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CONTENTS

NEWS AND OPINION

- 4 No panic as used car values drop
- 9 Call for more clean air incentives
- 11 Two cities delay clean air zones
- 13 Grants/BIK clarity expected soon
- 14 The past month's top news
- 18 Have your say: readers' letters
- 20 Fleet Live: planning your visit
- 82 The last word with Seat's Aaron Cardoso

TOMORROW'S FLEET: STRATEGY

- 22 From carmaker to mobility provider
Growth of mobility services will transform role of manufacturers
- 28 EV growth
Electric vehicle sales – what's really holding them back?

IN THE SPOTLIGHT

- 30 South Yorkshire Police & South Yorkshire Fire and Rescue
Award-winning bluelight fleets
- 34 Audi's James Buxton
Audi looks to take lead on EVs
- 39 LeasePlan's Alfonso Martinez
'Fleets need mobility managers'
- 42 Fleet News Award winner
Hyundai moves into big leagues

SOUTH YORKSHIRE POLICE P30

TODAY'S FLEET: OPERATIONS

- 47 Arval CVO trends insight
Still a role for the company car, but mobility looks certain to play bigger part in future
- 53 Benchmarking: leadership
Set your company's safety goals high and assure staff that you mean what you say
- 56 Skills and education: resilience
Be sure to involve other fleet stakeholders when aiming to frame new fleet policy

ELECTRIC VEHICLE BATTERY SUPPLIES P28



IGNITION

- 60 Audi e-tron
New premium EV benchmark
- 61 Mercedes-Benz CLA
Can sporty new CLA find its place in fleet?
- 63 Volvo S60
Petrol-only, but plug-in to follow
- 64 Our test fleet

COMMERCIAL FLEET

- 70 Bridge strikes cost millions
- 73 Renault Trucks pursues growth
- 74 Compliance advice from FTA
- 76 Temperature-controlled fleets
Keep your cool and stay efficient
- 80 Iveco Daily first drive
Engine upgrades cut fuel by 10%
- 81 Mercedes-Benz Actros
Taking tech to a different level



'Perfect storm' sees used values drop, but there's no need to panic

Data experts don't expect trend to continue after RVs fall steeply over past two months

By Gareth Roberts

Cap HPI says it does not expect a repeat of the turmoil experienced in the used car market in 2008, despite reporting the largest decline in used values for almost five years.

A little more than a decade ago, the UK was in the grip of a recession sparked by the banking crisis, which saw used car values and vehicle leasing company profits plummet.

More recently, used car values have experienced the heaviest monthly drop since December 2014 and the steepest fall in the month of May since 2012, when live data was introduced, according to automotive data experts at Cap HPI (fleetnews.co.uk, May 28).

On average, used values fell 3.1% in May at the three-year, 60,000-mile point. It followed a 2.3% drop during April, which represented a significant realignment in used car values.

Derren Martin, head of UK valuations at Cap HPI, said: "Every model and generation is analysed on its own merits, and the vast majority of cars were not immune to substantial reductions."

Cap HPI blames the market correction on what it describes as a "perfect storm" in recent months and highlighted three factors:

■ First, prices rose during 2017 and 2018 across all fuel types to differing degrees, which was unusual for traditional depreciating assets. For most of 2018, cars were worth more than their equivalents at the same age and mileage a year earlier.

■ Second, supply levels are currently high due to cars returning from previous heavy registration years, exacerbated by the March plate change, pre-registrations and fleet (including rental) returns.

■ Third, Cap HPI says demand has eased due to the time of year.

INDUSTRY CONCERNS

So is this just a blip or does the industry need to batten down the hatches and fleets prepare for increased rentals?

Nick Hardy, Ogilvie Fleet's sales and marketing director, believes it's the former. He explained: "How the market is performing now and how it will perform in three years' time is very different."

"Increasing new car prices would

suggest that future residual values (RVs) should carry on rising and the recent used car market correction shouldn't affect rentals."

However, he warned: "If the used car market does continue to 'correct' in the coming months, the likelihood is a lowering of future RVs and an increase in lease rentals."

"If the past two months were a correction then all will settle down. If there is a continued decline, we will all be more challenged."

In its June market analysis, Cap HPI reports high volumes in the used arena, thanks to the leasing sector defleeting three-year-old cars.

Average Black Book value movements in June showed all sectors suffering a fall, with SUVs at three years/60,000 miles declining by 3.3%, and at five years/80,000 miles by 3.8%. MPVs declined by 4% and 4.5% respectively.

Upper medium used cars also fell in value, with cars at the three-year/60,000-mile point falling by 2.3%, and five years/80,000 miles by 3.1%, while used cars in the lower executive sector declined by 2.5% and 2.8% respectively.

Notable movers in June at three

years/60,000 miles, according to Black Book, included: the diesel Audi A3, which saw an average fall of £418; the diesel BMW 3 Series, with a decline of £367; and the diesel Nissan Qashqai, which fell, on average, by £329.

Among the highest average falls reported were the diesel Kia Sportage at £605 and the diesel Volkswagen Tiguan at £651.

The figures from Cap HPI suggest used diesel cars dropped in value by slightly more than petrol.

REGIONAL PRICING

Stewart Lightbody, fleet director at M Group Services Plant and Fleet Solutions, said market fluctuations were normal, but it was important to understand the "wider impact" of the move away from diesel.

He said of the used values decline: "It's not like it should be a surprise to us – well, maybe from a timing perspective, but not much else. It has been coming."

"We've seen for the past few years that RVs were holding their own above market value because people are coming out of company cars for taxation purposes and picking a used diesel because they are cracking propositions."

"The leasing industry must be thinking, in the next four-five years, where will all of these diesel vehicles that are a few years old go?"

As diesel's decline is accelerated by advances in technology, the roll-out of fast-charging infrastructures, more affordable electric vehicles (EVs) and the adoption of ultra-low emission zones (ULEZs) in other cities, so their value will follow suit, said Cox Automotive.

In its newly released 2019 Insight Report, it says it is already seeing the emergence of a regional trend for used diesels, as dealers move products away from ULEZ-affected areas in favour of towns and cities with less strict environmental policies.

Given the influence of emerging



AUDI A3 DIESEL -£418



NISSAN QASHQAI DIESEL -£329

low emission zones, it concludes that "location will play an even more important role within the used sale process".

ROUTE TO MARKET

Leasing company Total Motion sells virtually all of its defleeted vehicles direct to the public. The company also re-leases low mileage cars, which it has had returned, into the personal or sub-prime markets to minimise the hit it would otherwise take, given a car suffers the steepest depreciation in its first few years.

Total Motion managing director Simon Hill told *Fleet News* the fall in used values was not a "massive surprise" given the slow-down in the economy and the over-supply of new and pre-registration cars from manufacturers.

"In the short term, I don't see leasing rates being affected," he said. "However, a 4% reduction in used car values for those leasing companies that use auctions is significant and will cause a degree of discomfort."

"For those that use retail sites rather than auctions, the pain will be far less noticeable. I suspect over the

next 12 months there may be a further downward adjustment."

An increasing number of leasing companies are taking alternative routes to market for their used cars to maximise RVs.

Last year, Arval launched a used car leasing product called Re-Lease. This offers vehicles taken from the leasing company's own fleet with fewer than 30,000 miles on the clock and less than 30 months old to business and consumers.

LeasePlan also launched its CarNext.com online used car super-market in the UK. This takes ex-lease cars between three to four years old and offers them to retail used car buyers to buy, lease or finance. It opened its first physical showroom in Milton Keynes last August.

As an end-user fleet that outright purchases its vehicles, Red Bull's UK procurement manager David Oliver always pays close attention to the used car market.

Oliver is responsible for some 150 company cars and a promotional fleet of 40-plus vehicles. He said: "If there was what looked like a terminal decline in a certain powertrain then we'd be worried, but we accept that

over the lifespan of a vehicle the numbers will go up and down a bit.

"A lot of it comes down to how we looked after that vehicle. The market does what it does and we have to do the best we can do within our circle of influence."

Oliver says he also isn't constrained by having to defleet vehicles at a particular time; instead Red Bull UK "continually" sells small numbers into the auction network.

"We then see what we get against the CAP percentage and look at that month-on-month," Oliver explained. "If the car needs a bit of bodywork or something we accept that it might come a bit under."

He continued: "The most we sell in any month would be six or seven cars. The good thing about owning is we can hold on to cars if we want to, dependent on how the market is performing."

