation sat-nav systems were among the latest innovations unveiled by manufacturers at this year's Consumer Electronics Show (CES) in Las Vegas.

The annual event typically showcases cutting-edge TVs, smartphones and digital appliances, but it is also fast becoming the stage of choice for the car industry to unveil technological developments or launch new models.

Nissan, for example, launched a new longer-range Leaf at CES 2019, which, thanks to a larger 62kWh battery, can now offer 239 miles on a single charge. This is a 40% improvement on the standard Leaf, which can travel up to 168 miles from its 40kWh battery.

The 62kWh battery also sees its power rise to 217PS, compared with 150PS for the standard model, but it will only be available initially in a limited edition 3.Zero e+ model, of which 5,000 units will be offered in Europe.

Byton, a Chinese-funded start-up, meanwhile, previewed its battery-powered M-byte SUV and smaller K-byte saloon. The pure electric vehicles (EVs) use 5G wireless to stay connected and offer level three autonomy, which is fully hands-free but requires a back-up driver to

take over in an emergency.

However, the most eye-catching vehicle revealed at the show was Hyundai's walking concept car, Elevate. Billed by the manufacturer as an ultimate mobility vehicle (UMV), it blends technology found in electric cars and robots.

It has been developed by industrial design consultancy Sundberg-Ferar for Hyundai's Cradle (Center for Robotic Augmented Design in Living Experiences) division.

John Suh, vice president and head of Hyundai Cradle, explained: "When a tsunami or earthquake hits, current rescue vehicles can only deliver first responders to the edge of the debris field. They have to go the rest of the way by foot. Elevate can drive to the scene and climb right over flood debris or crumbled concrete."

The car is based on a modular EV platform with the capability to switch out different bodies for specific situations. Its robotic leg

architecture has five degrees of freedom plus wheel hub propulsion motors, and is capable of both mammalian and reptilian walking gaits, allowing it to move in any direction.

The legs also fold up into a stowed drive-mode, where power to the joints is cut, and the use of an "integrated passive suspension system" maximises battery efficiency.

Unlike active suspension, which controls the vertical movement of the wheels relative to the chassis or vehicle body with an on-board system, passive suspension movement is determined entirely by the road surface. This allows Elevate to drive at highway speeds just like any other vehicle.

Carmakers at the show were also previewing the latest in virtual personal assistants (VPAs).

The voice-controlled technology is already beginning to feature in some models, but is expected to gain momentum over the next year.

BMW, which featured its VPA at CES 2019, says the technology marks the beginning of a new era in which vehicle operation and access to functions and information will increasingly be performed simply by voice control.

VPAs such as Siri and Alexa are expected to expand significantly into the automotive sector, with IHS Markit predicting that nearly 700 million of these software platforms will be enabled in vehicles by 2024.

BMW says its VPA ensures that there is always a genuine BMW expert on-board, who is familiar with and able to explain vehicle functions. It will also serve as a digital passenger, who helps the driver find a parking space or use office functions in the car.

Fleets can expect to see the new functions and options offered by BMW's VPA in the new BMW X5 in the spring.

They are also beginning to see greater autonomy coming through some executive models, with several manufacturers and start-ups highlighting the latest self-driving technologies at the show.

Toyota unveiled an autonomous research vehicle, based on the new, fifth generation Lexus LS, while Mercedes-Benz launched the new CLA, which is able to drive semi-autonomously.

Full autonomy, like walking cars, however, is still some way off.

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Official fuel consumption for the Leon 5DR range mpg (litres/100km) combined: 35.8 (7.9) – 57.6 (4.9). Combined CO₂ emissions 106 – 149 (g/km).

Fastest-growing true fleet manufacturer in the UK by volume in 2018, according to The Society of Motor Manufacturers and Traders (SMMT) True Fleet Registrations Year-On-Year 2018; 1st January to 15th December 2018 year-to-date inclusive. Model shown: Leon 5DR SE Dynamic Technology. *Figures shown are for comparability purposes; only compare fuel consumption and CO₂ figures with other vehicles 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 CO₂ figures (known as WLTP). The CO₂ figures shown, however, are based on a calculation designed to be equivalent to the outgoing (NEDC) test cycle and will be used to calculate vehicle tax on first registration. For more information, please see seat.co.uk/wltp or consult your SEAT Dealer.



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Figures shown are for comparison purposes only; you should only compare these fuel consumption and CO₂ figures with other cars tested using the same technical standard. The fuel consumption you achieve, and CO₂ 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 CO₂ figures. The CO₂ 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. CO₂ and fuel economy figures may vary according to wheel fitment and optional extras fitted.

citroen.co.uk



NEWS: ELECTRIC VEHICLES

PHEV availability 'destroyed' by WLTP, say leasing companies

Pace of growth of plug-in registrations in the UK is half the EU average

By Gareth Roberts

Plug-in and hybrid electric vehicles (EVs) accounted for one in 20 cars sold in 2018, with plug-in hybrids increasing by almost 25% year-on-year.

However, problems getting models through the new emissions-testing regime and global demand outstripping supply, suggest that figure could have been higher still. In fact, the pace of growth of plug-in cars in the UK (21.8%) has now fallen significantly behind the EU average of 40%.

UK fleets have faced long factory lead times for some models, with the Hyundai Kona Electric, for example, taking up to 10 months.

Registration figures from the Society of Motor Manufacturers and Traders (SMMT) also highlight the impact of a reduction in Government incentives.

Plug-in hybrid electric vehicle (PHEV) registrations were up almost 30% in the first 10 months, but year-on-year increases fell to 3.1% and 8.7% in November and December, respectively, after the plug-in car grant was cut.

While changes to the grant will have played their part in the rate of registrations, leasing companies say long factory lead times have also hampered uptake.

John Webb, principal consultant at the UK's largest leasing company Lex Autolease, told *Fleet News*: "Some of the newer, higher range EVs are being released to the UK market in very limited volumes, which can mean they come with a 10-12-month lead time, compared with 10-12 weeks for a traditionally-

fuelled alternative."

This has also been compounded by changing customer requirements, added Webb. "Previously, orders for EVs tended to be for one or two pool cars, whereas now customers are interested in ordering large numbers," he said. "Where manufacturer production schedules are limited or models are being released in quotas across markets, this is bound to create lead time delays."

It is a mixed picture, with some models more difficult to source than others. Tusker operations director Kit Wisdom explained: "We've found in the past few months that manu-



Jaguar I-Pace has projected lead times of 11 months



"SOME OF THE NEWER, HIGHER RANGE EVs ARE BEING RELEASED TO THE UK MARKET IN VERY LIMITED VOLUMES"

**JOHN WEBB,
LEX AUTOLEASE**

facturer lead times for a number of the most popular electric vehicles have reduced quite significantly.

"The Nissan Leaf was six-to-nine months, but is now around three months; the Renault Zoe was six months and is now three; and the (BMW) i3 is now only around two months, which is comparable to petrol or diesel car lead times.

However, Wisdom acknowledged: "When it comes to new models, substantial lead times remain. The Jaguar I-Pace is around 11 months for delivery and the long awaited Tesla Model 3 is still only expected at some point in 2019."

Nick Hardy, sales and marketing director at Ogilvie Fleet, described lead times for the newest EVs as "horrific" and blamed the Worldwide harmonised Light vehicle Test Procedure (WLTP) – for a shortage of PHEVs.

"The availability [of PHEVs] has been absolutely destroyed by the

WLTP emissions testing," he said.

In a survey of dealers serving the top 11 plug-in manufacturers conducted by the National Franchised Dealers Association (NFDA), availability of product recorded the lowest average satisfaction score. Toyota retailers had the highest rating, just above Mitsubishi, while Peugeot dealers were ranked lowest, followed by Renault.

Hardy also believes, because of the price premium of EVs, it is hard to make them available to all company car drivers on choice lists.

However, Cap HPI suggests leasing costs of battery electric vehicles (BEVs) have been falling throughout 2018 (fleetnews.co.uk, January 8).

Its data experts looked at five of the best-selling models in the UK and discovered that monthly leasing costs had fallen 9.5% on average.

The UK's best-selling electric car, the Nissan Leaf, saw monthly leasing values fall by 6.6% between January and November 2018. Monthly prices for the Renault Zoe fell by 16% between June and November.

In the 12 months up to November 2018, the BMW i3 saw leasing prices drop 9.2%, and the Volkswagen e-Golf 14%. Jaguar's I-Pace saw the smallest price drop, with a fall of only 1.7% since April 2018.

"As manufacturers shift the focus of their assembly lines away from traditional engines and onto EVs, volumes will increase," said Webb.

■ True fleet sales figures – page 14.

EV REGISTRATIONS

Vehicle category	2018	2017	% change	Market share
Battery electric vehicle (BEV)	15,474	13,597	13.8%	0.7%
Plug-in hybrid electric vehicle (PHEV)	44,437	35,585	24.9%	1.9%
Hybrid petrol-electric	81,156	66,906	21.3%	3.4%
Hybrid diesel-electric	167	770	-78.3%	0.01%
Total plug-in and hybrid	141,234	116,858	20.9%	5.75%
Total new cars registered	2,367,147	2,540,617	-6.8%	

Tough market conditions prompt 7.2% decline in fleet sales for 2018

But German manufacturers continue to dominate the true fleet sales league tables

By Matt de Prez

T rue fleet sales were down by 7.2% in 2018, slightly ahead of the 6.8% overall decline in the new car market.

A total of 802,813 new car registrations were recorded as fleet sales – excluding rental, Motability and captive – representing around a third of the 2.36 million cars registered in the year, according to Society of Motor Manufacturers and Traders data.

However, the UK remained the second largest market for company cars in Europe.

Mercedes-Benz, the 2018 Fleet News Awards' Fleet Manufacturer of the Year, achieved the highest true

fleet sales last year – despite a 4.1% decline – with more than 83,000 cars sold to fleets.

Its best-selling fleet model, the A-Class, was replaced last year with an all-new version. This year, the manufacturer has introduced an RDE2-compliant diesel engine to the range, which avoids the 4% benefit-in-kind (BIK) surcharge. The C-Class also received a facelift in 2018, adding mild-hybrid technology for the first time.

Volkswagen takes second place in the true fleet rankings, having recovered from a challenging September. Its fleet sales dropped 72% in the month that WLTP was introduced, as the manufacturer was unable to get

“TO ACHIEVE
A SECOND
CONSECUTIVE
YEAR OF
RECORD
GROWTH IS
REALLY
PLEASING”

RICHARD HARRISON,
SEAT CARS

all its models type-approved ahead of the September 1 deadline (fleet-news.co.uk, October 22).

By the end of the year the German brand had amassed 78,000 true fleet registrations and the Golf racked up the highest true fleet sales for a single model.

Nevertheless, as the achievement is some 4,000 registrations short of its 2017 performance.

Only a handful of manufacturers managed to increase their true fleet sales year-on-year. VW Group brand Seat was one of the highest achievers with a 23% uplift.

Seat Cars managing director Richard Harrison said: “To achieve a second consecutive year of record

growth is really pleasing. The arrival of the Arona in early 2018 has further broadened the appeal of our award-winning range of cars, and I'm optimistic the March introduction of the all new Tarraco seven-seat SUV, and our Easymove range line-up will take us to new heights in 2019.”

Audi suffered a decline of 10,000 true fleet registrations last year. Like Volkswagen, a big reason for this was lack of availability. Its core fleet models A3, A4 and A5 remained largely unavailable between September and December due to WLTP.

In terms of volume, the VW Group brand still achieved fourth place in the overall true fleet rankings, but was 12,000 registrations behind BMW.

It was a mixed result for the latter. While true fleet sales were down by 7%, figures from Dataforce put the new 5 Series as true fleet ‘segment leader’ – outselling the 1 Series by two to one.

Rob East recently joined the brand from Mercedes-Benz as head of fleet. He said: “Corporate sales are essential to our success so ensuring we give the best service to our business and leasing customers is going to be my focus.”

TOP 10 TRUE FLEET CARS 2018

Model	Rank 2018	Rank 2017
VW Golf	1	1
Nissan Qashqai	2	2
Vauxhall Corsa	3	7
Mercedes A-Class	4	4
Ford Focus	5	6
VW Tiguan	6	16
Ford Kuga	7	10
Vauxhall Astra	8	3
Kia Sportage	9	9
Ford Fiesta	10	5

Source: Dataforce

An all-new 3 Series joins the brand's model range this year, alongside its recently revised SUV range, giving it a strong opportunity to regain those lost sales.

Vauxhall is the highest-placed non-German brand, followed by Ford. The two volume carmakers are pushed down the table as premium brands increase their foothold in both the SUV and smaller car segments.

There is also pressure from Asian brands. Kia and Honda both increased true fleet sales by more than 10%, and are joined by Toyota and Nissan to complete the top 10.

The only premium brand to increase its true fleet business in 2018 was Volvo. With its all-new range of saloons and SUVs, the Swedish firm has grown its true fleet business by more than 10%.

Mitsubishi also enjoyed a true fleet sales boost thanks to the introduction of its new Outlander PHEV.

It was the UK's best-selling plug-in vehicle in 2018 with a total of 8,701 vehicles registered.

Rob Lindley, managing director of Mitsubishi Motors in the UK, said: “To be growing at a time of challenging market conditions is especially pleasing.”

TOP 10 TRUE FLEET BRANDS 2018

	Brand	2018 True Fleet sales
1	Mercedes-Benz	83,412
2	Volkswagen	78,044
3	BMW	70,640
4	Audi	58,571
5	Vauxhall	56,216
6	Ford	50,213
7	Kia	38,341
8	Nissan	30,796
9	Hyundai	30,297
10	Toyota	30,103

Society of Motor Manufacturers and Traders data

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NEWS IN BRIEF

IN DETAIL



To view the full story go to fleetnews.co.uk/news

The past month's news headlines

DEC

13

BIRMINGHAM CLEAN AIR ZONE CHARGES PUBLISHED

MOST READ Birmingham City Council has revealed that private cars, taxis and vans will pay £8 per day, while HGVs, coaches and buses will be charged £50 per day to enter the city's clean air zone (CAZ) from January 2020.

18

NEW £23M SCRAPPAGE SCHEME FOR VANS TO PREPARE FOR ULEZ

The scheme will initially help London's micro-businesses – defined as those with fewer than 10 employees. Funding will be available to scrap vans that do not comply with the new ULEZ standards.

19

VED AND COMPANY CAR TAX CONSULTATION LAUNCHED

A review into the impact of the Worldwide harmonised Light vehicles Test Procedure (WLTP) on VED and company car tax has been launched by HMRC. The consultation closes on February 17, with the Government response expected in the spring.

21

LEX AUTOLEASE PREDICTS 11% DROP IN COMPANY CAR TAXPAYERS

Lex Autolease believes the number of company car taxpayers could drop from 940,000 to 832,000 by April 2020 as a result of optional remuneration arrangement (OpRA) tax changes and WLTP.

JAN

3



HYUNDAI MOTOR UK PROMOTES ASHLEY ANDREW TO MD

The manufacturer has promoted former sales director Ashley Andrew to managing director, following the announcement that Tony Whitehorn would step down as president and chief executive at the end of last year.

8



BMW'S NEW CORPORATE SALES BOSS CONFIRMED

BMW has finally announced that Rob East has been appointed as the new general manager for corporate sales at BMW Group UK. Fleet News first revealed in September that East, the former head of fleet at Mercedes-Benz, would replace Steve Oliver, who left BMW last April.



NISSAN LAUNCHES UPGRADED LEAF

The new 62kWh battery is available initially in a limited edition 3.Zero e+ model, of which 5,000 units will be offered in Europe. Its 239-mile range is a 40% improvement on the standard Leaf's 168 miles.



JAGUAR LAND ROVER TO CUT 4,500 JOBS

The company aims to achieve £2.5bn in cost reductions and cashflow improvements over 18 months as well as long-term operating efficiencies.

MEPs BACK NEW MINIMUM SAFETY STANDARDS

MOST COMMENTED New EU rules covering road infrastructure safety and minimum vehicle safety standards are a step closer, following approval by the Transport Committee at the European Parliament.

PSA AND VAUXHALL FLEET TEAMS 'WON'T MERGE'

MOST SHARED PSA Group's UK fleet director Martin Gurney said there are no plans to "commercially integrate" the PSA and Vauxhall corporate sales teams "for the foreseeable future".

GKL LEASING BUYS WINDSOR VEHICLE LEASING

The two companies said they will work closely to maintain or improve personal relationship with customers, while exploring efficiencies that can be made without affecting customer service.

FORD AND VW TO CO-DEVELOP VANS AND PICK-UPS

The two plan to develop vans and pick-ups for global markets, beginning in 2022. In addition, they have signed a MOU to investigate collaboration on autonomous vehicles, mobility services and EVs.

AUDI UK APPOINTS NEW HEAD OF FLEET SALES

Sales operations manager James Buxton has been promoted to replace Tom Brennan who left Audi last November.

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Fuel economy and CO₂ results for the Outlander PHEV
Mpg (l/100km) (weighted combined): 139.7 (2.0)
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CO₂ emissions (weighted): 40 g/km *
Equivalent all-electric range: 28 miles

Compare the corporation tax savings of a Mitsubishi Outlander PHEV against a typical company car.

	TYPICAL VEHICLE	OUTLANDER PHEV
PROFIT BEFORE TAX (PBT)	£100,000	£100,000
TAX RATE	19%	19%
LIST PRICE OF VEHICLE	£39,445	£39,445
CAPITAL ALLOWANCE	8% ³	100%
CAPITAL ALLOWANCE (£)	£3,156	£39,445
TAXABLE PROFIT (ON £100,000 PBT)	£96,844	£60,555
CORPORATION TAX (NO VEHICLE PURCHASE)	£19,000	£19,000
CORPORATION TAX (WITH VEHICLE PURCHASE)	£18,400	£11,505
SAVING DUE TO CAPITAL ALLOWANCE	£600	£7,495

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Compare the tax savings of running a Mitsubishi Outlander PHEV as your company car against these market leaders.

	OUTLANDER PHEV 4h	HONDA CR-V SR AUTO	BMW X3 XDRIVE 30D SE AUTO	AUDI Q5 S LINE 40 TDI AUTO	MERCEDES E220D AMG LINE AUTO SALOON
COST OF THE CAR - P11D VALUE ⁴	£39,445	£33,745	£45,170	£41,300	£40,300
CO ₂ EMISSIONS G/KM	40	162	154	146	127
BENEFIT IN KIND RATE	13%	33%	35%	34%	30%
VEHICLE BENEFIT CHARGE WITHOUT FUEL PROVIDED	£2,051	£4,454	£6,324	£5,617	£4,836
THE EXTRA TAX YOU PAY VS PHEV (40% TAXPAYER)	-	£2,403	£4,273	£3,566	£2,785
VEHICLE BENEFIT CHARGE WITH FUEL PROVIDED	£3,268	£7,543	£9,600	£8,799	£7,644
THE EXTRA TAX YOU PAY VS PHEV (40% TAXPAYER)	-	£4,275	£6,332	£5,531	£4,376



1. Terms and conditions apply. For more information, please visit www.mitsubishi-cars.co.uk/24hour. 2. On The Road prices shown include VAT (at 20%) and First Registration Fee. Model shown is a 19MY Outlander PHEV 4h with pearlescent paint at £40,050. On The Road prices for an Outlander PHEV range from £36,755 to £45,600 and include VAT (at 20%) and First Registration Fee. **Metallic/pearlescent paint extra.** Prices correct at time of going to print. 3. Outlander PHEV qualifies as low CO₂ emissions vehicle for the purpose of Capital Allowances. 8% write down allowance used for comparison. 4. The P11D value in this row comprises the list price, including VAT (at 20%), plus any delivery charges, but does not include the car's first registration fee or its annual road tax. **Metallic/pearlescent paint extra.** 5. 13% BIK compared to the average rate of 30% for the other vehicles shown. 13% BIK rate for the 2018/19 tax year. Fuel economy and CO₂ figures shown were obtained using a combination of battery power and fuel. The Outlander PHEV is a plug-in hybrid vehicle requiring mains electricity for charging. Figures shown are for comparability purposes. Only compare fuel consumption, CO₂ and electric range 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, accessories fitted (post-registration), variations in weather, driving styles and vehicle load. * There is a new test used for fuel consumption and CO₂ figures. The CO₂ 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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HAVE YOUR SAY

EDITOR'S PICK

LEASE COSTS

Expect greater risk and volatility



Devon Guy wrote:

Having read 'Lease costs for electric vehicles fall in 2018' (fleetnews.co.uk, January 8), I feel that over the past 10 years we have been lulled into a false sense of security with stable and competitive leasing deals associated with traditionally engined cars, supported by similarly stable resale prices. Admittedly, consistently low borrowing rates have helped. Similarly, vehicle core technology and build quality has not changed sufficiently enough to spook the market to factor large risk contingencies into lease rates. We need to recognise that brand new battery electric vehicle (BEV) technology, which is continually changing and rapidly developing, will mean greater risk and volatility in the marketplace over the next few years. Undoubtedly, the impressive BEV sales volumes have allowed the proof of concept to be developed (in relation to real life reliability, performance and risk data associated with those vehicles). All of which will provide market confidence, which will mean better resale values and less of a risk premium being included in lease rates once each model matures. Nonetheless, I feel the lease prices are still too high and insurance companies need to be challenged by BVRLA and Government as the risk premium still levied on BEVs is unjustified.

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

RISK MANAGEMENT

Recognise the importance of data

Sam McIndoe wrote:

Having read 'Risk management tool warning after fatal crash' (fleetnews.co.uk, December 18, 2018), this article really hits home. Many fleet managers struggle to get our messages across. Some managers really do not see the importance of the data we can provide them on their drivers and rarely act on it. I'm constantly striving to make sure that the trades are seen as drivers first, but the culture is just not quite there, especially in the LGV fleets. I have just sent an email to all managers asking them to read this article, reminding them of the importance of taking action on all data I provide for them.

