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## 30 In the spotlight: Halfords Autocentres

Pete Marden (left) and colleague Chris Rose say Halfords Autocentres can offer fleets significant savings on costs and time over dealers



# Government ready to listen as fears grow over impact of CAZs

Criticism as London's mayor says ULEZ will be introduced 17 months earlier than originally planned

By Gareth Roberts

**T**he Government has vowed to listen to fleet concerns about clean air zones (CAZs), after the early introduction of London's ultra-low emission zone was widely criticised.

In addition to London, there are five other cities – Birmingham, Derby, Leeds, Nottingham and Southampton – which will have to introduce CAZs by 2019.

However, the Government identified a further 23 local authorities in its air quality plan where CAZs could be introduced to drive down emissions.

New mayors for the West Midlands, Liverpool City Region, Greater Manchester and the West of England (so-called metro mayors) all back the introduction of clean air zones in their respective regions (*Fleet News*, June 8, 2017).

But, Vicky Edmonds, director of environmental strategy at the Department for Transport (DfT), insists the Government is in listening mode.

She said: "There's a lot of confusion about which cities might have clean air zones, what that might mean, how are they going to be rolled out, how much will I be charged, how will that happen, how will I make sure that my vehicle is compliant and how can I future-proof my fleet operations?"

## MINIMUM STANDARDS

A clean air zone framework, published in May, suggests Euro 4 petrol/Euro 6 diesel for cars and vans, and Euro VI for trucks as minimum standards.

However, Islington Council has already broken ranks with a proposal to introduce a £2 parking surcharge in its north London borough for all diesel vehicles, including Euro 6 and diesel-hybrid.

Nevertheless, Edmonds told delegates at the Energy Saving Trust's Fleet Hero Conference, that the framework could alleviate their concerns.

She said: "There should be consistency, but we know there are still worries and the Government is very keen to talk to people to make sure they are aware of all the challenges they face."

These concerns, she said, would be shared with local authorities, but fleet operators should also talk to councils in the areas where they operate to ensure their concerns are being heard.

The Government's air quality plan, which it published in July, puts the burden on local authorities to tackle the causes of air pollution.

Local authorities will need to set out their initial plans by the end of March 2018.

These will be followed by final plans by the end of December 2018.

Edmonds said: "We're giving local authorities the chance to put together their own plans on how they will achieve compliance in the shortest possible time."

"But Government is ready to step in if those plans don't deliver and there is the idea of charging clean air zones to meet that challenge."

Tough new emissions standards for vehicles entering central London came into force last month (*fleetnews.co.uk*, October 23, 2017).

The £10 'toxicity charge', also known as the Emissions Surcharge or T-charge, operates on top of, and during the same operating times as, the city's congestion charge (Monday to Friday 7am–6pm). It now costs £21.50 to drive a pre-Euro 4 vehicle in the zone.

However, despite only just being introduced, the T-charge is now due to be replaced 17 months earlier than originally planned with a tougher regime, the ultra-low emission zone (ULEZ).

From April 2019, the ULEZ will replace the T-charge and operate in the same area, alongside the congestion charge (C-charge).

Diesel vehicles that do not meet the Euro 6 standards and most petrol vehicles that do not meet the Euro 4 standard will have to pay.

But, unlike the T-charge and C-charge, which are only in place on weekdays, it will operate 24 hours a day, seven days a week, 365 days a year.

There will be two ULEZ charge levels: £12.50 a day for cars, vans and motorbikes and £100 a day for lorries, buses and coaches. These will be in addition to the C-charge, so the more polluting cars and vans would pay £24 per day and trucks would pay £111.50 during C-charge hours.

Up to 60,000 vehicles every day will be subject

*"We're giving local authorities the chance to put together their own plans, but Government is ready to step in if those plans don't deliver"*

Vicky Edmonds, DfT

to the new charge, compared to the estimated 6,500 a day affected by the T-charge.

## HEAVIER VEHICLES HIT HARDEST

It is clear that operators of heavier vehicles, with their longer replacement cycles, face the biggest upheaval. The shorter replacement cycle of company cars should ensure car fleets are compliant.

Natalie Chapman, head of policy for London at the Freight Transport Association (FTA), said: "By April 2019, there will only be two-and-a-half years' production of vans available for operators to purchase, with little or no compliant second-hand market. This will put pressure on operators already working to fragile margins."

Residents based within the ULEZ have been given until April 2022 before they must comply with emissions standards and the FTA wants the same exemption to be given to the freight operators who keep London's businesses and consumers supplied and working.

The British Vehicle Rental and Leasing Association (BVRLA) has also called for special consideration to be given to commercial vehicle operators, particularly small-to-medium enterprises (SMEs).

Gerry Keaney, chief executive of the BVRLA, said: "We need a carefully blended set of incentives and restrictions that removes the oldest, most polluting diesel vehicles without crippling our economy or punishing people for decisions they have already made."

Road transport emissions in central London are expected to reduce by an additional 20% in 2019 as a result of the early introduction of the ULEZ. NOx emissions from HGVs are expected to reduce by nearly 50%; coach and non-Transport for London (TfL) bus emissions will reduce by more than a third; and emissions from cars and vans are expected to reduce by 8% and 12% respectively.

APRIL  
2019

*"We need a carefully blended set of incentives and restrictions that removes the oldest, most polluting diesel vehicles without crippling our economy or punishing people for decisions they have already made"*



Gerry Keaney, BVRLA



John Pryor, chairman of fleet body ACFO, said: "Fleets invariably lead the way in operating the 'cleanest' vehicles on the UK's roads and while this timescale may well present operational and cost challenges for some businesses, we have to move forward and play our part in tackling this very serious public health issue."

## A CATALYST FOR CHANGE

Simon Baker, head of fleet and compliance at CitySprint, told *Fleet News* he welcomed the new regulations and said it will help drive the company's deployment of electric vehicles (EVs).

However, he added: "Bringing forward the ULEZ will have an affect on CitySprint's self-employed couriers who do not all necessarily have ULEZ-compliant vehicles."

"Many couriers who want to operate within the ULEZ will need to make a choice: replace relatively new vehicles or pay the extra charge."

From an operations perspective, CitySprint's 'smart' despatch systems will allow it to select couriers with compliant vehicles for all work within the zone, but Baker suggested that the availability of compliant vehicles could lead to extended collection times in busy periods.

To combat this, CitySprint has started introducing electric cargo bikes and currently has 20 operating within the ULEZ zone.

"We have also enlarged our use of electric vehicles and are testing a hydrogen fuel cell vehicle

too," said Baker. "CitySprint will embrace the ULEZ and use it as a catalyst to deploy zero emissions vehicles within the ULEZ area well ahead of the 2019 deadline."

Norman Harding, corporate fleet manager at Hackney Borough Council, fears the planned expansion of ULEZ in 2020 (to Greater London) might impact his operations.

He said: "Dependent on the details of the full roll-out of ULEZ, potentially to the North and South Circulars [in 2021], I will have to rework my fleet replacement programme and spend considerably to meet the requirement."

Harding is now looking at funding options and considering bringing forward some vehicles that he would have operated longer to capitalise on the residual values.

All eyes are on London, because the ULEZ could become a template for other clean air zones around the country.

However, the CAZ framework does encourage cities and towns to go further than the minimum Euro standards used in London and says they will be updated "periodically".

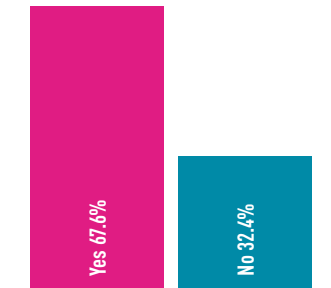
The Department for Environment, Food and Rural Affairs (Defra), however, says it won't change its minimum standards before 2025 in order to give businesses a level of certainty.

Keaney concluded: "Diesel vehicles play an essential role in transporting goods and people around the country, but the emissions they produce on low-speed urban roads means they have no long-term future in our cities."

## FLEET FACTS AND FIGURES

### OPINION POLL

Do you think forcing fuel retailers to install EV charge points is a good idea?



### FleetNews view:

Mandating charge points for electric vehicles (EVs) at motorway service areas and large fuel retailers was announced in the Automated and Electric Vehicles Bill earlier this year, with our poll suggesting a majority of respondents support the plan. Our view is that EV charge points should be placed where there need is greatest and more fast-charging facilities need to be made available.

This week's poll: Do you think all new cars should be fitted with autonomous emergency braking as standard?

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

### MOST COMMENTED ONLINE

T-charge will damage London economy, say critics

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# Nottingham offers grants to help fleets reduce their emissions

Local authority also wants to lease electric taxis to black cab operators

By Gareth Roberts

**N**ottingham City Council is offering grants of up to £25,000 to employers wanting to invest in lower emission transport.

The Workplace Travel Service, launched this month, offers local business three levels of support – gold, silver and bronze – ranging from a detailed fleet review and access to the full grant, to travel planning basics and employee engagement.

"We're keen to encourage and support employers to make the change to low emission vehicles," said Cllr Sally Longford, portfolio holder for neighbourhood services and local transport.

Funding has come from the Office of Low Emission Vehicles (OLEV) and the Department for Transport (DfT). It includes £650,000 of support for sustainable travel and electric vehicle (EV) workplace charge points and £850,000 in support of fleet reviews, electric vehicle events and EV experience opportunities, such as plug-in trials.

The council told *Fleet News* that 11 businesses had already expressed an interest in a range of interventions offered by the new service.

Longford said: "The council is working hard to improve air quality in the city and transport emissions are a big part of the pollution problem."

The Workplace Travel Service is the latest in a series of measures aimed at cutting congestion and emissions in the city, which includes the council potentially leasing electric taxis to local black cab drivers.

The local authority has applied for Government funding to buy 10 electric taxis for a pilot leasing

*"We're keen to encourage and support employers to make the change to low emission vehicles"*

*Cllr Sally Longford, Nottingham City Council*

**ABOVE:** the booklet issued by the council to explain what help is available

programme in a bid to make sure that one in three taxis in the city are 'green' by the year 2020.

There are more than 400 hackney cabs in the city and the council recently received a £700,000 grant from OLEV to be spent on 32 EV charging points at eight taxi ranks. It wants to have the newest and most economical fleet of hackney carriages in the country by 2020.

However, despite a new Government plug-in taxi grant of up to £7,500, the £40,000-plus price tag of an electric taxi makes many operators balk. A new diesel hackney cab costs about £30,000, but used versions are available from £5,000.

Rasita Chudasama, Go Ultra Low programme manager at the local authority, said: "The problem is the price point. We've got lots of independent drivers and they don't have the capital outlay to purchase a £50,000 cab."

With Government support, she says that the council could lease the vehicles on a per mile basis to remove a significant barrier to adoption.

The city has been successful in cutting carbon dioxide (CO<sub>2</sub>) emissions. Last year, it revealed it had hit its carbon emissions reduction target four years early, thanks, in part, to the introduction of the Workplace Parking Levy (WPL).

Data showed a 33% drop in CO<sub>2</sub> since 2005, beating its target of a 26% reduction by 2020.

However, Chudasama told delegates at the Fleet Hero Conference, organised by the Energy Saving Trust: "Despite everything we've been doing, we've still got massive issues with reducing [NO<sub>x</sub>] emissions from transport."

Levels of nitrogen dioxide (NO<sub>2</sub>) in the city currently exceed the legal limits and it is one of five (along with Birmingham, Derby, Leeds and Southampton) to be mandated by the Government to introduce a clean air zone (CAZ) by the end of 2019.

Nottingham is still looking at options before seeking to determine which vehicle types might be subject to a levy or restrictions.

The council's own fleet has been leading by example. It made a commitment last year to ramp up the

number of ultra-low emission vehicles (ULEVs) on its road-going fleet (including cars, vans, HGVs, tractors and ride-on mowers) to 80 – or 15% – by 2020, after becoming a Go Ultra Low company.

It currently has 25 EVs, having recently taken delivery of three Nissan Leafs (taking the total to five) and two Nissan e-NV200s (taking the total to 18) (*Fleet News*, November 9).

It is also one of four cities (including Bristol, Milton Keynes and London) awarded Go Ultra Low city status to help drive EV adoption. Together with Nottinghamshire County Council and Derby City Council, it secured £6.1 million of Government funding, last year.

"It's an opportunity, but it's also a very big challenge," said Chudasama. "We still want to contain traffic growth and encourage people to travel into the city by sustainable modes, but we're putting an active focus now on cleaning-up the mix of transport which is on our roads, particularly buses, taxis and commercial vehicles."

# Experts explore autonomous EV ride-sharing service worth £3.5bn

Consortium will analyse how to integrate with London's public transport network

By John Maslen

**A** consortium of companies including one of the UK's biggest fleets is developing a business model for the mass-market introduction of autonomous vehicles (AVs) by 2025. The Merge Greenwich project, led by global taxi giant Addison Lee, predicts that one-in-three car journeys in London could be replaced by autonomous electric vehicle ride-sharing services within a decade.

This would account for 2.5 million passenger trips a day, equivalent to one-in-seven trips taken in the capital, creating a £3.5 billion a year transport sector.

The consortium, backed by funding from the Government's Innovate UK, will spend the next year looking at how AV ride-sharing can support and interact with public transport to create a working business model in the capital.

Research will be based around the London Borough of Greenwich, which has already been a hub for a number of trials of AVs.

It will also look at other potential uses for services, such as small goods delivery in autonomous vehicles.

In addition to Addison Lee, the Merge Greenwich consortium involves mobility experts from Ford, TRL, Transport Systems Catapult, DG Cities and Immense Simulations, which will provide complex computer modelling of the impact of ride-sharing programmes.

The study will analyse how an AV ride-sharing service could compete on price, convenience and availability with other options, while complementing public transport, and as an alternative to private vehicles.

Andy Boland, CEO of Addison Lee, which carries out 30,000 journeys a day in London, said: "The idea that one-in-three London car journeys could be replaced by AVs by 2025 shows the huge potential in the sector."

"We are delighted to work together with our consortium partners to bring a range of skills together to try to address the problem of how we build a future that has connected autonomous vehicles and offer a range of services to passen-

## ANTICIPATED UPTAKE OF AUTONOMOUS VEHICLE RIDE-SHARING 2024/2025

Source: Merge Greenwich

Current transport method	Estimated AV rideshare market penetration (2025)	Forecast AV ride-share trips per day (2025)	Potential value of the AV ride-share market (2025)
Underground/DLR	5%	109,646	£116,060,694
Bus/tram	5%	159,796	£87,488,571
Taxi/other	30%	100,856	£865,094,976
Car driver	34%	1,369,603	£1,895,591,907
Car passenger	34%	771,004	£559,352,079
Motorcycle	5%	3,234	£3,134,520
Cycle	0.50%	3,904	£1,002,384
Walk	0.50%	29,580	£1,483,054
<b>TOTAL</b>	<b>14%</b>	<b>2,547,623</b>	<b>£3,529,208,186</b>

gers and customers, both public and private.

"We are really serious about this as a jumping off point into a range of commercial services. We are bringing a lot of data to the project, but we are also bringing commercial thinking and an ability to put in place services in the real world."

"We provide services to business customers and consumers and we see a future for a range and tier of services, including those differentiated services, but also broad public transportation."

Merge Greenwich has produced an initial report on the uptake, opportunities and challenges of an AV ride-sharing service as a first step towards simulating a full-scale service in the capital.

The project will demonstrate how this integrated solution can benefit consumers, society and the environment and offer ideas on how to improve the efficiency of the way people travel around cities and how to reduce total vehicle journeys and emissions.

The year-long research programme will also identify key requirements for a vehicle that is

used in delivering an AV ride-sharing service and it will also review customer barriers to adoption.

Finally, it will deliver a detailed commercial and business model to show how an AV ride-sharing service can be brought to market.

Paul McCabe, Addison Lee director of mobility, said: "The consortium members understood there was a lot of research and development happening around the vehicles and the technology associated with those vehicles, but we recognised that nobody was really trying to understand how you brought that together and provided a scaled service for the city and the people moving around that city."

He said the research would look at asset utilisation and different tiers of service.

McCabe added that city infrastructure master-plans needed to think about how they would manage large-scale autonomous services interacting with public transport when it came to investment over the next three decades. For example, there needs to be adequate public electric vehicle charging points, while road design could change, as traffic lights and roundabouts may not be needed.

Once complete, project lessons learned could be expanded to projects worldwide.

Catherine Hutt, project manager for Merge Greenwich, said: "We see this as a fundamental first step towards the mass roll-out of AVs. It is not okay to leave the service and the consumer as an afterthought, otherwise we could end up with clever technology that gets mothballed because there is no commercial viability."

The project is expected to publish the results of its study next summer.



*"We are really serious about this as a jumping off point into a range of commercial services"*

Andy Boland, Addison Lee





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\*Data Source: Fleet News November 2017

# Carmakers brand European CO<sub>2</sub> reduction targets as 'aggressive'

Proposed rules to cut emissions by 30% with an interim target of 15% by 2025

By Gareth Roberts

**C**ar manufacturers have called European Commission proposals to cut carbon dioxide (CO<sub>2</sub>) emissions from their vehicles by 30% by 2030 "very aggressive".

In an effort to increase the adoption of electric vehicles (EVs), the anti-pollution target set by the commission is 50% more than manufacturers had wanted.

The proposed new rules also set an interim target of a 15% reduction in CO<sub>2</sub> by 2025, which the industry's European trade body, the ACEA, said does not give manufacturers enough time to make the necessary changes to vehicles.

Both targets are based on 2020 limits on emissions of 95g/km, but the commission said this may change if adjustments are made to account for the way vehicles perform on the road rather than in tests, suggesting the impact of the new WLTP (Worldwide harmonised Light vehicles Test Procedure) could be taken into account.

ACEA secretary general Erik Jonnaert said:

*"Europe needs much more investment in the recharging and refuelling infrastructure before we can expect consumers throughout the entire EU to embrace such vehicles"*

*Erik Jonnaert, ACEA*

"CO<sub>2</sub> targets can provide an impetus for innovation in the auto industry, but the current proposal is very aggressive when we consider the low and fragmented market penetration of alternatively-powered vehicles across Europe to date.

"Europe needs much more investment in the recharging and refuelling infrastructure before we can expect consumers throughout the entire EU to embrace such vehicles."

The anti-pollution targets have been announced as the latest data available showed CO<sub>2</sub> emissions in Europe from transport increased by 2.1% in the past year, while other sectors' emissions have been falling.

Figures from the Society of Motor Manufacturers and Traders (SMMT) have also shown diesel demand falling by almost a third, with 29.9% fewer registrations.

That's not good news for CO<sub>2</sub> emissions when diesel produces less than petrol.

Declines were seen across all sectors, with fleet and business registrations at 88,255 units for the month, compared to 102,381 vehicles in October 2016 – a 13.5% fall.

The anti-pollution targets proposed by the European Commission will now be considered by the European Council and Parliament, which will suggest their own changes before a final compromise is struck in early 2019.