FUTURE UNCERTAINTY

In terms of this year's used market, modelling from Cox Automotive suggests there will 7.795 million used car transactions this year, which is about 2% down on 2018.

It says the ongoing consumer

3.1%

average decline in May for 3yr/60k miles used cars

7.795

million used car transactions predicted this year



THE VAST MAJORITY OF CARS WERE NOT IMMUNE TO SUBSTANTIAL REDUCTIONS

DERREN MARTIN, CAP HPI



BMW 3 SERIES DIESEL -£367

NEWS: RESIDUAL VALUES

Uncertainty of recent years, which has put downward pressure on new car registrations, has also made consumers less willing to upgrade one used car for another.

Despite Parliament objections, there also appears to be growing momentum in favour of a 'no deal' Brexit rather than risk further delay to leaving the EU.

Cox Automotive believes this could have a further damaging impact on consumer confidence and both new and used car sales.

It says: "Should political and economic circumstances cause an even greater depression in consumer confidence, then we must entertain the possibility of a 3-5% decline year-on-year."

Cap HPI expects demand to pick up and Martin concluded: "While supply levels are likely to be higher than they were last year, with prices now realigned and demand likely to pick up, it is very unlikely that prices will continue to decline at the rate witnessed over the past two months. Many cars now actually look reasonable value for money again, and this could lead to some relative stability."



"I SUSPECT OVER THE NEXT 12 MONTHS THERE MAY BE A FURTHER DOWNWARD ADJUSTMENT"

SIMON HILL
TOTAL MOTION



KIA SPORTAGE DIESEL - £605



VW TIGUAN DIESEL - £651

OPINION: PRICING DATA

No need for a mass revaluation of stock or forecast pricing, demand is stable



RUPERT PONTIN,
DIRECTOR OF
VALUATIONS
AT CAZANA

The article alongside is a clear demonstration of the need for a change in the way that the industry seeks and uses data and insight.

The reporting consistently relates to monthly pricing movements and refers to monthly trends and patterns. For an industry that has one of the highest values in the UK economy, this is no longer the most effective way to understand market challenges.

While the industry has seen many advances in manufacturing and customer service in recent years the reliance on

monthly insight results in significant trading challenges and a reactive approach which is usually slower than the consumer and the retail pricing that drives today's market.

In this instance, there is no doubt that the new car market is still in decline. The Society of Motor Manufacturers and Traders (SMMT) measure is based on new vehicle registrations and not actual sales. It is not immediately clear what level of pre-registration makes up the total figure.

While daily registration updates are available to some, they are rarely shared and this would show a very interesting slant on the way in which new cars are registered over the course of the month.

Looking at the used car pricing aspect it is fascinating to see reference to the need to move values downwards to reflect what has happened in the market.

A bias to manual editing and the number of vehicles in the market means it is impossible for Cap HPI and Glass's to keep up with market movements effectively.

As such, periodic price realignment is essential when using the old wholesale historical data-based valuation methodology.

My company uses real-time retail driven data on a day-by-day basis. In doing so, businesses that need to see the current or future value of any given vehicle registration can have transparency of what is happening today and not what a group or team of people thought might happen when they compiled data some weeks before.

Cazana's May retail pricing summary continued the April trend of pretty stable retail pricing. In fact, pricing for sub-12-month-old and 36 months/36k miles vehicles actually increased.

Therefore, there is no need for mass revaluation of stock or forecast pricing, because the true picture is that of stability and continued retail consumer demand. That is not to say that footfall has not fallen and closing a deal has become more difficult, but pricing has remained stable.

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*No ownership option. Based on an Audi A4 Saloon Black Edition 35 TFSI 150PS S tronic. Business users only. Excess mileage charges apply and fair wear and tear charges may apply. All prices exclude VAT. VAT payable at 20%. 18s+. Subject to availability and status. T&Cs apply. Offer available for vehicles ordered by 30/06/2019 from participating Centres. Indemnities may be required. Offers are not available in conjunction with any other offer and may be varied or withdrawn at any time. Accurate at time of publication 01/04/2019. Freeport Audi Financial Services.

NEWS: CLEAN AIR ZONES

Leeds and Birmingham postpone start of CAZs after software delay

Uncertainty and confusion over who will collect charging payments

By Gareth Roberts

The Government insists it will have key software ready in time for the delivery of clean air zones next January.

However, both Birmingham and Leeds councils gave said the digital vehicle-checking tool will come too late for them to implement their charging zones as planned.

The pair said the new clean air zones (CAZs) would be "significantly postponed", due to a Government delay in delivering digital systems required to make the zones "operational and enforceable".

Those systems were due to be ready by October.

There also appears to be disagreement about which body will be responsible for collecting payments generated by the scheme – the councils said the Government had pledged to deliver a system, but it now expects local authorities to do it instead.

The CAZs were due to go live in January. Birmingham City Council says its scheme will now not start until July 2020 at the earliest, and it is not yet known when the CAZ in Leeds will be switched on.

Fleet News understands the Government timescales involved to



develop the digital components were unrealistic to create a service that was going to be reliable and effective for local authorities.

A Government spokesman said it was aware of "concerns over delays" and was working to "develop key components of the system" in order for the charging zones to be up and running from January 2020.

However, both councils had been on track to implement their CAZs on the basis that the vehicle checker tool would be ready by October, as planned.

Councillor James Lewis, deputy leader for Leeds City Council, said it was "extremely disappointing" that Leeds has been "forced to delay" its scheme, blaming the "Government's failure to meet its own commitments" to the two local authorities.

"Leeds City Council has worked incredibly hard to make sure that the clean air zone would be delivered on time, successfully meeting a number of challenging deadlines set by the Government," he said.

"Many local businesses have similarly invested both time and money into ensuring their own preparedness for January."

Councillor Waseem Zaffar, cabinet member for transport and environment at Birmingham City Council, explained that it was unable to go ahead with its scheme as planned,

because it would be "unfair on residents, businesses and visitors", who would only have a matter of weeks to make key choices about their travel behaviour or upgrade their vehicles. "This is simply unacceptable," said Zaffar.

Five cities were directed by the Government to implement clean air zones (CAZs), and several more have followed suit. Of the original five – Birmingham, Derby, Leeds, Nottingham and Southampton – only Leeds and Birmingham opted to implement a charging zone.

Birmingham is aiming to charge cars, taxis and vans that do not meet the latest emissions standards (pre-Euro 6 diesel, Euro 4 petrol) £8 per day to enter its CAZ. HGVs and buses will have to pay £50.

The restrictions will cover all roads within the A4540 Middleway ring road.

Exemptions will apply to vehicles registered within the zone for one-two years.

Leeds has set the daily fee for non-compliant HGVs and buses at £50, and £12.50 per day for all but the latest diesel taxis or private hire vehicles. Vans, cars and motorcycles will not be charged, regardless of their emissions standard.

The zone covers all roads within the boundary of the A61 and A63, near Leeds city centre.

The other cities have opted for alternative air quality measures instead.

The British Vehicle Rental and Leasing Association (BVRLA) says the vehicle checking tool, which is being delivered by the Government's Joint Air Quality Unit (JAQU), has been demonstrated to a cross-section of its members from rental, leasing and fleet, in recent weeks.

BVRLA chief executive Gerry Keaney said: "It's important every effort is made to help road users understand whether their vehicle is compliant, and the Government vehicle checker tool will be crucial."

"JAQU should not launch it until it is ready and has been properly tested. Leeds and Birmingham have done the right thing by delaying their implementation."

Leeds City Council said that, despite the delay, it would continue to help owners of affected vehicles switch to less polluting models. As planned, it will also begin to install the camera infrastructure required for the zone within the next few weeks.

Lewis concluded: "The Government now needs to outline new timescales that they are confident can be delivered in order to give residents and businesses across the country clarity and certainty about the future of these schemes."



THE
GOVERNMENT
NOW NEEDS
TO OUTLINE
NEW
TIMESCALES

COUNCILLOR
JAMES LEWIS,
LEEDS CITY COUNCIL



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NEWS: GRANTS AND TAXES

Chancellor expected to clarify future of plug-in grants in autumn review

Announcement on future BIK tax rates also anticipated 'very soon' says OLEV executive

By Gareth Roberts

Fleets will discover the future of the plug-in car and van grant in the autumn, when the chancellor publishes the spending review.