AIR QUALITY

Councils the only winners

The Engineer wrote:

Having read 'Birmingham clean air zone charges published' (fleetnews.co.uk, December 13, 2018), our people will still need to visit customers within the area, especially the hospital. Public transport is not an option. We will just add the costs on to what we charge businesses and the NHS within the area. Neither will appreciate more taxes on them. It's not as if we can make fewer single journeys. We simply can't fail to turn up. The only 'winner' is the council's bank account.

ELECTRIC VEHICLES

Welcome to charge-range

Edward Handley wrote:

Having read 'Chargepoints should be for pure electric vehicles only' (December 10, 2018), many drivers get infuriated when waiting to fill their cars, because a vehicle is parked on the pump and the driver has gone into the attached convenience store. Instead of a couple of minutes to pay for fuel they take maybe 10 or 15 minutes. The situation will be even worse with pure electric cars that may need 30-45 minutes to charge. The driver will plug in and probably go for a meal and log onto the internet to check their e-mails – and we all know how long that can take. Welcome to the brave new world of 'charge-range'.

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Burning question: What's fine in small numbers, but terrifying in large numbers?

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ON THE ROAD TO GREATER FLEXIBILITY AND AUTONOMY

Carmakers jostle with start-ups for control of next-gen mobility. *Stephen Briers reports*

Mobility services, electrification, connectivity, autonomy and alternative ownership/user-ship: the range of challenges, issues and new model solutions bombarding the companies moving goods, services and people around the UK is complex and intensifying.

Disrupters are entering the market promising more efficient, convenient, cheaper and greener ways of running your operations and meeting the mobility needs of your employees, but the traditional vehicle manufacturers are fighting back.

They are investing heavily in myriad new technologies and services, but have differing views about the requisite speed of progress.

And, it seems, no one is asking the fleets and their drivers what technologies they actually want and need, far less liaising with legislators about their regulatory direction of travel. No wonder the prevailing emotion is one of confusion.

Business priorities are dictating investment strategies and, while no one publicly wants to be left behind, manufacturers are at different stages in their development cycles.

One company that is addressing all future technology streams with equal urgency is Hyundai. Now the world's third largest vehicle manufacturer, the ambitious Korean organisation is taking a three-pronged strategic approach, focusing on alternative fuels, alternative purchasing and shared services.

Tony Whitehorn, until last month the UK president and managing director at Hyundai (he continues to act as executive advisor to Hyundai during a transitional period), is one of the more open-minded and forthright manufacturer bosses. He believes the industry needs to "wake up" to the new opportunities offered by technology, but Hyundai certainly isn't waiting around for the laggards.

It is trialling alternative subscription models and variable lease concepts at a global level and they are scheduled to come to the UK this year.

"Everything will become omni-channel – online, city stores, dealers, flagship sites for supply – and different methods of purchasing and acquisition – PCP, lease, flexi, etc.," Whitehorn says. "Then there will be a variety of methods of propulsion. We have to be more flexible in everything we do. "Society is individualistic and we have to reflect that; we have to cater for it."

The proliferation in flexible options is encouraging a growing proportion of employees to eschew the company car and take cash. Pay-on-use schemes, ride hailing and shared services are beginning to offer viable alternatives to those who do not need regular and constant access to their own transport, particularly in cities.

Here, manufacturers are battling tech companies who are releasing apps and services at an unprecedented pace catering for Whitehorn's "individualistic society".

Increasingly, it's a case of "if you can't beat them join them", resulting in joint ventures with, or acquisitions of, those new entrants by the major manufacturers.

The big unknown is whether these services can accommodate the mass market. Ride hailing is fine for a few people looking to go from point A to point D via points B and C to collect and drop off others (although some might say this is simply a fancy name for a taxi service).

Likewise, pay-on-use services, where people have access to a car only for the time they need it, and that car moves to the next user when they have reached their destination.

Does it work for 1,000 people? Or 10,000, particularly if those people wish to leave home at slightly different times? And what about the logistics of getting cars from one person to another?

Until we get fully autonomous vehicles which can drive themselves between users, the sharing economy is unlikely to offer a viable large-scale alternative.

By themselves, ride hailing, pay-on-use or car sharing may not be the solution, but they are likely to be part of a broader suite of options that suit different people at different times (of the day or of their lives).

For those that remain in a car scheme, and the companies offering them, the connected car will become far more influential, something that is

recognised by a number of manufacturers.

Ford, Jaguar Land Rover and Tata pooled their expertise to demonstrate the benefits of connected and autonomous vehicle (CAV) technology as part of the three-year Government-backed Autodrive project in Coventry and Milton Keynes, which recently concluded.

Ford and Tata took the lead on the connected car (see page 30), while Jaguar Land Rover focused on trialling the autonomous technology. It required the three to design interoperable systems, sharing common protocols, illustrating how future collaborations could speed up the development of autonomous and connected cars.

The trials started at the Mira Proving Ground in 2015 before being taken out onto public roads.

Tim Armitage, Autodrive project director and associate director at consultancy Arup, describes it as a "steep learning curve", particularly autonomous driving, due to the complexity of the urban environment and the unpredictability of people.

"We have built on the demonstrations and understood more complicated scenarios," he says. "We are now up to 40mph in Coventry and 60mph in Milton Keynes. The next stage is to build (up) to higher speeds."



PODZERO CLOCKS UP 6,200 AUTONOMOUS MILES

Eleven autonomous pods have been scuttling around Milton Keynes train station for the past year, ferrying passengers to and from destinations as part of the Autodrive project.

Aurrigo's PodZero vehicles are also being trialled in Australia and Singapore, with more locations expected to come on board in the coming months.

In Milton Keynes, the electric pods are capable of carrying four people. The project, in partnership with the city council, was intended to raise the profile of autonomous transportation with the general public, and prove their viability in real world driving conditions. So far, they have clocked up more than 10,000km (6,200 miles).

The first time it travels a new route, the pod runs under driver control so it can map the environment using Lidar. According to Aurrigo deputy manager and autonomous vehicle technician Tom Sheridan, it usually takes just one run for the pod to learn the route, after which it can be entrusted to run fully autonomously.

"Its main usage is as first and last mile transport, such as at train stations or park and rides," Sheridan says. "It will reduce traffic in high congestion areas."

A user summons the PodZero on their smartphone. It travels at double the

average walking speed, around 6mph (although it is capable of 15mph), and has a range of 20-30 miles or four-to-five hours. It recognises how far objects are away, stopping if something comes within one metre, and can track other vehicles from five metres.

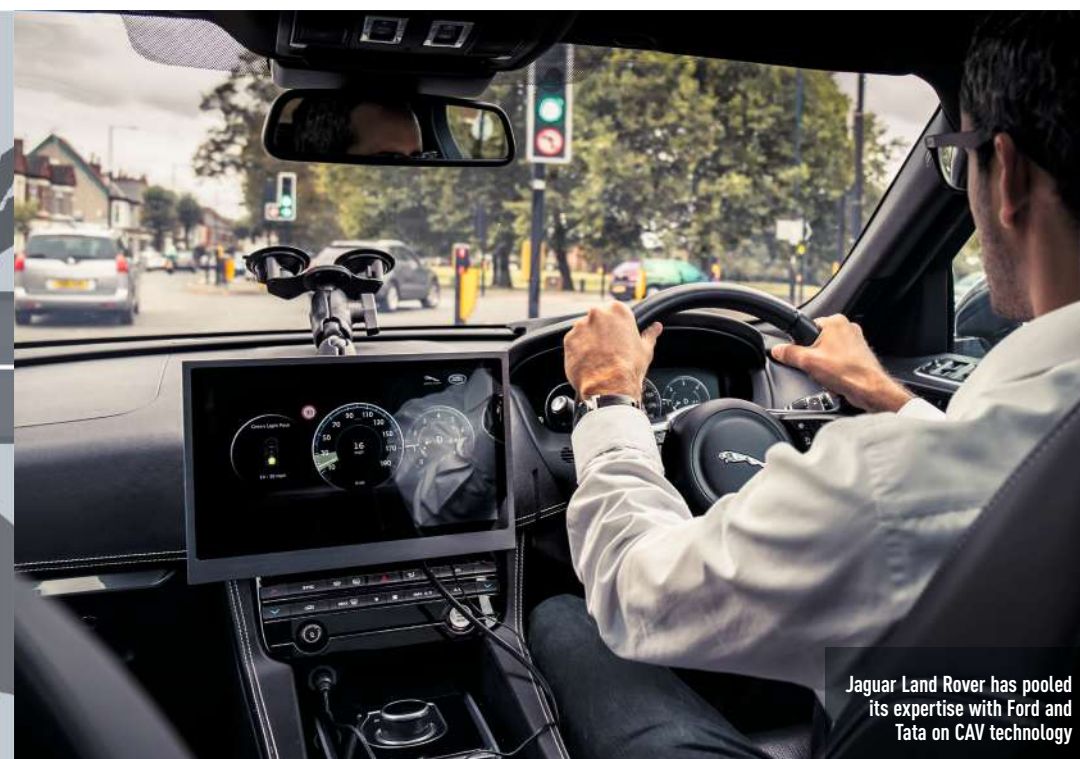
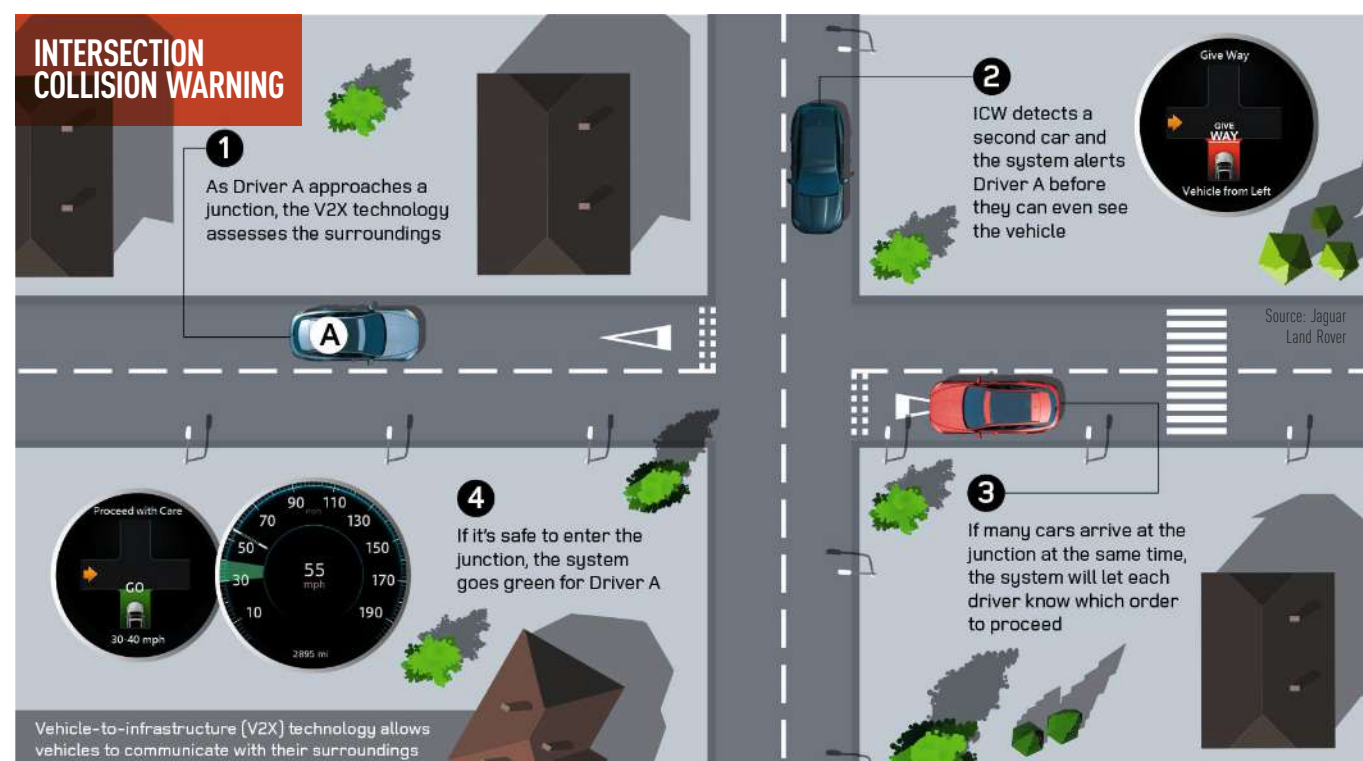
The pod utilises a battery swap system, which is completed in less than a minute. A red button failsafe has been installed for passenger safety – it stops the vehicle at any time. The pod will also stop if the GPS or Lidar doesn't know where it is.

"We are now fusing GPS with Lidar and they are working well," Sheridan says. "We want them to be able to run on just one rather than both so the pod can navigate anywhere out of the box."

PodZero is an autonomous platform onto which different bodies can be fitted. In Australia, for example, the trials involve a cargo pod travelling around industrial estates, while in Singapore it is being used as a private car.

"We are now able to start working with private companies (in the UK) if they want to have one for use in restricted areas," Sheridan adds.

"At the moment, for legislation purposes, we have to have someone in the pod. In the future, our aim is to view remotely through CCTV."



Coventry and Milton Keynes were selected for the trial due to their different road environments.

"If they work there, they will work anywhere," Armitage explains.

The autonomous cars have chalked up thousands of miles, but equally important was engaging the public. By and large, their reaction has been positive, according to Armitage.

"They are very open-minded – a small proportion would get in today," he says. "Others are wary. But the majority are up for giving it a try."

This supports Society of Motor Manufacturers and Traders (SMMT) research where 16% said they wanted one now and 22% would consider in the future. Just 13% disliked the idea.

Armitage adds: "There is no doubt the future is

autonomous vehicles doing all journey types on all types of road."

Within the next four years, he expects to see Level 4 autonomous vehicles in geographically limited areas, such as motorways and city centres, in line with the Government's own targets of driverless cars on public roads by 2021.

But, he concedes we remain "a long way off" from full, go-anywhere autonomy. "It will be decades before we have Level 5," he says.

It's a different matter for vehicle-to-vehicle and vehicle-to-infrastructure connectivity. These applications are already coming to market and, unlike autonomy, they will be available as retrofit for existing vehicles "within the next few years".

Armitage says: "There are tremendous gains, such as identifying parking spaces and emer-

gency vehicle warnings which will help safety and reduce congestion. It's part of the changing world of mobility, with electric and ownership changes."

While the Autodrive project has now concluded, Arup is working on commercial consulting projects, helping companies to understand the real-world applications of connected technology.

The project's biggest success, according to Armitage, was bringing together three competitive manufacturers to develop and demonstrate the systems collaboratively.

"This is where all manufacturers will have to move to in future – collaboration is key," he says.

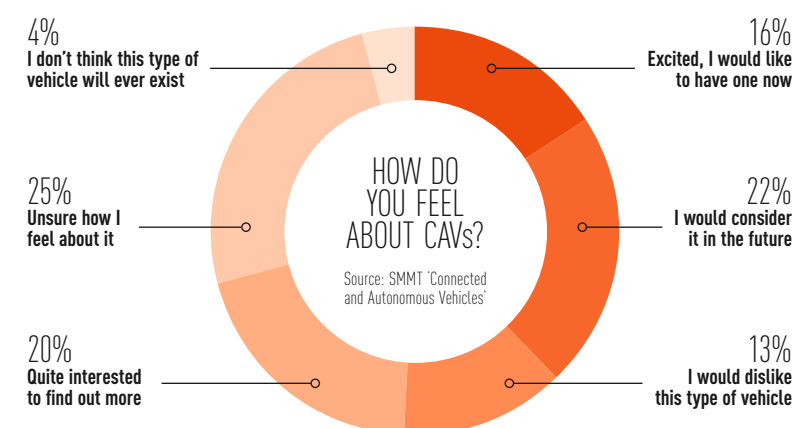
Hyundai might not agree. It is dipping into its vast reserves to extend its own connected services next year, including software that alerts dealers when the car needs a service to enable pre-booking. It will be able to carry out early diagnostics, such as tyres; it might also be able to re-programme the car over the air, making recalls no longer necessary.

Connectivity will limit the amount of time cars are off road, although this is already reducing, thanks to electric vehicles (EVs). According to Hyundai's stats, a diesel car spends an average of 1.3 hours on a ramp for a service; an electric vehicle comes off after just 20 minutes.

As technology becomes more complex, fleet and leasing company options for servicing might become more limited. Whitehorn believes independent repairers will have "less ability" to service and repair electric vehicles and highly connected cars, meaning franchised dealers are able to capture more work.

With leasing companies sending 23% of their service, maintenance and repair (SMR) work for cars and 33% of their van aftersales to independents, according to FN50 research, this might not go down too well.

The consequences may be twofold: higher



volumes of work going through fewer franchised dealers could result in longer waiting times for fleets, despite EVs spending less time on the ramp, while the higher costs often charged by dealers would be passed onto fleets through higher 'with maintenance' leasing fees.

Hyundai is already seeing a dramatic shift in its fuel mix across fleet and retail, with diesel dropping by 50% this year, replaced by electric and petrol.

Hyundai senior vice-president Lee Ki-Sang laid bare the company's EV aspirations at last year's Paris Motor Show. Today, Hyundai has 13 alternative fuel models on the global market; by 2025 it will have 38.

"We have an aggressive EV strategy," Ki-Sang says. "We want to make affordable EVs for our customers."

Among the battery technologies Hyundai is developing are solid-state, metal-air and lithium-sulphur. They will power cars from A-segment to E-segment.

Its solutions include hybrid, plug-in hybrid – both of which will expand to fill all car segments – pure electric for city range and long range cars, and hydrogen fuel cell (FCEV) for large cars, trucks and buses.

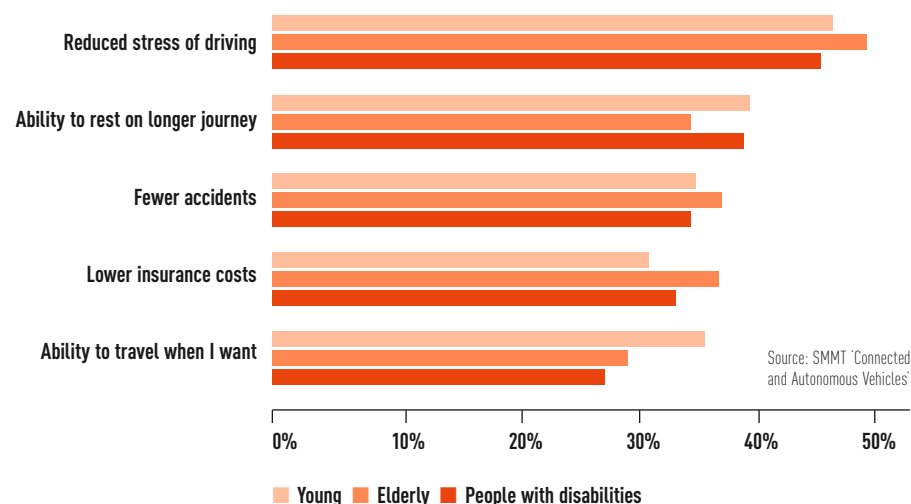
Hyundai is also trialling an alternative sales channel to market.

The new Kona EV is available only on Hyundai's 'click to buy' initiative, not via dealers. Prospective customers – retail or fleet – can get quotes, have any part-exchange valued (underwritten by Hyundai) and pay online. The dealer gets an email with the customer's details and will arrange to deliver the car and collect the old one.

Like Hyundai, Peugeot has ambitious plans to electrify its model line-up, but with a more nuanced approach.

Jean-Philippe Imperato, Peugeot brand director, outlined a five-year strategy of "un-boring the future", putting the focus on "serenity, pleasure and simplicity".

TOP FIVE BENEFITS OF CAVs



SPONSOR'S COMMENT

By David Morris, Business Account Manager – Fleet, Goodyear Dunlop Tyres UK Ltd



The pace of technological change in the automotive industry is accelerating dramatically, largely focused in four core technology areas – fleets, autonomy, connectivity and electric vehicles. This is what we at Goodyear call the changing F.A.C.E of mobility.

Recently, we launched a platform to connect like-minded people to think and engage on smart, safe and sustainable mobility, now and in the future. The platform is called ThinkGoodMobility.

We want to work with the drivers of the future, get engaged and discuss the ever-changing mobility ecosystem. We are dedicated to exploring current and future trends, industry best practices, research insights and expert views.

ThinkGoodMobility is empowered by Goodyear innovation, meeting new mobility needs requires both a great product and extensions beyond the tyres' walls. It's about delivering new and innovative designs, technologies, materials and services that anticipate the needs of consumers and fleet operators.

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At Goodyear, we want to build the future, not just observe it or read about it. To find out more about our dedication to the future of mobility go to thinkgoodmobility.com. Look out for our next concept innovations which will appear at Geneva Motor Show at the beginning of March.

We remain focused on supporting fleet managers through this evolving mobility ecosystem and look forward to watching the Tomorrow's Fleet feature evolve over the next 12 months.



TOMORROW'S FLEET: NEW MOBILITY OPTIONS

He explains: "Many customers are completely lost with emissions levels, hybrids, plug-ins. We say whoever you are, wherever you live, we will have an answer for you. You buy our Peugeot and you choose your engine – petrol, diesel, electric. The design of Peugeot is more important than the powertrain."

Describing electrification as "not a revolution", Imperato adds: "We have to convince fleet managers that, wherever their employees work, they can have a different powertrain for their use. But the car will be (for example) a 208."