## VAUXHALL TO ELECTRIFY ITS COMPLETE MODEL RANGE

Vauxhall/Opel has become the latest carmaker to announce it will have an electrified version across the complete vehicle range.

It follows the likes of Volvo and Mercedes-Benz which have announced similar plug-in plans in recent months ([fleetnews.co.uk](http://fleetnews.co.uk), August 22).

Vauxhall – which was bought by the PSA Group for €1.3 billion (£1.13bn) in March – says its battery or plug-in hybrid versions will be available alongside internal combustion-engined vehicles by 2024.

In addition, all Vauxhall/Opel models will be based on PSA Peugeot/Citroën architecture by 2024, as part of plans

to make the maker profitable by 2020.

The next two vehicles to be based on shared architecture will be the Combo in 2018 and the next generation Corsa in 2019. This course will be steadily continued with one major launch per year. Counting every body style, Vauxhall/Opel will launch nine new models by 2020.

The company's CEO, Michael Lohscheller (pictured right), said: "Aligning architecture and powertrain families will substantially reduce development and production complexity, thus allowing scale effects and synergies, contributing to overall profitability."



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**VAUXHALL**

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# Reluctant drivers are refusing to carry out emissions fix, says VW

Manufacturer also faces next stage in compensation claim from 45,000 drivers

By Gareth Roberts

**T**he VW Group says a number of drivers with vehicles affected in the emissions scandal are refusing to have their cars 'fixed'.

A spokesman for Volkswagen said that of the 1.2 million VW, Audi, Seat and Škoda vehicles affected, 810,134 "technical measures" had been implemented (as of November 4, 2017).

"We are committed to applying the technical measure to as many vehicles as possible," he said. "But it should be recognised that some vehicles will have been scrapped, stolen, some written off, some exported and some owners may decline or never respond."

A report released earlier this year, which alleged technical issues were being experienced by thousands of customers following the emissions fix, may explain some reluctance.

An investigation by UK law firm Harcus Sinclair revealed that 5,052 of a sample of 9,500 owners reported reduced fuel efficiency or reduced power and acceleration following the work ([fleetnews.co.uk](http://fleetnews.co.uk), July 14, 2017).

However, Volkswagen says the relevant authorities have confirmed the technical measures "have no adverse impact on the mpg figures, the CO<sub>2</sub> emission figures, engine output, maximum torque and noise of the affected vehicle".

Mary Creagh MP, chairman of the Environmental Audit Committee, has written to the transport minister, John Hayes, asking what the Department for Transport (DfT) or the VW Group were doing to challenge this perception.

She said: "It is essential the vehicles on Britain's roads adhere to emissions regulations, particularly as the country is faced with dangerous levels of pollution. The department must take responsibility for ensuring that these fixes are completed as soon as possible."

None of the fleets spoken to by *Fleet News* reported any problems following the emission changes ([fleetnews.co.uk](http://fleetnews.co.uk), February 9, 2017).

Paul Brown, Enserve Group head of fleet, said: "All the fixes on our vehicles have been completed and the drivers don't know the difference."



*"It is essential the vehicles on Britain's roads adhere to emissions regulations, particularly as the country is faced with dangerous levels of pollution"*

Mary Creagh, Environment Audit Committee

Adjustments to vehicles have been carried out during normal service intervals so downtime has not been an issue either.

Nevertheless, the battle for compensation for UK drivers enters the next stage on Monday (November 27), when a pre-trial hearing takes place at the Royal Courts of Justice.

Almost 45,000 UK customers who either own or owned an affected car have joined the legal action being taken by consumer group, VW Emissions Action.

It is represented by Slater and Gordon and is being fully funded by Therium Capital Management, a UK litigation funder. There is no upfront payment to join the legal action and Therium will cover all of the costs of the claim, through to trial.

David Strawson, chairman of VW Emissions Action, said: "Taking legal action is the only way UK consumers can seek redress and help to ensure that companies aren't able to get away with this sort of behaviour."

"The more of us who join the legal action, the more pressure we can put on VW to try to make things right. We are looking forward to the next hearing and progressing the case so that VW can be held to account sooner rather than later."

Gareth Pope, group litigation solicitor at Slater

and Gordon, said his firm's principal focus was to give claimants a collective voice and ensure that they are represented and compensated.

"We will be persistent in our cause and urge VW to do the right thing and treat its UK customers in the same way that they have been forced to treat their customers in the USA and compensate owners of affected cars," he said.

VW Group UK has said it would robustly defend itself against any claims. The manufacturer maintains UK customers have not suffered a financial loss as a result of the emissions issue and any compensation claims were "premature".

But, Greenpeace clean air campaigner Mel Evans says the manufacturer has "dodged its responsibility".

"It's paid no fines or faced criminal charges in the UK as it has in the US," she said. "Now it won't even meet its own timeline for a product recall, which is currently the only redress on offer to the public here."

"VW needs to try harder. Even its newest diesel cars are emitting a lot more pollution on the road than they're meant to."

"The only way to redeem itself is to accept that diesel is finished, and become an industry leader in electric vehicle technology."

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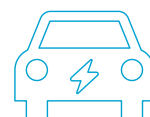
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# 'Nightmare on auto street' if UK's devolved authorities do own thing

Campaign for Better Transport chief warns of dangers of setting different standards

By Sarah Tooze

**D**evolution will have as big an impact on the automotive industry and transport as Brexit because of the change in travel behaviour it will produce.

That's the view of Stephen Joseph, chief executive of Campaign for Better Transport, a charitable trust which promotes sustainable transport.

Joseph told delegates at the *Fleet News* Automotive Outlook 2018 conference that a "patchwork of devolution" has been happening in the UK, with the devolved nations of Scotland, Wales and Northern Ireland; the London mayor and assembly; the six directly elected mayors which chair their area's combined authority (Cambridgeshire and Peterborough, Greater Manchester, Liverpool City Region, the Tees Valley, the West of England and the West Midlands); a number of sub-national bodies, 'Cornwall's 'bespoke' devolution deal and the 'city deals' reached between the local authorities and central Government in places like Cambridge, Glasgow and Cardiff.

This matters to the automotive industry because transport powers and funding are central to all of the devolution deals. Sub-national transport bodies, such as Transport for the North (which will be a statutory body by the end of this year) and Midlands Connect, are responsible for planning transport locally and all deal with roads and traffic.

The devolution deals vary but many have responsibility for so-called 'key route networks' (600 miles of road in Greater Manchester, for instance).

Some devolved authorities have set up traffic management centres, giving a view of all the different aspects of transport, and allowing them to manage traffic. They are also responsible for managing parking controls and charges.

Air pollution is a "current and growing issue" for cities and regions, Joseph said, highlighting the mandatory clean air zones, the introduction of the T-charge in central London, which will be



replaced with the ultra-low emission zone in 2019, the proposed 'zero emission zone' in Oxford city centre and Scotland's plans to phase out new petrol and diesel cars by 2032 – ahead of the UK Government's plans to stop the sale of new conventionally-powered cars from 2040.

Joseph also pointed out that Client Earth is taking legal action against the UK Government for a third time as it believes it has not done enough to meet air quality standards (see *Fleetnews.co.uk*, November 7).

"All of this leads to what I've called 'nightmare on auto street' where you have different traffic, roads, parking and emissions strategies in different cities and regions, with different standards and different charges, [resulting in] confusion, and complexity for the industry," Joseph said.

However, he believes that while the automotive sector might feel like "that's where we are

heading", there are "grounds for hope" as the directly elected mayors are working together to agree common standards. Dealing with devolved authorities might be preferable to working with central Government and there are opportunities for partnership and innovation, and new forms of funding, he added.

"Cities are going to drive forward new mobility models," Joseph said, pointing out that Transport for the West Midlands has started the first mobility as a service (MaaS) pilot, which sees people's daily mobility needs being met by a single service.

"Door-to-door seamless transport" will help the UK to compete with other countries and drive investment, according to Joseph. But economic growth doesn't mean "more and more roads and cars"; cities will need to develop strategies to move away from single occupancy car use.

"Ultimately, this is about smart growth and better transport for all," he said.

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# Deliveroo riders 'self-employed' due to flexibility of the job

Case demonstrates the need for clarity over employment law, say tax advisers

By Gareth Roberts

**C**onfusing employment legislation should be overhauled after the latest gig economy case was decided in the courts.

That's the view of tax advisers at Qdos Contractor given the current uncertainty surrounding the future of IR35 – the legislation designed to combat tax avoidance by self-employed contractors.

It is widely expected the responsibility for setting employment – and, therefore, IR35 status – will soon be handed from contractors to private sector companies, much like it happens in the public sector.

Qdos says that would see private sector companies liable for any missing tax should an HMRC investigation conclude the companies have set a contractor's IR35 status incorrectly.

In the latest case, labour law body the Central Arbitration Committee (CAC) ruled that riders at Deliveroo are self-employed.

The Independent Workers Union of Great Britain (IWGB) had brought the case against the delivery company, demanding workers' rights and union recognition.

However, the CAC decided riders were self-employed after hearing they had the freedom to allow other riders to take their place on a job.

Dan Warne, managing director at Deliveroo in the UK and Ireland, said: "This is a victory for all riders who have continuously told us that flexibility is what they value most about working with Deliveroo."

"As we have consistently argued, our riders value the flexibility that self-employment provides. Riders enjoy being their own boss – having the freedom to choose when and where they work, and riding with other delivery companies at the same time."

Deliveroo said it was pushing to have employment law changed so it could offer its self-employed riders injury pay and sick pay.

Seb Maley, CEO of Qdos Contractor, said the Deliveroo case was yet another indication that "employment law is far too complex and needs

*"Employment law is far too complex and needs to be simplified"*

Seb Maley, Qdos Contractor



Court ruling 'a victory for riders' said Deliveroo

to be simplified." He explained: "The boundaries between what constitutes an employee, a contractor and even a gig economy worker must be made clearer for all parties involved. This is made all the more important given the uncertainty surrounding IR35 currently."

"Without clarity over the definitions of each worker, how can we expect the companies engaging them to make accurate employment status decisions in the public sector and potentially the private sector?"

"With Deliveroo, substitution was the pivotal element in deciding riders were self-employed. But in recent public sector IR35 reform, substitution was a huge grey area, simply emphasising the need for clarity in employment law across the board."

The case follows a flurry of claims brought by workers in the gig economy demanding rights such as holiday pay, the minimum wage and pension contributions.

Uber recently lost its appeal against an employment tribunal ruling that its drivers should be treated as workers rather than self-employed (fleetnews.co.uk, November 13).

Last year, GMB, the union for professional drivers, brought two test cases to the Central London Employment Tribunal, which decided that Uber drivers are entitled to receive holiday

pay, a guaranteed minimum wage and an entitlement to breaks (fleetnews.co.uk, October 31, 2016).

Uber argued its drivers are self-employed and has said it will also appeal this latest ruling.

Maria Ludkin, GMB legal director, said: "Uber must now face up to its responsibilities and give its workers the rights to which they are entitled."

"GMB urges the company not to waste everyone's time and money dragging their lost cause to the Supreme Court."

Nigel Mackay, employment solicitor at law firm Leigh Day, added: "We have always believed the employment tribunal's decision was entirely correct in saying that our GMB member clients were entitled to workers' rights such as the minimum wage and holiday pay."

"We now hope Uber will accept this decision, rather than pursuing appeals, so that we can swiftly return to the employment tribunal on behalf of our GMB member clients, for the tribunal to decide the compensation that they are entitled to."

Transport for London (TfL) stripped Uber of its operating licence in September, after deeming it unfit to run a taxi service.

However, while the company is appealing the decision, its drivers can continue to work in the capital.





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calling an 0800 number. Model shown is new 308 GT SW in Magnetic Blue metallic paint. Advanced Driver Assistance Features are optional. New 8-speed (EAT8) automatic transmission more information. Information correct at time of going to print.

# THE BIG PICTURE

By Stephen Briers, editor, *Fleet News*



Concerns are growing over diesel. Leasing companies are privately suggesting that residual values could come under pressure; some are considering setting aside reserves to

safeguard against any impending collapse.

Sales of new diesel cars are falling faster than anyone predicted. Confusion reigns over the differences between Euro 5 and the much cleaner Euro 6, although the London mayor and local authorities considering clean air zones have limited themselves to targeting pre-Euro 6 diesels.

*“Currently there are no viable alternatives (to diesel) for high mileage car drivers”*

Now Islington Council has broken ranks with a proposal to introduce a £2 visitor parking surcharge for all types of diesel car, including Euro 6 and diesel-hybrid.

Irrespective of the rights and wrongs of the media reporting, the direction of travel is clear. Yet, diesel remains an essential fuel in the fleet mix; currently there are no viable alternatives for high mileage car drivers, large vans or trucks.

At a recent *Fleet News* roundtable, fleets were unanimous that diesel will be around for years to come and they were critical of a “lack of joined-up thinking” among legislators on alternative fuels.

They also questioned the ‘greenness’ of EVs if charged via coal-fired power stations, particularly when the coal is imported.

Next year we will link with BVRLA, Energy Saving Trust and ACFO to hold a series of debates on the clean air topic with local authorities (Leeds, Derby and Nottingham are in the diary). Fleets are welcome – email me (see address opposite) to register your interest.

**We’re taking a short break. Our next issue – the last of the year – will be published on December 14. To keep abreast of all the latest news until then, visit our website – [fleetnews.co.uk](http://fleetnews.co.uk)**

## YOUR LETTERS

### MOTORWAY SURVEILLANCE

## More officers – not cameras – needed on the roads

EDITOR'S PICK



#### Edward Handley wrote:

Having read ‘One-third of motorists do not know motorway speed limit, survey finds’ ([fleetnews.co.uk](http://fleetnews.co.uk), November 3), this is not exactly a surprise.

I am amazed by the number of times I have seen a car in the right hand lane towing a trailer travelling at a speed well in excess of 70mph.

The problem is there are not enough traffic police. Typically, a

police force will only have an average of two or three traffic cars patrolling the motorways and they have to prioritise collisions and serious offences so are not going to “waste” time chasing after someone with a trailer in lane three unless it looks as though they are about to lose control.

The powers that be want cheap self-funding solutions like average speed cameras which only see speed and ignore the context.

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

### VEHICLE EMISSIONS

## Negative feedback is holding up emissions fix from VW

#### Mr Bean wrote:

Having read ‘A third of VW Group cars with defeat devices still not fixed’ ([fleetnews.co.uk](http://fleetnews.co.uk), November 9), I believe there are a number of owners who are avoiding having their cars fixed due to some negative feedback from those who have had it carried out.

We have a Volkswagen at home which wasn't performing well in first and second gears after the fix.



However, a quick remap and the problem was solved.

#### James Jones wrote:

The figures are perhaps not that surprising when you consider this is a voluntary recall. If people do not want the fix carried out on their car it's impossible for VW to force them to have the work undertaken. Those VW Group cars on our fleet have all been seen and drivers haven't reported any problems.



## AIR QUALITY

# Cleaning DPFs can help avoid costly downtime

**Mark Burnett, vice president of Lubricants and Fuel Additives, wrote:**

A recent study showed some diesel car owners are choosing to have their diesel particulate filters (DPFs) removed to avoid costly replacements. This is not only a poor decision, but one that leads to greater costs and further problems.

Drivers found to have a Euro 6 vehicle without a DPF can be prosecuted and fined £1,000. This fine is in place because DPFs are fitted to meet European emissions regulations and cut particle emissions by 80%. By removing the DPF, drivers instead spread toxic pollution 20 times greater than that of

a normal diesel car.

DPFs can often become blocked or too dirty to function, causing issues like higher diesel fuel consumption, lack of power or torque and elevated system pressure.

Costing thousands of pounds to replace, most drivers are not aware that these issues can be avoided by regularly cleaning their DPF with a specialised liquid additive.

It is time we called on motorists to take responsibility for regularly cleaning their DPFs. Doing so will reduce the chances of motorists having to outlay the cost for a replacement DPF because of breakdowns, while also reducing the air pollution in our cities.

## ROAD PRICING

# It's just another money-making scheme

**The Engineer wrote:**

Having read 'Replace congestion charge with road-user pricing, says think tank' (fleetnews.co.uk, November 1), the article says that "when the initial £5 charge was introduced, there was an immediate reduction in car traffic and delays. However, the increase to £8 in 2005 had no additional impact and, despite a further increase to £11.50, delays due to congestion have returned to pre-charging levels".

If ever there was an indictment of a failed scheme this is as clear as day.

Purely and simply it's just another money-making road toll, probably mostly paid either by those wealthy enough to not care or more likely companies that have to send their people into London to service the ungrateful city.

## ELECTRIC VEHICLES

# AFRs not needed for hybrid cars



**Bob the Driver wrote:**

Having read 'ACFO promises to continue lobbying HMRC for plug-in AFRs' (fleetnews.co.uk, November 2), there certainly should be advisory fuel rates (AFRs) for pure EVs but not for plug-in hybrids. Current fuel-based rates are perfectly adequate for these.

Plug-in hybrid electric vehicles (PHEVs) remain too short in range to be significantly advantaged by

cheaper battery-powered miles for business use. The driver's main gain will be private miles locally so this should remain as a perk to encourage ownership.

PHEVs are far from ideal but they are a fairly painless stepping stone in easing transport off combustion-fuelled technology.

Many who have been in my PHEV under EV propulsion have said it's 'a lot like a normal car to drive but smooth and quieter'.

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**Burning question:**  
If you could shop for free at one store, which one would you choose?

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**Sister Ray** – a record shop in London specialising in vinyl

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**a round-the-world trip**

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**one off? A travel agent**

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**I would shop for free at Selfridges**

**because it's dead posh**

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**Fortnum & Mason** – love it at Christmas

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A background image showing a male technician with a beard, wearing a dark polo shirt and gloves, working on the wheel hub of a silver car. The car is elevated on a lift in a garage setting.

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## FLEET OPINION

## FLEET MANAGEMENT

## Effects of changing work patterns

By Shaun Sadlier

“ This is my third and final opinion piece about the new Lukas Neckermann book that Arval sponsored which investigates the future of corporate city travel and, in many ways, I believe it is the most resonant.

It's all about how work patterns are changing and one particular chapter title perhaps sums up the general direction in which we are heading: The Rise of the Gig Economy and the End of the Corporate Model.

You only have to look around you to see evidence of how quickly this shift is occurring – from the rise of Uber and Lyft to Deliveroo and more.

So far, the corporate world where fleets are prevalent has largely avoided this degree of disruption but Neckermann believes that it, too, will see significant change. He forecasts a future where an increasing section of the workforce will more and more act as independent agents and become part of temporary employee infrastructures assembled to complete specific tasks.

These teams will not exist in the same way as traditional corporate businesses. For example, a department that would now be installed in an office may in future all work from home and working hours may be entirely flexible.

This shift, if it occurs, would clearly have an impact on the way fleets are organised. People will still need to move around, so a requirement for the kind of flexible, cost-effective transport provided by the company vehicle is likely to remain, but methods of provision may alter.