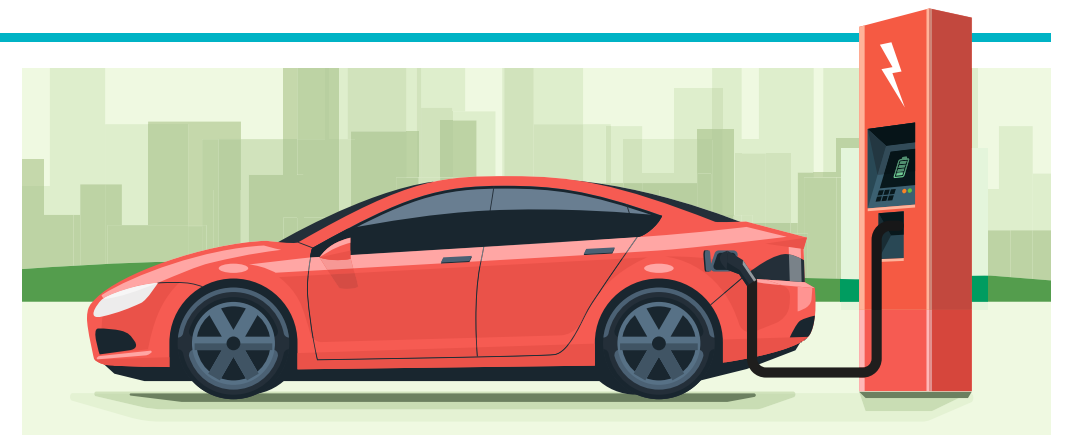
That was the message from the Office for Low Emission Vehicles (OLEV), which said that 200,000-plus ultra-low emission vehicles (ULEVs) have been funded through the scheme since its launch in 2011.

OLEV deputy head Phil Killingley acknowledged that incentives will be of continued importance beyond 2020, but stressed "the detail is still being talked through".

He also told delegates at the annual conference of the ICFM that grants would continue to be cut as uptake increases.

The Government announced in October 2018 that the plug-in car grant would be reduced by £1,000 and no longer apply to hybrid cars with a range of less than 70 zero-emission miles, from November 9, 2018.

However, the Department for Transport (DfT) implemented the lower rate for the plug-in car grant early after "exceptional demand" prior to the deadline. It said at the time the changes to funding would



"support purchasing the next 35,000 of the cleanest vehicles".

There were 20,732 plug-in grant claims from October 2018 to April 2019, the last two quarters available.

However, since the Government implemented the change to hybrid funding, hybrid registrations have fallen by a fifth year-to-date.

The Society of Motor Manufacturers and Traders (SMMT) says this is evidence of the consequences of prematurely removing upfront buying incentives before the market was ready.

The Government has promised to end the sale of new conventional petrol and diesel cars and vans by 2040.

By 2030 – fewer than three fleet replacement cycles on average – it expects 50-70% of new car sales to be ULEVs and up to 40% of vans.

However, with just 2.6% of cars registered in 2018 being ultra-low emission and only 0.5% of vans, Killingley admitted: "There is an awfully long way to go to drive down emissions."

Killingley also says that the Treasury recognises the uncertainty for fleets around future benefit-in-kind (BIK) tax rates and "wants to get an announcement out as soon as possible".

"I'm hoping there will be clarity very soon," he said.

Company car tax rates have only been published until 2020/21, meaning fleet decision-makers and drivers do not know how much tax they will pay for the full operating cycle of a vehicle, typically around four years.



THE DETAIL (ON PLUG-IN GRANTS) IS STILL BEING TALKED THROUGH

PHIL KILLINGLEY, OLEV

Furthermore, with fleets facing an increase in emissions values of up to 30%, thanks to a new emissions testing regime, the Worldwide harmonised Light vehicles Test Procedure (WLTP), they are waiting for the Government's response to a consultation on BIK. The new CO₂

values will start to be used for tax purposes on cars registered from April 6, 2020.

Any changes to BIK would need to be included in the Finance Bill, which is expected to be published in the summer, and prior to Parliament summer recess starting on July 20.



ICFM training awards: conference guest speaker John Motson with some of the graduates and award winners

ICFM LAUDS ITS AWARD WINNERS

The ICFM awarded 28 people with the Introductory Certificate in Car and LCV Fleet Management, while 14 gained the full Certificate in Car and LCV Fleet Management. Three people received the Diploma in Fleet, with six more due to complete in the next few months. Attainment of the diploma provides an automatic upgrade to fellowship status within ICFM.

The Peter Moxon Award for the Training Achiever of the Year

went to Colleen Palmer, fleet co-ordinator at Essex Police.

Previously known as the ICFM Career Development Award, the first winner of the Tom Madden Career Development Award, which recognises an organisation that is outstanding in terms of sponsorship and support given to participants on ICFM's core programmes, was Lex Autolease.

For details of the new graduates, go to fleetnews.co.uk/ICFM2019



LEX AUTOLEASE

IN DETAIL



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

The past month's news headlines from fleetnews.co.uk

MAY

17

ULEZ GENERATES £220,000 PER DAY IN FIRST MONTH

New figures released by Transport for London show that, on average, 17,400 drivers of non-compliant vehicles paid the ULEZ charge every day in April. If all those non-compliant vehicles were cars it would equate to £220,000 per day.

21

JLR DENIES SALE AS IT PUBLISHES FINANCIAL RESULTS

British premium car manufacturer Jaguar Land Rover generated pre-tax profits of £120m in the final three months of the period to March 31, 2019, but a £3.3 billion write-down mean Indian owner Tata Motors still ended the year £3.6bn in the red.

23

DELOITTE: 28,000 NEW CHARGE POINTS NEEDED IN NEXT 10 YEARS

The UK will need 28,000 public charging points in order to service an estimated seven million electric vehicles in circulation by 2030, according to new analysis from Deloitte. The research suggests delivering this infrastructure will cost £1.6 billion between 2020 and 2030.

24

VAUXHALL REVEALS NEW CORSA-E

The new Corsa-e is part of the brand's electrification strategy, which will see electrified versions of every Vauxhall on sale by 2024. Vauxhall's first electrified model will be the Grandland X plug-in hybrid. The Corsa-e has a 205-mile range (WLTP) and uses a 50kWh battery.



28

HMRC PUBLISHES NEW ADVISORY FUEL RATES FROM JUNE

HMRC released its latest advisory fuel rates (AFRs), which came into force from June 1. All rates, apart from the figure for diesel cars with an engine of 1,600cc or less, increased by 1p per mile.

29

HEATHROW TO INTRODUCE ULTRA-LOW EMISSION ZONE FROM 2022

Heathrow is proposing to implement an ultra-low emission zone (ULEZ) to target older, more polluting passenger cars and private hire vehicles from 2022.



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

DISCOVER MORE AT
[LEXAUTOLEASE.CO.UK/BENCHMARKING](https://lexautolease.co.uk/benchmarking)

HOW DOES YOUR FLEET COMPARE?



31

KIA RECALLS NIRO HYBRID AND PLUG-IN HYBRID FOR ELECTRICAL FAULT

Kia has recalled more than 5,000 Niro hybrid and plug-in hybrid models due to an electrical relay that could overheat. The fault was identified as part of Kia's on-going research and development programme.



JUNE

5

JLR AND BMW TO CO-DEVELOP ELECTRIC VEHICLES

The companies will collaborate on the development of Electric Drive Units (EDUs), which includes electric motors and the electronics required to control and operate them.

11

HEADLIGHT GLARE 'GETTING WORSE', SAYS RAC

Nine out of 10 drivers said 'some' or 'most' car headlights are too bright and 54% of these said they are dazzled more regularly now than a year ago.

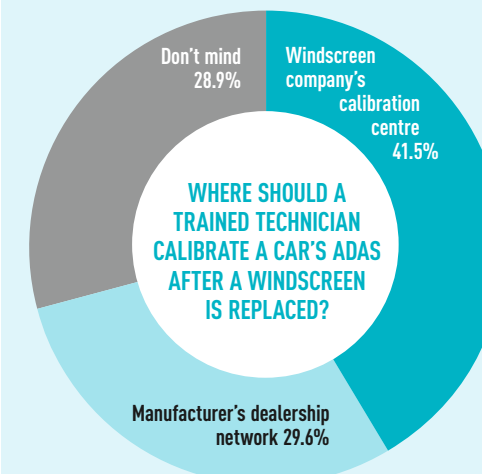


18

LEEDS AND BIRMINGHAM POSTPONE CAZ

A vehicle checker tool, which is being delivered by the Government's Joint Air Quality Unit (JAQU), was expected to be ready by October 2019. However, JAQU has now confirmed that the vehicle checker will not be available until at least December 2019.