Peugeot revealed the E-Legend concept at the Paris show, an electric and connected car with an autonomous option. But it has no plans to push ahead until volumes justify the investment.

"We will make money from electric. Why? We don't accept losing money. There is no trade-off between pollution and profitability. The price will be higher but the TCO (total cost of ownership) of any car has to be around the TCO of a diesel car – that's how fleet managers will measure it."

"We see C-segment for plug-in and C and D for full electric. But it will be different in different countries and in different cities so we must be able to adapt the powertrain to the local market and the individual user."

After electric, comes connectivity, then mobility and then fuel cell. Peugeot is working on a fuel cell but doesn't expect the technology will be ready until 2025.

Peugeot has acquired mobility providers in certain countries and is developing short-term lease options and connected vehicles. But, while global bosses are pressing ahead with autonomy and mobility, at a local level the language is a little more measured.

Peugeot UK managing director David Peel says becoming a mobility service provider was "without doubt" a medium-term global vision, but in the UK "we are more focused on the shorter term".

He explains: "That's to try to find a solution where people have flexibility. They can use EVs in the week, (but) if they want something to go longer distance at the weekend, your finance/lease package allows you to have a bigger vehicle."

Peugeot was arguably ahead of the game when

MANUFACTURER COMMITMENTS ON ELECTRIFICATION

Manufacturer	Timing	Commitment
Nissan	2025	BEVs 50% of sales in Japan and Europe
Mercedes-Benz	2025	BEVs 15-25% of sales
Volkswagen	2025	EVs 25% of sales
Porsche	2030	EVs 100% of sales
Toyota	2030	EVs and conventional hybrids 50% of sales
Volvo	2030	EVs and conventional hybrids 50% of sales
Honda	2030	BEVs, PHEVs and hydrogen 15% of sales

Source: Committee on Climate Change 'Reducing UK emissions'

it launched Mu in 2009. Mu offered this level of flexibility to switch vehicles, and included bikes and other mobility options. However, seven years later, the concept was replaced by a simpler rental scheme due to lack of uptake.

Those experiences led Peel to believe that acceptance of subs services will be gradual.

"People enjoy having (their own) car," he says. "They know what's in the glovebox; they use it as a home from home. They are not swapping from one to another."

Peugeot's PSA sister brand Citroën is also cautiously dipping a toe into the mobility sector. It is already running alternative usership schemes in France, including the Rent and Smile short-term rental service and Earn and Drive, which enables people to park for free at airports and train stations with their car hired to other users while they are away. The revenue is shared with the car driver.

"We can't just think about the car; it's also the way we communicate and use the car, and the capacity to switch from one car to another," says Xavier Peugeot, senior vice-president, product and strategy, at Citroën.

"Ownership is reducing with increases in usership – that has to be our roadmap. By 2025 we will also implement digital services and everything we expect will come faster than we expect."

Citroën is developing autonomous systems and autonomous cars and has a pair of C4 Picassos



The Citroën C5 can drive by itself, although you have to touch the steering wheel

on full autonomous trial, plus the C5 Aircross with highway driver assist.

"The (C5) car can drive by itself, although you have to touch the steering wheel," Peugeot says.

PSA Group has carried out real-world testing with no major problems. It has also tested customers' reactions to autonomous cars.

"Most people get used to it very quickly," Peugeot says. "There is an issue of trust, but the technology is ready and efficient. We just have to adapt the rules of driving and the regulations."

Citroën is also preparing its electric launch plan, which begins with the plug-in C5 Aircross this year. By 2025, the entire range will have an electric option.

"We will have two platforms: CMP (common modular platform) is for smaller cars and will have an electrified version," Peugeot says. "It will be petrol, diesel and 100% electric, but no plug-in. EMP2 is for larger cars and will allow petrol, diesel and plug-in hybrid but no full electric."



Peugeot's E-Legend concept car was revealed at the Paris show

Sponsored by

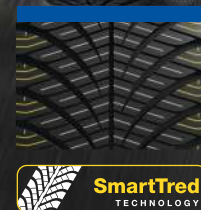


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French counterpart Renault is arguably making the most noise about autonomous systems, with several concept reveals at major motor shows over the past couple of years. It has set up a mobility lab in Rouen, France, to accelerate development of new technology.

The latest is EZ-Ultimo, which sets the stage for upscale ride-hailing, on-demand, from an hour to a day. Described by the company as an "individual mobile lounge", EZ-Ultimo is a robo-vehicle concept, with Level 4 autonomy which is connected to infrastructure enabling it to adapt to urban environments, the motorway or for shuttle services on dedicated roads.

EZ-Ultimo is the third in Renault's family of mobility concept vehicles focusing on autonomous, electric, connected and shared services.

It uses the same flexible platform as Renault's on-demand ride-hailing robo-vehicle EZ-Go and its autonomous last-mile urban delivery solution, EZ-Pro.

Renault's development plan looks prescient following recent proposals by the mayor of Paris to turn much of the city centre into a car-free zone, with entry restricted to autonomous and electric shuttle buses.

However, fleets and drivers should not mistake Renault's investment in autonomous technology as a belief that people will no longer drive cars, according to Christian Ledox, Renault-Nissan alliance global director for mobility. It simply means greater choice.

He says: "We see a future where people will continue to drive, but they will also look for solutions that are enjoyable and flexible, such as paying by the kilometre for car-on-demand. Electricity, autonomy and connectivity open a wide set

of possibilities – it saves parking space, facilities, congestion and emissions. The benefits are so great that we are convinced it will happen."

Ledox predicts that by 2022, Renault will have a fleet of ride-hailing robo vehicles serving major cities in Europe. Testing is on-going in France, including on a university campus in Paris, transporting students to/from the train station.

Renault is also working with consultants Transdev on an autonomous and shared mobility project in Rouen featuring four electric self-driving Zoes. They operate on a first and last mile basis, transporting people around three routes in the city, totally six miles, with 17 stops. Users can call a vehicle in real time, from a dedicated application available on smartphone.

The project, which features the SAM (seamless autonomous mobility) technology also used by alliance partner Nissan, is expected to last until this December.

CITIES ARE COMING TO US, INCLUDING THE UK. THEY UNDERSTAND WHAT WE ARE TRYING TO DO

CHRISTIAN LEDOX, RENAULT-NISSAN

Ledox recognises a number of hurdles between now and 2022, not least regulation which is lagging behind the rapid pace of development.

"There are safety and cyber security concerns so we are hiring the best to protect our systems," he says.

"There's the education of users, so we are testing to show how enjoyable, safe and cost-effective this can be. We have to work with cities; it's a complex eco system.

"Cities are coming to us, including in the UK. They understand what we are trying to do."

By 2030, Ledox predicts 70% of vehicles in urban environments will be fully autonomous. "For the remaining 30%, there could be a modified version, but driving will continue," he says.

"It will be progressive, almost street-by-street rather than city-by-city. For example, buses that are under-employed – a small shuttle might be a more optimised solution. Or tourists in London. There is endless room for creativity."

Renault isn't simply developing its own solutions; it is also investing in start-up tech companies. RCI Bank, its financial services arm, bought a 75% share in ride-hailing platform iCabbi during the summer.

Meanwhile, Jaguar Land Rover's agreement to work with Google's self-driving project Waymo is "a big deal", according to Rawdon Glover, UK managing director. "It helps us to think about our business differently," he says.

Among the models JLR is investigating are fractional ownership, such as charging by the mile, transport as a service (TaaS) and new leasing arrangements where cars can be swapped.

"We are looking at all those options – it's mobility in its broadest sense," says Glover. "It will all be



The Renault EZ-Ultimo (left) and how it will carry its passengers

part of our make-up. In the near term it's electric and connectivity; then it will be autonomy and the shared agenda."

He predicts the latter will start to enter the market within the next five years, but not before there is a shake-out of the many different models. However, it will be a further five-to-10 years before those models are commercialised.

In the immediate future, JLR is assessing the best uses for connectivity technology. SMR is an obvious area, such as informing customers when their next service is due or AdBlue needs topping up. It also connects them more closely to the dealer, enabling JLR to turn servicing from reactive to proactive, helping the network to plan ahead. This level of relationship is just months away.

Further ahead is pre-diagnostics, preventing breakdowns and software updates over the air. All are being trialled.

"Ultimately, it's the self-healing car, where it self-diagnoses, looks at a library of software updates and updates while on the move," Rawdon says. "That will be within the next three-to-five years, although software updates will be within the next calendar year."

Premium manufacturers are investing in mobility services, but, like Autodrive's Armitage, some recognise that it is difficult to forge a solo path.

Consequently, BMW and Daimler have signed a joint venture to merge their mobility operations. It will see Daimler's Car2go and Moovel added to BMW's DriveNow car-sharing and ReachNow on-demand mobility mix. The deal will also mean combined ride-hailing services, parking and electric vehicle charging.

Tony Douglas, head of brand, BMW Group Mobility Services, says the deal will allow the two companies to upscale their mobility ops.

"We're not at critical mass in the market, we're nowhere near Uber," he says. "That's why both parties looked at each other and said 'we could do this together; it would make a lot more sense'."

Early signs are that UK businesses, particularly those with offices in large urban conurbations, are considering introducing similar travel models while many others are keeping a watching brief on autonomous, shared and connected technologies. But, for now, traditional options continue to dominate most companies' fleet strategies.

CONNECTING THE DOTS

Ford and Tata led the vehicle-to-vehicle (V2V) and vehicle-to-infrastructure (V2X) connectivity trials as part of the £20m Autodrive initiative.

Christian Ress, Ford supervisor automated driving Europe, says the technology would provide early advice to drivers about hazards.

Applications include emergency vehicle warning, brake light warning, intersection crash warning and traffic light speed advisory, with alerts shown on the infotainment screen.

Emergency vehicle warning connects the car to the approaching blue-light vehicle and indicates its direction and how far away it is.

"We are also trialling intersection collision warning," says Ress (see illustration on page 26). "If two cars approach a junction, there will be a warning about crossing traffic. It prioritises by recommending a speed to both cars to approach the junction so they can pass efficiently without stopping. This would be helpful for autonomous vehicles."

While autonomous emergency braking (AEB) systems rely on radar sensing the car in front, emergency brake light warning connects the two cars via Wi-Fi. The following car analyses

the distance and whether it is a critical event, and takes appropriate action.

"This will be ideal for motorway scenarios where the vehicle three or four cars behind is not aware," says Ress. "It prepares them to stop at the same time as the front car."

The warning works at 300-500 metres ahead, although it can be as far as 1,000 metres with clear sightlines.

The traffic light system is an example of V2X. The car connects to the lights via a roadside unit. It knows when the light will turn red and can recommend a safe speed to travel at in order to pass through without needing to accelerate excessively.

However, if the car will not make the green light, it will inform the driver so they can cruise up to the lights. It also informs the car when the light will change to green, which could be linked to the stop-start system to identify whether it is more beneficial to leave the engine idling while waiting.

"This is good for fuel economy. It reduces pollution and driver stress," says Ress. "It will also help traffic to run more smoothly because we can feed the data to the council so it can re-phase the traffic light sequencing."

The system also shows speed limits, including variable changes, which could be fed into the intelligent cruise control to adjust the car's speed; hazard recognition, such as broken down vehicles; curve speed warning if the car is approaching a bend too quickly; and future lane closures due to roadworks.

Ress anticipates the technology will be on production cars within a couple of years. The software can be updated over the air rather than in the workshop.

However, while manufacturers can quickly introduce V2X, the investment required to switch on infrastructure might slow progress.

Coventry City Council invested £166,000 to connect eight traffic lights for the test project. It's a heavy commitment; the council operates around 240 lights, suggesting a funding pot close to £5 million.

Nevertheless, Sunil Budhdeo, transport innovation manager at the council, describes the trial as "extremely successful".

"We are now in a much better position (to understand) the emerging tech required for CAVs to operate on our network," he says.

"This will allow us to implement these changes now in preparation for the future."



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55.4 (5.1). CO₂ emissions: 128 – 108 g/km.

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. including the accessories fitted after registration, variations in driving styles, weather conditions and vehicle load. Only compare fuel consumption and CO₂ with other vehicles tested 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.

'How we saved £2.5 million'

Having a dedicated fleet team has cut costs and improved compliance for Close Brothers. *Sarah Tooze* reports

ORGANISATION: Close Brothers
HEAD OF FLEET: Steve Cuddy
TIME IN ROLE: six years
FLEET COORDINATOR: Morgan Migallos
TIME IN ROLE: three years
FLEET SIZE: 645 cars
FUNDING METHOD: contract hire
REPLACEMENT CYCLE: three/four years
AVERAGE CO₂ EMISSIONS: 95g/km

Close Brothers head of fleet Steve Cuddy (left) with the man who is being trained to succeed him fleet coordinator Morgan Migallos

Time and again experienced fleet managers prove their worth. They put the right policies and procedures in place, they ensure compliance (which could ultimately keep a company director out of jail) and, more often than not, they save businesses money.

Steve Cuddy, head of fleet, Banking Division at Close Brothers, is a case in point. He has worked in the automotive sector since school – he joined the Youth Training Scheme (YTS) as a motor mechanic, followed by roles at Hertz, Balfour Beatty and Network Rail – and was brought into a new role at Close Brothers in April 2012 when an audit identified the need for a dedicated fleet manager.

Since then, he has changed 'almost every aspect of the fleet – funding, insurance, risk management, manufacturer terms, short-term hire, replacement cycles, company car grades, fuel type, mileage capture, supplier contracts and the management of suppliers – and saved Close Brothers an estimated £2.5 million over the past five years.

This has been achieved despite the fleet more than doubling in size due to business growth. When Cuddy started there were "about 250 cars – that we knew of". Phone calls over the next three months revealed there were actually 350 leased cars, 20-30 cars that had been bought, and about 60 grey fleet drivers. Today the company car fleet stands at 645 (all leased), including 20 cars in Germany and five in the Republic of

Ireland, and there are 150 grey fleet drivers. Cuddy now manages the fleet with support from fleet coordinator Morgan Migallos, who joined three years ago.

The fleet is 98% job-need (the cars are used by salespeople across five divisions: Motor Finance, Asset Finance, Invoice Finance, Premium Finance and Asset Management) and 2% perk.

When Cuddy joined there was no consistency across the divisions. Each had its own insurance policy, expiring on different months, for example. It took 18 months to realign them and to appoint one broker (Arthur J Gallagher & Co) and one insurance company (AIG), resulting in a £500,000 saving.

HIGH ON THE AGENDA

During that first year, compliance and duty of care was high on Cuddy's agenda. He appointed DriveTech to handle licence checking, online risk assessments and driver training.

Formalising Close Brothers' relationship with Lex Autolease was also essential. Lex was supplying vehicles to two divisions, getting the cars repaired if they were damaged and replacing them but there was no contract and no manufacturer terms.

Cuddy met with a number of major manufacturers (at the time Volkswagen and Audi were the most popular brands with Motor Finance, while Asset Finance and Invoice Finance favoured BMW and Mercedes-Benz). Eventually he secured terms with all the manufacturers, not just the most popular

ones, and loaded them onto Lex Autolease's system to "test the waters".

"After about a year we realised it was [still] predominantly the German brands that people were ordering," he says. "It was very badge-orientated."

Cuddy reduced the number of grades on the car policy from 12 to five in 2014 after spending time understanding the various job roles (account managers, sales managers, directors etc.).

He also introduced a CO₂ cap of 160g/km (emissions were not previously capped) and then dropped it to 130g/km for all divisions bar Asset Finance ("the petrol heads") three years ago. The Asset Finance division also has cars on three-year replacement cycles (the other divisions are on four years), although Cuddy is gradually changing this.

"They love their cars and would change them every two years if they could," he says. "We let them carry on at three years but we gave them the opportunity to extend to four years on the premise they could get a slightly better car or more options on their car because the lease rate comes down slightly."

"We have gone from more than 150 vehicles on three years to 60 and I would expect that 60 to disappear within the next few years."

He opened up the fuel policy from diesel-only two years ago as "the benefit-in-kind (BIK) was getting more expensive".

A few petrol vehicles were ordered, which fell within the 130g/km CO₂ limit, and then people began to choose plug-in hybrids. ☞

☞ Emissions have tumbled. Four or five years ago the average emissions of the fleet was 200g/km. That dropped to 98g/km in 2017 and is now at 95g/km.

Cuddy put in place strict policies as part of the agreement to allow plug-in hybrid vehicles on the fleet. Employees must sign a disclaimer when they order their vehicle that they will have a charger fitted at their home address at their expense and that they will charge the vehicle at home or at the office. They are not allowed to reclaim the electricity cost.

"We recognise we are probably upsetting a few people that live in flats because they can't get the same car but there are pure hybrid alternatives available," he says.

Cuddy monitors the charging from the miles per gallon reports he receives from TMC (which he appointed in 2014. Its audit process saved Close Brothers £250,000 in the first year).

"We see straight away that, on average, most cars drop by 10mpg when you don't charge them up," he says. "Anyone that does forget we get straight onto the line manager. If that doesn't work, we go to the MD of the area and the last resort would be to withdraw the car."

Cuddy has only had to remove a plug-in hybrid once – when a driver moved to somewhere where they couldn't have a charging point. The car was swapped for a pure hybrid.

'SELLING' CHARGING

Charging points have been installed at Close Brothers' seven main offices. The process began in February 2017 and took a long time as Close Brothers doesn't own all of its buildings and, in some cases, the landlord that owns the building doesn't own the car park.

"Our facilities department has done a great job getting new licences in and liaising with the landlords," Cuddy says. "You have to almost 'sell it' to the landlord. It's future-proof for them because if we ever move out of the building they've got some charging points that we've paid to install."

The charge points are metered and software shows when the car is fully charged, helping to avoid "car park wars".

Charging points will be installed at other offices and branches (Close Brothers has 40 in total) where more than two plug-in hybrids have been assigned to company car drivers.

The first pure electric vehicle, a Hyundai

Steve Cuddy has begun the process of introducing more environmentally-friendly powertrains to the Close Brothers fleet

SAVINGS CHECKLIST

REDUCING DAMAGE CHARGES: £100,000

CONTROLS ON SHORT-TERM HIRE: £150,000

MILEAGE AUDIT: £250,000

MINI LEASES: £265,000

NEW INSURANCE BROKER AND INSURER: £500,000

REBATES, MILEAGE AMENDMENTS, AVOIDING EARLY

TERMINATIONS AND IMPROVED MANUFACTURER TERMS: £1,235,000

Kona, joined the fleet recently and with about 170 cars due for replacement this year he hopes the number of EVs and hybrids will grow. He is considering limiting the choice list to manufacturers that produce electric and plug-in hybrid vehicles, although like many businesses he wants the Government to "get its act together" and offer more incentives for company car drivers.

Close Brothers' fleet is now predominantly BMW, partly due to the manufacturer being one of the first to go through WLTP testing and to publish its NEDC-correlated figures. Close Brothers allowed employees to place orders and explained via the intranet what the new test regime was with examples of increases in CO₂, although, as Cuddy points out, CO₂ for the new BMW 3 Series has actually decreased.

Cuddy has experienced average lead times of three-to-four months for plug-in vehicles. Opting for 5 Series cars which BMW had in stock last year also brought cars onto the fleet quickly and meant drivers benefited from the plug-in car grant before it was cut for hybrid cars.

Cuddy favours mini-leases for new starters rather than daily rental. It has saved Close Brothers £265,000 over a two-year period. He has also taken control of hire car bookings, saving £150,000.

All UK vehicles are now on contract hire with maintenance from Lex Autolease. As Lex is not an international business, Close Brothers uses Alphabet in Germany and in the Republic of Ireland it favours local firm Merriion (which has merged with ALD).

EXTENDED LEASING DEAL

Close Brothers signed a new five-year deal with Lex Autolease in October 2017 after Cuddy had spent 10 months reviewing other major leasing companies. There wasn't enough difference in price or systems to persuade him to change providers.

"I didn't see the need to upset the apple cart," he says. "We had just spent four years drumming into Lex how the customer service should work and do you start that again with another supplier and manage Lex at the same time while we see out the Lex vehicles?"

Cuddy and Migallos now have dedicated customer service and sales staff at Lex who they can speak to on a daily basis if they want to and the staff know and understand the Close Brothers' business – to the point

“WE HAVE GONE FROM MORE THAN 150 VEHICLES ON THREE-YEAR LEASES TO 60”

STEVE CUDDY, CLOSE BROTHERS

where "I almost authorise without us having to intervene, I trust them to follow our process", Cuddy says. Close Brothers has a damage waiver in place with Lex (up to a certain amount) and uses a refurbishment company to repair other damage before vehicles are returned.

Cuddy believes that this, along with encouraging drivers to look after their vehicles, has saved £100,000 in damage charges.

He has introduced an at-fault incident policy. Drivers do not have to pay for their first incident but if they have a second one they have the option of paying the excess or paying for a dashcam to be installed at their own expenses (approximately half the price of the excess). Close Brothers has already experienced success with dashcams when they were introduced to its Sales Academy (which trains salespeople to become area sales managers) with the accident rate falling from 80% to just 10% in a year – all minor claims. Now around 50 drivers have dashcams.

If a driver has a third at-fault incident they pay the full excess. Drivers who have three incidents – regardless of fault – in a 12-month period go on a training course with Drive-Tech. Those with six or more points on their licence also automatically go on a course and are checked more frequently.

The fleet's accident rate has fallen from 60% to 40% over the past year.

Telematics could bring further savings as Cuddy is trialling an app called Mentor with the latest Sales Academy cohort. It has helped bring "healthy competition" and Close Brothers will soon be offering prizes for the highest scoring drivers while those with the lowest will go on driver training.