For example, it may be that there is an increase in flexible leasing which sees a certain car provided for a specific project.

If you hire a worker as part of a team to complete a contract over 18 months that requires a lot of motorway travel, then it makes absolute sense to provide them with a car suitable for those journeys for that length of time only.

Crucially, Neckermann argues that society needs to find ways to embrace the opportunities this kind of working brings without losing the security of traditional corporate life. He cites Uber drivers as examples, many of whom love the flexibility of their work patterns but also worry about the volatility of their incomes.”

*“A department that would now be installed in an office may in future all work from home”*



**Shaun Sadlier**  
head of the Corporate  
Vehicle Observatory,  
Arval



**Paul Hollick**  
chairman, ICFM



## LEASING INDUSTRY

## Brokers winning 'significant' business

By Paul Hollick

“ Leasing is the number one vehicle funding mechanism for fleets and, while this year's FN50 highlights growth across the UK's 50 largest companies, look below the surface and the real expansion is among a rapidly growing force of businesses – vehicle brokers.

Often maligned in the past as bedroom-based cut-price operators, today's leading brokers are, in reality, professional organisations offering a cradle to grave service to fleets of all sizes – including blue chip companies.

Effectively the broker market has split into two – perhaps in part fuelled by Financial Conduct Authority regulatory changes. There are those that lead on vehicle price, largely targeting the SME sector, and others with a desire to attract a corporate client base on a one-to-one relationship via a sole-supply partnership.

The latter group is winning significant fleet business. Given the brokers offer all the in-life vehicle services expected of a leasing company – fleet, maintenance, risk and accident management and short-term hire etc. – the only difference is that they do not carry residual value (RV) risk.

Brokers back the RV risk off to a traditional leasing company and it is this trend that is fuelling the growth of the latter in this year's FN50 report. Indeed, the UK's largest vehicle leasing company, Lex Autolease (381,833) is honest enough to admit that the broker channel “has been a major contributor” to its fleet growth in recent years.

Vehicle RVs have been strong for a few years on the back of UK economic recovery, but there are warnings of a softening and that will potentially impact on leasing company profits and spark concern in boardrooms.

As a result, it can be argued that the broker business model is more sustainable than that of the leasing sector as they do not carry any RV risk. What's more, because brokers use a panel of funders, a fleet can obtain 'best value' on any specific day.

Decision-makers in fleets of all sizes will ignore the growth of the professional broker sector at their peril. Indeed, they might be surprised at what top brokers' offer – competitive pricing and quality service.”

*“Because brokers use a panel of funders, a fleet can obtain 'best value' on any specific day”*

# OUR MAIN PRIORITY IS OUR DRIVERS

Paul Stevens' goals are to increase face-to-face driver communication and to reduce unnecessary hire outlay and costs overall. *Elizabeth Howlett* reports

**P**aul Stevens is not new to fleet. But he is new to fleet management. Stevens joined Ricoh in 1987 as a warehouse supervisor and, over the past 30 years, has progressed from shunting spare fleet vehicles in storage to looking after the entire fleet department – a role he took up a year ago.

"I worked in the warehouse department for the first 15 years. At the time, the fleet department was based there and I used to store all the spare cars in the warehouse," explains Stevens.

"There were lots of new vehicles coming in and out, and my interest in cars grew. I kept a lookout for positions in fleet, and in 2002 I was appointed as fleet administrator."

Stevens had established a reputation within Ricoh for focusing on the everyday needs of its drivers which was recognised a year ago with promotion to the role of fleet controller for UK and Ireland.

"When I started in the management role,

my main goals and objectives were to keep the costs of our hire vehicles down to a minimum and to have more of a presence with our drivers," he says.

"I was used to dealing with drivers on a daily basis and felt that some of the email communications and telephone calls could be replaced with a face-to-face talk."

Driver relationships continue to be his biggest priority – he is available around the clock, seven days a week, especially around the busy Christmas period.

"Our main priority is our drivers. We have hundreds of them working [between them] 365 days a year, and Christmas day is part of that. As time has gone on, more of our clients are working throughout the holiday season which means more of our drivers will be on the road," he says.

"Our phones are always on, and Christmas doesn't change that. I personally took two calls on Christmas day from drivers that were unfortunate enough to find themselves in an accident. They have the policies on what to do if they have an accident, and we have out-of-office-hours teams that will look after them and get them mobile.

"Most of the time, people just want to talk to someone about what has happened and double check they are doing the right thing.

"I would rather they call me, than find out days or weeks later that one of my drivers had an accident and didn't want to call me for fear of disturbing me. That isn't what it's about for me."

Stevens has also started producing a fleet newsletter, providing drivers with hints, tips and important industry news such as legislation changes.

"My aim for the new year is to attend more team meetings with our drivers and hopefully be able to have question and answer sessions with them to find out about any issues they may be facing," he says.

Ricoh has undergone a total business restructure over the past couple of years which has resulted in the separation of fleet and travel (his predecessor did both) and a change of department from finance to supply chain. The fleet size has also reduced significantly, from 1,026 cars to just over 700. Ricoh also has 54 vans and a grey fleet of 757.

Despite the changes, Stevens







Rising through the ranks:  
Paul Stevens has been  
with Ricoh for 30 years





## FACTFILE

**Organisation** Ricoh  
**UK and Ireland fleet controller** Paul Stevens  
**Fleet size** 756 vehicles – 702 cars and 54 vans  
**Grey fleet drivers** 757  
**Funding method** Contract hire with maintenance  
**Replacement cycle** four years



continues to work closely with the travel team.

"We still sit on the same floor as travel and liaise closely with one another," he explains. "Our biggest collaboration is around hire cost and how we can keep that to a minimum."

Stevens has targeted a culture change around hiring rental cars with Ricoh's drivers introducing new policies that have seen costs fall by 75%.

They include encouraging them to book a service in advance to receive a free courtesy car, instead of relying on hire vehicles.

Coinciding with the reduction in fleet size has been growth in the grey fleet. Eighteen months ago, Ricoh had 559 cash takers; its grey fleet now stands at 757 employees.

Stevens is now looking to reverse the trend, bringing staff into the company scheme.

"Three years ago we changed the policy for engineers and lower-grade employees, enabling them to opt out. Many went into running their own car," he says.

"That is starting to gradually turn around as we now offer more attractive vehicles with good tax benefits for our drivers. Our leasing partners also did a lot of work informing drivers of the benefits."

While leasing partners promote the benefits of the company car policy, Stevens has added Renault and Nissan SUVs to the choice list – in response to driver feedback.

"Due to the kit some of our engineers carry, their choices on the company car scheme were either a van or a people carrier," Stevens says. "While they were fit for purpose and the right vehicle offering for the time, many drivers felt as though they were driving their dad's car."

Consequently, he introduced the Nissan Qashqai and Renault Kadjar. The uptake has been considerable.

"We have slightly changed our mindset around our company car drivers. We used to have a strict policy for company cars but it was lenient for grey fleet – they had freedom to pick any vehicle as long as it was fit for purpose," Stevens says.

"After liaising with managers to assess how much stock drivers carried each day, we discovered most could actually have a much smaller car. We now have a new policy for our engineers with a bigger selection of smaller cars. If they want a hatchback then they can have one, provided it is suitable. Changing the policy was actually quite an

easy thing to do but we had never really looked at it properly before. A slight change to the policy has changed people's perception of the vehicles on offer."

Ricoh has a strong environmental focus – the nine hybrids in its fleet are working well; however, it has temporarily raised its CO<sub>2</sub> cap from 134g/km to 139g/km in response to the new Worldwide harmonised Light vehicle Test Procedure (WLTP).

Stevens explains: "Manufacturers will do a lot of the work for us to drive those CO<sub>2</sub> levels down so we just need to keep on top of it. We have upped the cap because of the new WLTP testing and are awaiting official confirmation on how the tests will work and if there is any increase.

"If 139g/km is too high we can drop it back down, we think it will be enough to get the right vehicles, but it's something we are monitoring all of the time."

*"While they were fit for purpose and the right vehicle offering for the time, many drivers felt as though they were driving their dad's car"*

*Paul Stevens, Ricoh*

Ricoh has been undergoing telematics trials to assess the possible benefits to the fleet. So far, the biggest positive has been on accurate mileage reporting – business miles have fallen by 22% with a corresponding rise in private mileage.

"We are taking part in a four-year trial with Ctrack, due to end in May 2019. Telematics was put into a high percentage of our vehicles to see if it could bring any savings," says Stevens. "Part of the trial process has been to use it predominantly as a mileage portal, and then to track driving habits such as harsh braking. We are currently having internal work done to link the telematics with our payroll system.

"Drivers have a fob in the car and press one button for business and another for private mileage. As long as they have

pressed the right button, mileage data will automatically go back to payroll.

"This takes the workload off the drivers and removes the pressure to calculate their mileage every week."

However, there have been challenges, as drivers remain sceptical about how Ricoh will use the data.

"Some drivers were concerned we were using the data to keep tabs on them and where they were during the day," explains Stevens. "However, we are only assessing a limited range of data, as per the trial agreement made with Ctrack.

"We pick up data about harsh braking and speeding, and this feedback is only given to drivers to make things safer for them. It also helps to suggest if any additional training is needed through our driver risk partner Driver Intelligence."

Stevens adds: "We have had a lot of changes to the business over past 12-18 months and it is difficult to work out whether or not the savings we have made are totally down to telematics. Either way, since telematics has been installed there has been an improvement in driving habits."

A figure Stevens is especially proud of is his drivers' overall risk rating as assessed by Driver Intelligence.

The figures show that 90% of Ricoh's 1,980







With the help of an assistant, Paul Stevens now runs the Ricoh fleet following a total business restructure a year ago

drivers (including agency staff, temporary workers and anyone in the business who predominantly works in the office but may need to make the occasional client visit) are fully compliant with its risk policy, which Driver Intelligence helps to manage.

"Our overall risk rating is measured by licence checking, accident rates, online risk assessments and knowledge of the company policy – alongside whether documents such as mandate renewals have been submitted," says Stevens.

He aims to push that figure to 95% by the end of this year, and hopes that new soft-

ware and outsourcing will help to achieve it.

He says: "One of the recent changes we made was to the process of submitting a driver's licence mandate. It used to be a manual submission and we were constantly chasing people up.

"Six months ago we introduced software called EchoSigns, which now sends the driver mandate forms electronically and allows digital signatures. It has sped up the process for the drivers.

"Driver Intelligence will also chase drivers for documentation and licence checking, and because they are a third-party company,

drivers tend to respond promptly. This has taken the strain off us, as we no longer have to chase up documents or call up the DVLA.

"Our target is achievable and as long as we continue to work closely with our partners then we should be well on our way to getting that extra 5% of improved risk rating by the end of the year."



For more fleet profiles, visit [fleetnews.co.uk/fleetprofiles](http://fleetnews.co.uk/fleetprofiles)



# 'EVERY TYPE OF VEHICLE AND EVERY TYPE OF JOB'

That's the claim of Halfords Autocentres which says its independence means it can also offer fleets significant savings on costs and time. *Sarah Tooze* reports

**I**ndependent service, maintenance and repair (SMR) providers can offer fleets significant savings on parts, labour and vehicle off-road time but they are not always perceived as having the same technical capability as a franchised dealer.

A 'sticking point', according to Halfords Autocentres fleet director Pete Marden, is digital service records, with some fleets sending premium vehicles to a franchised dealer to be confident they can do the software update and reset the service schedule.

"Resetting service lights on new vehicles is becoming ever more complicated, but across the entire network we've got up-to-date and comprehensive diagnostic equipment which you don't normally find with all the independents," Marden says.

Marden has worked in the independent sector for more than 20 years, starting as an apprentice at Kwik Fit in the mid-1990s and working his way up to head of fleet, under former fleet director Peter Lambert, who retired in March this year.

Marden left Kwik Fit to join Halfords Autocentres in June, enticed by the brand's decision to separate its fleet business from retail and to create the board level position of fleet director rather than simply having a head of fleet reporting to the operations director, who had responsibility for both fleet and retail.

"There are a lot of similarities between the two [fleet and retail] but there are a lot of differences and it needs that voice from the top to make relevant changes to grow the business," Marden says.

Currently, fleet accounts for around 15% of Halford Autocentres' turnover, slightly lower than it has been in the past but that's due to "significant growth" in the retail business

over the past few years on the back of a number of new centres opening, according to Marden.

There are now 315 centres in the network and Chris Rose, central operations director, whose involvement in fleet is to make sure the network can support the fleet strategy, says he is "still looking at growth opportunities across the portfolio".

Halfords Autocentres has 800 fleet accounts, about half of which are leasing and rental customers. The other half is made up of warranty and owned fleets, including small-to-medium enterprises (SMEs).

Marden expects to grow this number significantly over the next five years.

"A lot of the growth recently has come from the warranty industry and that continues," he says. "Our technical capability enables us to get that growth because warranty work tends to be engine work, starter motors, gear boxes, diagnostics. It's quite technical in comparison to your standard fleet work like tyres, brakes, servicing."

Marden suggests that some independents don't have the appetite for carrying out technical work such as clutches whereas at Halfords Autocentres that's "a core product".

"We can cater for everything so there is no 'sorry, you'll have to take it to a main dealer,'" he says. "We can cater for every type of vehicle and every type of job, within reason."

More than half (165 centres) of the Halfords Autocentres network can cater for vehicles up to five tonnes – something which Marden says he wasn't aware of before he joined.

Rose adds: "It's fair to say it's been our best kept secret and the increased light commercial vehicle (LCV) demand just means we're well-equipped to cater for it."

Over the past five years, Halfords Autocentres has seen its vans business more than double to around 20-25% of its fleet work.

"We've organically grown that business; Pete is going to strategically grow it now, based on the fact we've got the network behind us to be able to execute it," says Rose.

Marden adds: "That is my priority; the largest opportunity we have within Autocentres is LCV."

"It would be easier for leasing and rental companies to send vans to independents, perhaps more so than their premium cars,

## KEEPING CUSTOMERS IN THE PICTURE – LITERALLY

Halfords Autocentres has been trialling video reports to provide more visibility to fleet customers and to help speed up the authorisation process.

"If you book your vehicle in for a standard menu item and we find advisories on that vehicle, we will give you a full video report of your vehicle, starting at the number plate so it's definitely your vehicle that we're recording. We walk you through so if it

was tyres we would physically take the tyre gauge on the video and show fleet manufacturers' specification. If there is a fault on the vehicle we will record that and show you," central operations director Chris Rose says.

"You can receive that as a text message or an email with a link straight to the video with a menu of costs and approval 'yes' or 'no'. Customers like it because it's ultra transparent."



Customers will see for themselves before authorising unexpected work





## FACTFILE

**Company:** Halfords Autocentres  
**Fleet director:** Pete Marden  
**Central operations director:** Chris Rose  
**Number of fleet customers:** 800  
**Number of centres:** 315

**Pete Marden (left)**  
**heads Halfords**  
**Autocentres' fleet**  
**business which sees**  
**him work closely with**  
**central operations**  
**director Chris Rose**

so there is a huge opportunity there for us. I'm not even convinced the marketplace knows the size of our network that can cater for that business. A lot of investment has gone in and we've perhaps not capitalised on what we could have got from the return on that as yet."

As well as investing in its sites, Halfords Autocentres has made a significant investment in training since acquiring the business, formerly Nationwide Autocentres, in 2010.

It has built four new training centres (Basingstoke, Bolton, Halifax and Northampton), which are fully equipped to train its technicians in everything from MOTs through to electric vehicles (EVs).

"We use all four of those sites every month to continually upskill and train all of our technicians," Rose says. "We will do 1,500 days of technical training this year alone."

The business has made a £250,000 investment in training its technicians to work on electric vehicles and hybrids and is backing the Institute of the Motor Industry (IMI) campaign, which calls for the Government to bring forward regulations for technicians working on automated and electric vehicles (see [fleetnews.co.uk](http://fleetnews.co.uk), November 6).

There are around 1,000 EV or hybrid qualified technicians in the UK and Halfords Autocentres has already trained around 200 of its 1,500. By the end of the year this will rise to around 300 or at least one in every centre.

"When you do the maths we have the market share of qualified hybrid technicians so as the EV and hybrid car parc is growing we are significantly ahead of the game," says Rose.

He believes Halfords' willingness to invest will also help it to stay ahead of other independents when it comes to connected and autonomous vehicles.

"We will always have the investment to meet the demands of the changes in vehicle

*"We can cater for everything so there is no 'sorry, you'll have to take it to a main dealer'"*

*Pete Marden, Halfords Autocentres*

technology," he says. "I think that is a real strength for us over other independents that maybe don't have the investment to keep abreast of the fast changes there have been in the past two years in vehicle technology."

He doesn't envisage manufacturers gaining control of servicing because they won't have the capacity to meet the demand and it won't be cost-effective for them to open the additional sites needed, in his view.

Rose and Marden also claim that independents can offer shorter turnaround times.

Marden says: "If you want collection and delivery with a franchised dealer it might be a two-week lead time and for us it might be an extra day so perhaps 72 hours [rather than Halfords' typical 48-hour turnaround]. The overriding statement is we know we can give shorter lead times than franchised dealers regardless of what the requirements are".

Marden acknowledges that Halfords Autocentres has more of a "booking set-up" rather than a "drive-in service" but "we are very responsive to operational vehicles; we understand the need."

Rose adds: "We have a selection of our estate which trades late, 100 of our centres in our portfolio trade seven days a week and more than three-quarters trade every bank holiday

so we are able to offer extended network coverage. At the moment, what we're doing matches our network demand. Should demand change we'll react accordingly."

As for the financial savings fleet customers could potentially make, Marden suggests Halfords Autocentres' labour rates are 40% cheaper, on average, than franchised dealers and that parts are 25% cheaper.

But what of the perception that franchised dealers offer a better customer experience?

That perception has been "quashed" over the past few years by all the independents, according to Marden. He says Halfords Autocentres' customer satisfaction index and net promoter scores are as important as its sales figures.

To improve the experience for drivers while they wait for their vehicle to be serviced, Halfords now offers a 'business lounge' at its newest centres, which includes Wi-Fi, phone charging facilities, a desk and free hot drinks.

"It's not only the downtime of the vehicle, it's the downtime of the individual that is important to the fleet accounts," Rose says.

Although 60% of Halfords Autocentres' bookings are made online and this is forecast to grow, fleet accounts like to have a contact centre, according to Rose.

As a result, over the past three years it has tripled its centralised contact centre team for fleet and retail customers to 24.

Marden has also recruited two fleet account managers, bringing the total to five.

He believes there is scope to expand Halford Autocentres' fleet tyre proposition after the business acquired a stake in mobile tyre fitting provider Tyres on the Drive, which doesn't currently operate in the fleet market. However, he stresses that is "something for the future" and is not part of current plans.

"We're a mechanical business that can cater for tyres rather than a tyre business that can cater for mechanical," he says.