FLEET NEWS POLL



Source: fleetnews.co.uk

FLEET NEWS VIEW: Our poll shows that two-in-five respondents (41.5%) would prefer recalibrations to be conducted at the windscreen company's calibration centre. Almost a third (29.6%) wanted the work completed at a manufacturer's dealership network, while a similar number (28.9%) had no preference. Our view, similar to that published by Thatcham Research, is simply that calibration must be performed to vehicle manufacturer tolerances.

THIS MONTH'S POLL: How much longer should the plug-in grant be available?

NEW MONDEO HYBRID ESTATE

The Ford logo is rendered in a light blue, stylized script font, positioned centrally below the model name. It is set against a background of two vertical blue stripes that run down the right side of the advertisement.

TOGETHER WE GO FURTHER



ENERGISE YOUR WORKFORCE

Introducing the ultra-efficient and practical New Mondeo Hybrid Estate. Featuring premium leather interior and SYNC-3 technology which keeps drivers connected on the go, this self-charging hybrid will put the spark back into your business.



Model shown is a New Mondeo Titanium Edition Hybrid Estate 2.0 TiCVT Auto with optional Adaptive Headlamps and Power Tailgate. Fuel economy mpg (l/100km): Combined 46.3 (6.1). *CO₂ emissions 113g/km.

Figures shown are for comparability purposes; only compare fuel consumption and CO₂ figures with other cars tested to the same technical procedures. These figures may not reflect real life driving results, which will depend upon a number of factors including the accessories fitted (post-registration), variations in weather, driving styles and vehicle load. *There is a new test used for fuel consumption and CO₂ figures. The CO₂ figures shown, however, are based on the outgoing test cycle and will be used to calculate vehicle tax on first registration.

VISIT: FORD.CO.UK/MONDEO-HYBRID

THE BIG PICTURE

Mobility seems to be a recurring theme in this month's issue. It is, according to a number of sources, the natural destination for today's fleet managers.

There are good reasons for this. Urban transport policies are forcing companies to rethink how they move people, goods and services to meet key objectives: improve air quality, reduce congestion, offer more active travel solutions, create living and working environments to attract the best people and inward investment, among them.

Managing the way a business and its employees use a broader range of transport and travel options will be a complex and complicated responsibility, but one that today's fleet decision-makers are suitably skilled to take on.

New LeasePlan UK MD Alfonso Martinez certainly thinks so, as he tells us on page 39. He's already seeing the rise of mobility managers in other European countries.

Our exclusive first peek at Arval's annual fleet survey (page 47), renamed this year the 'Mobility Observatory', also forecasts that mobility will be increasingly dominant in future transport and travel modes, and that fleet decision-makers will be the custodians.

And, in our Tomorrow's Fleet section, we look at what mobility means to carmakers and how they are having to adapt new strategies to remain relevant.

Aligning new transport and travel solutions to a company's needs, ensuring they enable employees to carry out their duties in an efficient and effective way, is the thread that runs through mobility.

The role of fleet manager is not dead – in certain areas it will flourish for while yet, such as movement of goods in vans and trucks – but it is starting to be replaced by mobility and travel managers. It's time to embrace the future.



Steve Briers

Stephen Briers,
editor-in-chief,
Fleet News

EDITOR'S PICK

ROAD SAFETY

No need for cycling law change

Dave Robbins wrote: Having read 'Drivers want new cycling laws' (fleetnews.co.uk, June 7), I thought we'd moved on from this kind of thing.

I've been cycling to work for nearly 50 years. During that time I've been guilty of riding down narrow streets, on busy A roads (where there are no quiet, narrow street alternatives) and even ventured out without wearing a helmet. They weren't around in 1974 and I survived without one.

During that time I've left my (in order of ownership): MGB Roadster, Mini, Maestro, Ford Escort and VW Golf tucked up in my garage, wasting all that road tax I'd paid up front.

Cyclists who break the rules annoy me just as much anyone else.

There's room on all roads for responsible drivers and responsible cyclists. And, in case you're wondering, as a member of British Cycling, I have third party insurance.

In a world where we need to reduce emissions, use of energy, address obesity and reduce pressure on the NHS, the humble bike provides one of the answers to all these challenges.



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

PLUG-IN HYBRID

PHEV Evoque 'can't come soon enough'

Paul Gauntlett wrote:

Having read 'Range Rover Evoque first drive' (fleetnews.co.uk, April 18), the model has always been a very desirable vehicle and both the powertrain development (mild hybrid or RDE2 diesel available now), and the revised styling of both interior and exterior will ensure this continues to be



another 'Built in Britain' success.

Well done JLR – let's hope that helps your fortunes. The PHEV version can't come soon enough. I'm sure the undoubted desirability of Evoque will translate into significant fleet volume.

ELECTRIC VEHICLES

Vehicles 'not fit for purpose'

Glenn Ewen wrote:

Having read 'Government reiterates pledge for fleets to go electric by 2030' (fleetnews.co.uk, June 14), there aren't enough cars that will do anything like the miles required for people to be comfortable, and there are hardly any suitable-sized vans with enough range to make them practical.

Experts can spout all they like about the solutions. All they are actually doing is insulting most fleet professionals who would use electric vehicles all day if they worked.

The argument is always that the job should fit the vehicle, and not the other way round.

We've spent years trying to run vehicles in the most efficient and cost-effective way possible. Does no one think that we wouldn't be falling over each other to buy electric if they could do the job for the same cost, or less?

MOBILE PHONES

Enforcement is key



Frank wrote:

Having read 'Give drivers caught using mobile phones tougher penalties' (fleetnews.co.uk, June 8), you can put up the penalties as much as you like, but, until there is more likelihood of getting caught, there will be no reduction in their use.

AIR QUALITY

Is the motorist an easy target?

Peter wrote:

Having read 'Heathrow to introduce ultra-low emission zone from 2022' (fleetnews.co.uk, May 29), so it thinks that the main source of local air pollution is road traffic?

Can't see the wood for the trees springs to mind. Pray, what contribution do aircraft make? Or perhaps the humble motorist is just an easier target.

Louise replied:

Peter, perhaps the cameras used to capture the vehicle registrations entering Heathrow can't work quickly enough to capture the tail number of the offending aircraft. The fact that this data is already known to airlines/airports is, of course, neither here nor there. The motorist is always the easier target.

Nancy added:

Maybe Heathrow's powers that be



should take a look at pollution from aircraft taking off and landing and their crew vehicles before they clobber the motorist.

The 'back end' guy continued:

The irony of this is laughable. Next it will be cross channel ferry loading areas and coal-fired power station car parks.

ROAD SAFETY

Indicator lights also an issue



Paul Adey wrote:

Having read 'Headlight glare getting worse' (fleetnews.co.uk, June 11), the problem with vehicle lighting isn't confined to headlamps only. Many cars have turning indicators incorporated in the lighting cluster and a number are very difficult to make out at night when the other lights are on.

I feel that these turning indicator lights should be completely separate from the other lighting to ensure clarity.

John Poulter added:

I think there is a growing number of drivers using front fog lights even though it isn't foggy. This, combined with brighter headlights, can be extremely dazzling.

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Burning question:
Which popular film did you miss out on?

EDITORIAL

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ET – never got round to seeing it and feel it's probably too late now
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Lord of the Rings... never appealed
Photos Chris Lowndes

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Luke Neal
Goodfellas
Production editors
David Buckley
Schindler's List – won best picture Oscar, but I missed it. Told it's very worthy and depressing!
Finbarr O'Reilly
Gravity
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Chris Stringer
The Grand Budapest Hotel (2014), The Revenant (2015) and Arrival (2016) – I will see them one day
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Plan your Fleet Live visit 2019

Sign up now for two days of priceless fleet insight, curated by leading fleet decision-makers, to address current fleet issues and long-term challenges of moving people and goods around

Fleet Live's Visitor Advisory Board (VAB) members have got their heads together to identify the most pressing issues facing fleet professionals and form best practice sessions to tackle them head-on.

These sessions will be part of Fleet Live 2019's Operations Theatre and will deliver 'how to' sessions with simple top tips and advice that fleet professionals and business owners can take away and put into practice immediately.

Improving efficiency, driver wellbeing, safety and implementing effective service level agreements (SLAs) will all be high on the agenda.