Cuddy is also working with Arthur J Gallagher and AIG to incorporate data into the DriveTech systems and create a 'scoring chart', which could be more effective than online risk assessments.

Dashcams, the Mentor app, enhanced driver training and HR support to reclaim insurance excesses, combined with rebates from the Lex contract should see Close Brothers reduce its fleet costs by a further £1m over the next three years.

Cuddy is also busy helping Migallos to progress. He has introduced him to all the manufacturers, brought him to Fleet News networking events and Migallos will take the ICFM intermediate programme this year.

"It's been recognised by HR that we provide a really good service to the driver so they are more than happy to invest in his future," Cuddy says. "He's being trained up to succeed me. He's in a great position because there are so many changes (in fleet) at the moment, he's in the thick of it, so he's learning all the time."

CUDDY ON...



Cash versus car

There's one topic that makes Steve Cuddy's blood boil: cash versus car.

Businesses that have chosen to scrap their company car schemes and given employees cash allowances in the wake of benefit-in-kind tax uncertainty are guilty of a "knee jerk reaction" in Cuddy's view.

"It winds me up," he says. "But I believe it's because those companies don't have a dedicated fleet manager looking after their fleet who understands the implications of moving everyone to cash and the duty of care responsibilities."

He believes there is no saving for Close Brothers from switching to cash due to the fleet's move towards plug-in vehicles and, ultimately, pure electric.

He is also concerned there is a "huge risk" that drivers would take out an 8,000 or 10,000-mile personal contract hire or personal contract purchase even though they do 15,000-20,000 business miles a year normally. They may then expect the business to let them use the train or short-term hire for business journeys, potentially pushing the company's travel costs up.

The company would also lose control over the type of car staff had, which could mean they visit clients in "unsuitable" models, such as coupes, convertibles or ageing cars.

"You don't know what you may end up with on your fleet," Cuddy says.

He doesn't believe it is good for drivers either. They would be 'on their own' if their car broke down, they had an accident or their insurance premium shot up.

"We like to look after the staff here – they're our customers," he says. "Morgan (Migallos) and I will go out of our way to make sure they're safe and recovered home if they have an incident."

"We've got a stable, steady fleet now and the drivers are complimentary about the service we provide. If you've got to that stage you've pretty much nailed it."

"To turn it on its head and give everyone cash and say 'you're on your own now', it's not the way Close Brothers operates."



Martin Gurney won't risk damaging RVs by speculating about sales expectations

FUTURE LOOKS ELECTRIC AT THE PSA GROUP

Each brand will have one or more electrified version of models by the end of 2020. *Sarah Tooze* reports

ORGANISATION: PSA Group
DIRECTOR – FLEET AND USED VEHICLES: Martin Gurney
TIME IN ROLE: four years
TOTAL TRUE FLEET SALES (PSA FIGURES): Peugeot 52,371, Citroën 36,138, DS 842

This year marks the start of PSA Group's onslaught on the electric car market.

All five of its brands (Peugeot, Citroën, DS, Vauxhall and Opel) are expected to bring out new plug-in hybrid electric vehicles (PHEVs) and pure battery electric vehicles (BEVs) over the next two years, with PSA's Common Modular Platform (CMP) now able to accommodate pure EVs and its Efficient Modular Platform 2 (EMP2) catering for plug-in hybrids as well as conventionally fuelled vehicles.

PSA premium brand DS will be first to market in spring when orders open for the DS 7 Crossback E-Tense 4x4 plug-in hybrid, followed by the all-electric DS 3 Crossback E-Tense in quarter

three and then the Peugeot 3008 SUV Hybrid 4 and 508 Hybrid. At the start of next year, Citroën will launch the C5 Aircross plug-in hybrid. Plug-in hybrid versions of the Vauxhall/Opel Grandland X will also be available.

Peugeot is expected to be the first brand after DS to get a new BEV, likely to be the 208, which is rumoured to be unveiled at Geneva this year, followed by a BEV for Citroën (logically, the C3).

It means each brand will have one or more electrified versions of models by the end of 2020.

SWIFT PROGRESS

"It's all happening really quickly with a range of products," says PSA's Martin Gurney, who is responsible for fleet and used vehicle sales for Peugeot, Citroën and DS in the UK (Vauxhall

sales are still managed separately, see fleetnews.co.uk, January 14).

"They're all going to be exciting but the one I can't wait to drive is the DS 3 Crossback E-Tense. I think it will be a fantastic vehicle in terms of having a premium, fully electric car in that segment. It is something completely different for us to talk about."

PSA has already established itself in the electric van market with the Peugeot Partner and Citroën Berlingo having around 15-20% of the market, while its previous generation electric cars include the Peugeot Ion and Citroën C-Zero.

Gurney is reluctant to talk about fleet sales expectations for the group's new electric vehicles because "once you head off down that road and start talking minimum levels of production

and pushing cars into the market it's an absolute disaster from a residual value perspective".

"My expectations, certainly in the short-term, for plug-in hybrid vehicles are what I would describe as 'modest' but if I don't sell those modest amounts I won't be worried. If we sell more, I'll be pleased, so it's a relatively small proportion of the mix to begin with," he says.

"It's not a sales forecast or a production commitment but I would imagine we'll sell in the region of 1,800 to 1,900 new 508 this year, and the plug-in hybrid version, I would imagine, would be less than 10% of that mix but never say never."

PSA intends to offer fleet customers a home-charging and office-charging solution when the EVs launch towards the end of the year and has recently secured a partnership with a European

"I SINCERELY HOPE THE GOVERNMENT WILL START TO HAVE A MORE BALANCED AND PROGRESSIVE, FORWARD-THINKING APPROACH TO COMPANY CAR TAXATION"

MARTIN GURNEY, PSA GROUP

charging provider. PSA is also working with its dealer network (starting with DS Stores and Salons and Peugeot dealers) to ensure it has the necessary charging infrastructure. Some are facing the same challenges with electricity supply as fleet operators.

DEALER-BY-DEALER SURVEY

"It requires a dealer-by-dealer survey to understand what is possible and, of course, we're not just trying to be ready for what comes at the end of this year, we're trying to future-proof and work with our dealers to make sure that what they invest in is something that is going to see them through the next few years," Gurney says.

Peugeot and Citroën plan to have electrified versions of all models by 2025 while DS has gone a step further: from that date every new DS model will be 100% electrified. In other words, it will not launch any new conventional diesel and petrol engines.

"DS is a bit ahead, the other brands need to retain a bit more flexibility in terms of appealing to the more traditional forms of propulsion in the interim," Gurney says.

He is keen to stress there is still a place for diesel on fleets and that he believes in a "balanced approach" – petrol for lower mileage users, diesel for high mileage and, where appropriate, full-battery electric or plug-in hybrid.

"It's having the right product for the right use, as has always been the case in fleet," he says.

In his view, Government policy and the 'demonisation' of diesel in the national press has led to a short-term "rush" to petrol and that "isn't the answer".

"There is this misbelief or misunderstanding, particularly from a retail consumer perspective and therefore a user-chooser driver perspective, that in some way a modern petrol engine is better for the environment than a modern diesel and, I'm sorry, I just don't accept that that is the case," he says.

He points out that some new diesel engines have lower NOx emissions than petrol equivalents. Take the Peugeot 508, for example, its 1.6-litre PureTech 180 petrol engine produces 39.7mg/km of NOx while the 2.0 BlueHdi 180 diesel engine emits 28.6mg/km.

"My strong personal view is that we need a Government policy that doesn't push down one particular route," Gurney says. "I sincerely hope

when the Government can move on from thinking about nothing other than Brexit we will start to have a more balanced and progressive, forward-thinking approach to company car taxation – one that favours electric and plug-in hybrid vehicles and doesn't unfairly penalise new Euro 6.2 diesels."

While uncertainty has made it difficult to predict fleet sales this year, Gurney says PSA is "pretty confident in any scenario".

"We've worked on three or four different possible outcomes as a result of Brexit and we're confident we can cope," he says. "We're very fortunate in the longer term, now we have acquired Opel Vauxhall Europe we've got both a car and LCV plant in the UK, which can only be a good thing."

He says that in the event of "some degree of 'soft' Brexit" there would be a "modest decline in the UK market overall" (a few per cent down) but that "we fully expect to continue to grow in terms of our share of that market" due to recent launches and forthcoming product, including Peugeot 3008, 5008, 508, Rifter and Partner; Citroën Berlingo, C3 Aircross and C5 Aircross; and DS 7 Crossback and DS 3 Crossback.

CORPORATE SALES TEAM

Gurney's confidence also comes on the back of gaining 218 new 50-plus fleets (people who had not bought from Peugeot or Citroën in the previous four years, and conquest customers) last year, thanks in part to having one corporate sales team to represent all three brands (see fleetnews.co.uk, January 5, 2017).

The team has taken a 'back to basics' approach over the past two years focusing on how it communicates with customers, how it presents itself and how it delivers what customers want and ultimately grow what Gurney terms 'green channel' fleet sales (true fleet).

PSA has invested a "significant amount" in a suite of training programmes and a new database, which has helped the team to be "more efficient" when communicating with customers.

Modules within the database help the team to "talk to the right customer about the right product at the right time – that is the right time for us and the right time for the customer", Gurney says.

However, last year did present a number of challenges. A "tightening up of supply of



Martin Gurney is starting to see orders picking up after the uncertainty prompted by WLTP

Partner and Berlingo" contributed to a drop in SME sales, although there was also "a reduction in shorter cycle, courtesy car business", according to Gurney.

Daily rental sales for the year were in line with Gurney's target of being no more than 10% of PSA's mix.

DS true fleet sales (just 842 units) reflect the fact that PSA is building a new premium brand.

The new Worldwide harmonised Light vehicle Test Procedure (WLTP) was positive in the sense that the PSA Group was fully compliant ahead of the September 1 deadline and "we had no gaps at all in our production".

But Gurney was also "disappointed" that "a number of customers were slowing down their buying decisions", driven by "uncertainty over future company car taxation" and not having "a full picture from all manufacturers".

"Now everyone more or less knows where we are with WLTP I think we're seeing the job-need

"I THINK IT (THE DRIFT TOWARDS DRIVERS TAKING CASH AND OPTING OUT OF COMPANY CAR SCHEMES) CREATES AN OPPORTUNITY RATHER THAN A THREAT"

MARTIN GURNEY, PSA GROUP

and necessary purchasers starting to proceed again so our order take is better now than it might have been perhaps a few months ago. But, for sure, when we're speaking to customers and fleets with a wide user-chooser base there is still a degree of uncertainty and I'm pretty sure that, where they can, a lot of customers are still taking the opportunity to extend contracts," Gurney says.

Working for a car manufacturer which caters for drivers who opt out of company car schemes with PCH and PCP deals, Gurney isn't too concerned about a potential drift to cash.

"I'm a firm believer that if you've enjoyed a brand new company car for the past decade or longer then you're probably going to want to continue enjoying a nice brand new car for years to come. So I think it creates an opportunity rather than a threat," he says.

For the full interview visit fleetnews.co.uk/psagroup

HOW THE NEW CROSSBACKS WILL SHAPE UP



DS 7 CROSSBACK E-TENSE 4X4

CO₂ emissions: sub-49g/km

Electric range: 31 miles

Available to order: Q2 2019 with deliveries in Q4

Price: £50,000 (estimated)

The DS 7 Crossback E-Tense 4x4 is the first DS model to be electrified and combines a 202PS petrol engine with two electric engines and a new eight-speed automatic gearbox. It can cover a distance of up to 31 miles in all-electric driving mode.



DS 3 CROSSBACK E-TENSE

CO₂ emissions: None – fully electric

Electric range: 186 miles

Available to order: Q3 2019 with deliveries in Q4

Price: £30,000 (estimated)

DS 3 Crossback is the first full electric PSA model to be built on the CMP platform and comprises a 100kW electric motor and a 50kWh lithium-ion battery. It claims a range of 186 miles with the ability to charge the battery to 80% in 30 minutes.

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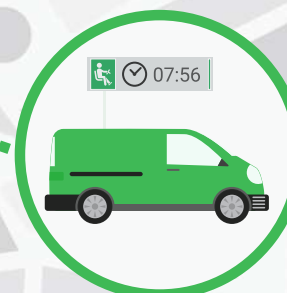
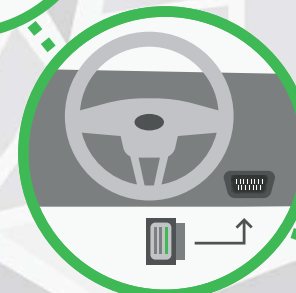
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**360
FLEETS
66,000
TONNES OF CO₂
£47M
OF SAVINGS**

Energy Saving Trust has made its mark over the past five years, says transport boss Matt Eastwood.

Stephen Briers reports



Matt Eastwood has been in his EST role for eight months

ORGANISATION Energy Saving Trust
HEAD OF TRANSPORT Matt Eastwood
TIME IN ROLE eight months
NO OF COMPANY PROJECTS 360
NO OF DRIVERS TRAINED 65,000

Over the past five years, Energy Saving Trust (EST) has helped lower the amount of carbon discharged into UK skies by more than 66,000 tonnes by introducing environmental initiatives to 360 fleet operators. That's equivalent to removing 14,000 cars from the road for one year or growing 1.7 million tree seedlings for a decade.

While those operators can justifiably promote their role in tackling global warming, there is more to it than their pure altruism. EST has also identified cost savings of almost £47m – roughly £130,000 per company – from those environmental initiatives. If ever there was an incentive for going green, that surely is it.

Company engagement with the Government-based social enterprise is divided almost equally between public and private organisations, with 46% of fleets in the public sector and 53% private (1% are 'third sector', typically charities).

Combined, they operate 323,000 vehicles. The average of almost 900 vehicles per fleet is a little

misleading – EST works with business running just two or three vehicles to those in the thousands.

The savings mainly come from reducing fuel consumption, through eco-driving training, journey management planning, routing/scheduling and adopting low emission vehicles.

Note the emphasis on 'low emission'; EST is not an electric vehicle (EV) evangelist; it recognises that efficient diesel has as big a role to play on some fleets as electric and hybrid, though it naturally defers to zero emissions technology wherever possible.

Nevertheless, a key part of its consultancy work is matching the best vehicle to each person or job role.

The figures are unquestionably impressive. However, 360 companies is a mere drop in the ocean of the tens, nay hundreds, of thousands of businesses running vehicles.

New man at the helm Matt Eastwood recognises the need to broaden engagement with more fleet operators.

Eastwood has been at EST for three years.

Until his appointment as UK head of transport in July 2018, he was in charge of the Scottish operation. When he took over there, it was employing five people with revenues of £7m. Now it employs 18 and turns over £32m.

"We expanded into new areas and we leveraged our core expertise regarding managing grants and loans. We also expanded our support for infrastructure," Eastwood says.

"We launched the bus retrofit programme and went into loans for e-bikes and e-cargo bikes."

He hopes to have a similar impact on the rest of the Energy Saving Trust operation.

EST is best known in fleet for providing advice and support, in particular the Government-subsidised fuel-efficient driver training courses. More recently, it has broadened its interests into the roll-out of the EV charging infrastructure, working with the Office of Low Emission Vehicles (OLEV) in England and Transport Scotland north of the border.

The core mission remains the same as it did when EST was formed in 1992: to help individual businesses and organisations to save energy

and fuel every day, supporting Government policy on carbon reduction and its central transport policy.

"It's helping fleets to identify the most efficient vehicles, driving them as efficiently as possible and using them less where possible," he says.

Last year saw two key milestones that will support EST's work: the publication of the Government's Road to Zero strategy and the Zero Emission Vehicles Summit in Birmingham.

"It's a step in the journey, but it feels like ULEVs (ultra-low emission vehicles) are becoming mainstream," Eastwood says. "There is still not the range of vehicles, but we know from manufacturers that in 2019 and 2020 there will be a lot more models that are cost competitive and with extended ranges."

"Our role is to help fleets identify those opportunities, looking at their fleet replacement cycles and how they can replace existing ICE (internal combustion engine) vehicles with EVs."

A new consultancy project might consist of an initial report with some quick wins, but it's vital for EST to provide ongoing support by visiting

“WE KNOW FROM MANUFACTURERS THAT IN 2019 AND 2020 THERE WILL BE A LOT MORE (ULEV) MODELS THAT ARE COST COMPETITIVE AND WITH EXTENDED RANGES”

MATT EASTWOOD, ENERGY SAVING TRUST

the company every couple of years, not least due to ever-changing legislation and technology.

"It's rare that fleets will take on every recommendation and there are some that don't take on any," says Eastwood. "But most take on some and a large proportion take on most. They have to do what's best for their business. Our role is to enable them to make informed decisions."

Red flags range from a company having different priorities at that time to the recommendations being too challenging. "On paper, it might be the best decision, but it might be too difficult or there might be too much resistance within the business," Eastwood adds.

While consultancy is EST's bread and butter, the route to the full blown service can come through many means. Often it's the driver training, subsidised to the tune of £25 per driver – sufficient for a 45-minute session. It includes an observation drive, feedback and a second drive under instruction to implement the tips, such as anticipation and gentle acceleration and braking.

EST works with 40 driver training companies in England and 14 in Scotland and has delivered training to more than 65,000 drivers.

"Drivers can undertake one course per year. There is a short- and long-term impact of training so we recommend revisiting driver behaviour once a year to keep it in their minds," Eastwood says. "We also train driver trainers for some fleets and work with industry stakeholders to promote best practice."

EST also offers subsidies for EV-specific driver training. During 2017/18, it trained 271. Eastwood describes that as "modest, but we expect to see significant growth in 2019".

As to the future for the company car and the likelihood of new mobility solutions offering a viable alternative, Eastwood believes they won't gain a foothold until there is a seamless payment system or aggregator which incorporates all forms of transport.

He's seen it elsewhere, recounting the time he travelled to an airport in Sweden via bus, train and coach all on one ticket purchased on his phone with three different service providers.

"Once you can do this in the UK, then it will make a difference," he says. "But we still rely on traditional transport options and the car is still key for many companies and people."

FREE ADVICE FOR FLEETS

Companies have nothing to lose by undertaking an initial Green Fleet or ULEV consultancy with Energy Saving Trust – they are completely free.

The initial conversation will look at the type and amount of data the fleet collects and how the fleet is managed. However, even this step can be a challenge, according to Matt Eastwood.

"If they don't collect, record and report data, we have to work with them to get it," he explains. "It used to be a big issue, but it's less so now."

Data includes vehicle usage, types of journey, both individual and annually, usage patterns, fleet composition and grey fleet. From that, EST can identify under-utilised vehicles, the mileage and type of work each vehicle does, the ideal type and size of vehicle required and capacity needs.

Outcomes include replacing existing vehicles with more efficient diesels or ultra-low emission vehicles.

"A fleet can either say 'this is how we operate and we want vehicles that fit those patterns', or 'this is how we will operate our services to fit ULEVs'," says Eastwood. "Most take the former approach."

He adds: "We then profile the fleet versus the options available and make our recommendations, outlining the savings possible by introducing those measures."

The report could suggest driver training, introducing telematics or switching diesel for electric.

The initial meeting can take 60-90 minutes, while the final report can take up to three months to prepare, dependent on the size and complexities of the fleet.

EST usually looks at timescales that fit the fleet's replacement cycles.



WINNER: ROYAL MAIL

FLEET SIZE
4,500 cars, 41,500 vans, 6,000 trucks
FUNDING METHOD
lease and outright purchase
OPERATING CYCLE
cars – four years; vans – 10 years

Head of fleet operations Debbie Rivers and road safety manager Mark Bromhall have a combined 33 years of service with Royal Mail

‘We cut collisions and saved £1.5 million in claims costs last year’

Royal Mail has a giant fleet so introducing safety measures takes a lot of doing. *Stephen Briers* reports on its successes

Its red fleet is ubiquitous and instantly recognisable. Travelling down every road, delivering letters and parcels to 29 million addressees six days a week, Royal Mail operates the UK’s largest fleet in every sense: the most trucks, the most vans, the most mileage, the most drivers. The level of complexity that comes with introducing policy changes and new initiatives to 46,000 vehicles and 90,000 drivers is unique and challenging, not least during the Christmas period when the numbers swell by an additional 6,500 vehicles and 21,000 staff. Yet, the organisation has some of the most

advanced processes around for safety and cost efficiency, and it is constantly investigating new ways to improve its fleet performance. Safety is a priority. While the memory of a red blur hustling down the local high street may not have been completely erased from the public’s mind, in reality Royal Mail’s wide-ranging driver behaviour policies supported by an ongoing roll-out of telematics have created a safe and considerate fleet. Road safety manager Mark Bromhall is responsible for driving down incidents and managing risk. A former insurance employee, he joined Royal Mail 11 years ago, initially to

manage its claims centres. He moved to his current role three years ago. “On claims, you deal with everything that has gone wrong, so to get the opportunity to try to stop that happening in the first place is very worthwhile,” Bromhall says. While Bromhall has completed his first decade at Royal Mail, head of fleet operations Debbie Rivers has notched up her 22nd year, having joined from university. A former workshop and regional manager, she moved to her current role six months ago and is responsible for cost initiatives, utilisation/efficiency and supporting the driver safety programmes.

Fleet News: Could you outline your approach to road safety and when the current policy started to take shape?
Mark Bromhall: We target ourselves on reducing RTCs (road traffic collisions) year-on-year and we are in our third year of achieving this. Every manager is directly affected (through annual bonuses) by whether we achieve our RTCs targets – that was a massive step to changing their buy-in. We have a suite of operational road risk standards including recruitment, how we buy the vehicle and what we do on the road. Four years ago we introduced a new driver training programme. We went from having lots of regional partners to one provider and from 120 courses to

just three, which gives us greater consistency. We put in place a minimum driver standard which we assess against, but our focus isn’t to fail people, it’s to improve them. Drivers have an initial assessment and the instructor will coach them before giving them a final assessment. They spend more than two hours on the road so fewer than 2% fail to make the grade.