# FleetNews

## PORTFOLIO

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

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



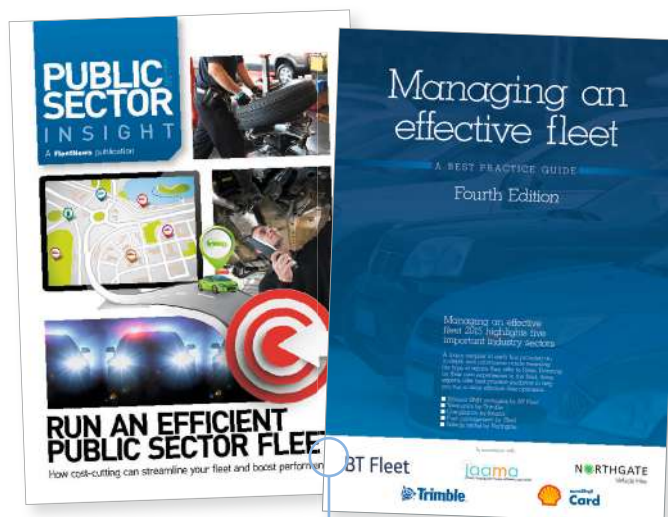
## Fleet Leasing magazine

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



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Special supplements that complement the magazine, our best practice guides look at areas that are core to fleet management or which are topical, such as electric vehicles. They provide you with the knowledge you need to make the right decisions. We also publish reports into the Fleet200, which analyse the UK's biggest fleets, and the FN50 contract hire and leasing sector.



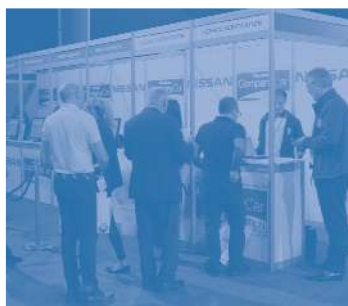
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# FLEETS & SAFETY

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In this second part of our annual insight into running a safer fleet we get top tips from the road risk manager of the year and look at how two fleets with a growing reputation for safety go about taking care of their drivers

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Simulators can place drivers in some harrowing situations in a bid to head off the real thing





# Rory Morgan's 3 GOLDEN RULES OF ROAD RISK MANAGEMENT

Rory Morgan, head of logistics support – Western Europe at data and record management company Iron Mountain, has been named 2017 road risk manager of the year by road safety charity Brake. Here, he outlines his approach to *Andrew Ryan*



## ANALYSE AND UNDERSTAND THE ROOT CAUSE

Identifying issues so they can be addressed is a fundamental part of Iron Mountain's road risk management programme.

It does this in a variety of ways, including through a robust incident reporting system, collecting data from telematics technology and carrying out on-road driving assessments.

"We've got our own incident reporting system which is bespoke to Iron Mountain where everything is reported: it could be a missed delivery or a leak in a warehouse, but vehicle incidents are in there as well," says Rory Morgan.

"We report on everything, whether it's a clipped door mirror or if someone has reversed into a gatepost at the yard.

"We can collate all that data and say, categorically, where our poorest performing areas are and home in on these."

Every month, Morgan holds a conference call with Iron Mountain's driver trainers where they investigate each incident.

"We also deem whether we feel they are 'at-fault' regardless of what the insurance company says," he adds. "Even if it is one of those that is viewed as 50/50 by our insurers we will put it down as at-fault because our employee should have been driving defensively: they may not necessarily have been fully at fault, but they contributed as they could have avoided it."

Iron Mountain also builds up profiles of its drivers using information collected from its GreenRoad telematics system as well as through licence checks, collision history, driver trainer assessment scores, tachograph infringements and traffic violations.

"This gives the trainer a good profile of that driver," says Morgan.



## DO SOMETHING ABOUT IT WITHOUT DELAY

"Any remedial action is taken when it is required, as it is required," says Rory Morgan. "That may be in reaction to telematics scores, or it could be post-incident which could be a collision or something like a manager picking up that a driver is not so good with tachographs."

One of Iron Mountain's biggest wins came after it identified low-speed driving and manoeuvring as an area where improvement was needed.

"We focused on that," says Morgan. "We had a purge. All the driver trainers went out and every driver had a 90-minute session in the yard with bollards and pallets, where they had to get out and look, and were taught how to use their mirrors etc."

Drivers are also incentivised to achieve good scores through Iron Mountain's GreenRoad telematics system, with their performance taken into account when determining annual bonuses.

The supplier's scoring method is to achieve less than 20 'events' per 10 hours of driving, which it regards as safer driving.

"We thought that was too easy from

the outset so we targeted below 10 right from the start," says Morgan.

"In the past two years we've reduced that to below five, so a driver that does more than 500 driving hours throughout the course of a year and scores an average of five or below they are deemed to be an elite driver."

Morgan says the average number of events has declined by around 95% to 145 a week on 318 vehicles, which is equivalent to one event per vehicle per fortnight.

Iron Mountain also takes steps to minimise road risk by making on-road driving assessments part of the employee recruitment process.

"If someone passes all the verbal requirements they then go on to spend 40 minutes on the road with a driver trainer," says Morgan.

The driver is scored through a formal assessment sheet.

If an applicant is borderline and the driver trainer thinks that with a little bit of coaching they will be ok they will still be considered. But, if they are way off and the trainer doesn't think they can improve to the required standard "then it's a blanket sorry – that cuts it off at the pass", Morgan says.



Rory Morgan displays his award-winner's plaque and certificate



## MAINTAIN AND MANAGE – DON'T WALK AWAY

“You cannot take your eye off the ball,” says Rory Morgan. “In 2015 we experienced our first year in six since we started that we actually had an increase: incidents had gone up 18% on the previous year.”

“We are only talking 10s of incidents, not thousands, and there were mitigating circumstances: we were selling off an arm of our business so there was a bit of apathy and that sort of thing creeping in, so, at the end of that year, we refocused.”

“I got my team and the driver trainers together and we talked about where we needed to focus because it was the first time our figures hadn't fallen.”

“I said that the best year we'd had was 2014, so with those 2015 results we were comparing ourselves against our best, anyway. We agreed for 2016 we would aim to beat 2014 and we hammered it, we absolutely annihilated it.”

“We had 110 incidents (39 at-fault) across the year,

which was more than 50% fewer than in 2015 and 41% fewer than in 2014.”

Each driver has an annual assessment which links into part of their annual bonus.

Iron Mountain also carries out driving licence checks for both company vehicle drivers and grey fleet drivers every six months. If a driver has nine points on their licence, the licence checks become monthly.

Drivers are also continuously monitored through telematics. However, Morgan adds: “Telematics isn't a silver bullet, you have to manage it on a daily basis. If you let it go, then you are just throwing your money down the drain.”

*“We agreed for 2016 we would aim to beat 2014 and we hammered it”*

Rory Morgan, Iron Mountain

## SPONSOR'S COMMENT

Steve Beattie, Head of Business Sales, Volvo Car UK



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- BLIS – alerts drivers when vehicles are approaching from behind.
- Cross Traffic Alert – uses cameras to help drivers reverse out of parking spaces.
- Active High Beam Technology – automatically dips headlights from full beam.
- Oncoming Lane Mitigation – warns drivers if they move out of their lane into the path of an oncoming vehicle.
- Pilot Assist – Volvo's advanced semi-autonomous driver assistance system, which takes care of the steering, acceleration and braking on well-marked roads up to 80mph. In addition, its Park Assist Pilot will parallel park drivers' cars for them.

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# THE HIGHS AND LOWS OF BEING RISK ASSESSED

Online assessments have become a standard part of a driver risk management programme, but what determines a driver's overall rating?

*Elizabeth Howlett* explores how five of the leading providers calculate the risks



Above: the driver dashboard on the E-Training World assessment

Online risk assessments are designed to be a cost-effective way to determine whether a driver needs in-car training or further learning. A series of online assessments, typically covering driving history, knowledge and hazard perception, aim to measure a driver's potential exposure to risk.

There is a range of options on the market, and each provider has varying methods to establish whether a driver is high-, medium- or low-risk.

I completed online risk assessments from IAM RoadSmart, TTC Group, E-Training World, DriverMetrics and DriveTech to understand the methods by which each provider would assess my capabilities – and what factors would contribute to my overall results.

Some providers have developed their own software while others use third parties.

To deliver its latest product, IAM RoadSmart, for example, has partnered with licence checking provider Licence Bureau, which uses DriverMetrics software.

TTC uses DriverMetrics, Imagitech and RoadMarque systems within its assessments to give an “all-round approach”, according to Adrian Hide, senior consultant at TTC.

E-Training World is a third party provider and says 80% of its business comes through companies with branded systems.

These overlaps and alliances are worth fleet managers considering when choosing and implementing a driver risk assessment as one company may well provide the software for another – and vice versa.

Perhaps surprisingly, I was not given the same risk rating by all five providers – it was mixed bag of low, medium and high (see panel overleaf) which made me even more keen to discover how my exposure to risk was calculated.

At a glance, my knowledge and attitude to driving let me down on all five assessments. This makes perfect sense as my driving background does not align with that of a seasoned fleet driver.

In 2011, on my third attempt, I successfully passed my driving test but have not been behind the wheel since. My licence may be clean, but my knowledge is rusty at best.

Back then, I passed my theory test with a score of 98% and, thanks to hours of practice, I was no stranger to hazard perception tests.

These were definitely reflected in my results.



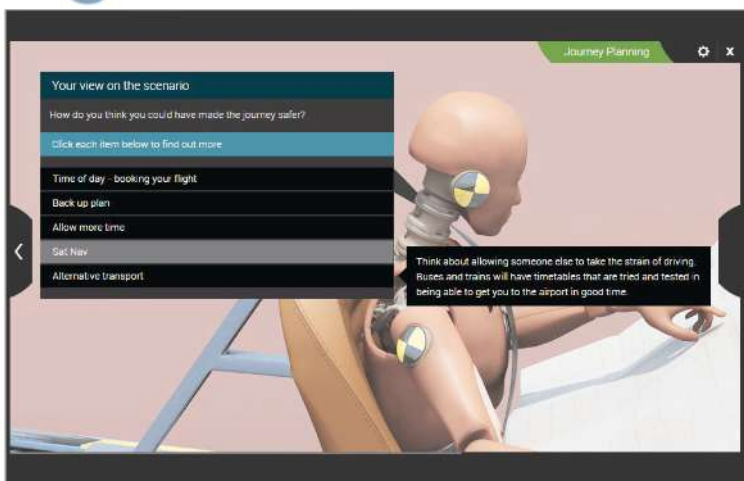
## Hazard Perception

Well done, you identified at least one clue to a potential hazard.

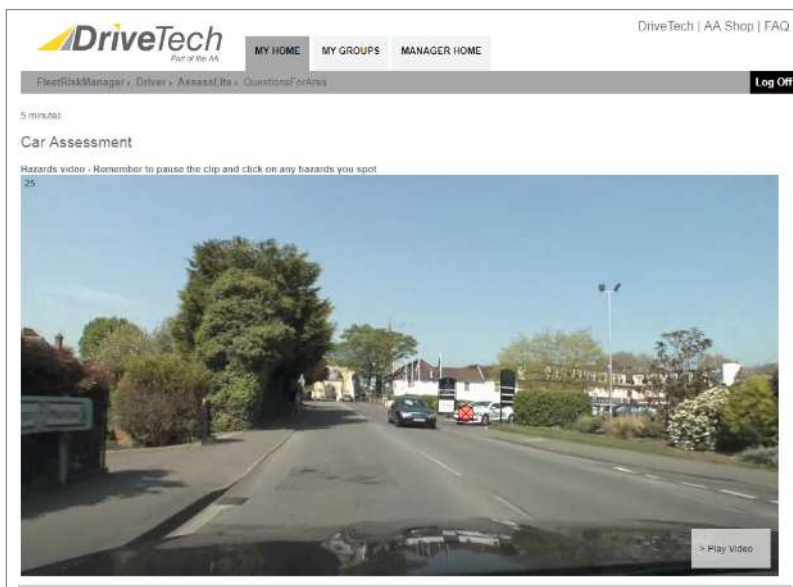


Above: E-Training World's hazard perception screen with three factors highlighted

## Fleet Driver Risk Index PLUS



Above: DriverMetrics' e-learning module examines journey planning



Above: DriveTech's video assessment screen



Of those providers that gave detailed breakdowns, I was scored as either low- or medium-risk for hazard perception.

The DVSA's method (back in 2011) was to click for a potential hazard (like approaching a crossroads); again if a further hazard manifests itself (say, a vehicle approaches from either side); and a third time if that vehicle crosses in front unexpectedly. So up to three clicks for one hazard.

An example from my test was that when travelling in a built-up residential area, refuse bins at the tops of drives could indicate a refuse collection truck further ahead, so the test wanted me to click on the wheelie bins as a potential hazard, and then click again when the truck was in sight.

E-Training World used the standard click method of hazard perception testing and scored me as low risk.

I felt a strong sense of *déjà vu* when an introductory video of a fleet driver using the same dustbin example popped up, and I immediately knew how I was meant to conduct the test.

"We effectively take traditional methods of assessing drivers in vehicle and place them online. That is our business ethos in terms of how we assess drivers," explains Jonathan Mosley, director of sales and training at E-Training World.

"It's not the hazard itself, but pre-empting the hazard arriving. If a driver has ignored the signs then they have ignored the clues to the hazard."

DriveTech gave three short video clips as part of the 'anticipation section' of the test which measured my awareness of my surroundings, looking at details and scanning for hazards. The results from this would fall under skill, for which I scored 'medium'.

I was instructed to pause the clip and then click on a hazard. After each video I was also asked questions about what I had observed such as speed limits and road signs.

IAM RoadSmart also used video to test my awareness and concentration. Its videos featured an interactive and realistic in-car view, prompting me to check my rear view and door mirrors for potential hazards, just as I would when driving normally. A click-based hazard perception was included, and I scored 'low' in this section.

TTC was the only provider to encompass hazard perception, observation, distance and reaction tests within its assessment and provided me with an overall score for each section. It used the traditional method of hazard perception click-testing, and I gained an average score.

Adrian Hide explains that the videos all use built-in interactive algorithms that will calculate the result.

I scored above average for concentration, which within a set timeframe tested my ability to notice things such as road signs and colours of oncoming vehicles on still images.

## MANAGEMENT TRAINING

Many of the leading providers offer management training for fleet decision-makers.

TTC offers a managers audit to benchmark a business against the HSE guidelines 'Driving at work - managing work-related road safety'.

DriveTech offers line manager workshops designed to further encourage line managers to prioritise on-road safety over simply "getting the job done" - and breeding a safety culture within a company from the management down.

DriverMetrics has a range of courses aimed at all levels of management, including a dedicated two-day senior management workshop at Cranfield University, on how to implement a behavioural-based approach to risk management.

E-Training World does not offer a specific course for managers but, instead, explores the data and liaises closely with management on the right training, or any recommended training.

To test my reactions, it gave me a flashcards exercise for which I was graded as average. I was given the shape of a blue diamond and had to click on the matching blue diamond whenever it appeared. The main shape changed every few seconds, meaning I had to concentrate on the moving flashcards and on the shape I was matching.

The only provider to not include a hazard perception test was DriverMetrics as it uses a psychometric approach called the Driver Risk Index. I scored low on the hazard awareness section, featuring likelihood-based questions prompting me to give an honest response to how I would react to a hazard.

An example reply would be, 'I often tailgate drivers travelling under the speed limit'.

"Most risk assessments will focus on skill, hazard perception and knowledge, but they aren't the reasons drivers crash," says Richard Hill, commercial director at DriverMetrics.

"There is, therefore, a disconnect (with standard online risk assessments) between the assessment process and the resulting coaching. Our programme's focus is on behavioural factors that are astringently linked to crash involvement, and they are the areas that research has validated."

It is safe to say that while my ability to spot hazards may make me low risk, my lack of knowledge and understanding of the rules of the road contributed to my higher scores.

DriveTech, TTC and E-Training World all marked my knowledge section as high risk and this is a self-confessed shortcoming due to lack of experience.

According to Mosley, the majority of people are rated high risk on knowledge-based questions, which made me feel slightly reassured.

Contrary to the others, IAM RoadSmart scored my knowledge as low risk.

A contributing factor could be that I completed this risk assessment last and possibly knew some of the answers from previous tests. Another factor is that this particular assessment asked a series of first aid questions, and I am a qualified first aider – so I would suggest that my low score perhaps is due to luck of the draw, rather than an inefficiency within the assessment.

It is worth noting that although IAM RoadSmart uses DriverMetrics software. It uses its Duty of Care product not the Driver Risk Index.

I had identified gaps within my own knowledge and the assessments have correctly pointed them out. But I wanted to ascertain what factors, if any, automatically make drivers high risk – and, most importantly, which providers had these algorithms within their products.

DriveTech's fleet training manager for its on-road academy, Keith Freeman, explains that its risk assessment is based on statistics.

"The key age risk areas are 17-25 and 55-plus," Freeman says. "Statistically, lower risk age brackets are between 30 and 50 years and we can only work on statistics. Other factors, based purely on statistical information include long periods driving in the dark and high annual mileage."

TTC also has factors within its risk assessment that would automatically make a driver higher risk, which once again include age and mileage.

"Driving on the road network is considered a dangerous pastime due to the multitude of people on the roads," explains Hide.

"The longer you spend on the road network the more at risk you are – by default. Considerations will be linked to mileage, if we think your exposure to risk is related to the amount you drive.

"Age and gender will be a risk indicator, too. If you are a 19-24-year-old male, your risk factor for that age category would be greater than a female of equivalent age.

"Rural driving will make you higher risk as motorways are statistically safer. Certain vehicles could make you high risk, such as a high performance car."

I was curious to know what statistics and information

## FACTFILE



**NAME:**  
Elizabeth Howlett

**AGE:** 26

**YEAR PASSED TEST:**  
2011

**HOURS OF  
REFRESHER  
LESSONS:** 6

**ESTIMATED ANNUAL  
MILEAGE:**  
less than 5,000 miles



*"Most risk assessments will focus on skill, hazard perception and knowledge, but they aren't the reasons drivers crash"*

Richard Hill,  
DriverMetrics

## ONLINE RISK ASSESSMENT RESULTS

### PROVIDER: DRIVERMETRICS

Overall result: Low

Suggested outcomes: Online learning modules and confidence building through in-car training

### PROVIDER: DRIVETECH

Overall result: High

Suggested outcomes: Compulsory online learning modules and suggested in-car training

### PROVIDER: E-TRAINING WORLD

Overall result: Medium

Suggested outcomes: Compulsory online learning modules

### PROVIDER: TTC

Overall result: High

Suggested outcomes: Compulsory online learning modules and suggested in-car training

### PROVIDER: IAM ROADSMART

Overall result: Low

Suggested outcomes: Online learning modules and monitoring

informed TTC's algorithms as it sounded similar to insurance claims. Hide confirmed that it pools questions and risk factors based on insurance, but that it also has access to knowledge and data from Transport for London and the Department for Transport.