These Operations Theatre sessions focus on the immediate day-to-day challenges of fleet management for vehicles currently on the road, where action needs to be taken in the short-term in response to ongoing business developments.

Speakers at the seminars will be experts in their fields, either fleet decision-makers or representatives of specialist industry bodies and organisations.

There will be no sales pitches.

The Visitor Advisory Board (VAB) (see facing page) is made up of leading professionals in the fleet industry to ensure the content the Operations, Strategy and Discover Fleet seminars are relevant and a key reason to attend this year.

The following topics have been sketched out by the VAB team for this year's Fleet Live Operations Theatre and more speakers will be confirmed in the run up to October.

DRIVER RECRUITMENT AND RETENTION IN COMMERCIAL FLEETS

Martin Colloff, Hermes UK head of client and network distribution, will talk about the challenges of recruiting and retaining drivers in the commercial fleet industry.

This will include an overview of Hermes' heavy goods vehicle recruitment initiative and also pose the question of how the industry can be more inclusive and encourage more women to consider professional driving as a career.

HOW TO USE DATA TO IMPROVE YOUR FLEET EFFICIENCY

Make big data work for your fleet. The fleet industry must change from a rear-view mirror perspective to using data to predict the future and be more pre-emptive.

This session will explore how to bring together multiple sources of fleet data from telematics, fuel cards, connected cars and licence checks to help reduce costs and improve efficiency across your fleet. It will also explore how fleets can use e-learning to store driver data and create safety profiles, as well as how fleets can use technology to manage fuel and reassess vehicle utilisation and productivity.

GREAT IDEAS FOR A SAFER FLEET

This session will focus on a case study from a fleet safety pioneer on the steps they took to improve safety and reduce risk in their business. The seminar will be led by Jim Golby, Applied Driving Techniques (ADT) director of research and customer experience and he will be joined by a fleet manager to go in-depth on how they improved safety in their business.

Golby is on Brake's Global Fleet Champions Steering Group and the European Transport Safety Council's Expert Panel.

He also won a Brake award when – as a head of HR – he was responsible for his organisation's driver safety management programme.

DRIVER WELLBEING: IDENTIFY THE SIGNS AND CREATE A CULTURE OF SUPPORT

Suicide is the single biggest killer of men aged under 45 in the UK. In 2015, 75% of all UK suicides were male. Andrew Brown, director of Corporate Partnerships CALM (Campaign Against Living Miserably) will set the scene to put into perspective the scale of the problem in the UK, and explore why fleets should take this issue seriously and what they can do to address it in their own business. The session will also feature a case study from Andy Neale, director at NFE Group, on how to implement a supportive culture at work.



Visitor registration for Fleet Live is now open. Visit fleet-live.co.uk for more information

FLEET UTILISATION AND MINIMISING VEHICLE DOWNTIME

Pressure on fleet budgets and a desire to optimise vehicle utilisation has led to an increasing focus on making vehicles work longer, harder and smarter. This session will focus on an award-winning fleet that tackled fleet utilisation and vehicle downtime to deliver tangible improvements for their company.

PROTECTING VULNERABLE ROAD USERS

Protecting vulnerable road users and minimising the chance that their drivers will be involved in a crash are the two most important steps that fleet managers can take towards raising road safety standards. Just 52% of organisations have driver handbooks that include guidance on vulnerable road users. Ross Moorlock, Brake business development director, will present a session on the responsibilities fleet managers should be aware of and what they can do to raise awareness of the issues among their staff and company.

COLLABORATIVE SUPPLIER PARTNERSHIPS THAT ADD VALUE

This session will offer best practice on the tender process and how to remain collaborative with suppliers when there is pressure on the business to prioritise cost over service and best value for money. This will also look at how you can look for continuous improvements over a long-term supplier relationship.

TELEMATICS: HOW TO CONVINCE THE BOARD TO INVEST

Telematics is an established technology that can offer improvements for efficiency and safety and can save fleets money on fuel and insurance. The stumbling block in introducing the technology is getting buy-in from the board. This session will cover how a fleet manager can put the case together that the benefits of telematics are worth the investment and management focus. What are the biggest obstacles and what are the benefits? How should you present your case and get a telematics initiative through from concept to delivery?



FLEET LIVE VISITOR ADVISORY BOARD

The Fleet Live Visitor Advisory Board was created to help the show meet the needs of fleet decision-makers, whether fleet managers, travel/mobility managers, procurement, finance or HR.

The panel meets every two months to discuss new ideas and agree on the core content, driving the best practice and strategy sessions. Board members manage fleets ranging from fewer than 100 vehicles to more than 10,000.

- Stewart Lightbody, M Group Services Plant & Fleet Solutions fleet director
- Lorna McAtear, Royal Mail electric vehicle design and project lead
- Rory Morgan, Iron Mountain head of logistics support – Western Europe
- Caroline Sandall, ACFO vice-chair
- Lorna Carpenter, Western Union senior specialist, environment safety & health/fleet manager
- David Oliver, Red Bull Company procurement manager
- Debbie Floyd, Bauer Media fleet and risk manager
- Ryan Coles, Aviva group global travel and fleet manager
- Peter Weston, Arcus fleet manager
- Jerry Ward, John Lewis Partnership manager, legal operations
- Jim Gregory, Defra strategic fleet manager
- John Pryor, Arcadia fleet and travel manager

HOW TO EXTRACT MAXIMUM VALUE FROM FLEET LIVE 2019

It's the goal of Fleet Live for every delegate to come away energised with new ideas to lay the foundations for an effective and efficient fleet operation.

LEARN

There will be more than 20 sessions focusing on strategy, operational, HR and finance.

DEBATE Each seminar will have time allocated for lively a Q&A session.

NETWORK Last year's event had more than 2,000 fleet professionals in attendance across two days so Fleet Live is a great way to extend your professional network.

VISIT EXHIBITORS Fleet Live 2019 represents the perfect opportunity to identify those with the potential to become a new supplier. It's a space where you can gain a second opinion on suppliers outside the confines of a tender process.

ASSESS SUPPLIER COMPETENCY Expect more depth than a brochure and friendly chit-chat with potential suppliers. Assess basic levels of supplier competency and ask if they're already working with similar fleets and companies.

ADVICE The Advice Centre, run by the VAB, is a dedicated zone for employees in every area of fleet management, from fleet departments to procurement, HR and finance to secure free advice and find solutions to pressing issues.

REVIEW There will be a dedicated resource after the event at fleet-live.co.uk where every presentation made during the Strategy, Operations and Discover Fleet Theatres will be made available to download and review.

From carmaker to mobility provider

Mobility services will change the way people and goods move around, but they will also have a transformative effect on manufacturers. *Andrew Ryan* reports

It has been well documented in the pages of *Fleet News* how new mobility services will affect the way organisations move people and goods around.

However, the new technologies also mean that carmakers are facing fundamental changes.

Analysts KPMG predict the new mobility models will lead to global vehicles sales declining as personal ownership rates drop, forcing original equipment manufacturers (OEMs) into making drastic changes.

Many will have a future as 'metalsmiths', producing ever-more sophisticated vehicles, but ceding the customer interface to mobility providers. Others may become 'gridmasters', manufacturing vehicles but also proving platforms for a variety of mobility services.

"There is a huge amount of angst in the automotive industry and that's not surprising," says Charlie Simpson, head of mobility 2030 at KPMG. "Mobility throws their 100-year-old business models, based on engineering excellence, into considerable uncertainty, driven by the move from value in the metal, which they well understand, to value in the service."

ENTERING INTO PARTNERSHIPS

To meet these challenges, many OEMs are investing heavily in mobility services and companies, while some are entering into partnerships with other OEMs, such as BMW and Daimler which are investing more than €1 billion to develop and more closely combine their offerings for car-sharing, ride-hailing, parking, charging and multi-modal transport.

Manufacturers are also changing the way they operate to retain their success and relevance.

Jaguar Land Rover (JLR), for example, has

created its InMotion 'mobility ecosystem' (see panel on page 26), Daimler says it is transforming into a "tech company", while Ford established a team around four years ago to concentrate on smart mobility.

Sarah-Jayne Williams, director of smart mobility for Europe at Ford, says: "For years we've just focused on producing really great products and helping people get from A to B and then we think about how we can retain their custom when they want a new car."

"In the world we operate in today, it is not enough just to think about the product, we often have to think about the system that that vehicle or product is going to operate within, particularly as we move

into increasingly connected worlds. Working out how that vehicle connects into the system is a key part for us to begin thinking about."