FN: How do you follow up RTCs?
MB: Investigations have been a big focus to ensure it doesn’t happen again – managers are required to investigate all RTCs. We’ve gone from following up just 7% of fault RTCs with training to nearly 50%. We encourage the use of training, but don’t mandate what the intervention should be as we need managers to take responsibility. People don’t go out to have an RTC; we have to understand why it happened and put in a solution to address it. You can’t be prescriptive. We look at telematics scores, any witnesses and the root cause analysis to find out the real cause. If it results in on-road training, it’s usually not about the skills, it’s about the behaviour.

FN: What reductions in RTC have you achieved?
MB: Last year, we reduced by 9.1%, equivalent to 750 fewer accidents. The year before that we reduced by 12% and so far this year we are down 5%. That’s around 2,500 fewer collisions over a three-year period, saving us £1.5 million in claims costs last year alone, not to mention the cost of repairs and time off work.

FN: Has taking on electric vehicles (Royal Mail has more than 100 EVs) caused any safety concerns?
MB: We have looked at the risks, such as quiet running, regenerative braking, flood water, range and charging and we have put in a new four-hour induction course for EVs. So far, we’ve not had any RTCs in our EVs (*touches wood*).
Debbie Rivers: Charging and range anxiety hasn’t been an issue. We found that the EVs don’t require charging every day. We put them on routes of a maximum of 60 miles a day so they only require charging every two days. Now we have proven the case, we are starting to put them on longer routes.

FN: How does your risk management policy feed into Royal Mail’s recruitment policy?
MB: In a driver’s first year with us, they have a 30% higher collision frequency rate compared to existing drivers. So we have developed a risk assessment system to funnel down who we should select. The assessments introduce driving elements, such as the Highway Code and hazard perception. A question and answer story takes them down different paths dependent on their answers and three best scoring applicants are selected for the shortlist. We are currently trialling the programme and targeting deployment in July 2019. The business case for investment is to turn that 30% negative into a positive, so we recruit drivers who are better than our existing drivers. We recruit 5,000 people a year and we have, on average, 85 applicants per role, so it’s a major project.

FN: How do you use telematics data to support your safety targets?
MB: Telematics in vans is approaching two-thirds of the fleet and drivers get live feedback with audio and traffic lights. All our HGVs have telematics, and we have almost 100 advanced driver coaches who have access to the data to help identify the drivers that need support.
DR: We are very supportive of telematics. We train managers to use the data so they can improve their drivers’ performance.
MB: We are also looking at forward-facing cameras. We have fitted them to 20 vans for a six-month trial. While we’ve seen no difference in RTCs, where there has been one, the camera has supported the investigation, especially with accidents that were not our fault. We also saw an improvement in telematics scores and fuel efficiency. We are now expanding the trial.

FN: How did drivers react to the ban on the use of mobile phones, including hands-free?
MB: This happened in July for all vehicles, including cars. Most vans and HGVs don’t have the technology but where it really makes a difference is with the culture. It also affects managers and that sends a strong message to all drivers that we are serious about road safety. The communications was huge, with briefings, emails, WhatsApp, the use of films, our staff magazine and executive support. Educating everyone about the issue by using stats on the impact of phone usage won hearts and minds. The key was to keep it brief; use the same message through different mediums – that’s more effective than a large briefing session.



JUDGES COMMENTS
Royal Mail faces a unique set of challenges and has developed a range of initiatives that tackle and improve every area of its fleet. It recognises that, as a commercial operation, it now needs to take a commercial approach with its workshops and empty legs programmes, but this is within a wider future strategy that is focused on finding the best solutions to every challenge. An amazing fleet, said the judges.

“PEOPLE DON’T GO OUT TO HAVE AN RTC; WE HAVE TO UNDERSTAND WHY IT HAPPENED AND PUT IN A SOLUTION TO ADDRESS IT”

MARK BROMHALL, ROYAL MAIL



Success spells happiness for the team from Royal Mail after picking up a Fleet News Award

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MAXIMISE EFFICIENCY, COMPLIANCE AND SAFETY

Andrew Don looks at how software
can improve a fleet operation
and how it may evolve
in the future

Remember the days of fax machines, typewriters and word processors, when data analysis relied on brainpower? Fleet managers today rely more on byte-generated intelligence.

Today's software offers organisations benefits stretching far beyond the limitations of those first packages that arrived with the inception of the digital age.

Gone are the days of what Chris Black, commercial director at vehicle leasing company LeasePlan UK, calls "static, two-dimensional data with basic functionality".

Packages today provide instant, or real-time, added value which can help drive strategy.

"Historically, fleet data was limited and could only provide answers linked to what was logged on the system," says Black. "Now, however, it's far more advanced and can provide a more comprehensive picture of how a fleet is performing."

It can even make recommendations based on the data it has access to, such as identify who drives well and who does not, to give fleet

managers "a more holistic view" of the their fleets' status, he adds.

This has three main benefits: safety, sustainability and compliance. It gives fleet managers a wealth of information at their fingertips and they can use this information to drive their decision making.

The application of such insight helps cut costs because problems are identified earlier and downtime can be managed far more effectively because of proactive servicing.

Black says defects that have the potential to cause significant problems can be identified virtually instantaneously, reducing the likelihood of them becoming bigger problems and causing vehicles to be off the road for longer.

Here we look at how software can help a fleet, and what is in store in the future.

BETTER, MORE MANAGEABLE DATA

Marcus Bray, head of sales at fleet management company Fleet Service Great Britain (FSGGB), says that many fleet management companies have historically provided customers with a service that generated reams of paper-based reports to justify their actions.

Fleet managers would then, "if they could be bothered", be tasked with analysing the reports to find anomalies – rogue vehicles and rogue drivers.

Peter Golding, managing director of FleetCheck, which provides fleet management and vehicle tracking programmes, says the evolution of software in recent years has "very much been driven by availability of more and better quality data".

There are now a far greater number of integration options from a wider choice of suppliers, partners and business users, all of which can be imported into the system to provide really detailed analysis in almost every area of the fleet.

"The best software today helps fleet managers configure that data into formats and reports that allow them to write, measure and meet their strategic aims," he adds.

It is all about providing a better insight, control and understanding over the fleet's entire operation.

Good fleet software can now be used to efficiently handle all core operations in a largely automated manner, which can potentially free up time for the fleet manager to spend on other issues.

"We believe that today, this is really what fleet software is all about – enabling the fleet decision-maker to configure the system in such a way that it takes care of fleet fundamentals within carefully chosen parameters," says Golding.

EASE OF USE

Major strides forward have been made in ensuring the latest software is relatively easy to use.

Chevin Fleet Solutions managing director Ashley Sowerby says the reduction of manual data entry, easy integration with a wide selection of related software and ease of use have been big advances. His company recently launched FleetWave Forms that allow organisations to build their own customer data collection app.

Employee company car selection is an example, he says, of the latest innovations – offering a graphical vehicle builder tool and software that calculates the best lease price and management of the benefit-in-kind tax in the background.

The number of mobility functions such as pool vehicle booking systems has increased, and easier to use technician tools have been created for use in the workshop or out in the field.

"Since these tools are easy to use, little training is required which increases user acceptability," says Sowerby.

ROI

Martin Evans, managing director of Jaama, says the return on investment (ROI) of comprehensive software deployment falls into financial and non-financial categories.

"Utilising technology to bring operational efficiencies typically requires investment. Fleet managers must understand what they need and quantify the benefits within their business case to obtain budget approval," he says.

"Successful business cases will typically be along the lines of potential efficiency improvements in addition to making their processes more robust from audit and compliance perspectives."

Fleet managers can quantify the amount of administration time they will save, for example, as well as the ability to deliver huge operating cost savings through efficient management of their fleet and grey fleet and the associated duty-of-care obligations against the investment required for a new system.

The other part, which is more difficult to quantify, says Evans, is the potential costs of being legally non-compliant around areas such as licence checking, general vehicle compliance, and recording driver CPC (Certificate of Professional Competence) details.

"Not only is compliance critical from a legislative perspective, but it is also crucial in respect of corporate image and a company's ongoing focus on cost reduction," he says.

"It is also vital that companies are able to demonstrate to customers that their fleet is as safe and compliant as is possible. Ideally, that objective should be shown to be achieved by all data being stored in one location so it is easy to access along with a complete detailed audit trail. So the ROI falls into financial and non-financial categories."

BENEFITS

Evans says benefits for the majority of end-user fleet customers includes, for example, risk and duty-of-care management along with legal compliance.

It provides the optimum time to dispose of vehicles before they become too expensive to maintain.

Software identifies high-cost or 'rogue' vehicles and high-cost or rogue drivers. It also identifies fuel savings, and maximising fleet utilisation will avoid hiring when you have spare vehicles.

SMARTPHONES AND PDAs

Smartphones are being used to link with fleet software in numerous ways.

"It is an exciting area that we believe will develop more in the future," Golding says. "The most useful are those that allow drivers to record information such as mileage and other aspects of vehicle use, and those that enhance safety."

He believes the most useful safety software allows drivers to carry out and report the regular safety checks required under employers' duty of care.

"These can then have a definite and positive impact on both attitudes to fleet safety and the processes used, especially when it comes to commercial vehicles," he says.

Features offered by some of the latest smartphone apps include:

- Interactive notifications, prompts, reminders and alerts
- The ability to arrange bookings for service, maintenance and repair, including tyres
- Facility to report incidents or breakdowns using GPS-enabled location services
- Uploading of images to capture incidents and vehicle condition
- Real-time updating of vehicle mileage
- Multiple vehicle management options
- Bespoke check-sheet for vehicle condition reporting

Evans says smartphones and driver personal digital assistants (PDAs) are a good route for enabling driver 'self-service' with the constant need for fleets to do more with less resource.

"Driver app data gives real-time information on both vehicles and drivers which means fleets can be more dynamic and take immediate remedial action."

Driver behaviour apps are also available which give drivers instant feedback and advice.

“SINCE THESE TOOLS ARE EASY TO USE, LITTLE TRAINING IS REQUIRED WHICH INCREASES USER ACCEPTABILITY”

ASHLEY SOWERBY, CHEVIN

SPONSOR'S COMMENT

By Martin Evans, managing director, Jaama



Fleet management software should act as the hub of a wheel with the spokes being the data feeds that connect with information from numerous disparate sources.

Effectively collecting data from multiple sources enables fleet decision-makers to obtain a holistic view of all vehicles, drivers and journeys and ensures that they make informed strategic decisions.

Add in the use of smartphones, driver PDAs and apps that give the ability for drivers to 'self-serve' in terms of providing data means the availability and volume of real-time information to fleet decision-makers is unprecedented.

The key is for fleet decision-makers not to be burdened by the overflow of information, but to ensure their fleet management software provides meaningful information.

Good fleet management software should highlight areas that require scrutiny and provide the ability for users to drill down and quickly understand any operational inefficiencies or compliance irregularities. Having quality information at its fingertips enables a business to reap dividends by acting quickly and making fully-informed strategic decisions.

Furthermore, with the arrival of the 'connected car', the availability of data will carry on growing exponentially, making a sophisticated, modern, online fleet management software system essential.

It is therefore imperative that a fleet's chosen software provider is fully focused on continuous product development and functionality improvements.

Automation and integration significantly reduces operating costs through having less manual intervention-driven processes. In turn, the information available on every facet of fleet and driver performance has never been more detailed or more accurate.

Consequently, the technology revolution we are witnessing enables fleet decision-makers to be more strategic than ever. The result is that industry-leading fleet management software will underpin what should be unprecedented levels of operational efficiency.

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THE FUTURE

Software is only going to become more intelligent, which bodes well for fleet managers being able to drive efficiencies and cost savings, says LeasePlan UK's Chris Black.

"I fully expect AI [artificial intelligence] to become integrated into systems which will only increase functionality. While fleet management software is improving user experience, it still relies heavily on people," he adds.

AI should be able to deliver a seamless 'concierge' service, which, he says, his company has started to provide with UpTime Live – an app that enables proactive fleet management thanks to telematics such as fault code analysis.

The app alerts fleet managers to possible issues. It signals when an affected vehicle is close to an approved maintenance workshop so vehicle downtime can be minimised as problems can be fixed "near-instantly", minimising not only the repair time but the cost, too.

"As time goes on I also expect the implementation of tools that predict driver behaviour to evolve, with the potential to further enhance forecasts of how a drive or fleet will behave – similar to risk profiling but more intelligent," Black says.

He gives the example of a driver speeding at 3am on a quiet street. Even though this may be less risky than at busier times of the day, the purpose of

such an application was to eradicate such risky behaviour in the first place.

"Encouraging drivers to be more safety conscious will not only reduce the number of accidents, but cost and downtime, too."

Black says to truly enter the age of the connected vehicle, manufacturers must start releasing more vehicle data.

"While this is starting to happen, having access to this data would really help the businesses managing those vehicles as it would provide a full picture of how the vehicle is being driven," he adds.

Once ownership and the use of vehicle data is unlocked then the profiles of vehicles will be enhanced significantly.

"It will enable the transition from traditional vehicle management systems to enhanced mobility solutions that optimise how the vehicle can be used, make it simpler to use it and enhance convenience while being flexible to accommodate individual demands."

The best data comes from the vehicle itself, says Black, so to provide the best provision, fleet operators need access.

FleetCheck's Golding believes the industry will see more of the same in terms of software development in the short term, but with more – and higher – quality data imported into the system, enabling fleet managers to make better, more informed decisions.

Further into the future, Golding believes we will start to see software increasingly suggest courses of action to managers based on the data that is being recorded.



Having immediate access to a wide range of data through a fleet management software system has helped VPS Group improve processes and efficiencies.

The company, which provides protection of people, property and assets on a temporary or emergency basis, does not use in-house software, but instead logs into its fleet management partner's system remotely through a customer portal.

"The portal holds all our vehicle data along with our driver information," says Steve Mulvaney, head of fleet at VPS Group, which has 570 vans. "I use it to run reports around costs, service and vehicle off-road time – I can see all the data I need at the touch of a button."

The data is driving savings on the VPS Group fleet with vehicle performance insights informing actions that bring down costs.

Driver performance data comes from a variety of sources including telematics, details of any fines and collision history. This allows Mulvaney to identify any issues and take targeted interventions if needed.

The fleet management software system also takes information directly from a VPS Group driver phone app.

This includes data from a daily walk-round van check to ensure compliance, while the app also provides interactive notifications to drivers, as well as giving them the ability to book appointments such as services and tyre repairs.

DOES YOUR POLICY MEASURE UP AGAINST OTHER FLEETS?

This is the first in a series of benchmarking articles in association with DfBB. By *Simon Turner*

Improving how we do anything can be difficult without appropriate inspiration and guidance. Whether we're trying to progress our fitness and skills to be better at sport, learning to play a musical instrument, or impressing the family with our culinary abilities, we all need help to understand where we need to improve.

Inspiration is important because it opens our minds to what is possible – we yearn to perform at the same level as those who have so impressed us with their commitment and their success. Guidance is then essential because, if we want to emulate them, we need to know how they did it so we can replicate their journey.

While on that journey, we need to constantly check our progress to keep us on track and see how our efforts compare. We all constantly do this in many small ways.

This is the essence of benchmarking – the process of comparing our performance with that of others to see where we stand. And we can use it to improve how we manage our fleets.

Are we performing well and satisfied with where we are currently? Are we about average? Or do we lag behind and need to make improvements to catch up with our peers?

In fleet safety and risk management it can be

especially helpful. We constantly hear stories of how some companies have reduced incident rates and others have improved fuel efficiency, and that those applying best practice can demonstrate massive reductions in operating costs as a result.

Running a fleet can be one of the most expensive operational costs in a business so the possibility of such savings can have a material effect on the company's performance overall.

THE BEST PERFORMERS

So what are the companies with the biggest gains doing better than anyone else? What do their policies look like? How are they managing drivers and vehicles to bring down operational costs?

This is the first article in a series we will run throughout 2019 to help fleets benchmark against others so they can improve performance.

To start, we're going to look at broad levels of risk management and where the average company sits.

A good place to kick-off is the Driving for Better Business online fleet risk assessment. It is free to complete and you'll get a comprehensive report at the end to show how your answers compare with the averages of around 500 other fleets that have already completed it.

If you employ five or more people, under the Management of Health and Safety at Work Regulations 1999 you are required to make written risk

assessments of how your business activities could impact employees and others.

The Health and Safety Executive (HSE) is clear that this legislation extends to work-related driving, as cars and vans used for business are considered to be an extension of the workplace. Even if you employ fewer than five you still have a legal duty of care to ensure your firm's driving activities don't put drivers or other road users at risk.

Developed in conjunction with FleetCheck and the Freight Transport Association (FTA) Van Excellence programme, it is ideal for fleets that are largely focused on company cars, grey fleet and light commercial vehicles.

Some of the questions are based around legal compliance and use the HSE's guidance on Driving for Work as the basis for what all companies should be doing as a minimum.

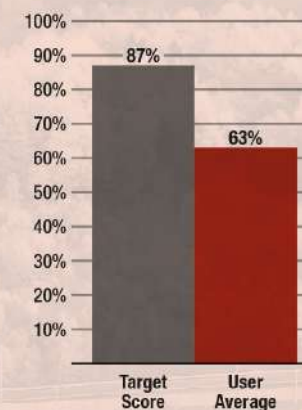
WHAT IS GOOD PRACTICE?

Then there are questions around good practice that, while they may not be legal requirements, are policies or activities that many successful fleets rely on to deliver a high level of performance and risk management. The beauty is that you don't need to score 100% to demonstrate compliance, but the gaps highlight the types of activity the best-run fleets will be implementing.

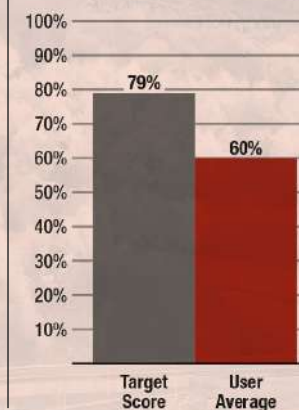
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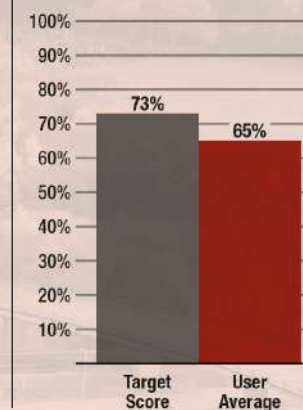
FLEET POLICIES AND PROCESSES



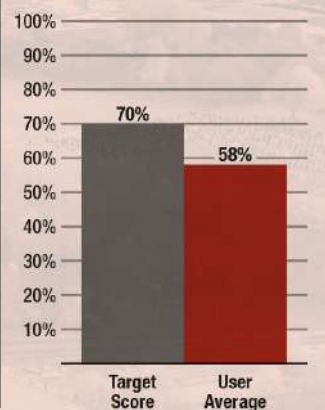
DRIVER RISK MANAGEMENT



VEHICLE RISK MANAGEMENT



JOURNEY RISK MANAGEMENT



WE CONSTANTLY HEAR STORIES OF HOW SOME COMPANIES HAVE REDUCED INCIDENT RATES AND OTHER HAVE IMPROVED FUEL EFFICIENCIES

FEBRUARY
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to build a picture of your fleet, looking at the operational policies and processes you have in place. For a company to be meeting its legal obligations on risk management, it should be scoring around 85-90% in this section. Yet the average score is just 64% suggesting that many are not managing fleet risk as well as they need to.

Two of these important questions relate to recording fleet activity and monitoring driver performance. As this issue of *Fleet News* is focusing on software (see pages 43-47) it would be prudent to ensure the capabilities and benefits of these systems are fully understood as they can contribute enormously to any improvements you might want or need to make.

Fleet managers need to have a robust way of identifying trends – especially ones that indicate rising costs or accident rates – and then tracking the effectiveness of any corrective action. If it isn't measured, it can't be improved.

A key element of this section relates to the company's Driving for Work policy and what rules it sets out for drivers. This can be a common anxiety for directors and fleet managers who want to know if their policy is up to scratch and what a good policy looks like.

The Driving for Better Business website contains example policies and driver handbooks from some of our Business Champions such as

Arval, McLaren Automotive, Amey and Gateshead Council. This allows you to see how others deal with similar issues and use them to improve your own.

Fleet software is also vital to help cut the time and resource needed to keep on top of the issues in the three remaining sections.

MANAGING DRIVERS

In the section on managing drivers, the focus is on ensuring you have all the information you need about the people you ask to drive on your behalf, including their health and driving record and the level of risk they are exposed to. Again, we see the average score of 60% lagging somewhat behind what should be a minimum acceptable level of around 75-80%.

One common area where companies fall below required standards is the failure to keep adequate records of fleet activity and driver behaviour. This means the issue isn't being managed properly, directors aren't aware of the true business costs and worrying trends don't get identified and corrected.

Management of vehicles is another important subject as poor checking and maintenance regimes can significantly increase both the costs to the business and the risk that one of your vehicles could be at the centre of a serious crash.

The average user score here is 66% and is much closer to the required level of around 70-75% but this leaves a lot of room for fleet managers to pursue good practice and see some significant benefits they wouldn't otherwise achieve.

The last section – assessing the risk associated with journeys – highlights the lowest average user score at 58%. However, as with vehicles, fleets should be aiming to hit 70-75% here so there are a lot of businesses not reaching the level of journey risk management they really should be achieving.

Overall this means fleets are, on average, achieving an overall score of 62% when they should really be hitting 75-80%.