Hide concludes: "Risk originates from many areas and no one particular area is a sufficient indicator in its own right to identify risk. We have to look at it as a whole."

IAM RoadSmart, Driver Metrics and E-Training World – all of which marked me as low- to medium-risk – do not have automatic high risk scoring answers.

Hill says: "Most assessments work on that (automatic high-risk algorithm) basis, but not ours. It does not matter how many miles you drive, it is how you drive the miles."

Costs are difficult to establish as some providers work on a volume-based quotation basis. TTC was reticent to quote a price as it usually works with large volumes of drivers.

E-Training World says that large groups will drive its prices down but it generally starts from £15 for the online assessment and a further £5 for each module.

DriverMetrics charges £17.50 for the assessment and six e-learning modules, while DriveTech gave an example of an online driver assessment with on-road training as £200 per driver but suggested there may be flexibility for large groups.

IAM RoadSmart's yet to be named new product will be a fixed-fee driver risk, audit and compliance tracker starting at £4 per driver per month. I was given pre-launch access to it.

Each provider has a different way of assessing risk, and there is clearly not a universal solution to determine if a driver needs in-car training or further learning. Instead, it is perhaps advisable for a fleet manager to decide what system best fits in with their overall driver risk management and what is appropriate for their drivers.

If a driver suffers from a lack of confidence, for example, then DriverMetrics could be considered to target the root cause of the risk.

However, if a driver simply falls short on knowledge or rules of the road then a more 'traditional' online assessment could be the best way forward.





# 'TRAINING IS A REAL CORNERSTONE FOR US'

Narrowing down 120 courses into three has paid big dividends for Royal Mail with the number of collisions in a year reduced by 12.3%. *Andrew Ryan* reports

**R**oyal Mail's robust driver training regime is the "cornerstone" of its road risk programme which saw the company reduce its number of collisions in a year by 12.3%.

The business, which has 90,000 drivers and around 49,000 vehicles, had seen collisions fall to around 11,000 in 2014/15 due to a previous successful risk management programme, but that decline had plateaued for 12 months.

"That was still 11,000 opportunities for people to be hurt," says Mark Bromhall, group road safety manager at Royal Mail Group. "We made our first big step towards changing that when we introduced a suite of eight new occupational road risk standards which saw us pull together different policies across the group."

This saw it become mandatory that all employees had to receive on-road training before driving a Royal Mail vehicle.

Also included was that any driver assessed by instructors as high risk would not be allowed to drive until they were trained to a standard where "we felt they had an acceptable level of risk", says Bromhall.

Royal Mail also analysed incident data to identify any trends it could address. "We have so much information about how our accidents happen, where they happen and who is involved in them, and, the more we looked at it, our collision data just reflected what our people do: short journeys, slow speeds and manoeuvring," he adds.

"More than half of our collisions involved moving backwards or forwards into stationary objects or vehicles: 75% of them occurred at 5mph or below."

The analysis also found that over a two-year period, 80% of the company's drivers had not been involved in any collisions. However, 3% of its drivers who had multiple collisions accounted for 29% of all incidents.

"That really drove us to concentrate on our post-collision investigation processes, making sure everyone was complying with our procedures," he adds.



*"Overhaul allowed us to revisit all our courses and write bespoke ones that fit our organisation and the risks our drivers face"*

*Mark Bromhall,  
Royal Mail*

Royal Mail's driver training regime was also overhauled. Before the review, the company had used multiple suppliers, but decided to simplify its externally-sourced training by using only one supplier.

"This allowed us to revisit all our courses and write bespoke ones that fit our organisation and the risks our drivers face," says Bromhall.

"It also meant we could get that consistently applied wherever our driver is in the UK.

"We went from 120 different courses into three: induction training, changeover training for drivers who are moving into different types of vehicles, and post-collision training."

Other initiatives included developing a new approach to reduce the number of low-speed incidents.

"We picked whole offices and ensured they were trained," says Bromhall. "First in the classroom for the theory, and then practically in the yard. We trained just more than 2,000 in the 12-month period this way.

"Training is a real cornerstone for us."

Communication has also been key. "The policy document was great, but as people may not remember it, we identified a few key places where we could put the right information in front of the right person at the right time," says Bromhall.

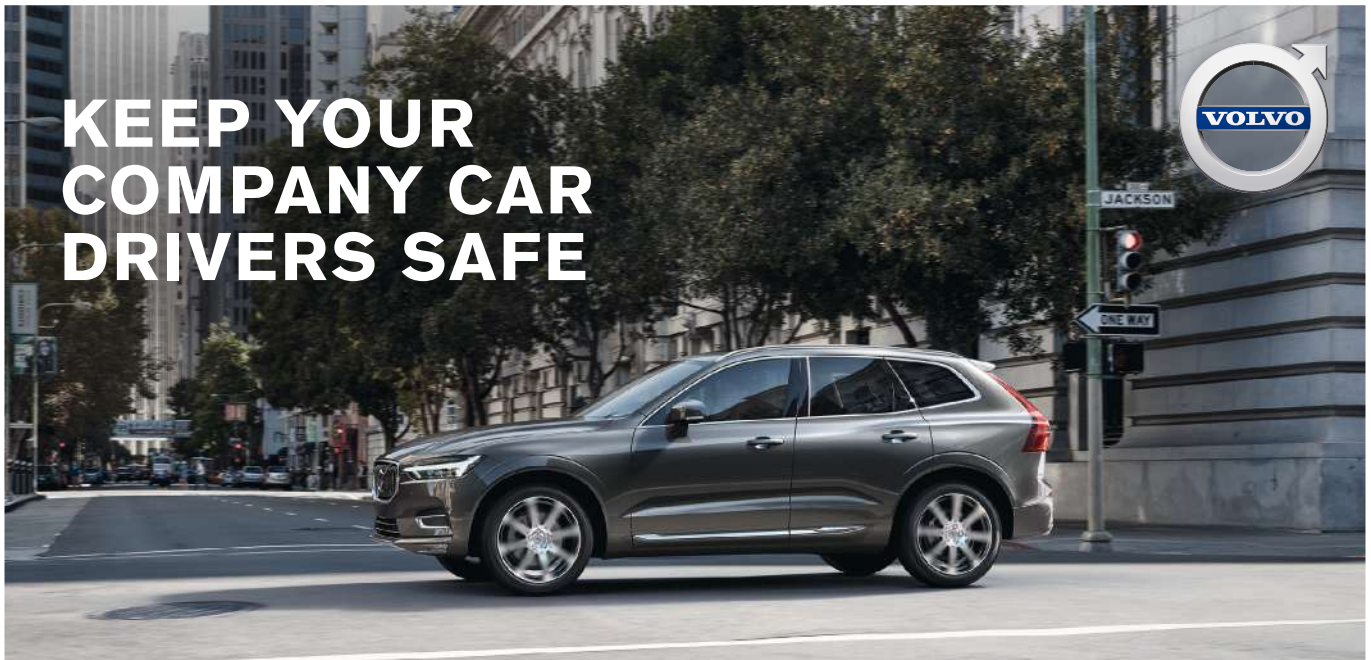
"For example, four weeks before anyone starts, their manager gets an email reminding them of the requirements of our policy and we give them the information they need to arrange the training.

"We do the same post collisions. We send a pack telling them how to investigate collisions, while within hours of a driver being identified as high risk one of my team will ring the manager and ensure the driver has been taken off driving duties until such a time they can resume."

Bromhall says the new safety regime began to gain traction towards the end of 2015/16 and in 2016/17 the company saw 1,325 fewer collisions: a fall of 12.3%.

"That was a fantastic result and within that we saw a 24% reduction in drivers having multiple collisions," he adds.





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Volvo Cars is leading the way on vehicle safety – with the aim that no one will be seriously injured or killed in a new Volvo by 2020. This plan is spearheaded by Volvo's pioneering IntelliSafe technologies that actively help to make every journey safer.

For fleets, this means increased risk management compliance – important as data from the Health and Safety Executive suggests that more than a quarter of all accidents involve someone who is driving as part of their work. For employees, it means a safer and less stressful drive.

## **INTELLISAFE INNOVATIONS INCLUDE:**

### **CITY SAFETY**

Identifies vehicles, pedestrians, cyclists and large animals, and automatically brakes the car

### **PILOT ASSIST**

Uses the Adaptive Cruise Control to set your speed and distance to the vehicle in front

### **ONCOMING LANE MITIGATION**

Will steer your car back into its lane if it detects you have drifted out

### **DRIVER ALERT CONTROL**

Alerts you when you are tired or distracted

### **BLIND SPOT INFORMATION**

Alerts you when vehicles are approaching from behind

### **CROSS TRAFFIC ALERT**

Uses cameras to sense passing traffic to help you reverse out of parking spaces

### **PARK ASSIST PILOT**

Will park your car for you

These features first appeared in our premium S90, V90 and XC90 models. Now they appear in our exciting new XC40 and XC60 SUVs. The New XC60 also unveils Steering Support, which helps to avoid or mitigate low-speed accidents by assisting evasive steering. Just another way in which Volvo can make your fleet safer.

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Jen Yaxley was named Young Woman of the Year for her role in delivering an effective risk management programme

# HOW SAFETY STIMULATION COMES FROM SIMULATION

Amey will use every modern device available to reduce risks. But, its safety people are also not averse to old fashioned driver meetings. *Andrew Ryan* reports

**A**mey's pursuit of ever greater employee safety means it is continually adopting cutting-edge technology to reduce driver risk.

This has seen the infrastructure services company, which has a 7,500-vehicle fleet, use innovations such as driving simulators and reaction time games, as well as goggles which simulate the effect alcohol and drugs can have on a driver.

Its latest technology is a virtual reality fatigue driving simulator (see panel on facing page), to highlight the dangers of driving while tired.

"Innovation is very high on our agenda," says Jen Yaxley, driver risk management co-ordinator at Amey. "We have

teams within our consulting business that are dedicated to looking at innovation and areas where we can improve.

"We have working groups in fleet and plant looking at things such as camera technology and autonomous vehicle technology – anything that we can see could assist us in the future."

However, while the desire to embrace new technology is helping Amey push boundaries in its risk management programme, it also uses it to improve processes and efficiencies in less eye-catching, but equally important, ways.

"Unfortunately the transport industry is sometimes guilty of being a little archaic," says Yaxley, who was named Young Women of the Year at the 2016 Women in Logistics awards



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for her role in delivering an effective risk management programme.

"The industry can be stuck using paper records and we want to move away from that. Everything is electronic in an office – you rarely see a paper invoice now, so why should you see a paper form for vehicle defects?"

"That's the opinion we have, and once we start to use technology it frees up so many opportunities.

"Technology saves time, efficiency and money. It allows us to report quicker and better. It means we don't have to read through all of the paper forms and that helps us innovate even more because it gives us information which we can use and we can then develop again."

Moving its daily first use walk-round vehicle checks from a paper-based system to an app has been a huge success for Amey.

"It means you don't have to give out thousands of books to people and everybody who uses it finds it so valuable and, most importantly, easy to do," says Yaxley. "It's not cumbersome: it's press a button, press a button, take a picture and you are done."

The reports are then fed back into an online portal, with the information used to ensure compliance and identify any trends or training needs.

The daily checks are mandated for all vehicles from vans upwards, while they are starting to be introduced on Amey's company car fleet as well.

"We are not mandating the checks for our car drivers at the moment and it's not huge numbers who do them, but we are telling them the reasons why they should carry out vehicle checks and, hopefully, make them want to do it," adds Yaxley. "There will probably come a time when we do mandate the checks, but we don't want to force them on anyone, we want to let people learn that they are really useful tools."

While Amey's desire to innovate and adopt new technologies is clear, this does not come at the expense of more traditional working practices. The company will use whatever approach is best to get the safety message across.

"We use our intranet and communicate electronically where we can, but we have to recognise that not all of our

## FATIGUE SIMULATOR CAN ACT AS A WAKE-UP CALL

Amey unveiled its newest innovation to improve driver safety at its plant and transport fleet conference last month: a virtual reality fatigue driving simulator.

Tom Lawless, group fleet and plant director at Amey, says although reported incidents within the company were low, fatigue was an issue every driver in the UK would face at some point in their lives.

"Despite all the advice, policies, training and support we give our drivers, we can't be there at the point they are making that decision to get behind the wheel," he says.

"The idea for the simulator was born out of evidence in our rail business that people who experienced near-misses were the safest.

"By recreating all the conditions of driver fatigue and the shock and

emotions of a near-miss in a totally safe environment we hope to make our drivers safer, whether they're at work or not."

The simulator is made from real vehicle components, including a driver seat, pedals and steering wheel, with the driver putting on a VR headset and headphones.

During the simulation, the driver has to negotiate a variety of roads before the screen temporarily goes black to simulate a long blink to show what the potential consequences are of driving while tired.

The simulator will be mounted to a specially-commissioned vehicle featuring a range of other Amey driver training products from where it will tour the UK as part of the firm's driver training offering.



*"We have working groups in fleet and plant looking at things such as camera technology and autonomous vehicle technology"*

Jen Yaxley, Amey

employees have access to any sort of electronic media so that's why we go to meet them," says Yaxley.

"I go out as much as I can. I've probably seen around one-third of our driving population – around 4,000 people – and take with me all sorts of posters, interactive games, Powerpoint presentations, quiz sheets: whatever will sell the road safety message and raise awareness.

"We can't impact on operations, so if I know my guys in waste collection have to go out at 5am, I'm there at 4am."

Transport and fleet managers are also a vital channel of communication with drivers, and they are kept engaged through working groups and conferences, such as the one which took place last month in Oxford and was attended by around 80 delegates.

Training is also tailored to suit different employees and needs. "We do absolutely everything," says Yaxley. "We do classroom training, in-vehicle training, online risk assessments and 10-minute toolbox talks before drivers go out in the morning so the subject is fresh in their minds.

"When you've got a new starter it's easy to get them to buy in to what we're doing because you've got them from day one. You can tell them 'this is what we do'. But we've also got drivers who have been with us for 20, 30, 40 years even, and it's much harder to change the behaviour and culture which has been ingrained over years and years.

"That's why we found it important to communicate through as many different options as possible to make something work for everybody."





*"Sometimes what can be seen as a minor incident might be part of a pattern that may cause something more serious further down the line"*

Alison Moriarty, Skanska

WINNER: **SKANSKA**

# Skanska will always go the extra mile to improve safety for all

Comprehensive approach to risk management includes measuring commuting incidents in accident statistics

By Andrew Ryan

**S**kaniska leaves no stone unturned in its mission to improve fleet safety. All drivers, including grey fleet, undergo online risk assessments, while commuters are also included in its incident statistics.

The company plays a key role in a number of industry organisations including the Transport and Logistics Safety Forum organised by the Chartered Institute of Logistics and Transport, the Fleet Operator Recognition Scheme (FORS) governance group and the Construction Logistics and Community Safety (CLOCS) working group.

It is this all-encompassing approach which has seen the civil engineering company named as safe fleet of the year in the Fleet News Awards for the second consecutive year.

"We don't want people to be less safe just because they are not doing a work journey, so, although the commute may not be a business journey in the official sense of the word, it's still just as important to us that both our employees and members of the public are safe," says Alison Moriarty, Skanska fleet risk and compliance manager.

Between 2015 and 2016, the company saw its incident rate – including commuting and personal use accidents – fall by 11 percentage points.

This reduction is even more impressive when the types of incidents recorded are taken into account.

"It is company policy that no matter how minor an incident is, it's got to be recorded through our accident management company, hopefully within a matter of hours," says Moriarty.

"We want people to report everything because even if it's just a scratch or a chip, these things accumulate over the lifespan of a vehicle and when the lease terminates you can find you've got a lot of damage needing repair that you didn't know anything about.

"We want people to get in the habit of recording incidents, anyway, because sometimes what can be seen as a minor incident might be part of a pattern that may cause something more serious further down the line.

"It can help identify training needs for drivers, or even an issue with a type of vehicle, and if you don't record them you are not picking those up.

"It may be something where you get very slow speed manoeuvring incidents in a van and it may be because the visibility out of the rear of that van isn't very good, which would lead you down the path of thinking, well we need reversing sensors on these vehicles."

**Fleet News: How do you identify risk?**

**Alison Moriarty:** We use a number of methods. Our van and car drivers, including grey fleet, do an online risk assessment which identifies a number of training modules they have to do. There is a total of 26 modules, but most people have to do up to six or seven. These are mandatory and must be done within a certain length of time.

Our Jaama Key2 fleet management software system follows their progress and automatically reminds us if the modules haven't been done. The risk assessment also identifies a number of modules which may benefit the drivers but are discretionary to do. We find most employees do those as well because they quite enjoy them.

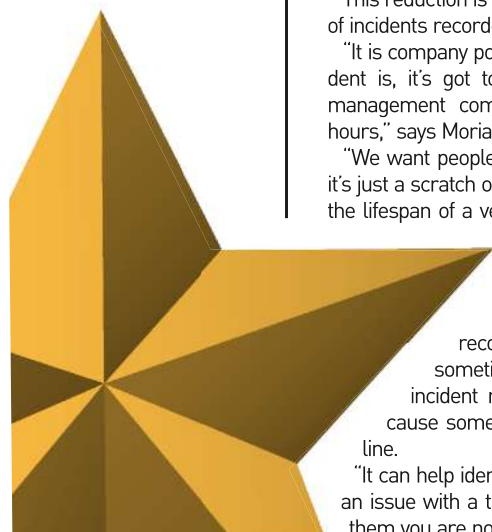
We also monitor the endorsements people get. If, for example, a driver gets two speeding endorsements within 12 months, we will usually contact their manager and say 'it'd be good to put this guy on one of our speed awareness courses'. If that driver then chooses to do a speed awareness course with the police we will cancel ours, but we are trying to keep an eye on why people get endorsements and then put training in around it.

**FN: How often do you check employees' driving licences?**

**AM:** Our commercial vehicle drivers have their licences checked every three months, while the car drivers are done every six months unless they've got more than six points and then we do it every three months as well. Our drivers sign a mandate that lasts for three years, so the frequency gives us a level of comfort. Endorsements affect our drivers' risk profiles, so our fleet management system is set up so that if a driver is in danger of going up a risk profile level then we automatically get an email so we can have a look to see why.

**FN: What role does telematics play in your fleet?**

**AM:** We're rolling telematics out across our commercial vehicle fleet and it is being used to monitor behaviour and performance, including harsh braking, cornering, speeding and idling. We've also got a system that runs





Alison Moriarty (left) picks up the safety award alongside head of fleet Julie Madoui

alongside it to do the risk profiling and this gives us fantastic dashboards that we send out to managers. This is the most significant thing we've done this year because we know all the telematics data is being analysed before it goes to the drivers' managers and it's made people use the data properly.

We've seen really good results with our incident rates and fuel usage so far. As an example, one of our highways contracts is quite a difficult one because of the types of vehicles they drive and the types of driving involved. Once they got the dashboard, their manager started talking to drivers around events and they saw a huge reduction in collisions and fuel usage. We are really excited about that.