"It is a complete change of mindset. We are going from thinking about product creation to our role as shaping and being part of an overall system."

"So this is a significant shift that not just Ford, but all car companies, are facing."

LUXURY GOODS PROVIDER

It's a similar story at JLR. "I don't have an OEM background so some of our engineers may disagree with me, but I don't think about JLR as a car manufacturer, I think about it as a luxury goods provider," says Sebastian Peck, managing director of InMotion.

"That's a really important shift in the mindset because once you think about the brands and your customers and how you can monetise those customers by making the brand a particular experience, you very quickly get to a point where you go beyond a car."

"You start to think about customer relationships in very different ways."

"Mobility, in a traditional sense, has been very much about how you get from A to B in the cheapest possible way, so it's been very much a commodity discussion."

"I tend to think more about it as a means to an end, and at the end of the day, what our customers want is an experience."

"At JLR today, the currency that is king is how many cars we sell. The currency that should be king is actually what do our customers value?"

"That may sound relatively trivial but, if you are trying to change an organisation, its incentive structures, the way it is set up and works, from focusing on one thing to a completely different



WE OFTEN HAVE TO THINK ABOUT THE SYSTEM THAT THAT VEHICLE OR PRODUCT IS GOING TO OPERATE WITHIN

SARAH-JAYNE WILLIAMS, FORD



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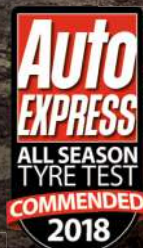
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TOMORROW'S FLEET: MOBILITY MANUFACTURERS

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“...thing, it's a massive, massive task that you can't underestimate.”

In 2011, Ford began to look at its future offering following a talk from chairman Bill Ford who said that if OEMs continued with the same model for mobility – building new vehicles and putting them on the road with an average occupancy of one-and-a-half people – it would lead to “literal global gridlock”.

This meant the mobility model would not be sustainable in the future, prompting a change in the way of thinking.

“Back then, we started talking about the fact that not only do we need to be talking about smart cars, we also need to start talking about smart roads, smart parking and public transportation to enable us to have freedom of movement, particularly in an urban environment,” says Williams.

“If you think about the incredible transformation from network computers to internet, this can translate to the world of mobility and we believe we will see a similar transformation going from people driving to autonomous driving.

“Our vision has grown very much about building smart vehicles to operate within a smart world with a goal of making it easy for both people and goods to move around.”

THREATS FROM UNKNOWN COMPETITORS

Another major change facing carmakers is where their competition will be coming from. A traditional rival for an OEM would typically be another car manufacturer – Ford versus Vauxhall, for example has long been one of the major rivalries in the UK – but in the future the threat will increasingly come from elsewhere.

Sabine Scheument, chief digital officer at Daimler, says Mercedes-Benz's competition is currently Audi and BMW from the perspective of cost position and asset structure, Drive, GM, Cruise, Apple, Waymo and Uber in autonomous technology, and Grab, Uber and DiDi in the mobility business model space.

“I often get asked what I fear most in my position of leading a huge IT department globally, and I answer that it is not one of those companies I mentioned, I fear the ones that are not there yet because they have the pace, emotions and passions to really shape something new,” she says.

“We might not have them on our radar when something very important is happening.”

The challengers OEMs face in the mobility sector are also reflected through the industry's investment trends.

LEVELS OF INVESTMENT

Analysis by McKinsey, Capital IQ and Pitchbook has found that between 2010 and 2013, investment in the sector was \$4.3bn (£3.4bn). Between 2014 and 2017, this had grown to \$25.3bn (just more than £20bn), and continued to increase throughout last year.

Shared mobility services such as Uber and Lyft have probably been the biggest recipient of funds, says Peck, with autonomous vehicle technology also benefiting hugely.

The sources of the investment also highlights the changes in the sector. Peck says only around 10% is coming from vehicle manufacturers, around 50% from venture capital, and about 25% from tech companies such as Google and Amazon. ➔



“I FEAR THE ONES THAT ARE NOT THERE YET BECAUSE THEY HAVE THE PACE, EMOTIONS AND PASSIONS”

SABINE SCHEUMENT, DAIMLER



“There is an all-new industry in which the OEMs really should have the centrepiece, but when you actually start to follow the flow of funds, there is still a bit of a capital allocation problem in the industry,” he says.

“The industry hasn't really shifted its resources into mobility in ways which would give it much more influence to determine the usefulness of the shared marketplace. That's a dynamic which the OEMs really have to wake up to.”

One issue car manufacturers have in this area is that, as they can be more than 100 years old, they will have business practices and legacy systems they still have to operate and invest in, meaning they cannot be as agile as newer businesses.

STAYING PROFITABLE WHILE INVESTING

Daimler, for example, must still return profitable growth in its core business while finding the investment for new mobility services.

“We think we will have to exploit the current business model for many years to gain the necessary funding to invest in the new,” says Scheument.

“We can't just drop from one model to another, so for us it means how much efficiency we can drive in our current processes and data.

“Technology helps us a lot through deep learning and utilising robots and machinery, for example, and we are investing millions every year to exploit what we currently have.

“We have legacy systems that are often more than 30 years old.

“We are not thinking about artificial intelligence and technology in those systems, but they are important because they drive our current business model.

“As IT directors we have the responsibility to transform our IT architecture into the new world with the clear aim of becoming the digital champion in that industry.

“IT plays a crucial role in our company and we are really transforming into a tech company.”

Daimler's collaboration with BMW has already seen the establishment of Reach Now, Charge Now, Free Now, Park Now and Share Now, which will focus on multimodal travel, electric car charging, ride hailing, ticket-free parking and car sharing respectively.

Other OEMs are being more circumspect in their approach to mobility services. Nissan, for example, has carried out numerous trials, including one for



autonomous vehicles in east London in 2017, as well as investigating potential partnerships, but has not yet launched a service.

“Our view is that these mobility services will be a big part of the offering in the future, but at the same time I don't think the real business case has been found yet,” says Roel de Vries, corporate vice-president, global head of marketing at Nissan.

“Everyone is testing, trying, planning to find out what is the best way to do it, and I believe we have two or three years as an industry to really catch on.”

INTEGRATION OF DATA AND TOUCHPOINTS

De Vries says the foundation of any successful mobility service will involve the integration of the data and touchpoints around the vehicle, as well as the financing, insurance, servicing and buying experience for the car.

“We have so much ownership of the data and the touchpoints that if we can integrate it, we can offer

a service that goes beyond what currently the outside disruptors are able to do,” he adds.

“However, we are a company with a high legacy, so we are investing a lot of money sorting out the data, sorting out the system, sorting out that IT.

“Today, you see that actually we're being challenged by people outside the industry, so in the coming two to three years we have to get our act together. I see a lot of opportunity there but, at the same time, a lot of risk if we don't do it.”

INMOTION VENTURES HAS INNOVATION 'EVERYWHERE IN ORGANISATION'



Jaguar Land Rover launched its InMotion Ventures 'innovation ecosystem' in 2016 with the aim of selectively investing in the emerging mobility services supply chain and developing premium mobility services.

Areas it works in include mobility as a service (MaaS), travel and experiences, mobility data services, car and ride sharing, and autonomous fleets and services.

“We've got innovation everywhere in our

organisation,” says MD Sebastian Peck. “Put very simplistically, we've got JLR Research which is basically looking at how we build a better product, we've got JLR Innovation for connected car services, and then we've got InMotion which sits in two parts.

“The first is InMotion Studio 107, which is aimed at delivering new mobility services, not necessarily to build the next Uber or Lyft, but to find gaps in the market where we as a premium OEM think we can provide solutions that people want.

“InMotion Ventures has been set up to invest and learn from the best entrepreneurs

to develop JLR's future footprint beyond the car.”

InMotion launched its first service, The Out, in April, which is an on-demand premium car rental service.

Starting in central London, customers are about to book a Land Rover Discovery Sport through an iOS app, with the vehicle delivered to their home or office, and collected at the end of the rental.

Companies InMotion has invested in include mobility service providers Lyft, Transit and Zeelo, as well as connected car services By_Miles and Synaptiv.

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CURRENT AFFAIRS

Sales of electric vehicles are being constrained by battery supply. *Tom Seymour* and *Andrew Ryan* look at why this is and what the future holds

Sales of battery electric vehicles (BEVs) are increasing rapidly: in May, they were up 81% compared with May 2018, while year-to-date they have increased 60%.

However, the actual number sold remains small. So far this year, just 9,489 have been registered, accounting for 0.9% of the overall new car market.