In future articles, we will look at some of the common gaps from each section in more detail, including examples of how some of our Driving for Better Business champions have dealt with these challenges.

Simon Turner is the business campaign manager at Driving for Better Business.
www.drivingforbetterbusiness.com

■ To find out where you sit with regard to fleet risk management and for advice and guidance on the main issues you should be addressing, visit www.fleetriskcheck.co.uk

Planning for ULEV & PHEV ADOPTION

The first in a monthly series of features looking at fleet skills and education in partnership with ICFM. By *Paul Hollick*

The number one question fleets are asking is how they can best introduce electric vehicles (EVs).

It seems only a short time ago that a fleet manager would have been told by their business to adopt EVs as soon as possible, take the lowest cost option they could find, but do not worry too much about actually using these vehicles – make the business look good and ahead of the rest.

Many companies would have a couple of EVs, one charging point at the office and little else. It was all about brand perception, a PR exercise by an early adopter.

In 2019, life has fundamentally changed. A fleet manager, when starting this journey into reducing corporate carbon, embracing ultra-low emitting

vehicles (ULEVs) and driving change, has only one start point: a mechanism to understand their fleet and its electric capability, i.e. how to maximise electric powertrains in their fleet.

Data collection is essential to develop a full strategy that delivers results. The good news is most of this, especially the important elements, should be easy to obtain and freely available.

So, what types of data should be collected to support fleet policy?

In our view, best practice consists of:

1. TRIPS – BUSINESS, COMMUTING AND MAGNITUDE OF PRIVATE MILEAGE

This is fundamental. Having an understanding of commute distances and business trips give you the ability to calculate which employees or job functions could go into either a plug-in hybrid

(PHEV) or, preferably, a pure electric vehicle. By doing this exercise across your fleet, you have then calculated the electrification potential – i.e. how many vehicles based on business and commute usage could go into alternative lower carbon powertrains.

2. USAGE – WHY AM I USING VEHICLES IN MY FLEET (PERK V NEED)?

Having a detailed understanding of why vehicles are being used within your organisation is important. Splitting these between the workhorses of the business and those that are given to employees as a perk of their job then gives you the characteristics of the fleet.

The lowest carbon mile is the one never driven, so thought can be given here in the two (or more) separate segments about how to drive down distances travelled.

3. ASSET DEPLOYMENT – WHAT ASSETS DO I HAVE AND WHERE ARE THEY?

Asset numbers and location are also important to have a grip of. An understanding of where vehicles are stored overnight will help to work out how vehicles can be charged to ensure optimal usage – of course this can be in the depot or office, at home or on the electric highway (with the UK charge point infrastructure).

Knowing this helps to ensure the deployment will work and the vehicles can be adequately charged. The breaks in usage of the vehicle are also an element of useful information as these can be used to review if a charge can happen in time before another journey is required.

4. EMPLOYEE UNDERSTANDING – WHERE DO THEY LIVE? IS AN EV VIABLE FOR THEM?

An understanding of rural versus urban usage is important. Differing strategies will need to be deployed for an employee who lives in London compared with one who lives in a rural setting.

Of course, so is whether the employee can charge the vehicle at home – can you support them with their home charging needs but also do they have a driveway to be able to deploy a home charging unit?

This is simple data collection, but reviewing these elements will help support a business case about how any ULEV deployment could work and the potential (numbers) it could impact.

Of course, a fleet manager also needs to be aware of the human element and the company culture – if the company is actually keen on deploying this type of shift within its business. Most will be, but do not take this for granted as a cost-saving agenda and adoption of EVs does not always go hand-in-hand at the outset, so also check the wholelife cost calculations.

In truth, the best a fleet can presently do is push for a blended powertrain strategy. It would need a unique set of circumstances for a fleet to be capable of moving to 100% electric straight away.

Within the planning, it is important to remember that diesel and petrol are not the enemy and the internal combustion engine vehicles will continue to be important within the spine of the fleet for many years. However, you need to start a journey of change now with EVs and the adoption of electrification, or risk being left behind.

■ Paul Hollick is chairman of ICFM

ICFM TRAINING & EDUCATION DIARY FOR 2019

Date	Event	Location
5 February	M3 Acquisition & Law	SG Fleet, Solihull
6 February	M3 Acquisition & Law	SG Fleet, Solihull
7 February	M3 Acquisition & Law	SG Fleet, Solihull
26 February	M2 Admin & Finance	Jaama, Tamworth
27 February	M2 Admin & Finance	Jaama, Tamworth
28 February	M2 Admin & Finance	Jaama, Tamworth
5 March	D3 Diploma Acquisition & Disposal	YAS, Wakefield
6 March	D3 Diploma Acquisition & Disposal	YAS, Wakefield
7 March	D2 Project Presentations	YAS, Wakefield
14 May	M3 Acquisition & Law	Jaama, Tamworth
15 May	M3 Acquisition & Law	Jaama, Tamworth
16 May	M3 Acquisition & Law	Jaama, Tamworth

ICFM runs a range of training courses, including introductory programmes and diplomas, both classroom-based and online. Its fast-track programme, supported by *Fleet News*, covers fleet relationships and admin, finance, acquisition and law, with modules run as one-day courses. By the end of the programme, trainees will be able to:

- Identify and apply principles and skills for effective fleet admin and management.
- Establish areas for improvement and development of existing policies to meet future efficient needs and legislative requirements.

Go to icfm.org for details. If booking a course, please mention *Fleet News*.



TOP TIPS FOR AN EV ACTION PLAN

01.

Work out the right vehicle per role per employee and then focus on optimising electric in the right areas. Use your data to discover the employees that could go into an EV based on the trips. Overlay this with the employee information to ensure they have the capability to charge the vehicle.

02.

Have a 'why not?' attitude to the project. Don't look for barriers and obstacles, instead look for opportunities and creative solutions to support adoption.

03.

Support and coach employees on the full product capabilities. Encourage employees to get on board and let them know they have your support if there are any challenges.

04.

Develop employee tools and services. Employees need to be aware of how the vehicles are required to work. Ensure they can charge the vehicles and they have other tools available, such as offering them charging cards to charge when away from home and the office.

05.

Get employees who are currently in petrol and diesel vehicles to trial a PHEV/EV. Touching the product can be really helpful for engagement and this can be easily done with the use of rental vehicles or having an EV pool vehicle at the office.

06.

Focus on home and office charging capabilities. Ensure the infrastructure that is in place can support your drivers adequately. If not, change it.

07.

Monitor the usage by employee, ensuring everything is on track and working well. When done badly, a PHEV is never charged and pure EVs are sat in car parks. When a full data-based EV project is deployed, all objectives should be achieved.

Successful risk management policies

Fleets operate a wide range of options when it comes to managing risk, from driver training to connected cameras



By Matt de Prez

Some of the risk management solutions that can bring benefits to a business were discussed at the latest *Fleet News* roundtable, sponsored by Hitachi Capital Vehicle Solutions. But, they require upfront investment and often 000a culture change within the company.

While most fleets already utilise telematics, the influx of camera-based systems has introduced a new wave of opportunities for operators to assess the training and development needs of drivers.

Significant cost savings can be achieved by getting risk management right, but fleet operators must also consider the wellbeing of the driver.

Fleet News: What are you doing to manage risk?

Gareth Wilsher, international fleet manager, AT&T Global Fleet Operations: We have a fairly low mileage fleet which helps reduce the risk, but we work with the IAM to do our driver assessments and development courses.

General annual risk assessments will then lead on to an array of further courses and even on-the-road work with an advanced driver if need be, clearly balancing cost with managing the risk.

We also have an independent accident management provider who we have introduced to IAM



1 Mark Benson,
business development
manager, Hitachi Capital
Vehicle Solutions

2 Paul Taylor,
fleet manager,
Morgan Sindall

3 Peter Bell,
senior category
manager, British Gas

4 Mandi Nichol,
fleet manager,
Schneider Electric

5 Sandra Holden,
company car and
business manager, TNT UK



and they are actually working together with other clients now. It's working well, we are getting some good data back on the profiles of our drivers. The trends are the key thing. You see some blips, but we are looking for continuation of trends and these are the people we want to focus on and take corrective action with.

Jonathan Brown, fleet and facilities executive manager, Princebuild: Our driver training starts on day one. We give a two-hour presentation and then take them out on the road where we talk about eco driving, space management and defensive driving.

When we see the drivers for their annual vehicle check we run through their telematics with them. I spend about half an hour with them running through the harsh braking and harsh acceleration.

We also do a monthly over speed report and write to the drivers to let them know if they've been speeding and could face disciplinary action. That has been really effective.

It generates a bit of competition between drivers. On a quarterly basis, I let them know where they rank [for overall driving].

Martin Edgecox, fleet project manager, Highways England: We've just begun a new trial with Masternaut. We decided not to use the 'traffic light' system as it could be a distraction.

We've previously used telemetry to terminate supply chain providers. We caught some of our vehicles speeding while being collected or delivered for maintenance.

We also use cameras. Our CCTV cameras are front- and rear-facing. We are talking about having them ANPR-linked (automatic number plate recognition) to help the police.

Peter Bell, senior category manager, British Gas: Mobile phone usage is banned in our fleet. It is gross misconduct for our employees. I leave my phone in the boot.

It does cause debate in our business. There is no question that

it will cost us productivity. The number of conference calls we have to make from motorway services costs time but our leadership team is really passionate about it.

Our guidance is to pull over and call the person back. Even our customer service centres will not take a call from someone who is clearly driving at the time of the call.

Has anyone quantified a risk management strategy?

Mandi Nicol, fleet manager, Schneider Electric: Our insurance came down by £39,000.

Peter Bell: We took a sample of drivers' telematics scores before and after installing a forward-facing camera. We have noticed a reduction in hit third party, but putting an absolute value on that is difficult because we also fitted our vehicles with autonomous emergency braking, which will also have a positive effect.

Jonathan Brown: Introducing a league table of driver performance dropped the fault accidents by 60%.

We have seen fuel savings. All our drivers use similar vehicles, so I talk to those that are getting worse mpg about how they can improve their driving to save fuel.

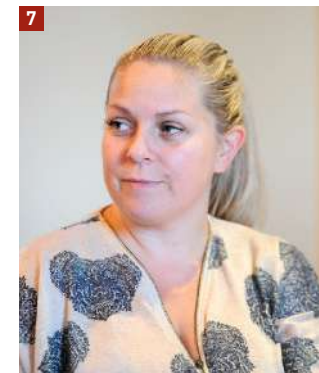
Adam Baillie, head of fleet, Comex 2000: Our savings have come from idling. We reduced fuel cost by £1.5m in the first year.

Should drivers be offered incentives for good driving?

Jonathan Brown: We don't use rewards. I have suggested we give some incentive, but it was declined.

I don't hit drivers with a stick. It's more dangle the carrot and work with them and create a bit of an education piece. When I try and explain the benefits, it's because, financially, fleet is an overhead of the business. Therefore, if they can help reduce that there could be other benefits for them.

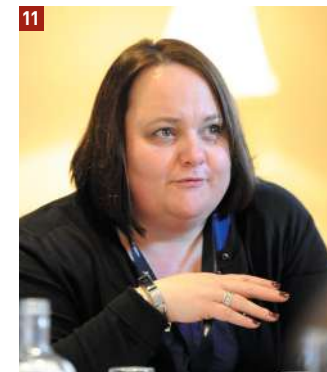
I think if we gave a reward to the top 10 it would be the same people



7 Maria Groves,
fleet and facilities supervisor,
Princebuild

8 David Armstrong,
business development
manager, Hitachi Capital
Vehicle Solutions

9 Gareth Wilsher,
international fleet manager,
AT&T Global Fleet Operations



10 Martin Edgecox,
fleet project manager,
Highways England

11 Jo Pavely,
procurement delivery partner,
Highways England

12 Adam Baillie,
head of fleet, Comex 2000

13 Paulo Larkman,
national fleet consultant,
Hitachi Capital Vehicle
Solutions

winning again and again.
Peter Bell: Supply chain and safety organisations are often keen to help out with things like this. We are just launching a driver of the year competition and have reached out, with good success, to our suppliers and partners. Throwing money at them isn't necessarily the right way but you do have to provide some incentive.

Adam Baillie: I agree with using league tables. We've never used any incentives, which is a bit unfortunate. We would like to see something introduced. Not rewarding drivers is pretty poor in the industry. How do you get the ones off the bottom?

Good driver management will improve your CO₂ and reduce fuel consumption, but if you save money no finance director will let you use that as an incentive.

Paul Taylor, fleet manager, Morgan Sindall: We focus on cost and safety, but how often do we focus on the wellbeing of the driver? The wellbeing of the driver could affect your costs, mpg and everything.

How do you manage grey fleet risk?

Paul Taylor: We treat them the same as a company car driver. They are issued with a company car handbook, they go onto the licence check system that also deals with insurance, MOT and age of vehicle. The vehicle has to fit in with parameters set by HR.

Jonathan Brown: We stipulate that vehicles have to be no more than four years old. It is relatively new to us but we manage it the same way as we do a company car.

You have to be careful with insurance. Sometimes we have to contact the insurer to confirm that the driver is covered for business use.

Mandi Nicol: Usually, if you point out the Corporate Manslaughter Act and what they are exposed to, the business responds better.

More fleet managers expecting to include mobility in their remit

Travel arrangements have traditionally fallen outside fleet, but roles are changing fast

By Matt de Prez

Fleet managers are expecting mobility to become an increasingly important part of their role as businesses look at new ways to move people while becoming more efficient and sustainable.

An influx of new services and solutions offer new ways to get people from A to B, including car clubs, flexible rental and ride-sharing services.

Managing the way staff travel outside of the company's fleet more commonly falls under the remit of different departments within a business or is outsourced to a travel management company.

Now, fleet managers feel that it's something they will have to take control of in the ever-changing landscape of fleet.

"There will be a lot of changes in how fleets are managed," said Gareth Wilsher, international fleet manager at AT&T Global Fleet Operations.

"The old role of the fleet manager checking off maintenance invoices is long gone. It has evolved. You have to be a master of tax, health and safety, and legal. You also have to be a friend to HR. It really is a broad spectrum, but that is changing again. We are seeing new trends in vehicle take-up.

"We are looking at mobility. As a

global company, our travel system is very large. At the moment it is outsourced. To try to link it to fleet and make it a mobility system is quite challenging. It's a jigsaw puzzle that we have to work on."

British Gas also currently relies on a large, outsourced travel programme but has a dedicated procurement manager for travel.

"We have been asked to look into the possible advantages of multi-skilling the fleet team to handle some of the travel, but we are yet to see whether there is a benefit of

fleet picking up some of that responsibility. It's definitely something I wouldn't want to rule out," said Peter Bell, senior category manager at British Gas.

At delivery firm TNT UK, all employee travel is managed in-house. The firm's company car and business manager Sandra Holden said: "If our employees aren't using a company car they tend to be using hire cars, pool cars or trains.

"As a business, we spend more than £1 million per year on travel. Two people have responsibility for travel and they have nothing to do with fleet or company cars."

Highways England has chosen a different model and uses rental in place of a company car scheme, so its employees only rent cars when they need them for business.

While this costs the business around half of its travel budget, the organisation has made savings by adopting car clubs – where a rental car is kept on or near a site and can be used when needed but only charged by the hour.

Jo Pavely, procurement delivery partner at Highways England, said: "We only have to spend a couple of days per month checking into the management reports. Everything else is handled by our supplier and employees book the cars using a web portal."

As companies begin to demand

more mobility solutions, leasing providers will be required to become more flexible in order to meet the needs of fleet operators.

"Leasing companies in the Netherlands could coordinate your travel for you 20 years ago," said Wilsher.

"We are starting to see more flexibility in leasing. When it comes to electrification, range anxiety is still an issue for a lot of drivers. What we need is the ability to provide an electric vehicle for 90% of the time but have the option to substitute it with a petrol or diesel car at certain times of the year."

Mobility in the Netherlands has evolved beyond a reliance on the car.

Journeys into towns can be pre-planned to use a car then complete the final leg on a fold-up bike kept in the boot.

Infrastructure is key.

"In the cities you are fine to use a solution like that. It's the outskirts where you have the problem with infrastructure," said Pavely.

Bell added: "The problem at the moment is there is no portal or central system where you can say 'I'm going from A to B' and it plots the best solution.

"There is so much human interaction involved, even a really good travel manager will struggle.

"Most people will just choose to go by car."



THERE WILL BE A LOT OF CHANGES IN HOW FLEETS ARE MANAGED

GARETH WILSHER, AT&T

Advertisement feature

HITACHI
Inspire the Next

Electric vehicles and sustainable travel options

As the Government increases pressure on businesses to use more sustainable travel options, the growth of electric vehicles (EVs) on company fleets is inevitable.

Companies must start to develop their fleet policies to encourage the uptake of EVs if they are to reduce emissions, save fuel and meet more stringent transport rules.

Some European countries, such as Norway, are already ahead of the UK when it comes to phasing internal combustion engine (ICE) vehicles out.

In the first half of 2018, European EV sales grew by 42% year-on-year and the number of plug-in vehicles on the streets of Europe surpassed a million.

Challenges of EV adoption

Many companies have a driver demographic that requires hundreds of miles to be driven per day for their roles. Considering the range of an EV can be as low as 80 miles on a single charge, this does create anxiety among fleet managers.

While there is growth in the number of public charging stations available, stopping to charge creates downtime for a vehicle and often affects the productivity of employees if they have to sit and wait for a charge.

A number of manufacturers claim their vehicles are capable of covering 150-200 miles but often this is in ideal conditions, with weight, temperature and driving style having a drastic effect.

Many drivers do not want to spend half an hour each evening planning where they will stop to get electricity on their travels the next day, much less so take the risk of being late to a meeting/appointment because there are no chargers available.

Rise of the PHEV

Many companies have favoured the plug-in hybrid electric vehicle (PHEV), which can provide certainty that drivers get to their destination while keeping their national insurance contributions (NICs) down.

This has been an attractive option for a company from an efficiency perspective and drivers from a financial aspect, due to the low reported CO₂ emissions giving tax breaks.



The problem is that often these vehicles are inefficient when used for higher mileages and often drivers don't plug them in at all.

The Government grant for most of these vehicles has now been dropped in a bid to increase the move to full EV.

Benefits of switching to an EV

Clean air zones (CAZs) and ultra-low emissions zones (ULEZs) are sprouting throughout the country, with some areas charging differing fees as a Toxicity charge.

Added to this is the rising cost of fuel and increasing pressures on businesses to promote a 'green' agenda.

Drivers face increased taxation, with uncertainty over future company car tax rates still to be resolved – making EVs a more attractive choice financially.

Added to this is the improved driveability and performance offered by an electric car.

Over the next 12 months there will be a significant rise in the number of EVs on the market. Manufacturers are beginning to offer affordable vehicles with a range of 280 miles and it's likely that 300 miles from a charge will become the norm within a couple of years – banishing range anxiety for most.

As residual values increase, the costs of operating EVs will become more attractive

than that of ICE-powered counterparts.

With as many as one in five people saying they want to switch to an EV in 2019, companies should brace themselves for an influx of requests and enquires.

Hitachi Capital Vehicle Solutions has extensive experience in company policy rebuild to maximise the financial and operational effectiveness of a fleet.

We can help you navigate the model ranges, understand the financial advantages and dispel any myths about operating an electric fleet.

The UK fleet market is a huge contributor of many manufacturers' registration targets and they will not want to lose out on sales.

Demand for EVs already outweighs supply, but the supply will increase soon and with that will come great benefits for company and driver alike.



For more information on how Hitachi Capital Vehicle Solutions supports fleets, please visit www.hitachicapitalvehiclesolutions.co.uk/insights and get in touch.

 **Hitachi Capital (UK) PLC**
Vehicle Solutions

SEAT TARRACO

New seven-seat flagship is Seat's third SUV launch in two years

By Tim Rose

Seat's fleet performance has improved in the past two years since it gained its first two SUVs – the Ateca and Arona. In February, the line-up will be complete with the all-new Tarraco.

Based on an extended MQB production platform, and built at VW Group's Wolfsburg plant in Germany alongside the Volkswagen Tiguan Allspace, Tarraco is Seat's largest SUV and has seven seats as standard in the UK.

Like most rivals in this sub-segment, Tarraco is aimed at drivers who'll only occasionally need to use the rearmost seats, so the Seat Alhambra, its MPV, will be protected. Seat says there is no intention for Tarraco to be its sole seven-seater.

Tarraco's arrival means Seat now has vehicles in 80% of the new car market's segments. It's an important flagship, and is the first model to adopt a new design language at the company, distinguished from older Seat models by a more prominent grille, sunken headlamps and a full width rear light. More will become evident in the

new Leon, which will be revealed at Geneva Motor Show in March.

There will be four-wheel drive models, offered only with 190PS 2.0-litre engines in petrol or diesel form. However, demand is predicted to be low.

Strongest demand is expected for models with front-wheel drive and 150PS engines, either a 2.0-litre diesel or 1.5-litre petrol, due to the better fuel efficiency and lower price. The 2.0 TDI 150PS can achieve 58mpg and 129g/km CO₂, and the 1.5 TSI 42.8mpg and 152g/km.

Company car tax will be around £150 per month for the 150PS diesel in fleet-friendly SE Technology trim. The Peugeot 5008 is around £20 per month cheaper due to its 109g/km CO₂ emissions.

Unlike the great-handling Ateca, Tarraco puts emphasis on comfort over sportiness. Seat has no plans to offer a high-performance Cupra Tarraco, unlike the Ateca, but an assertively-styled Tarraco FR may be added if demand is there. And the carmaker has confirmed it will launch a plug-in hybrid Tarraco in 2020, which will have an expected range of 30 miles in pure electric mode.