#### **FN: Do you use telematics in your car fleet?**

**AM:** We are starting a three-month trial with 20 drivers using an app. We're hoping to use it as part of a risk tool so, instead of putting it in everybody's car, we are going to use it with drivers who have been identified as high risk.

However, what we have found is that people are already volunteering to use it who aren't high risk. They are looking at it as a way to reduce fuel consumption as well as wear and tear, so even people who take a cash allowance and use their own car find that it works for them.

The drivers can turn it off at the weekends if they want to, but almost everyone who took part in an earlier trial left it on the whole time.

We're looking at using an app instead of installing hardware into cars mainly because of the HR issue around data protection for car drivers: a commercial vehicle is not for personal use, whereas a company car is a much more emotive subject.

**S**kanska is also keen to spread the road safety message beyond its employees, and has so far trained around 40 members of staff to be ambassadors of road safety charity Brake.

"We've got two training sessions coming up soon, so that will probably increase the number to about 60," says Moriarty.

"They do work in the community, so we go into schools and we do work with cubs in the evenings and weekends to help them get road safety badges, which has been really good fun.

"This year we've launched a Brake ambassador newsletter which is published every quarter. For that we ask the ambassadors to tell us what they have been doing so we can note all the good work that is going on.

"We also give them safety tips, let them know what's happening in terms of new legislation and talk about incidents that may have happened.

"It's really an all-encompassing way of keeping them up to date with all that's going on in the world of fleet and things they may not come across in their normal jobs."

#### **FACTFILE**

**Organisation** Skanska  
**Head of fleet** Julie Madoui  
**Fleet risk and compliance manager** Alison Moriarty  
**Fleet size** 2,066 cars, 649 vans and 364 trucks

#### **JUDGES' COMMENTS**

**Skanska has a holistic approach to running a safe fleet. It identifies the gaps and finds the best solutions. In addition to its own strong track record of reducing incidents, Skanska is also active in the wider market in helping other organisations to improve the safety of their own fleets. Comprehensive and admirable, said the judges.**





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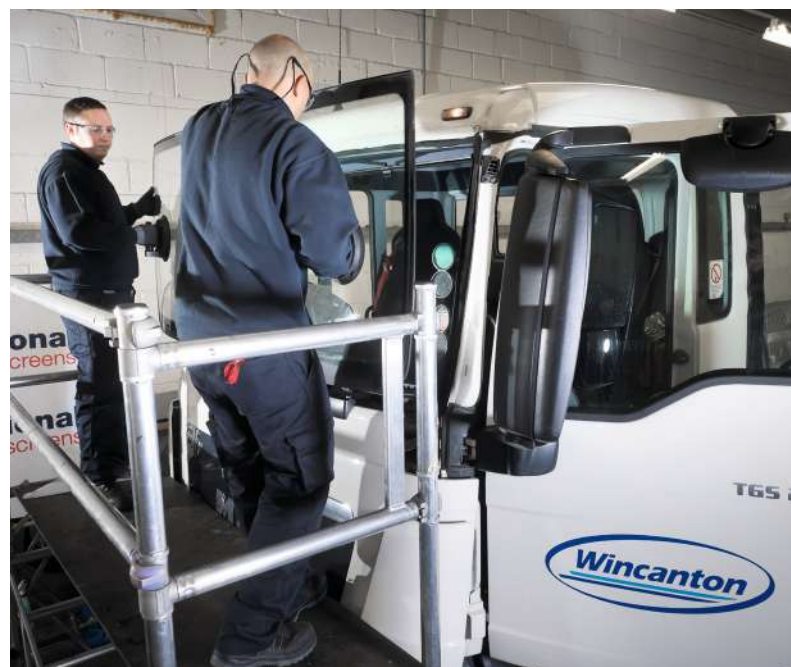
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# ADAS SYSTEMS GROW IN IMPORTANCE

Now many new driver aids rely on windscreen-mounted cameras



# WHAT IS ADAS AND WHY IS IT SO IMPORTANT TO YOUR FLEET?

Advanced driver assistance systems are growing more and more common on modern cars as the road to autonomy continues.

**A**dvanced driver assistance systems (ADAS) are rapidly becoming commonplace in the new car market. Almost all car manufacturers are offering some form of ADAS across their model range, with many fitting the technology as standard to certain models.

Euro NCAP research shows that a correctly working automatic emergency braking (AEB) system, a type of ADAS, leads to a 38% reduction in rear-end collisions.

Peter Marsden, managing director of National Windscreens, says: "ADAS technology has the capability to reduce both the frequency and the severity of accidents and should therefore have a dramatic impact on the number and size of claims received by insurers in the future."

It's thought that windscreen-mounted ADAS technology is currently fitted to approximately 10% of vehicles on UK roads, with this proportion likely to rise to 40% by 2020.

For fleet vehicles the figures are likely to be much higher as the age of the vehicles will be much less than the overall UK car parc.

Marsden explains: "Fleets will have a higher percentage of ADAS-enabled vehicles due to the age of the vehicles in those fleets. ADAS is a relatively new technology and with fleets being predominately less than four years old, these technologies are seen in a higher proportion compared to the whole of the UK car parc."

"For car fleets, and particularly rental fleets, the figure will be significantly more than 10%. Anecdotal evidence from National Windscreens' customers shows in excess of 25% of car fleets having ADAS fitted."

## 2,500+

the number of lives ADAS will have saved between 2014 and 2030 according to a report from KPMG

**BELOW: Rob using a diagnostic tool to talk to the car**



The technology is now present in a number of key fleet models, including the Vauxhall Astra, Nissan Qashqai, Ford Mondeo and Mercedes-Benz C-Class.

In a report entitled 'Connected and Autonomous Vehicles – The UK Economic Opportunity', KPMG predicts that between 2014 and 2030, ADAS technology will save more than 2,500 lives and prevent in excess of 25,000 serious accidents.

Similarly, Thatcham Research says that it found, through analysing UK insurance data, third-party injury claims on the Volkswagen Golf VII (with AEB) were 45% lower than its equivalent without AEB.

"ADAS offers fleets the potential to reduce at fault accidents. This cuts the risk of injury to people and helps keep vehicles on the road. The overall benefit for fleets is therefore improved productivity and reduced costs," says Marsden.

It's not just car drivers that can benefit from ADAS. The van sector is also catching up. Volkswagen was the first manufacturer to offer AEB as standard on a number of its van products, while Mercedes-Benz and Ford have the technology available as an option.

In the truck world things have moved more quickly; since 2015 all newly registered heavy goods vehicles weighing in excess of 7.5 tonnes must have AEB fitted under EU law, and some safety organisations are lobbying Government to mandate it on all new vehicles.

While AEB may be the most common form of ADAS fitted to vehicles, it is far from being alone. For example, there's lane keep assist which steers the car back on course if the driver drifts out of the current lane with no indication. Less



*"ADAS offers fleets the potential to reduce at fault accidents. This cuts the risk of injury to people and helps keep vehicles on the road"*



*Peter Marsden, managing director,  
National Windscreens*

intrusive systems such as lane departure warning or collision warning will alert the driver to a dangerous situation, but take no mitigating action.

ADAS isn't just about preventing accidents; it also offers a suite of assistance features, such as adaptive cruise control, road sign recognition and automatic high-beam activation.

Several manufacturers now combine a number of ADAS features to offer a degree of self-driving. Mercedes-Benz has Drive Pilot and Volvo offers Pilot Assist. Both systems allow the car to accelerate, decelerate and keep in a given lane, although the driver must remain fully alert and keep a grip of the steering wheel.

The key to all of these systems, and many more, is a combination of camera, radar and laser sensors which are often located behind a car's windscreen.

As the software used in ADAS gets more advanced, vehicles are able to understand their surroundings far easier. The latest systems, for example, can detect and differentiate between pedestrians, cyclists and street furniture – both at night and in the daytime – then categorise them by risk, accounting for movement, speed and trajectory. All this is done in milliseconds.

This technology is integral to the development of autonomous driving vehicles.

**Vehicles can be categorised as being level 0-5 in terms of automation:**

**Level 0** is where the driver has full control of the vehicle.

**Level 1** offers a specific function controlled by the car – most likely a conventional cruise control system.

**ABOVE: Aligning the CSC (Camera Sensor Calibration) tool with the vehicle**

**Level 2** is where the industry is currently. The driver is able to disengage totally from physically operating the vehicle in certain conditions but must be ready to re-take control at any time.

**Level 3** allows the vehicle to remain in control for longer, even in safety-critical situations – but the driver remains responsible for the vehicle at all times. Most manufacturers are looking to bypass this stage and move straight to the next level.

**Level 4** is where the car is fully autonomous in certain scenarios, such as traffic jams or motorways with no requirement for the driver to intervene.

**Level 5** is full-autonomy with no driver input required in any scenario.

The majority of car manufacturers expect to be offering autonomous vehicles at level 3 or 4 by 2021 and current predictions place full autonomy at level 5 by around 2030.

That said, some of the technology will be with us by next year. In 2018 Audi will launch its Front Laser Scanner, offering a system called Traffic Jam Pilot. It will be the first Level 3 hands off 'automated' driving system where the driver can disengage from the driving task.

Marsden says: "ADAS technology is moving so quickly that the next few years will likely see many changes from improved accuracy and range of current systems to developments of completely new systems."

He believes the main development will be the filtering down of ADAS features to vehicles lower in the range, rather than just the top end vehicles.



# STAY FOCUSED TO ENSURE ADAS SYSTEMS REMAIN ON THE MONEY

Many factors can disturb a windscreen-mounted camera position. Correct calibration is vital to get the most from the technology.

**W**hen specifying advanced driver assistance systems (ADAS) or choosing a vehicle which has ADAS as standard, such as autonomous emergency braking (AEB), fleet managers and their drivers need to be aware that this is not 'fit and forget' technology.

There is a maintenance requirement for such systems, particularly after accidents and windscreen replacement.

If a windscreen is replaced, fleets will need to ensure that the windscreen-mounted camera, which is often a key part of ADAS, is calibrated in accordance with the vehicle manufacturer's instructions (for systems that don't self-calibrate). Failure to do this could mean that the system doesn't work correctly.

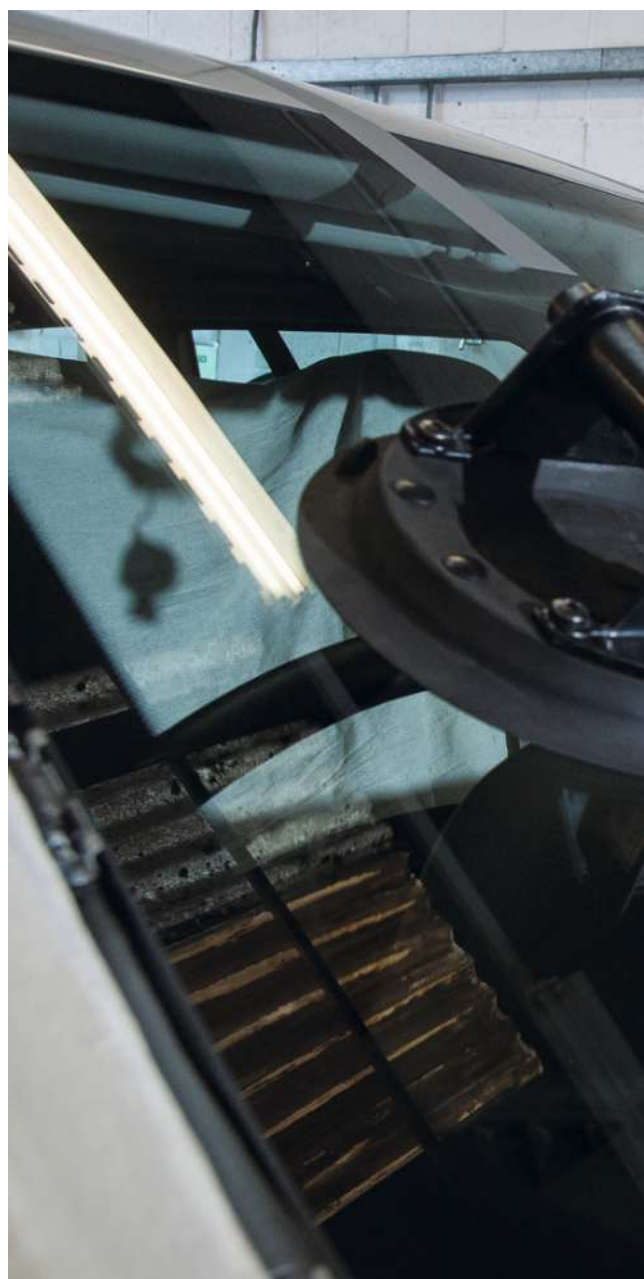
Alistair Carlton, technical manager at National Windcreens, says: "During a replacement of a windscreen the camera is moved from a known position to an unknown position, however small that change may be.

"Trigonometry shows that a one-degree alteration of the camera position at the windscreen means a 1.7 metre deviation 100 metres down the road. The process of calibration realigns that deviation back to the centre line."

But it isn't simply each time a windscreen is replaced that calibration is required. Anything that may affect the directional view of the camera down the road will mean that it needs calibrating.

Carlton also explains that the thrust axis – the invisible line the car follows down the road – is determined by the alignment of the wheels so any deterioration of alignment over time or realignment during tyre replacement will mean the camera needs calibrating. Similarly, the replacement of

**RIGHT: Replacement of a windscreen is almost certain to mean the camera will require recalibration**



**BELOW: Chip repair may not require recalibration but care must be taken to ensure it is not within the camera's field of view**



suspension parts due to either wear and tear or accident damage may affect wheel alignment and therefore camera alignment.

A simple windscreen repair will not result in the camera needing to be calibrated because the camera position won't have changed.

However, it is worth noting that a windscreen chip repair should not be carried out within the field of view of the camera.

Making sure drivers understand when and why calibration is needed is incumbent on windscreen repairers who have signed up to the ADAS Glazing Code of Practice.

The voluntary code provides a recommended set of guidelines for replacing or refitting windscreens on vehicles fitted with ADAS and was developed by Thatcham Research, in conjunction with industry bodies, such as the Society of Motor Manufacturers and Traders (SMMT), and windscreen repair and replacement specialists, such as National Windcreens.

It is being updated to cover not only the repair of windscreen-mounted ADAS but all ADAS systems (see panel).

## Types of calibration

Fleet managers need to be aware that there is more than



*"A one-degree alteration of the camera position at the windscreen means a 1.7 metre deviation 100 metres down the road"*

*Alistair Carlton, technical manager at National Windscreens*



one type of calibration.

The type of calibration required depends on the vehicle manufacturer and the system they have installed.

Calibration can either be 'static' (around 75% of all calibrations), 'dynamic' (around 25% of all calibration) or, in rare cases, a combination of both static and dynamic.

Carlton explains: "Static calibration places a 'target board' in front of the vehicle at a precise distance from the camera. The position of the board is also perpendicular to the thrust axis of the vehicle and is aligned horizontally and vertically. Using diagnostic software that communicates with the vehicle's ECU (engine control unit) the position of the board is set and any deviations from the previous position calculated and compensated for."

This type of calibration needs to be carried out in workshop conditions where there is a level floor and stable, uniform lighting.

Dynamic calibration, meanwhile, "requires the vehicle to be placed into a calibration mode by the diagnostic software and taken on a drive cycle where the system will request certain driving conditions are undertaken", according to Carlton. "Once a set amount of criteria has been fulfilled (dependent on vehicle manufacturer) the camera will be calibrated."

However, the drawback with this type of calibration is that it

## KEY QUESTIONS

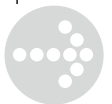
- Which of my vehicles have ADAS?
- Does my windscreen repairer have the necessary equipment and are its technicians sufficiently trained to carry out calibration?
- Can windscreen replacement and calibration be done at the same appointment to reduce downtime?
- How much will calibration cost?
- Do my drivers understand the importance of calibration?

can be affected by a number of external variables.

Carlton says: "Are the white lines in good condition, can the camera see them? Is it raining, snowing or is there very low sun hindering the camera's view of the road lines? Is there heavy traffic resulting in difficulties fulfilling the driving criteria?"

Under the ADAS Glazing Code of Practice, repairers are required to understand the type of calibration required and the appropriate equipment needed to carry it out.

They must make it clear to the customer whether they can calibrate the vehicle's ADAS







sensor system using their own technology or using a sub-contractor.

If the repairer is unable to calibrate the system they must make it clear to the customer that they are responsible for getting the system calibrated elsewhere and that they should not rely on the ADAS functioning correctly until the system has been successfully calibrated.

They must also make the driver aware that they may be held liable if 'any adverse event' occurs as a result of their failure to calibrate, and their insurance company should be notified of the position.

#### Clear pricing policy

The code of practice requires windscreen repairers to have 'a clear calibration pricing policy'.

The average cost to replace a windscreen "increases significantly" with the fitment of ADAS technology, according to Thomas Hudd, operations manager – repair technology centre at Thatcham Research. "A windscreen replacement can increase by anything up to 123%, when estimated calibration costs are factored in," he says.

Peter Marsden, managing director of National Windscreens, says that his company provides fleet managers with a fixed price for every calibration, irrespective of vehicle model and location in the UK.

"We make sure that the fleet manager always knows what the exact charge of each calibration will be," he says. "This price is agreed with each fleet customer from the outset."

However, he points out the biggest cost to the fleet is vehicle off the road time if the driver has to make two appointments – one for the windscreen replacement and then another for calibration.

With 108 fitting and calibration centres, National Windscreens is able to provide windscreen replacement and calibration in one visit.

"National Windscreens has invested more than £2 million to date in ADAS technology to become what we believe is the biggest provider of ADAS calibration throughout the country," Marsden says.

Windscreen replacement and camera calibration can be carried out in less than two hours at a National Windscreens centre and customers will receive a calibration certificate.

"Making an appointment to see a franchised dealer for calibration following windscreen replacement means waiting to get an appointment at the dealership and then taking a driver and vehicle off the road for a second time for calibration," Marsden says.

"Just as importantly, if the vehicle is used in the meantime then the ADAS systems may not be working as intended."

This means "there are safety benefits from the windscreen replacement and calibration being carried out in one visit.

#### Protecting the vehicle warranty

National Windscreens is able to calibrate more than 90% of car models that require it and uses recognised diagnostic



**ABOVE: Aligning the CSC (Camera Sensor Calibration) tool at the rear of the car**

equipment – the Hella Gutmann Solution CSC (camera and sensor calibration) tool – so there should be no adverse impact on the vehicle warranty by having the calibration done by National Windscreens rather than at a franchised dealer.

A Hella Gutmann spokesperson says: "My opinion would be that a manufacturer could not refuse to honour a warranty if a camera or radar system was calibrated by HGS equipment. Our equipment performs the calibration to OEM methods using approved calibration panels.