This is out of step with reported interest in the technology. A recent *Fleet News* online poll saw 21% of company car drivers say they were ready to switch to a BEV.

The level of interest in the retail market is even greater, with research from Close Brothers Motor Finance finding 39% of respondents are considering a BEV as their next purchase.

So why is the actual number of registrations so low? The simple answer seems to be that supply of BEVs cannot keep up with demand with carmakers often citing battery shortages as the reason.

This is certainly the Government's view, with Andrew Stephenson, under-secretary of state at the Department for Business, Energy and Industrial Strategy, claiming: "Vehicle choice and supply is currently a constraint on the market."

Gerry Keaney, chief executive at the British Vehicle Rental and Leasing Association, described supply as "a hell of a challenge" for his members, adding: "We are seeing lead times of 12-18 month-pps, if not longer."

Take Hyundai. It sold its entire 2019 allocation of Kona Electric models by March and has a waiting list of more than 2,000 customers, while Kia also quickly sold out of this year's allocation of 1,000 e-Niro models.

"We are experiencing far higher demand than we planned for," says a Kia spokesman.

Sourcing materials for batteries takes more time compared with internal combustion engines, adds the spokesman, and this situation has been exacerbated as global demand for BEVs grows rapidly.

Car manufacturers are investing heavily to ensure future battery supply meets demand

but, in many cases, the industry is playing catch-up.

"When we launched Leaf, we thought we would sell bigger volumes more quickly, but it took a bit longer to get to the inflection point where volume really started to work," says Roel de Vries, corporate vice-president, global head of marketing at Nissan.

"This meant investment in battery capacity slowed in the beginning.

"About four or five years ago more and more manufacturers and people started to see electrification as the future and the way to go. So, all of a sudden, the inflection point was reached quite quickly as volume started going up, but the battery supply is not there yet. It's taking time."

De Vries says remedying the situation is more complicated than just deciding to purchase more batteries.

"Batteries are not a commodity that you can just buy from somewhere else," he adds. "They are part of the development of the car so, it is not something you can switch on and three months later you have it."

"[New battery production facilities] are a relatively big investment and they take two years to come into play."

However, not all manufacturers are reporting supply constraints.

Renault UK fleet director Mark Dickens, says: "Battery supply isn't an issue that is currently impacting Renault electric vehicles in the UK. We have stock and adequate production capacity of the Zoe as well as Kangoo ZE and Master ZE."

Carmakers are hoping to ease supply by signing agreements with battery makers. Nissan holds a 20% stake in Automotive Energy Supply while Toyota has signed a deal with Panasonic to develop and make lithium-ion, solid-state and next-generation batteries.

Kia has partnered two battery suppliers, LG Chem and SK Innovation. One produces batteries for the e-Niro, the other for the e-Soul. Kia says this will help balance production demand to alleviate bottlenecks.

"In the short-term, there is a limit to what

“THE CONSENSUS IS THAT THERE WILL BE A SHORTAGE OF (NICKEL) SUPPLY IN A FEW YEARS’ TIME”

**YUEN LOW,
SHORE CAPITAL**

we can do to counter shortages in essential raw materials and components for EV production," adds the Kia spokesman.

Metals and minerals used in rechargeable batteries include copper, graphite, cobalt, lithium and nickel. Lithium is also used in smartphone batteries, putting more pressure on demand.

Price and availability will also be key to future battery production levels and costs.

The cost of battery packs – which typically account for 40% of the cost of an entire EV – has declined by more than 70% in the past seven years, and KPMG expects this to further halve by 2030 due to technological developments such as cell chemistry and production scale economies.

Many analysts have identified price parity with petrol or diesel models as a key moment on the road to widespread BEV adoption.

Ian Plummer, manufacturer and agency director at Auto Trader, says there is a disparity between the cost of producing an internal combustion engine (around £1,000 to £2,500 per unit) and an electric powertrain (approximately £8,000 per unit), although PA Consulting predicts cost parity for diesel and electric cars as soon as next year.

It says it will take another eight years for parity with petrol.

However, these timescales are at risk. At a conference in Washington last month, Sarah Maryssael, global supply manager battery metals at Tesla, warned that, after years of under-investment in mining, materials used

to make the batteries could soon be in short supply. That could cause their prices to rise.

This warning has been echoed by mining industry experts. Yuen Low, metals and mining analyst at Shore Capital, says there is the "potential for a shortage" in some of the metals used in EV batteries.

A lithium shortage was possible, although companies were searching for the metal.

He adds: "There's probably a bigger structural shortage of nickel. The consensus is that there will be a shortage of supply in a few years' time."

However, analysts at Barclays believe "the smarter carmakers have locked down raw material supply to the early 2020s".

A further risk comes from the political instability of the countries that control the supply of cobalt and other minerals, warns scientific group Security of Supply of Mineral Resources (SSMR).

The group, which includes geologists from Exeter, Southampton and Leicester universities as well as the Natural History Museum and British Geological Survey, says more than 60% of the world's cobalt comes from the Democratic Republic of Congo, where production controlled by Chinese traders partly relies on child labour and low pay.

Richard Herrington, head of earth sciences at Natural History Museum, said: "Having a choice of resources from countries closer to home or jurisdictions more aligned with free trade would be preferable because, otherwise, we could be held to ransom."

Savings from collaboration all add up for 999 services

Having made significant improvements to South Yorkshire Police, award-winning fleet manager Sarah Gilding is on a mission to bring cost and efficiency savings to the South Yorkshire Fire and Rescue fleet. *Sarah Tooze* reports

FLEET OF THE YEAR
UP TO 1,000 VEHICLES

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ORGANISATION: South Yorkshire Police and South Yorkshire Fire and Rescue
HEAD OF JOINT VEHICLE FLEET MANAGEMENT: Sarah Gilding
FLEET SIZE: 599 cars, 250 vans, 10 motorcycles, 20 plant, 200 pedal cycles, 729 specialist equipment
FUNDING METHOD: Outright purchase
REPLACEMENT CYCLE: five years/150,000 miles (cars and vans, SYP)

Public sector fleets have long felt the benefits of working together, particularly when it comes to procurement through the use of framework agreements or joint tenders.

But austerity measures have driven organisations to go further and merge the management of their vehicles with neighbouring operations – be they local authorities, police or fire services – to deliver additional cost and efficiency savings.

South Yorkshire Police (SYP) and South Yorkshire Fire and Rescue (SYFR) are among the latest to decide a joint approach to fleet management is best, with SYP's Sarah Gilding appointed to head the new structure last June.

It has meant Gilding has gone from managing 650 cars and commercial vehicles (plus 10 motorcycles, 200 pedal cycles and 20 pieces of plant) for SYP to a combined fleet of 849 vehicles (plus 729 items of specialist equipment such as ladders and cutting equipment).

The latter hasn't fazed her because she has been able to draw on the experience of staff within the fire and rescue team. Similarly, SYFR has benefitted from SYP's experience with cars (SYP has 519 cars; SYFR has 80).

While some police and fire service fleet mergers have been done by creating a limited company, SYP and SYFR felt it was "an unnecessarily costly option", according to Gilding.

Instead, they set up a strategic collaboration board, which recommended fleet management and administrative functions in a shared structure, with local specialist delivery in terms of the service, maintenance and repair (SMR) of vehicles.

Between the two organisations there are three workshops (two in Rotherham and one in Chapeltown, near Sheffield) and the board is looking at different plans and costing options. Potentially, the two sites at Rotherham may merge to create an HGV workshop and bodyshop facility, while the third workshop will handle light vehicles with a new vehicle commissioning facility.

A decision is expected imminently, with a potential merger by the end of the year.

PREVIOUS WORKSHOP CHANGE

This is not the first time Gilding has overseen a workshop change. In 2014, SYP closed its mechanical workshop in Doncaster, resulting in a capital saving of £402,000. The following year, SYP was named fleet of the year 251-1,000 vehicles at the Fleet News Awards in recognition of total capital savings of £1 million (see fleetnews.co.uk, November 3, 2015).

Now Gilding has been recognised again, in the 2019 Fleet News Awards, for further savings for the SYP fleet (£286,692 through the use of car club vehicles rather than hire vehicles, an anticipated £258,500 saving from telematics and £108,900 over four years from switching to electric vans) and her ongoing work to bring the SYP and SYFR fleets together.

Alongside rationalisation of the workshops, ensuring both organisations are utilising fleet software efficiently is a "key priority" for her.