In 2018, Seat UK announced its 'easymove' strategy to simplify choice by making the most popular optional extras standard fit. For Tarraco, that means four trim levels at launch: SE, SE Technology, Xcellence and Xcellence Lux.

Metallic paint is part of the standard spec, along with three-zone climate control, rear parking sensors, Full Link smartphone integration, electric parking brake and 17-inch alloy wheels.

SE Technology adds sat-nav, tinted windows and 18-inch wheels.

Xcellence adds a wireless phone charger, adaptive cruise control, electric tailgate, rear view camera, 19-inch wheels and Alcantara upholstery, while Xcellence Lux adds more premium-car features such as leather upholstery, 20-inch wheels, a top view 360-degree parking camera and a winter pack with heated front and rear seats and headlight washers.

Tarraco is priced and equipped to compete strongly with segment rivals. To compare the Tarraco with rivals such as the Nissan X-Trail or Hyundai Santa-Fe, go to fleetnews.co.uk/cars/

FLEET PICK MODEL 2.0 TDI 150 SE TECHNOLOGY

SPECIFICATIONS	
P11D price	£30,555
BIK	30%
Class 1A NIC	£1,265
Annual VED	£205 then £140
RV (4yr/80k)	£10,525/34%
Fuel cost (ppm)	10.61
AFR (ppm)	12
Running cost (4yr/80k)	40.06
CO ₂ emissions (g/km)	129
Fuel efficiency (mpg)	57.8



Seat is now offering many popular extras as standard

RENAULT KADJAR



Spot the difference: restyled bumpers and a larger grille

Many of the changes are subtle as Kadjar gets a mid-life lift but they enhance its crossover segment standing

By Matt de Prez

Renault has implemented a range of discreet enhancements to the Kadjar for its mid-life facelift. Focusing on driver engagement, refinement and perceived quality, the new model represents an evolution of the car's core strengths.

The external updates are minimal and comprise re-styled bumpers, a larger grille and new LED taillights.

Inside, there's a new infotainment system and climate control unit, higher quality interior trims and more comfortable seats.

Following customer feedback, Renault has redesigned the window and mirror switches and added backlighting – something we felt was needed when we tested the original car.

The most prominent change is the introduction of an all-new 1.3-litre TCe petrol engine. It's available with 140PS and 160PS and is built in partnership with Daimler.

CO₂ emissions for the petrol model start at 131g/km for the TCe 160 with an automatic gearbox. Manual models emit from 134g/km.

The diesel engine has also been revised. It now produces 115PS (up by 5PS) and emits from 111g/km of CO₂.

It is worth noting that the same suite of engines features in the Nissan Qashqai but emit less CO₂.

Later this year, Renault will introduce a 150PS 1.7-litre diesel engine to the Kadjar, with the option of all-wheel drive.

The emissions and fuel consumption data for this engine are yet to be revealed.

All Kadjar models come with a high level of standard equipment, including seven-inch colour touchscreen, automatic climate control, rear parking sensors and 17-inch alloy wheels.

The revised range structure sees the introduction of entry-level Play trim, mid-range Iconic and range-topping GT Line. There is also a

special S-Edition version that features a panoramic sunroof and LED headlights.

Iconic versions are the predicted best-seller and feature sat-nav, keyless entry, reversing camera and lane departure warning. Prices start at £22,095, just £1,500 more than the Play.

The Kadjar certainly feels like a more grown-up car. During our test we were impressed by the quietness in the cabin and refinement of the new petrol engine.

While the controls are light, the car is still nimble enough to suit most people's needs and suffers very little body roll.

In certain seating positions, the giant door mirrors can hinder the driver's view at junctions and roundabouts, but do make manoeuvrability easier.

The infotainment system still feels dated in comparison to the system available in the Seat Ateca or Volkswagen Tiguan, although touchscreen response is better than in the old car.

While the Kadjar falls short of the Qashqai when it comes to efficiency, it does have a larger boot, more modern styling and higher levels of specification at comparative price points.

There is no shortage of choice in the crossover segment and the Kadjar still has what it takes to be a top contender.

KADJAR ICONIC
BLUE DCI 115



PRICE: £23,995



BOOT VOLUME:
472L



65.7MPG



113G/KM CO₂



TAX
ANNUAL BIK:
£1,295 (20%)



THINKING CAP

By Martin Ward, Cap HPI manufacturer relationships manager

This month I've been...

...considering what's in store for 2019

Most people believe 2019 is going to be tough for just about everyone and the motor industry will not escape a rough ride. This industry has gone through many tricky patches in the past. But it always comes out fighting and, no doubt, will again.

This will be the year of new electric vehicles, plug-ins and hybrids. EVs from a variety of manufacturers who are new to this market will be evident. Each will be trying to offer the best range as range and price will be key and the most important selling points. Let's see who outshines the competition.

...getting annoyed about WLTP

Who are these people? is a question we often ask ourselves and others – such as town planners putting up new houses and road planners who re-design roads (often badly) or who suddenly change motorway speed limits from 70mph to 60 or 40.

They can usually be found easily, but the question a lot of people are now asking is: 'Who are the people who came up with WLTP?'

I know a new, better and more accurate system is needed, but who are the people who decided to make it complicated and, in many cases, almost unworkable? I really would love to meet some of these people. They are no doubt working on some other forthcoming legislation that will make a lot of people's lives very difficult.

...asked about speed limits

I was asked recently about the reduction in speed limits on some roads and motorways, where air pollution is particularly bad, such as the M1 near Sheffield, where the speed is regularly down to 60mph. The question is: does this apply to electric vehicles as they do not emit any pollution? A truck giving out plenty of nasty stuff can still carry on at 56mph, but an EV has to cut its speed. An interesting question, but I guess it's 'one speed fits all', regardless of what fuel is powering it.

cap hpi

VOLKSWAGEN CRAFTER RWD

More manoeuvrable than front-wheel drive versions, but payload is 'not overly generous'

By John Lewis

Volkswagen has been steadily rolling out all the variations of its latest Crafter since its April 2017 UK Commercial Vehicle Show debut. Front-wheel drive (FWD) models appeared first and rear-wheel drive (RWD) has now emerged as VW continues its attempts to chip away at Mercedes-Benz Sprinter registrations. Crafter is also marketed as a 4x4, and an electric e-Crafter has been developed, but will not be available in right-hand drive until mid-2021. That seems rather too long for fleets to wait given that rival electric Renault Master is available now. Grossing at either 3.5- or 5.0-tonnes, and produced in van, chassis cab, and chassis double-cab guise, RWD Crafter is powered by a longitudinally-mounted 2.0-litre TDI diesel at 122PS, 140PS or 177PS. Customers can opt for either a six-speed manual or a superb eight-speed fully-automatic gearbox. Van payload capacities range from 1,006kg to 2,819kg while load volumes extend from 9.9cu m to a cavernous 18.4cu m.

FLEET PICK MODEL LWB TRENDLINE 2.0 TDI RWD	
SPECIFICATIONS	
OTR price	£33,460
Power/torque	140PS/340Nm
Payload	1,053kg
Gross vehicle weight	3,500kg
Load volume	17.4 cu m
Fuel cost	16.42ppm
SMR	3.86ppm
Running cost	52.76ppm
Combined fuel economy	36.2mpg



'Practical but unimaginative' is tester's verdict on the dashboard

Two trim levels are available – Startline and the more-upmarket Trendline – and can be supplemented by an optional £1,265 Business Pack that includes air conditioning, front and rear parking sensors and an alarm. Some of these items should really be included with Trendline specification given the vehicle's near £34,000 price tag. The manual 140PS Trendline RWD long-wheelbase high-roof CR35 3.5-tonne van we tested had the Business Pack plus a variety of other optional extras, including a rear-view camera and a Discover Media navigation system. The modest 300kg test load sitting over the back axle had no impact on its road performance, which featured strong acceleration through the gears and the ability to keep up with high-speed traffic with little effort. A slick gear change made it easy to get the best out of the engine and the suspension coped with the usual selection of patched and potholed UK road surfaces. Build quality is exemplary and rear-wheel drive made it just that little bit more manoeuvrable than front-wheel drive.

Combined fuel economy is 36.2mpg; in contrast, the FWD option is 37.2mpg. Another factor in the FWD's favour is payload – it's 250kg higher than the RWD, which is not overly-generous. However, if you need to tow, the RWD has greater capabilities – as long as you choose the 177PS engine. The 140PS we tested has the same three-tonne limit as the FWD model; however, the 177PS can tow 3.5 tonnes. VW treats safety as a high priority and Crafter is fitted with Crosswind Assist and Front Assist, including City Emergency Braking System. Drawbacks? In-cab noise levels were a touch too high and the designers need to take another look at the dashboard. While it is practical – important in a van – it is unimaginatively-styled. Crafter is covered by a three-year unlimited-mileage warranty while service intervals are set at a maximum two years/30,000 miles. A sensible, well-put-together package backed by a highly-proficient dealer network, the RWD Crafter is a worthy alternative to rival models, in particular from Ford and Mercedes-Benz.

PEUGEOT 508 SW

Well-designed 508 SW aims to occupy the middle ground in the estate car market

By Phil Huff

With the world converting to SUVs, it's something of a surprise when you hear Peugeot say that estate cars are experiencing increased demand as environmental concerns turn buyers back to more compact vehicles. That may be true in some territories, but the UK market continues to demand SUVs, so the Peugeot 508 SW has some work to do if it's going to get a foothold. There is already a decent smattering of estates to choose from, including the spacious mainstream models such as the Ford Mondeo and Vauxhall Insignia, or the premium offerings from Audi, BMW, Mercedes-Benz and Volvo. The 508 SW is intended to bridge the gap between the two ends of the estate cars market, offering an upmarket design with enough practicality to keep each market happy. The first part is certainly true, with the car having a distinctive and pretty exterior, the sharp

FLEET PICK MODEL 508 SW ALLURE 180 BLUEHDI	
SPECIFICATIONS	
P11D price	£30,679
BIK	28%
Class 1A NIC	£1,185
Annual VED	£205 then £140
RV (4yr/80k)	£8,925/29%
Fuel cost (ppm)	9.88
AFR (ppm)	12
Running cost (4yr/80k)	42.90
CO2 emissions (g/km)	119
Fuel efficiency (mpg)	62.8



The tiny steering wheel takes some getting used to

front end that it shares with the fastback leading to an arguably more appealing estate body. It's not as cavernous as you might hope for, the 530-litre loadspace falling some way short of sector-leaders Škoda Superb (660 litres) and Volkswagen Passat (650 litres), but matching the choices from Audi and BMW and exceeding the Mondeo. The rear seats fold in a traditional 60/40 split, but don't quite lay flat. Conveniently, there is no lip from the boot floor to the seats. Opt for the First Edition model and you'll get a Zebrano-wood finished floor. It's premium, if a tad superfluous. High quality design and materials continue inside, where Peugeot's i-Cockpit makes an appearance. The tiny steering wheel takes some getting used to, but it works well and shrinks the car around you. Chunky rocker switches, a good touchscreen infotainment system and a long roster of equipment add to the sensation of luxury. It's a match for the Mercedes C-Class, without doubt. There are multiple engine options, including a

1.6-litre petrol engine in 180PS or 225PS options, a small 1.5-litre 130PS diesel and a larger 2.0-litre diesel unit available with either 163PS or 180PS. The 180PS engines are the best in the range, offering a fine balance of power and economy – with the diesel favoured by fleets. Combined with an eight-speed automatic gearbox, the drive is best described as relaxed. Ignore the Sport mode switch and revel in the soft, but controlled, suspension, comfortable seats and strong audio system. We'll try the 1.5-litre model once the car arrives in the UK, but that won't happen until the summer. It's likely to be the class leader for efficiency, with CO2 emissions from just 100g/km. Promises of tackling steep depreciation remain to be proven, although Peugeot's wholelife cost calculations for the 508 hatchback suggest RVs and costings will be competitive with rivals. The 508 SW will undoubtedly be pleasing to live with, and deserves looking at when it comes to making a choice. It really does have that premium ambience and is an enjoyable vehicle to drive.



FIRST TEST
VOLKSWAGEN ARTEON
190 TDI R LINE

By Matt de Prez

When Volkswagen launched the Passat CC 10 years ago, it offered company car drivers the opportunity to get something a bit bigger and better equipped for less money than the equivalent BMW 3 Series or Audi A4.

With the Arteon, VW has gone even further, giving it a more distinctive look, even more space and now the added practicality of a hatchback.

Standard specification includes adaptive cruise control, lane-keep assist and sat-nav.

There are also heated front seats, LED headlights, leather upholstery and a digital instrument cluster.

We opted for the more sporty R Line trim, which adds larger 19-inch alloy wheels, more aggressive styling and firmer suspension.

The 190PS diesel engine was selected for its balance of performance and promise of 61mpg. A seven-speed DSG gearbox comes as standard, giving CO₂ emissions of 121g/km.

There was no need to delve into to the options list as the car comes with everything we need, for a total of £37,635.

We've already racked up almost 3,000 miles in two months, achieving an average 52mpg. Now it's loosened up, exceeding 60mpg has been easily achievable on individual journeys.



FIRST TEST
MINI COOPER COUNTRYMAN
SE ALL4 PHEV

By Sarah Tooze

Sometimes it's the simple things about a car that you come to appreciate. We've praised Ford's Quickclear heated windscreen in the past and while the Mini Countryman doesn't boast the equivalent technology it does a pretty good job of demisting.

Another feature that has been appreciated in recent weeks is the Countryman's puddle light (standard across the range), which projects the Mini logo onto the ground from the driver's side door mirror. I'm accustomed to it as it was fitted to our previous Mini long-term, the Clubman, but when a friend spotted it for the first time, she was suitably impressed.

Fuel economy is less impressive. We've done more than 5,000 miles since taking delivery of the Countryman at the end of July and it is returning 39.7mpg (down from around 41mpg).



FIRST TEST
FORD FIESTA
1.0T 125 ST-LINE

By Andrew Ryan

A company car driver who regularly needs to carry large loads or rear-seat passengers is unlikely to choose or be issued with a supermini.

While superminis typically have lower P11D prices, emissions and fuel consumption than larger cars, benefiting both the driver and employer, day-to-day life would be compromised.

But those factors don't apply to me and a supermini – such as the Ford Fiesta I'm currently running – is well matched to my needs.

For more than 90% of my time behind the wheel, the rear seats have not been used and I've probably put shopping in the rear footwells more often than people have sat in the back. When I have, they've always said they've got ample room.

However, when you're running a compact car, there will probably be occasions when having more space would make life a little easier.



FIRST TEST
VAUXHALL GRANDLAND X
1.5 TURBO D TECH LINE

By Jeremy Bennett

What's behind a dashboard warning light? What can that luminous spanner mean so soon in Grandland X's life?

It wasn't alone when it appeared, but helpfully accompanied by a message saying "10 months or 0 miles until next service".

Now I'd heard of cars needing a service after a couple of thousand miles, but I thought they were now being described as 'modern classics', rather than cutting edge.

It turns out that spanner carries some weight.

A call to Vauxhall saw an engineer come to the office to check it out. Our Vauxhall contact

provided the details once the issue was fixed. According to the technicians in the workshop, she said, the issue with the car was a problem with the Grandland X service interval mileage settings.

"Some Grandlands were built with the wrong software where the service interval was set to only 3,000 miles."

This was noticed by the UK team and passed on to the plant to fix the issue affecting all GLX models currently being built.

"For the ones already built we have a software fix which can be applied to get rid of the error," she said. This was duly done on our long-term.

Don't ignore the spanner.



FIRST TEST
MERCEDES-BENZ VITO
116 SPORT COMPACT

By Trevor Gehlcken

The arrival of the Mercedes-Benz Vito marks the first time a van bearing the famous three-pointed star has been with us for a six-month trial.

We have always felt the Vito has rather underperformed in the medium panel van sector – and quite why this should be has remained a mystery. We suspect its Sprinter bigger brother has been such a massive force in the market since its 1995 launch that fleet buyers have simply opted for the Sprinter without considering the Vito.

If true, then they are missing a trick as quite a few Sprinter buyers could do just as well with the smaller Vito, which is cheaper to buy and to run.

In fact, Mercedes-Benz now prides itself on the

approach its dealers give to prospective fleet buyers – an expert will sit down with the customer and discuss the requirements before even talking about which model should be purchased.

The buyer will be pointed towards the best van for the job and this approach could well see Vito sales rise, as many fleet buyers seemingly opt for vehicles which are bigger than they need be.

There's another good reason for choosing a Merc van which is often forgotten. In the event of a breakdown, a rescue truck loaded with spares from the local dealer will attend and, in most cases, be able to get the vehicle back on the road there and then. Many others use The AA or RAC for the purpose.



FIRST TEST
MERCEDES-BENZ C200
AMG LINE ESTATE

By Luke Neal

Diesel is still the dominant fuel for company car users. But, if our long term test fleet reflects changes in the fleet market, petrol is making headway. The C200 is only the second petrol car I have driven in the past five years, the other being a 1.0L Vauxhall Corsa.

The C200's engine is a relatively small – 1.5L with power at 184PS and torque 280Nm.

Fuel economy is lacking compared with a diesel equivalent. Over the past two months and 2,790 miles I have averaged 36mpg (on a motorway run this increases to 41mpg and around town drops to high 20s/low 30s).

The engine does a good job and power, thanks in no small part to the 48 volt 'EQ Boost' system, is plentiful.

There are four selectable driving modes: eco, comfort, sport and individual. I set it in comfort mode, which is probably all anyone needs.



FIRST TEST
AUDI A6
40 S LINE

By Stephen Briers

The Audi A6 sits in the middle of the executive pack in terms of real-world fuel efficiency.

On a 17-mile commute, it can nudge 50mpg, while on longer journeys, mid-50s is well within reach (official figure is 62.8mpg). That's similar to the Mercedes-Benz E-Class, better than the BMW 5 Series (mid-40s on commute, low 50s on long journeys), but below the Jaguar XF (low 50s/high 50s) – all of which we've tested.

Note, it's a 2.0-litre diesel. Every acquaintance has been fooled into thinking the A6 is carrying a mighty 4.0-litre engine by the badge on the back: 40 TDI. Audi's new naming structure is great if you want people thinking you are driving a supercar-bothering executive model, rather than the entry level engine, but not so good in today's emissions and air quality fixated society.

The A6 is smooth and effortless to drive, making it an ideal companion over long distances.



FIRST TEST
VOLVO V60
D3 INSCRIPTION

By Gareth Roberts

The Volvo V60 was launched last spring with company car drivers firmly in its sights.

Emissions start from an attractive 117g/km for the D3 and D4 diesel Momentum models, equating to 64.2mpg combined.

There is a choice of three 2.0-litre, four-cylinder engines – D3 and D4 diesels, and a T5 petrol. Two petrol-electric plug-in twin engine hybrids and a second petrol engine are expected.

Both diesel engines are available with a six-speed manual or eight-speed automatic gearbox, while the petrol comes with the eight-speed automatic as standard.

All cars come with Volvo's nine-inch portrait

touchscreen infotainment system, Sensus Navigation and voice control. Cruise control, rear parking sensors and autonomous emergency braking are also standard, as are the V60's distinctive LED headlights – designed to look like the hammer belonging to the god of thunder, Thor, apparently.

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.

First impressions have been good, with the V60's 526-litre boot proving its worth during a recent house move.

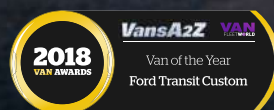
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COMBINED MPG
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Official fuel consumption figures in mpg (l/100km) for the New Transit Custom range: urban 36.2-40.9 (7.8-6.9), extra urban 41.5-48.7 (6.8-5.8), combined 39.2-45.6 (7.2-6.2). Official 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.

Commercial Fleet



Platooning trials fail to deliver

So says Mercedes-Benz Trucks, which is now prioritising autonomous technology

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Model shown New Combo Cargo L1 Limited Edition Nav with offside sliding side-access door (optional at extra cost) and Night Blue metallic paint (no-cost option). [#]Fuel consumption account in particular use and driving conditions, equipment or options and may vary depending on the format of tyres. For more information contact your local Retailer. Vauxhall Motors

and CO₂ emissions (g/km). New Combo Van range: Urban: 57.6 (4.9) – 62.8 (4.5), Extra-urban:

data and CO₂ emission data are determined using the WLTP test cycle, and the relevant values are translated back to allow the comparability into NEDC. The values do not take into Limited reserves the right to change, amend or withdraw this offer at any point in time. Correct at time of print (January 2019).

Mercedes-Benz Trucks goes soft on truck platooning trials

German manufacturer to switch focus to developing self-driving trucks

By Tim Campbell

Mercedes-Benz Trucks has concluded that there is no business case for truck platooning, saying that the technology failed to deliver appreciable fuel savings in its on-the-road tests.

Although the manufacturer will remain committed to ongoing platooning projects with partners, such as Ensemble in Europe, it now plans to refocus its resources on developing autonomous, self-driving technologies in its trucks.

It told delegates at this month's Consumer Electronics Show (CES) in Las Vegas that results show fuel savings, even in perfect platooning conditions, were less than expected.

Savings were further diminished when the platoon was disconnected and the trucks had to accelerate to reconnect.

In at least four US long-distance applications, analysis showed no business case for driving platoons with new, aerodynamic trucks.

Mercedes has been involved in testing the technology, which enables trucks to drive in close formation by using advanced driver assistance systems, for several years, especially in the US.

That is particularly concerning for UK trials, given the expectation that the long, straight roads of the US would be ideally suited to the technology.

Congestion and the nature of the UK network have always been highlighted as possible barriers to it working effectively here.