"To refuse to honour existing warranties using the criteria suggested would, in my opinion, go completely against European Block Exemption rulings."

#### Certificate in Automotive Glazing

Currently, 30% of National Windscreen technicians have been through Hella Gutmann-approved training and a number have been awarded the new NVQ 3 Certificate in Automotive Glazing, which has been updated by the national awarding body the Glass Qualifications Authority (GQA), in conjunction with National Windscreens, to cover ADAS requirements.

"With 40% of all vehicles on the road predicted to have ADAS fitted by 2020 the demand for calibration is set to continue to grow very quickly," says Marsden. "An extensive training programme is now in place to run throughout 2018, ensuring that National Windscreens remain well placed to meet this demand."

## NEW ADAS CODE OF PRACTICE

Thatcham Research is working with industry stakeholders, including windscreen repair and replacement specialists National Windscreens, on a new code of practice which will cover calibration requirements for both windscreen and body-mounted ADAS.

Thomas Hudd, operations manager – repair technology centre at Thatcham Research, says: "The repair challenges presented by ADAS on a vehicle – from the current scarcity of information regarding the presence of ADAS and equipment necessary for calibration to the lack of clarity on the circumstances where calibration is required or not – are just some of the issues the new code will address.

"High priority will be given to reaching an agreement on a means of making uniform data freely available to allow repairers to better identify the presence and location of ADAS technologies."



In-cab cameras can help reduce insurance premiums, but fleets looking for instant discounts may be disappointed.

*Andrew Ryan* reports

In-cab cameras have fast become one of the must-have accessories for drivers, with sales of the gadgets at Halfords rising 100% in the past 12 months.

The technology came to national prominence through television programmes such as *Car Crash Britain*, which used footage of 'Britain's worst car crashes caught on camera' as entertainment.

While the use of such video clips as a spectator sport endures – a search of 'car accidents caught on camera UK' on YouTube brings up almost 500,000 results – recent

customer research by LeasePlan found that 77% of respondents also expected dashcams to enhance driver safety.

This prompted the business to this month become the first leasing company in the UK to offer dashcams as standard to customers.

However, fleet managers who regard investing in the technology as a gateway to instant insurance savings are likely to be disappointed.

"To be honest, the only thing that is going to reduce their premiums is if our clients either have fewer claims or lower claims costs," says Doug Jenkins, specialist business resilience manager – motor at AXA Insurance.

"A lot of people come along and say 'I'm going to fit this dashcam, I'm going to fit this telematics system, can I have a discount?'"

"And the answer is nearly always 'no' – simply fitting dashcams or any kind of technology won't give them a discount in 99% of cases."







*"This (the offering of lower premiums) demonstrates confidence that the cameras will reduce the number of claims and overall costs"*

Simon Marsh, VisionTrack



This will disappoint the fleets who want "jam today and jam tomorrow", says Matthew Warden, managing director of corporate motor for Towergate.

"Customers would naturally welcome upfront discounts, whereas insurers say that if your claims experience improves then that may lead to premium reductions," he says.

"Some fleet insurers do recognise the importance of cameras and will at times offer funding towards their installation, but not set a premium discount to reflect what the claims experience might look like in the future."

However, some fleets do report success in negotiating reduced premiums upfront.

Parcel delivery firm Hermes has fitted cameras to its van and truck fleet after a three-month trial.

Lianne Farr, Hermes fleet and motor support manager, says: "We got a reduction on our premium for the cameras, as long as when we come back in March [to renew the insurance contract], we have reduced our accident rate."

Equally, the installation of cameras may mean premiums rise less than would otherwise be the case.

"If the insurer perceives the installation of a camera system may help improve claims experience or, more importantly still, address some existing issues, then they may decide upon a rate more favourable than might otherwise be the case," says Warden.

This may also depend on what processes the fleet has

## MORE TO SAVINGS THAN JUST REDUCED PREMIUMS

Vehicle cameras can help fleets cut costs in a number of ways other than through reduced insurance premiums.

"We fully expect that cameras will pay for themselves within the first year of operation due to additional cost savings," says Simon Marsh, managing director of VisionTrack.

"Sometimes this can be through a client consistently showing they were not at fault following incidents when, without the cameras, liability would be impossible to prove.

"It means firms are not paying an excess on their insurance when an incident occurs, but we find the most consistent long-term savings come through fewer incidents and better overall driver performance."

This improved driver behaviour can be partly attributed to the mental effect having cameras fitted has on the driver, says Matthew Warden, managing director of corporate motor for Towergate.

"Cameras can encourage drivers to be more cautious/not to tailgate other vehicles and the like, because if there is a crash, there may be evidence that can be used against them," he adds.

The footage can also be used to identify training needs. A spokesman from Provision says: "Cameras can be used to monitor dangerous driver behaviour and stop patterns of behaviour that cause accidents to happen.

"By highlighting driver training requirements, whether it is the need to reduce distractions or indicating before changing lane, fleet managers can be made aware of driver performance, and put steps in place to amend this behaviour before accidents occur."

The Roadmark 600 is Trakm8's new 4G in-cab camera with integrated telematics

introduced to accompany the investment in the equipment, adds Jenkins.

"Do they have a good structure in place? Do they have a good reporting procedure?" he asks. "If you have a client who is doing all of that, the appetite from the underwriter may well be that they'd like to do this business and they may be a little more competitive in the premium they are offering."

Packaging up cameras as part of a broader risk policy may also pay immediate dividends, according to Simon Marsh, managing director of in-vehicle video telematics company VisionTrack.

He says some insurers such as Markerstudy (VisionTrack's parent company) offer lower premiums for specific fleet policies which include a camera as part of the package.

"This demonstrates confidence that the cameras will reduce the number of claims and overall costs," he adds.

Distribution company FPS saw its premiums decline by more than 10% in the first year after fitting cameras to all its commercial vehicles, says Andrew Tillman, fleet strategy director for Trakm8.

"Following a sharp drop in claims, the company's incident rate has remained low, so it has secured consistently lower insurance premiums for the past five years," he adds.

Typically, however, underwriters look to get a fleet's claims history for the previous three to five years when setting premiums "because it's fact", says Jenkins.

One area of insurance in which cameras can have an instant impact is in settling disputed claims or when a fleet vehicle is the victim of a crash-for-cash scam.

These often involve drivers pulling in ahead of a vehicle before slamming their brakes on, causing the following vehicle to run into the back of it.

The fraudsters then claim compensation for vehicle damage and injuries – accusations which can be difficult to



*"The only thing that is going to reduce premiums is if our clients either have fewer claims or lower claims costs"*

*Doug Jenkins,  
AXA Insurance*

defend against unless video footage can be produced.

"Camera footage can play an important part in proving that a crash was staged," says Warden. "It can prove that another vehicle pulled out in front of them and cut them up, thereby causing a crash."

The Insurance Fraud Bureau estimates that these crash-for-cash incidents cost the insurance industry more than £390 million every year, with car insurance fraud costing honest policy holders around £50 on every annual premium.

The technology can also be a deterrent to fraudsters. "Criminal gangs are unlikely to target vehicles with cameras clearly showing in their windcreens," says Marsh. "They know their fraud will be exposed by the footage."

Camera footage can also help a fleet minimise the cost of third-party claims for injury and damage in collisions which do not involve criminal intent.

Marsh says that less than 1% of incidents captured on VisionTrack cameras result in disputed insurance claims, compared to an industry norm of 40% of general motor insurance claims.

"That means 99% of our customers' claims are settled quickly and amicably because the cameras can clearly identify who is liable," he adds.

"This also reduces additional costs such as the hiring of replacement vehicles which can spiral into thousands of pounds in the event of a disputed claim."

Kyle Harris, founder of dashcam app 4Sight, adds: "The more cases where blame can be apportioned to another party, the more the fleet will save in policy pay-outs.

"This will make it a far more attractive risk proposition when it comes to policy renewal. In some cases a well-managed fleet can secure not only a reduced policy premium, but also a reduced excess level."

However, while installing cameras can have a significant

impact for many fleets, Jenkins warns that cameras are not a worthwhile investment for everyone. "For every 10 clients that we see who discuss dashcams, we probably discourage four of them," he says.

"The reason for that is that if we look at the claims for a typical fleet, generally the only type of claim that a forward-facing camera could help with is when a vehicle runs into the back of a third party, or the crash-for-cash incidents where people are making the fraudulent claims.

"Realistically, though, if it's a fleet where they are not having those types of claims, then footage from forward-facing cameras is not going to help at all.

"However, if a fleet has a lot of cases of side swipes, perhaps because they operate in areas where a lot of lanes merge, then we might look at encouraging more than one kind of camera, such as side cameras, but at the end of the day, if a camera isn't going to work for reducing claims, then we will actively discourage it.

"However, if it is one of the six fleets where we think cameras are quite good, then there are some absolutely fundamental key elements they need to follow as a lot of people fit cameras, fit telematics, walk away and think it's going to be wonderful and it's not."

These include informing the insurance company or broker which vehicles have cameras fitted and fitting the right equipment.

There is a wide variety of vehicle cameras available on the market, ranging from apps and simple self-install models to highly-sophisticated technology that can monitor the driver and vehicle as well as the road ahead.

So what equipment should a fleet invest in? "The best kit it can," responds Jenkins. "The average cost for a half-decent camera is £250 and that is the cheapest you should be paying."



**£390m**

a year is estimated cost of crash-for-cash incidents

**99%**

of VisionTrack customer claims are 'settled quickly and amicably'



## CASE STUDY: AMEY



Insurance benefits are just one of the reasons why service provider Amey has fitted cameras to its 400-strong environmental services fleet.

"To us, the cameras are about so much more than just insurance," said Tom Lawless, fleet and plant director at Amey.

"If you ask your insurance company or broker a direct question of 'what immediate benefit will I get on my premium?' they will say 'none, because your premium is based on historical activity'.

"So what we need to do with our systems is demonstrate to them that we are taking steps to improve our performance.

"That could have the effect of holding our premium because we are taking positive steps, but when it comes down to reducing the premium, what we need to do is demonstrate that the investment we've made has resulted in fewer incidents."

Amey is currently trialling driver-facing in-cab cameras, which work on a geometry-based system so if the driver accelerates too quickly or brakes too hard, it captures the 10 seconds either side of the incident.

"Footage from the cameras is great when it comes to first notification of loss (FNOL) and defending your claim and position," says Lawless.

"But what's more important to us is to be able use the footage to intervene with drivers and offer additional training if required.

"You can sit the driver down and, for example, say 'this is what happened in these circumstances, why were you eating a sandwich approaching a junction?' so it's great as a training tool as well."

*"Footage from the cameras is great when it comes to first notification of loss and defending your claim and position"*

Tom Lawless, Amey



A spokesman for Provision adds: "A fleet might install a basic system, but this might not provide the quality of video, or indeed even capture the incident, that can then be used to defend against claims or may malfunction without you knowing."

Cameras also use different methods of storing footage – usually a hard drive, SD card or a cloud-based system using a SIM card – and fleets need to select the way which suits their operations.

A camera with a small hard drive or SD card may work for fleets which return to a depot at the end of the working day where the data can be downloaded frequently, but if this is not the case then the footage runs the risk of being overwritten before it is transferred.

"If your vehicles are taken home by the driver or are remote, quite often you will need either a really big hard drive



Having a camera readily visible can help deflect fraudulent claims

or one with a SIM card in it. This attracts monthly fees but at least you can get access to that footage straight away," says Jenkins.

"It's also fundamental that the fleet has got an easy way of sharing that footage with the insurer or whoever manages their claims.

"Many camera suppliers have a peculiar format for their particular cameras, so if you want to examine the footage, you've got to have their software.

"Also, when we ask to see footage, some fleet managers put it on a USB stick or on DVDs, and when we do get it we can't actually read it because we haven't got the right software to do it."

When these fundamentals are addressed, fleets can begin to reap the benefits of their investment, says Jenkins.

However, he adds: "Any fleet manager considering installing cameras should first speak to their insurer or broker to make sure they need the cameras and, if they do need them, make sure they are getting the right kit from the right company.

"If they have bought the kit but say it is not working, then they should speak to their insurer. Most insurers have got someone who can give really good, impartial advice."

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# C4 CACTUS

Heavily patented hydraulic cushions system and seats like 'an armchair' are all part of Citroën's easy rider approach to the hatchback market

By Maurice Glover

**A** fresh twist on a suspension technology stretching back more than 60 years is poised to bring super-smooth driving characteristics to the latest Citroën hatchback range.

The revised C4 Cactus model promises to deliver a magic carpet ride without involving the complex hydro-pneumatic equipment that made the French brand synonymous with motoring comfort.

Instead, a simpler innovation is claimed to allow the car to set benchmark standards by gliding over uneven surfaces.

Called progressive hydraulic cushions (PHC) and protected by 20 patents,

it eliminates the bouncing movement associated with vehicles that use more absorbent suspension systems.

"Together with seats that provide the kind of luxury you get from an armchair, this exclusive feature draws on all our know-how in travel well-being to allow our new car to offer unrivalled comfort. We are putting comfort into a new dimension," said product planning chief Xavier Peugeot when the range was unveiled in Paris.

Chief executive Linda Jackson added: "We have spent three years making this car even easier to live with and given it a stronger identity. The hatchback configuration is an important part of our product strategy and C4 Cactus is now the gold standard when it comes to comfort."

*"The hatchback configuration is an important part of product strategy and C4 Cactus is now the gold standard when it comes to comfort"*

*Linda Jackson, Citroën*

## INTERIOR

Grey is retained as the standard interior shade and the dashboard continues to offer a distinctive textured finish. But deeply padded upholstery, black piano trim and satin chrome detailing produce an ambience that's a big departure from the utilitarian approach adopted by the original car.

An extra £500 brings Hype grey ambience hinting at a premium feel with black grained leather seats and for an additional £800, Hype red provides beige nappa leather seats, a dark red Alcantara strip at the top of the seats, a dark red dashboard and beige armrests.



Interiors on the C4 Cactus offer high levels of comfort







Touchscreen connects with a wide range of mobile devices

#### SAFETY AND TECHNOLOGY

Citroën says a wider choice of assistance features represents the brand's early steps toward autonomous mobility. Making driving simpler and safer, the features include active city brake, which stops the vehicle if a potential collision is detected, speed sign recognition, lane departure warning, coffee break and driver attention alerts, blind spot monitoring and automatic assistance for parallel and perpendicular parking.

Also on offer are a reversing camera, hill start assist, static cornering lights, keyless access and grip control to improve traction in snow, mud or sand.

Connectivity technologies include mirror screen, which works with Android Auto, Apple CarPlay and Mirror-Link, the latest generation connected navigation system with real-time traffic information and an SOS and assistance service.

#### EXTERIOR

The new C4 Cactus uses the same long wheelbase and short overhangs as before but has even bolder frontal styling treatment. This features revised daytime running lights, restyled headlamps and new side scoops on the bumper – changes which promote a wider stance.

The car also appears wider at the rear thanks to new 3D-effect LED units but the biggest difference in appearance comes from a redesign of the distinctive Airbump protectors, now slimmed down and set lower and blending in with wheelarch trims to offer all-round protection from minor damage.

Standard paintwork is Tapinade grey, but eight other shades will be on offer along with four colour packs. In all, the car will offer a total of 31 exterior colour combinations and five different styles of alloy wheels for optimum customisation.

#### EQUIPMENT

Improved value should be reflected in upgraded equipment levels and standard equipment on the Feel will include 16-inch alloy wheels, cruise control, power front windows and rear parking sensors.

Standing on 17-inch alloys, Flair versions will come with sat-nav, active safety brake, lane departure and driver attention warning systems.

Flair will also feature a panoramic glass sunroof treated to the level of category 4 sunglasses which will block out heat and UV rays so it has no need for a blind.

#### ENGINES AND TRANSMISSIONS

Lead-in version will be the 82PS PureTech three cylinder petrol-powered Feel, which is expected to cost less than £17,000 when the range goes on sale next April.

Most popular fleet model is likely to be the better-equipped Flair 110PS HDi, priced at around £18,000.

Top performing C4 Cactus will be the turbocharged 130PS PureTech with six-speed manual transmission, which achieves 110g/km and reaches 62mph in 8.7 secs.

The three-pot unit will also be available in 110PS form with a five-speed gearbox and a 120PS, six-speed version of the 1.6-litre BlueHDi motor will become available next autumn.





# HYUNDAI KONA

Compact crossover has the style to set it apart from the rest of the pack



By Simon Harris

**U**ntil recently, Hyundai had a car in its line-up called the ix20. Based on the i20, the model had a multi-purpose vehicle (MPV) silhouette, and it competed with similar sized and shaped cars from other brands.

It's possible there are still some ix20s in stock, but models like these have slowly been disappearing as the market has gravitated toward crossovers and SUVs.

Time was we used to have the ix20, the Kia Venga and Citroën C3 Picasso, but now we have the Hyundai Kona, Kia Stonic and Citroën C3 Aircross. And there are plenty of similar replacement strategies among other brands.

From its appearance, the Kona relies on being more overtly striking, like the Nissan Juke, rather than the more conventional lines of a Vauxhall Mokka X or Seat Arona.

Narrow LED daytime running lights high on the front of the car, chunky plastic cladding over the wheel arches,

**£235**  
adds autonomous  
emergency braking as  
an option to all but  
the top model



For full running costs,  
visit [fleetnews.co.uk/  
running-costs](http://fleetnews.co.uk/running-costs)

and a coupé-like, tapering roofline are among the features that make it stand out.

The car's colour schemes also play a part: eight paint finishes have been split into 'neutral' and 'vivid', the latter four – pulse red, tangerine comet, acid yellow and blue lagoon – having a contrasting roof colour on high-grade versions, as well as bright interior trim highlights.

Inside, the story is a little more sober, although the colour-coordinated parts available on the higher models make things a little more interesting. As is typical with small cars, the dashboard and door trim is hard plastic, but it doesn't look too cheap in the Kona. It is also roomy for a small car, and quite comfortable.

The Kona is offered in five generously-equipped grades, with S as the entry point, featuring 16-inch alloy wheels, a height-adjustable driver's seat, 60/40 split folding rear seat, air conditioning, automatic headlights, cruise control with speed limiter, Bluetooth connectivity, digital radio, driver attention alert, lane-keeping assistance, hill-start assistance and downhill braking control.

The next step is the SE, which has 17-inch alloys and adds roof rails, upgraded interior door handle trim, leather-covered steering wheel and gear knob, electric lumbar support for the driver, front fog lights, rear parking sensors and rear-view camera, space-saver spare wheel (in lieu of a tyre repair kit), illuminated sun visor mirrors, upgraded dashboard screen with touchscreen functions and smartphone integration with Android Auto and Apple CarPlay.

The Premium grade has 18-inch alloys, upgraded exterior trim features, electronic climate control, auto-dimming rear-view mirror, rain-sensing windscreen wipers, rear privacy glass, keyless entry and start, sat-nav, upgraded audio system and a wireless phone charging pad.