Despite the conclusions drawn by Mercedes on

the economic case for the technology after investing some €50 million (£44m) on platoon testing, the UK Government says trials here will proceed as planned.

A Department for Transport (DfT) spokesman said: "We remain fully committed to trialling lorry platooning and gathering an evidence base that will enable us to assess whether the technology is viable."

The spokesman maintained that lorry platooning can mean "cheaper fuel bills for businesses, lower emissions and less congestion for other road users".

The Government gave the green light for UK on-the-road trials in 2017 (commercialfleet.org, August 25, 2017).

DAF Trucks is providing three platoon-enabled trucks for the trial,

which is being led by TRL (the Transport Research Laboratory).

On-the-road trials are expected to start in the spring, with DHL understood to be involved in live testing later this year.

TRL says it will be assessing the economic case closely in these trials, while trying to establish whether fuel spend and emissions can be cut as well as looking at the safety implications of truck platoons and its impact on other road users, traffic flow and network infrastructure.

The trial will run the trucks for 30,000 miles along the UK's motorway network, with half of that distance used to run the trucks as a platoon and the other half as a comparator.

Fuel usage results will be eagerly awaited as commercial fleet operators try to establish whether platooning really has the potential to cut costs in the future.

MODEST SAVINGS

Iveco UK alternative fuels director Martin Flach told last year's Microlise conference: "The fuel consumption benefits from platooning will always be modest, maybe 5%, and then only for the truck in the middle of the platoon."

"But the real challenge is multi-brand platooning. You have to set up protocols that can be shared between truck manufacturers. And you need a mechanism for sharing the benefits between

operators. The challenge should not be underestimated."

Last year, the Ensemble consortium, which includes Europe's big six truck manufacturers – DAF, Daimler (Mercedes-Benz Trucks), Iveco, MAN, Scania and the Volvo Group – announced a three-year multi-brand truck platoon trial on European roads.

However, it will be year three before the project will focus on testing the multi-brand platoons on test tracks and international public roads, with a final Ensemble multi-brand truck platooning demonstration planned on public roads in 2021.

Daimler has confirmed its commitment to all ongoing platooning projects.

Martin Daum, CEO of Daimler Trucks and Buses, also said that truck platoons may yet prove to be viable if the need for drivers in the following trucks could be dispensed with.

Driverless trucks is now where the manufacturer intends to focus its resources. It announced at CES a commitment to invest €500m (£442m), creating more than 200 jobs, in its global push to bring highly automated trucks (Level 4) to the road within a decade.

Mercedes-Benz has decided to skip Level 3 autonomy, which requires more driver intervention, and go straight to Level 4, because it says Level 3 does not offer truck customers the corresponding

benefits to compensate for the technology costs.

Instead, it sees Level 4, where no human interaction is involved, as having the potential to cut costs significantly.

However, going from Level 2 direct to Level 4 has its challenges. Despite all the similarities, the requirements for highly automated driving of cars and trucks also differ considerably from one another.

HIGHER DEMANDS

The sheer size of a truck makes higher demands on the technology than in the passenger car sector as do moving systems on an articulated system, for example.

In addition, the driving behaviour, due to a greater mass or other deceleration values as well as other driving characteristics, places much higher demands on the system.

The operating conditions in the transport industry are also much tougher.

However, it says technology from the Mercedes-Benz Cars division, which is suitable for haulers and their transport needs, will be used to develop its self-driving trucks.

"Highly automated trucks will improve safety, boost the performance of logistics and offer a great value proposition to our customers – and thus contribute considerably to a sustainable future of transportation," concluded Daum.



PUBLIC EYE
In our new regular column, an experienced fleet manager gives his take on the burning issues facing the public sector. This month he looks at supplier relationships.

Public sector fleets must be ruthless with their suppliers this year. It's an approach I've had to take in the wake of budget cuts and things are only going to get tougher, particularly for local authorities who, from next year, are expected to be self-financing rather than benefiting from a central Government grant.

We all know that things like end-of-contract damage charges, early terminations and administration fees for processing fines can be a source of additional income for suppliers, but I've told my vehicle provider I won't accept these any more.

I'll pay a parking fine, but not a £35 admin charge. I want the flexibility to return a vehicle early without penalty and I've agreed it works both ways – my provider can also take a vehicle back sooner to achieve a higher resale value.

I will ensure the vehicles remain in good condition but I will not pay an end-of-contract damage charge.

I'm being more robust with commercial vehicle manufacturers, too, by asking them to stand by the quality of their products. A lot of heavy goods vehicles' standard terms are still one-year warranty and I've negotiated up to five-year warranty terms with an additional premium.

Does this approach ultimately lead to less choice? Well, some suppliers have walked away from tenders, but they are missing out on a customer who will pay them without fail. I wouldn't be surprised if they come back next time. Don't be scared to be demanding.



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Model shown is New Citroën Berlingo Van Enterprise M, featuring Passion Red paint, 16 inch 'Starlit' alloy wheels and offside sliding side loading door all available as cost options. *Features referred to may be standard, unavailable, or available as a cost option dependent on version. *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.

citroen.co.uk

COMMERCIAL FLEET: COMPLIANCE



FTA ADVICE

By Eamonn Brennan, van information manager, FTA

Q We employ some temporary agency workers. How much holiday are we required to provide to these workers?

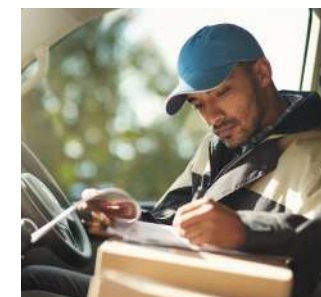
A This will depend on the length of time the worker is hired by you within the same role. Once they have completed 12 calendar weeks, they will be entitled to the same amount of paid holiday as if they had been directly recruited by you.

Your worker will already be entitled to the statutory minimum paid holiday of 5.6 weeks per year which will be calculated pro rata. Under the Agency Workers Regulations, a worker will also be entitled to any contractual paid holiday over and above the statutory minimum which your full-time workforce would be entitled to.

Q We recently checked a few of our vans' V5C vehicle registration documents and saw a weight figure against a section titled 'Mass in Service', what does this term refer to?

A The DVLA has advised that the term 'Mass in Service' is the same as the term 'Mass in Running Order' which means the following:

The mass of the vehicle, with its fuel tank(s) filled to at least 90% of its or their capacity/ies, including the mass of the driver, of the fuel and liquids, fitted with the standard equipment in accordance with the manufacturer's specifications and when they are fitted, the mass of the bodywork, the cabin, the coupling and the spare wheel(s) as well as the tools.



Q My drivers are looking for clarification regarding the use of fog lights. Can you confirm the rules?

A The use of fog lights is governed by the Road Vehicle Lighting Regulations 1989 sections 25 and 27. Generally, they should only be used in conditions of seriously reduced visibility and their use should not cause undue dazzle or discomfort to other persons using the road. They should never be used when a vehicle is parked. The rules regarding rear fog lights are worded slightly differently. Their use should not cause undue dazzle or discomfort to the driver of a following vehicle. They should only be used in conditions of seriously reduced visibility and, save in the case of an emergency vehicle, should not be used when a vehicle is parked.



Q With the darker mornings and evenings this time of the year we are looking to attach two reflective red/yellow warning markings to the rear of our smaller vans (below 3.5 tonnes gvw), but we have been told this is not permitted. We thought this would make the vehicles more visible. So why isn't it allowed?

A The answer to this is dependent on the material being used and the vehicle lighting regulations. Retro-reflective material is treated, for legal purposes, as being a light emitting source. The lighting regulations make it clear that, with limited

exceptions (e.g. reversing lights), rear facing lights must be red. This is to ensure that other road users are clear whether they are viewing the front or rear of your vehicle at night or during periods of poor visibility. If you use yellow retro-reflective material for the markers that would, under lighting regulations, be equivalent to showing a continuous yellow light to the rear. If you were to use high visibility material rather than retro-reflective, this would not be deemed to be light emitting and as such the yellow warning markers on the rear of your vehicles would not be classed as rear facing lights.

Could gifts to drivers spell trouble for them?

Some of your drivers may have received new gadgets such as mobile phones, satellite navigation devices or iPods as presents recently. So, this is a perfect time to remind them of company policy when using such devices in a safe and legal manner and of the regulations and potential penalties for non-compliance. Areas to be aware of are as follows:

MOBILE PHONES

Construction and Use regulation 110(1) and (2) *prohibit a person*

from driving, or causing or permitting a person to drive, a motor vehicle on a road if the driver is using a hand-held mobile phone or similar device.

The penalty for driving a vehicle while using a hand-held mobile phone or other hand-held communication device (other than a two-way radio) is a fine of £200 plus six penalty points on the driver's licence.

Drivers could also be prosecuted for failing to have proper control of the vehicle, or the more serious offence of dangerous driving.

SAT-NAV

The Road Vehicles (Construction and Use) regulations 1986, section 104 (driver's control) states *'no person shall drive or cause or permit any other person to drive, a motor vehicle on a road if he is in such a position that he cannot have proper control of the vehicle or have a full view of the road ahead'*.

The Road Traffic Act 1988, section 41D states *'a person who contravenes or fails to comply with a construction and use requirement,*

as to not driving a motor vehicle in a position which does not give proper control or a full view of the road and traffic ahead, or not causing or permitting the driving of a motor vehicle by another person in such a position is guilty of an offence.'

Under the fixed penalty offences, a driver can be fined £100 plus three penalty points on their licence for a breach of a requirement to control the vehicle.

As you can see from the above, it is imperative your drivers are aware of the consequences of not complying with the regulations.



TCs URGED TO MODERNISE OUT-OF-DATE PROCESSES

Improvements have been made, but applications take too long and restricted licences should be dropped, say fleets. *John Lewis reports*

Updating the way in which O-licence applications are handled and eliminating mountains of cumbersome paperwork have long been key aims of the Traffic Commissioners (TCs).

A lot of progress is being made, says Simon Evans, TC for the North West, and it is largely thanks to VOL, the online Vehicle Operating Licensing system, launched in 2016.

"More than 80% of new applications and variations are now being handled online and we'll have switched away from paper forms almost completely by the end of 2019," he says.

Moving to online applications will end one of the difficulties TCs regularly encounter when paperwork is posted in: boxes not being filled in, resulting in forms being rejected because they are incomplete. "It's a significant problem and results in a lot of to-ing and fro-ing between ourselves and the operator," Evans says.

With an online form it is impossible for the applicant to progress until all the boxes are complete. "Our new target is to get the process down from nine weeks to seven, and our desire is to get it down to four weeks," Evans says.

Freight Transport Association (FTA) members report that VOL is working well, according to head of licensing policy and compliance information James Firth.

"It seems to have been well received, with little negative feedback," he says. "O-licence administration is in a strong place at present."

Yet, although the seven-week target may be laudable, it remains an age to wait.

"It still takes far too long," says Don Porter, head of transport and logistics at Andrews Sykes.

With 120 vans and 4x4s and 30 trucks grossing at up to 26 tonnes, the Wolverhampton-based company rents out air conditioning units, heaters, pumps, chillers and boilers.

"We're in the 21st century yet we seem to be using a 1970s/1980s approach," Porter adds.



However, others acknowledge the TCs' attempts to modernise the process.

Former Countrywide LPG operations director Darren Moor, now a transport industry consultant, says one of the difficulties with a new application is the requirement to advertise it in the right local paper for the area concerned.

In his experience that can be problematic – a reflection, perhaps, of the extent to which local newspapers have closed in recent years.

The Road Haulage Association (RHA) also welcomes the effort the TCs and the Department for Transport have put into streamlining the application system, but says there is plenty of room for improvement.

"It's getting better but there remains quite a lot to be done," says RHA policy director Duncan Buchanan. "We live in a digital world and it's still all pretty analogue."

CALL FOR FLEXIBILITY

Buchanan believes that flexibility needs to be built into the system. If an operator is applying for relatively minor change, such as being allowed to operate two or three more trucks from a depot, then the application should be dealt with more quickly than it is at present, especially if the operator has a good track record.

Only major changes and new applications should take longer.

"The right balance has to be struck," he says.

An aim close to being achieved is for public inquiries to be held within 12 weeks of the TC deciding there is a case to answer. "The desire is for the matter to be dealt with as soon as possible after it happened," Evans says.

If you receive a calling-in letter telling you to attend a public inquiry it must be taken seriously. Professional advice should be sought promptly.

"Any failure to attend a public inquiry makes the revocation of the licence concerned highly probable," Evans says. "The vast majority of public inquiries occur because an operator has failed to adhere to the undertakings made when he took

the licence out."

In his view, it would be no bad thing if O-licence holders re-read those undertakings regularly.

Being aware of the undertakings is not just the responsibility of whoever is running the transport fleet, says Moor. The directors of the company concerned need to be aware of them too; and aware that loss of the O-licence could be the death-knell of their business.

There are a little more than 35,000 standard national and international hire-and-reward O-licences in force along with just over 37,500 restricted O-licences. The latter are held by own-account operators who use their trucks solely to transport their own goods, carry nothing that belongs to third parties and, unlike hire-and-reward operators, they are not obliged to employ a qualified transport manager.

The danger with restricted licence holders is they may view themselves as, say, widget makers first and foremost with fleet management activities coming a distant second.

"The number of instances where they say 'I am not a transport operator' seems to be receding though," Evans says.

The anomaly that they do not need to employ a qualified transport manager should be addressed, however. A truck is a truck no matter what licence is held; and the consequences of a driver losing control of an eight-wheeler because the brakes have failed are likely to be the same, too.

"I find it a bit strange that a qualified transport manager is not required if you hold a restricted licence and, in my view, you should have one," says Porter. "For example, you have to adhere to the same legislation so far as maintenance is



concerned no matter what licence is held."

Buchanan adds: "At the RHA we believe in the real world the distinction between a restricted licence and a standard national/international licence is spurious. Anybody operating a lorry should employ a qualified transport manager."

While vocational drivers are obliged to renew their Certificate of Professional Competence every five years, no statutory obligation is imposed on transport managers to refresh their knowledge. Evans and his colleagues would like this to change, and believe managers should be obliged to update themselves as regularly as their drivers.

If a transport manager appears at a public inquiry then the TC is likely to ask him how he keeps abreast of the latest transport legislation. The same question is likely to be asked when a licence is renewed, especially if an individual has recently returned to the industry having not worked as a transport manager for a few years.

"I read the trade press regularly' is unlikely to be viewed as an acceptable answer," Evans remarks.

In some cases, TCs may direct transport managers to attend refresher courses and seem increasingly inclined to do so.

Senior TC Richard Turfitt recently said transport managers and other responsible persons should be able to demonstrate to TCs that they are able to meet their statutory responsibilities through professional development. That is especially the case if they have not been acting for an operator during the past five years, their qualification is more than 10 years old, or if their ability to exercise continuous and effective management is under consideration at a public inquiry. ➔

“WE’RE IN THE 21st CENTURY YET WE SEEM TO BE USING A 1970s/1980s APPROACH”

DON PORTER, ANDREWS SYKES

TREAT VANS LIKE YOU TREAT YOUR TRUCKS

Obtain an O-licence and you have to pay a fee. TC Simon Evans believes fee reform is overdue given that a company which runs one truck pays the same as one that runs a fleet. "I think there is a view in the industry that this cannot be right," he says.

Light commercial vehicles (LCVs) grossing up to 3.5 tonnes are not specified on O-licences. However, there is an argument that says the O-licence threshold should be dropped to three tonnes, given the number of vans grossing at 3.0-3.5 tonnes that fail their Class 7 MOT.

Such a change would have to be made by legislators.

"My view is that operators who run light as well as heavy goods vehicles should treat them equally as far as compliance is concerned," says Evans.

Van drivers should be obliged to carry out daily walk-around checks, for example, in the same way truck drivers are expected to.

Applying the entire panoply of O-licensing to all 3.0-3.5-tonne operators would impose a significant administrative burden, and would come as a shock to SMEs unfamiliar with the regime.

However, there could be a case for imposing certain elements of it, says Don Porter – the legislation regarding the use of tachographs to monitor Drivers' Hours compliance, for example.

“Turfitt was introducing the latest revised statutory documents following a consultation which closed last August.

“The majority of the changes are dictated by case law,” he stated.

They include greater emphasis on the importance of accurate applications and clearer guidance on what will happen if someone uses an operator’s licence without authority; a practice known as ‘fronting’.

“It is important we get the balance right so irresponsible people, who ignore the safety of other road users, do not put compliant businesses at a disadvantage,” he added.

FIT FOR THE HIGHWAY

Published guidance is available to operators on what they need to do to ensure their trucks are fit to be on the highway.

“We’ve been working with the Driver and Vehicle Standards Agency (DVSA) on further updating the Guide to Maintaining Roadworthiness,” Evans says. “It provides compliance advice to operators in a meaningful and understandable way.”

Included in the advice is a strong recommendation that measured brake tests are conducted once a quarter on a rolling road. They should also be carried out as part of the periodic statutory safety inspection.

Drivers Hours compliance remains a perennial concern.

“One thing I’m finding is that drivers can be confused about the way in which they have to comply with the Working Time Directive as well as the Drivers’ Hours rules and how the two sets of requirements cross over,” says Porter.

“It is of particular concern to me because our drivers do more physical work than driving.”

One area that Porter believes needs revisiting is the financial standing requirement imposed on a business with an O-licence. The TCs have to be sure the business has enough funds available to allow it to maintain its trucks properly.

The revised levels which came into effect on January 1, 2019, for standard national and international licence applicants are £8,000 in funds (previously £7,950) for the first vehicle and £4,450 (previously £4,400) for each additional one. Operators making variation applications will be required to demonstrate financial standing for their existing fleet and any additional authorisations against the new levels.

No change has been made to the far lower financial standing requirement imposed on restricted licence holders; £3,100 for the first vehicle and £1,700 for each extra vehicle.

Porter believes that the requirement is outdated and needs to be revisited.

While it may have been appropriate in the days when companies owned their trucks outright and maintained them in their own workshops, that pattern by no means applies to everybody in 2019, he feels.

TACKLING THE HOT TOPICS

In recent months, Traffic Commissioners have been homing in on the use of AdBlue emulators in trucks and have been taking action against operators who have had them fitted.

Their use means the system fitted to reduce harmful NOx emissions is by-passed, making a mockery of the legislation.

“It’s been the hot topic of the past year,” says TC Simon Evans. And it continues to be a priority.

The use of AdBlue emulators is, among other things, a flagrant breach of the rules governing the clean air zones that are gradually being rolled out across the UK.

Evans is also concerned by the extent to which truck drivers are continuing to use hand-held mobile phones while at the wheel, despite the inherent dangers.

Something else TCs are addressing is the age of the tyres fitted to some trucks and trailers, especially if the tyres happen to be more than 10 years old.

THE LAST WORD

PAUL BULLOCH

MANAGING DIRECTOR, CONCEPT VEHICLE LEASING

Bulloch concedes that launching his company without prior experience of the motor trade was a tough way to begin. But he feels starting with a blank sheet actually helped him

If I were Prime Minister for the day, I would give the business taxation system a complete overhaul. It’s way too complex and penalises small businesses, who are the backbone of our nation, while creating a more favourable environment for the handful of larger corporates operating in the UK.

My favourite film? *Casino* used to be a favourite; *Ghostbusters* also. Love *The Shining*, *Withnail & I*, *Indiana Jones*... sorry can’t pick one!

My hobbies and interests are flying and finding the time to get my PPL. I also have an interest in FX Trading, along with the odd trip to the local pub for a decent craft beer or gin.

My pet hate is wasting time. It’s something we can never get back...

The pivotal moment in my life was meeting my wife Josie. I’m not sure I took life too seriously before. It was a big shift in mindset and focus, along with raising two boys.

The advice I would give to my 18-year-old self is to listen and learn, read books and research for proven strategies to help guide you towards your goals. I’ve learnt more in the past couple of years than the previous 15.

My first memory associated with a car is visiting my grandfather when he worked at a Ford dealership and cleaning cars on the forecourt. I have fond memories of being driven around in a Black Ford Capri and MG Midget.

The three vehicles I would like in my garage are a Ford Mustang, Porsche 911 and a Ferrari 812 Superfast.

A book that I would recommend others read is *Shoe Dog* by Phil Knight – the founder of Nike. Amazing story!

I want to be remembered as having had a positive impact on others – to have imparted at least some knowledge and learning – and to have helped others progress and achieve more in their own lives. It’s one of the biggest rewards when running a business.

Your first fleet role

As one of the founders of Concept Vehicle Leasing, I started the company without prior experience within the motor trade. It’s a tough way to begin, but I think this has always proved an advantage. We had, effectively, a blank sheet of paper allowing us to make our own mark on the sector.

Career goals

To grow the business to be the market leader for the provision of outsourced small fleet management and associated services, including vehicle leasing within London and the South East.

Biggest achievement in business

Building a brand from scratch to achieve a reputation for providing an excellent customer experience. It wouldn’t be possible without the amazing team we have in place.

Career influence

The biggest influence must be my wife, Josie, who has supported me through the good and tough times over the past 15 years. She is still active in the business today.

Biggest mistake in business

Trying to do everything myself. It’s important to find people with the right skills – whether recruited internally or through outsourcing. Not so easy when you start from scratch, but an important lesson to learn quickly, particularly if you want to grow and scale a business.

Leadership style

I’m passionate about providing an excellent experience for customers. To achieve this, the culture within our business must reflect this. I believe in working as a team – while ensuring individuals are accountable for the part they play.

If I wasn’t in fleet

I’d possibly be in radio or TV – I’m fascinated with broadcasting and enjoy doing company videos.

Childhood ambition

I always wanted to be a commercial pilot. I love flying and haven’t given up on the dream of becoming a pilot (well, a private one at least).

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