Premium SE adds electric adjustment for the front seats with heating and ventilation, leather seat facings, power

**Kona has a coupé-like,  
tapering roofline**





The dashboard and door trim do not look cheap – despite the hard plastic

*“Car is easy to drive thanks to its compact dimensions and elevated driving position”*

folding door mirrors, heated steering wheel, front parking sensors, rear cross traffic alert and a head-up display.

Currently, a choice of two petrol engines is available – a 120PS 1.0T-GDi, and a 177PS 1.6T-GDi. A diesel version, likely to be a 110PS 1.6 CRDi, will be available during 2018. It wasn't available on our media test drive.

The range-topping Premium GT grade is only offered with the 1.6T-GDi engine and comes with four-wheel drive and a seven-speed dual-clutch automatic transmission. It has a safety pack as standard (optional on other models), featuring autonomous emergency braking with pedestrian recognition, rear LED lights and front cornering light function.

It is a little disappointing to see autonomous emergency braking as a £235 option on all but the top model, but specifying it could see the cost offset somewhat by lower annual insurance premiums.

However, the Kona does provide plenty of safety features across the range.

The car is easy to drive thanks to its compact dimensions and elevated driving position, and the perky 1.0-litre three-cylinder engine is a willing companion.

It makes for an agile combination around town, with responsive steering and light controls. It does feel a little firm over harsh bumps, but this kind of set-up is typical of most compact crossovers, and it certainly isn't the worst of its type.

Under hard acceleration, you do sometimes become aware of a gruff edge to the engine note – a trait of most three-cylinder motors – but most of the time the engine feels smooth and refined.

The Kona will appeal to those who like to stand out, but it doesn't sacrifice practicality. Its smart looks and well-equipped variants should bring more user-choosers to the Hyundai brand.

## COSTS

<b>P11D price</b>	£18,580
<b>BIK tax band (2016/17)</b>	24%
<b>Annual BIK tax (20/40%/%)</b>	£892/£1,784
<b>Class 1A NIC</b>	£615
<b>Annual VED</b>	£160 then £140
<b>RV (4yr/80k)</b>	tbc
<b>Fuel cost (ppm)</b>	tbc
<b>AFR (ppm)</b>	11
<b>Running cost (4yr/80k)</b>	tbc

## SPEC

<b>Power (PS)/torque (Nm)</b>	120/127
<b>CO<sub>2</sub> emissions (g/km)</b>	125
<b>Top speed (mph)</b>	112
<b>0-62mph (sec)</b>	12
<b>Fuel efficiency (mpg)</b>	52.3

## KEY RIVAL

<b>Vauxhall Crossland X 1.2 Ecotec 110 SE Nav</b>	
<b>P11D price:</b>	£18,380
<b>BIK tax band (2016/17)</b>	20%
<b>Annual BIK tax (20/40%/%)</b>	£735/£1,470
<b>Class 1A NIC</b>	£507
<b>Annual VED</b>	£149
<b>RV (4yr/80k)</b>	£4,725/26%
<b>Fuel cost (ppm)</b>	9.05
<b>AFR (ppm)</b>	11
<b>Running cost (4yr/80k)</b>	29.91pm

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

# THINKING CAP



By Martin Ward, manufacturer relationships manager

**cap hpi**

**Saturday/Sunday** New and used car sales have gone quiet, with new car registrations down again. You don't need to read the papers, or listen to the news to know this. No, you just need to drive past dealers, and realise that while car sales are down, the sales of balloons filled with helium have gone up.

When the job goes quiet, dealers rush out to buy colourful balloons and tie them to windscreen wipers, door mirrors and front grilles. In fact, anywhere to attract much-wanted attention. Does it work? Do buyers flock in to look at cars? Who knows.

But they do attract attention to a fairly deserted forecourt and showroom. It's a well tried and tested way of getting more footfall, and, in these days of the internet, massive advertising budgets and TV ads, sometimes the good old (and cheap) ways of getting attention might work best..?

*“The engine worked perfectly in this SUV, such a quiet and refined motor”*

**Wednesday/Thursday** Flew from Gatwick to Palermo, courtesy of EasyJet, to link up with Škoda. In the past both the airline and the cars were regarded as budget brands. But now neither are seen as being budget or cheap, as both offer value, yet quality.

Škoda's Karoq, pronounced car rock, is 4,382mm long so sits in a very popular sector of the market. First we drove the 2.0TDI 4x4 through Sicily's pretty countryside, up into the mountainous area with a bit of off-roading. It was a joy to drive.

After lunch, the best was to come, when we drove the 1.0-litre three-cylinder 115PS petrol version. The engine worked perfectly in this SUV, such a quiet and refined motor.

Other engines that will be offered will be the all-new 1.5-litre petrol and 1.6-litre diesel and most will come with the option of a DSG auto gearbox. Three models at launch: SE, SE L and Edition, with prices starting from £20,875. My choice? The fully loaded SE L, priced at a reasonable £23,165.



# SSANGYONG REXTON

This is a proper, tow a trailer or caravan 4x4 workhorse with no SUV pretensions



The Rexton is a great step forward in styling compared with its predecessor

By Tim Rose

**T**he SsangYong Rexton has a reputation as a 4x4 workhorse, cheap to buy and rather agricultural, yet capable of towing and traversing anything drivers could desire.

Now there's a new Rexton on the block. It's a higher quality product, but it has not been 'SUV-ified'.

Many other brands which once had 4x4 workhorses have evolved their products away from the type, making them handle better on the road, improving fuel economy and reducing emissions. Doing so has broadened their driver appeal. But the consequent reduction in towing and go-anywhere capabilities has left some niche customers behind, and SsangYong wants them, as evidenced by its displays at national caravanning shows, equestrian meets and agriculture events.

Rexton fundamentals have not changed. It will tow 3.5 tonnes, sufficient for a double-axle horse trailer or huge caravan. It is a proper 4x4 – on the media launch we drove it in an overgrown, long-abandoned quarry, utilising low ratio four-wheel drive to climb steep, rutted inclines thick with mud and allowing hill descent control to safely bring the car down.

And it is cheaper than the competition. Rexton starts at £27,500, around £5,000 lower than an equally capable Mitsubishi Shogun and some £16,000 cheaper than a diesel Land Rover Discovery.

This Rexton is a great step forward from its predecessor in styling, perceived quality, cabin layout and technology. Dependent on the model grade, it has up to nine airbags, lane departure warning, forward collision warning and autonomous emergency braking. The range-topping Ultimate trim gets 360-degree camera monitoring for easy parking and blind spot detection with cross-traffic alert.

The cheapest grade, EX, features an eight-inch touchscreen with infotainment, including Apple Carplay and Google Android Auto connectivity plus a reversing camera. Buyers also get seven-seats, high beam assist, front and rear parking sensors, and auto lights and wipers.

## COSTS

<b>P11D price</b>	£36,245
<b>BIK tax band (2017/18)</b>	37%
<b>Annual BIK tax (20%)</b>	£2,682
<b>Class 1A NIC</b>	£1,850
<b>Annual VED</b>	£1,200 then £140
<b>RV (4yr/80k)</b>	n/a
<b>Fuel cost (ppm)</b>	n/a
<b>AFR (ppm)</b>	12
<b>Running cost (4yr/80k)</b>	n/a

## SPEC

<b>Power (PS)/torque (Nm)</b>	181/420
<b>CO<sub>2</sub> emissions (g/km)</b>	213
<b>Top speed (mph)</b>	115
<b>0-62mph (sec)</b>	11.9
<b>Fuel efficiency (mpg)</b>	34.8

## KEY RIVAL

<b>Kia Sorento 2.2 CRDi KX-4</b>
<b>P11D price:</b> £40,595
<b>BIK tax band (2017/18)</b> 36%
<b>Annual BIK tax (20%)</b> £2,923
<b>Class 1A NIC</b> £2,017
<b>Annual VED</b> £800 then £450
<b>RV (4yr/80k)</b> £11,150/27%
<b>Fuel cost (ppm)</b> 12.73
<b>AFR (ppm)</b> 12
<b>Running cost (4yr/80k)</b> 54.38ppm

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



Rextons have touchscreens of varying sizes and infotainment is standard

Mid-grade ELX (priced £32,000) and Ultimate (£37,500) add a larger screen with navigation, leather trim, powered and heated front seats, keyless entry and start, and a heated steering wheel, with Ultimate getting additional styling details and an electronic tailgate. ELX is available with five or seven seats, and Ultimate is five-seat only.

SsangYong claims Rexton is quieter and more powerful than the old model, thanks to better cabin sealing, a slightly sleeker shape and the 2.2-litre turbodiesel and seven-speed auto transmission sourced from Mercedes-Benz.

Test-drives will show it's far from peaceful when cruising at A-road speeds, however. Running costs are a weakness, too – 30-odd mpg and £140 annually for VED band K have to be budgeted for.

But drivers will forgive it, because it will do so much else for them, and the five-year warranty gives them some peace of mind with such a relatively unknown Korean brand. And with its 820-litre boot, which expands to 1,977 litres with the rear seats lowered, they could always rest up in the Rexton when required.

Steve Gray, marketing director, said there are no plans to offer a commercial vehicle derivative. However, in 2018 there will be a Rexton-derived pick-up.

# RENAULT MÉGANE

1.5 DCI DYNAMIQUE  
S-NAV

## Speed sign errors don't detract from Mégane's appeal



The Mégane has many useful features to improve car safety

### COSTS

P11D price	£21,165
BIK tax band	21%
Annual BIK tax (20%)	£889
Class 1A NIC	£613
Annual VED	£120 then £140
RV (4yr/80k)	£5,000
Fuel cost (ppm)	7.11
AFR (ppm)	11
Running cost (ppm)	30.80ppm

### SPEC

Engine (cc)	1,461
Power (PS)	110
Torque (Nm)	260
CO <sub>2</sub> emissions (g/km)	96
Manufacturer mpg	76.4
Real-world mpg*	47.1
Test mpg	62.6
Max speed (mph)	116
0-62mph (sec)	11.3
Current mileage	14,151

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

\* Data supplied by Equi index

By Simon Harris

I'm a fan of technology, particularly the gadgetry that will carry us towards a future with fully autonomous driving, and, as the Renault Mégane reaches the end of its term with us, I've been reflecting on some of the safety features on our model.

It has the capability to steer itself into and out of a parking space at the roadside.

It is also able to warn the driver when the car is in danger of straying outside the lane markings.

It alerts when a car is approaching in the driver's blindspot to stop you inadvertently steering into its path.

The joining up of these and other features will allow cars to travel safely without the driver having to pilot the vehicle.

But, if the Renault Mégane is an illustration of where we are now, it also shows how much ground we have yet to cover.

In the previous update, I wrote about how the car's forward-facing camera needed to be calibrated after windscreen replacement. But even before this happened, it wasn't

capable of reading speed limit signs.

My village has a 50mph limit, and the Mégane has mistakenly read one of the signs as 80mph. The display changes back to 50mph on passing the next sign. It has also become confused by variable speed limit signs on overhead gantries on the M42, misreading a 60mph limit as 130.

Speed limit sign displays will become irrelevant when the car is following a route autonomously, but vehicles will still need to understand speed limits, and be better at reading them accurately.

Overall, the Mégane ticks many boxes that would recommend it as a good fleet car. We have had a few issues with fuel consumption falling short of the official combined figure – show me a car that doesn't.

But it's comfortable, stylish, safe, refined and well-equipped. It demonstrates that Renault is back to its best form with cars that can appeal to the head as much as the heart, and alongside the Captur, Kadjar and Koleos, shows strength and depth in the models that should appeal most to fleet customers.

HONDA CIVIC  
1.0 VTEC  
TURBO SR

FINAL  
TEST



After six months' testing I'm still receiving compliments about the Honda Civic. The latest was a car wash attendant who commented what a "good-looking motor" it was. Apparently it was the first time he'd seen one, although I have spotted a few more on the local roads in recent weeks.

Honda says sales of the new Civic are up by around 400 units year-to-date, taking into account that only petrol engines are available at the moment, and excluding Type R sales. Since launch in February, 8,239 new petrol Civics have been registered, 25% of which have gone to fleet. Honda says there has been "strong demand" and it has achieved its launch targets.

How the new 1.6-litre diesel will fare when it joins the range in March "is very hard to gauge, given the climate in the market", according to Honda. It believes any announcements around diesel that the Chancellor may make in the budget (*Fleet News* went to press prior to November 22) "will likely have a large impact on our sales volumes". However, historically about 40% of Civic sales have been diesel.

As a relatively low mileage driver (I've clocked up 7,668 miles since taking delivery of the Civic in May) I've benefited from driving a petrol, illustrating the point that fuel type should be determined by vehicle use.

The Civic has been a joy to drive, gear changes are smooth and the 1.0-litre turbo has plenty of oomph.

Despite its sporty looks, there is ample storage, with a 478-litre boot (with the rear seats up). There have been a few technology niggles, mainly with the Civic's sat-nav, but on the whole it proved a welcome addition to our test fleet.

Sarah Tooze

### TEST TIMELINE

Start ————— End

## AT A GLANCE – THE REST OF OUR FLEET



Vauxhall Insignia



Mazda 6



Ford S-Max



BMW 5 Series



Jaguar XF



## JONNY MILLER

REGIONAL LEASING MANAGER – SOUTH, VOLVO CAR UK

If Miller were made Prime Minister he would get the nation's potholes fixed so he could enjoy cycling with his son without the fear of experiencing unexpected bumps and lumps

If I were made Prime Minister for the day I would sign off a Bill to implement a nationwide electric car recharging infrastructure, because that will be the future of motoring. Consumers and the industry can't embrace electric motoring fully until there is a solid infrastructure in place. As soon as that's done, I'd get all the potholes fixed in the UK – it's bad enough for drivers, let alone cyclists having to dodge the potholes.

My favourite film is *Star Wars*. The original is a classic and holds lots of childhood memories. I like how the story has developed and really stands the test of time. And it's great to be watching them all over again with my son.

My first memory associated with a car is being driven around in my parents' car with my brother and I clambering over the back seats and into the boot – this was before seatbelts were compulsory!

A book I would recommend others read is *A Song of Ice and Fire* by George R. R. Martin. These books inspired the *Game of Thrones* TV series, but have much more of a storyline.

The three vehicles I would like in my garage are a Volvo XC90, an Aston Martin DB11 and a Porsche 911 (964 generation).

My hobbies and interests have changed recently, as I rediscovered my love of cycling. It's a great way to clear the mind and push the body to the extreme. My son and I enjoy lots of bike rides together, too.

My pet hate is lateness. I can't stand being late, but with two young children and a wife who always thinks she's got time for one more job before we leave home, weekend timings tend to be out of my control.

I want to be remembered as a good husband and dad. Being known as Crystal Palace's all-time record goal scorer would be nice, too!

A pivotal moment in my life was the arrival of my first child. Having someone to look after and teach completely changed my way of thinking.

The advice I would give to my 18-year-old self is that if you apply yourself, everything else will be OK.



**First fleet role** My first fleet role was as a used car account manager at Fiat Chrysler Automobiles. I enjoy fleet because every day is different, every vehicle is different and it's never boring – there is always a new vehicle or new sales channel to investigate.

**Career goals at Volvo** To further develop my understanding of the contract hire and leasing sector, while helping Volvo strengthen its position in the premium marketplace with its fantastic products and innovative technology.

**Biggest achievement in business** Contributing to Volvo's ongoing product rejuvenation by understanding the changing requirements of the customer and the marketplace in the leasing segment.

**Biggest career influence** A couple of bosses from my Fiat days taught me a lot about the automotive industry, and remarketing specifically. I'm still in touch with them and it's great to use them as a sounding board from time to time.

**Biggest mistake in business** Not sticking to my beliefs around a particular situation and the outcome not having the desired result. I learnt that I need to keep battling and stick to my guns when I think I am right.

**Leadership style** To be inclusive – making sure that everyone feels part of the team and celebrates the victories, but equally learns from any mistakes to ensure it happens better next time.

**If I wasn't in fleet** Anything to do with technology and gadgets – I love a gadget.

**Childhood ambition** I wanted to play football for Crystal Palace. I went to a Palace football camp when I was eight and have loved the club ever since. I still play, but, sadly, I think any chance of me being a professional are long gone.

**Next issue:** Julie Madoui, head of fleet and transport, Skanska

Mondeo hybrid answers those concerned about UK charging infrastructure shortcomings



# Self-charging hybrid has a competitive price tag

**T**he Ford Mondeo Titanium Edition HEV combines the benefits of both electric and petrol power, with outstanding efficiency and refinement along with rewarding performance and driving range.

It is a self-charging hybrid which delivers both low CO<sub>2</sub> and compelling levels of fuel economy. With no need to plug in and re-charge, the Mondeo HEV allows drivers to get the benefit of the hybrid system at all times.

The Mondeo HEV combines a 187PS 2.0 petrol engine with a 1.4kW battery pack. The boot-mounted battery pack feeds one electric motor to deliver drive to the

front wheels while a second motor regenerates more than 90% of brake energy to send charge back into the cells.

The Mondeo Titanium Edition HEV, which is available as a four-door, five-seat model, uses a constantly variable six-speed CVT automatic transmission and delivers 67mpg with 92g/km CO<sub>2</sub> emissions.

Mondeo Titanium Edition HEV is available at a competitive recommended on-the-road price of £26,045.

Features of the Mondeo Titanium Edition HEV include:

- 18" alloy wheels
- Front fog lamps and daytime-running lamps

- Power folding door mirrors with puddle lamp
- 'Ford Power' starter and keyless entry
- Premium leather seats
- 10-way power and heated front seats
- Ford DAB Navigation System with 8" touchscreen and SYNC3
- HEV Smart Gauge display to help efficient driving
- Automatic headlights with auto high/low beam and rain sensing wipers
- Quickclear heated front windscreen
- Front and rear parking sensors
- Active City Stop
- Cruise control with speed limiter
- Lane-Keeping System and Traffic Sign Recognition

## NEW SEVEN-SEATER JOINS FORD PERFORMANCE-INSPIRED ST-LINE

Ford's line-up of sporty, Ford Performance-inspired ST-Line models has a new addition, the new seven-seat Ford S-MAX ST-Line, which joins Edge ST-Line, Fiesta ST-Line Focus ST-Line, Kuga ST-Line and Mondeo ST-Line.

S-MAX ST-Line features sports body styling and rear spoiler, 18-inch Rock

Metallic alloy wheels with black centre caps and black bezels for the front and rear lamps.

Sports seats, door trims, centre console, gear shifter, floor mats and perforated leather sports steering wheel are detailed with exclusive race-red stitching. Aluminium sports

pedals, a black headliner and ST-Line branded scuff plates also feature.

Powerful engine options include Ford's 210PS bi-turbo 2.0 litre TDCi diesel and 240PS 2.0-litre EcoBoost petrol. Ford Intelligent All Wheel Drive is available in combination with Ford's 150PS and 180PS 2.0 litre TDCi engines.



# FleetNews

## EVENTS



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