One of the first steps she took following her appointment was to identify which aspects of fleet management were the same and where the differences were between the organisations.

DIFFERENCES IN USAGE

Although both SYP and SYFR have Civica Tranman software there are differences in the way the system is used (for example, SYFR is not using it to as "good effect as it can be" for scheduling vehicles in for a service, according to Gilding, and accidents are still recorded on a spreadsheet rather than on Tranman).

SYP's version of Tranman is "more developed" and staff use more of its functionality.

"We want to get each system to the same position so we can do things the same way and have clear processes that will make things easier for the staff," Gilding says.

Essentially, Civica will need to "drop the fire data into the police system" but there are security issues to resolve and a formal order will need to be placed so Gilding anticipates it could be the end of this calendar year before everything is up and running as she would like.

Once it is, she intends to extend SYP's key performance framework to the SYFR fleet and workshops.

Both organisations outright purchase vehicles and this will continue as Gilding wants to benefit from the flexibility that it brings in terms of vehicle replacement.

Replacement cycles differ with police vehicles typically operated for five years and 150,000 miles while the fire and rescue vehicles do fewer miles and are replaced based on age.

Anything specialist is typically 10 years but some fire appliances have reached 12 years. Gilding wants to ensure that replacements are made at the "optimum time" and "we're not out of line with any other fire authority" so at a later stage she will carry out benchmarking.

When it comes to replacing the police fleet's HGVs (mainly horseboxes) she has been able to use expertise within SYFR to determine the right specification. The horseboxes are being maintained by SYFR instead of being sent to an external company, although Gilding says it is "difficult to quantify the savings".

SPOTLIGHT: SOUTH YORKSHIRE POLICE & FIRE AND RESCUE



Sarah Gilding (centre) with colleagues Joanna Buckley and Ian Kemp at the 2019 Fleet News Awards

She is also increasing the number of staff who are trained to drive HGVs, which should improve productivity in the workshops.

On the car side, SYP is maintaining approximately 50 fire service vehicles, which would previously have been done externally.

Both organisations are now named on any tenders, giving SYFR the potential to adopt the telematics system which has just been rolled out to the police fleet.

SYP trialled telematics in 2014 and was convinced of the benefits, but went to tender twice before appointing UK Telematics last year.

Gilding says the system has a "two-pronged approach" – it provides data to different areas of the organisation and also gives police officers instant feedback via a light bar in the vehicle which shows green, red or amber dependent on driver behaviour.

REDUCED FUEL CONSUMPTION

She anticipates the majority of the expected £258,500 savings will come from reduced fuel consumption, followed by SMR, a reduction in the fleet size and accident repairs.

SYP's in-house driver training unit will use the telematics data to identify drivers who may need refresher training. Any employee driving a fleet-owned vehicle goes through on-the-road training before they are able to drive the vehicle, while SYP also has specialist courses for response officers and traffic officers.

SYFR has far fewer incidents than SYP (63 compared to 475 over 12 months) but some of this is due to police officers using their vehicles for 'tactical contact'.

Forward-facing dashcams were fitted to 235

SYP vehicles in 2017, following a successful bid to the Home Office for Innovation Funding, and are likely to be fitted to 30 fire service vehicles. The footage is used by SYP's insurance unit to provide protection against illegitimate insurance claims and is expected to lead to a reduction in insurance and accident damage costs.

The footage has also been useful in criminal investigations and, in one instance, the force was able to record someone throwing a brick at the windscreen of a police vehicle.

Risk management is an agenda item on the department's management team meetings and separate meetings are also held to discuss risk in more detail, as required.

SYP has undergone a grey fleet review with the Energy Saving Trust (EST) and, as a result, is looking to put restrictions in place with regards to the age and CO₂ emissions of grey fleet vehicles, and to move from an in-house approach to licence checking to using an external company.

SYFR already uses an external company for licence checking but Gilding intends to do a review of its grey fleet.

The EST review commended SYP's car club scheme and has recommended it be extended to grey fleet users.

SYP originally introduced 29 car club vehicles to its external enquiries unit in May 2017, followed by two car club vehicles at force headquarters. Gilding is considering adding another four, giving each district area access to one.

The 29 car club vehicles have saved SYP £286,692 as the external enquiries unit wanted to hire 90 vehicles due to an increase in staff. Achieving high utilisation of the car club vehicles, however, has mitigated the need to hire vehicles.

GILDING ON...

...Cultural change

One of the biggest challenges with merging fleets is cultural change.

Gilding acknowledges that "any change brings an element of concern for staff" and it's essential that it is communicated in the right way.

"That's why we're trying to work together on the (workshop) plans. Rather than saying 'we're going to do this', we've got the staff involved with the ideas and to look at the possibilities and how it would best work," she says.

Cultural change has also simply been a question of time while people get to know each other and build relationships.

"We have joint management and health and safety meetings now," Gilding adds. "Staff sharing knowledge and experience shows the benefit (of collaboration)."

...Clean air zones

Last November, Sheffield City Council announced plans to create a clean air zone in 2020 and Gilding is keeping a close eye on what this may mean.

The plans are still under consultation but could mean a charging system is introduced for the most polluting vehicles, such as buses, taxis, lorries and vans, which use the inner ring road.

Gilding says: "I can see the merit of clean air zones, my concern is any financial impact that this may have on our organisations if our vehicles aren't exempt. While our strategy is to increase the number of ULEVs, this could still cause issues if Sheffield brings in a clean air zone during 2020."

The final area of fleet management Gilding is working on is fuel – in terms of fuel cards/fuel bunkering (SYP has both, while SYFR has "less than a handful" of fuel cards) and a shift to ultra-low emission vehicles.

SYP introduced 10 Vauxhall Amperas range-extenders to its fleet in 2014 for day-to-day enquiry work and Gilding hopes to soon replace these with full electric cars, subject to consultation with the users.

She has also introduced 11 pure electric Nissan e-NV200s, following a successful six-month trial with five in conjunction with the EST and Highways England.

Ten of the 11 vehicles are being used by facilities management with the remaining vehicle used by driver services.

Gilding expects to save £9,900 in wholelife costs and more than 24,700kg of CO₂ per vehicles over four years, bringing total savings of £108,900 and 271,907kg.

WE WANT TO GET EACH SYSTEM TO THE SAME POSITION SO WE CAN DO THINGS THE SAME WAY

SARAH GILDING, SYP AND SYFR

SYP SAVINGS CHECKLIST

- ✓ Utilising car club vehicles rather than hire: £286,692
- ✓ Anticipated savings from telematics: £258,500
- ✓ Switching to electric vans: £108,900 over four years

Total saving: £654,092

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Audi looks to take EV lead on the back of battery agreement

Carmaker may have lost ground over WLTP, but 10-year lithium deal could provide welcome turning point. *Stephen Briers* reports

Audi's stand at this year's Geneva motor show, devoted entirely to electric models, was widely seen as a riposte to the criticism parent Volkswagen Group faced during the emissions scandal.

It could also be viewed as a reaction to its failure to prepare adequately for the new WLTP emissions testing regime which left dealers without core models to sell for several months after the rules were introduced last September.

However, the world of automobile research and development rarely accommodates such knee-jerk reactions. Audi's electric vehicle strategy has been years in the making, although there's no doubt Geneva offered an ideal platform to present a positive news story by showcasing its technology as the market gradually shifts towards electrification.

And, in James Buxton, it has found a head of fleet perfectly positioned to exploit the opportunities presented by an EV launch plan that encompasses six plug-in hybrid and four full-electric cars by the end of next year.

Within his cosmopolitan automotive career that included franchised dealers (Sytner), corporate finance (Tradernet) and prestige brands (Porsche), was a spell at pure electric pioneer Nissan.

During just over two years at the manufacturer, Buxton was able to sample life behind the wheel of an electric Leaf.

"I had one as a company car and I did 5,000-6,000 miles in it so I understand the good things and the challenges," he says. "We used it far more than I thought we would as a family."

Consequently, Buxton is "excited" about Audi's

EV strategy, which started this year with the launch of the e-tron SUV and will be closely followed by four full EVs (Q4 e-tron, e-tron, e-tron Sportback and e-tron GT) and six PHEVs (A3 Sportback, A6, A7 Sportback, A8, Q5 and Q7).

"We've had strong corporate order take on the e-tron SUV – at least 10% more than we were expecting," he says.

Audi has pre-empted the battery supply issues befalling the likes of Kia and Hyundai by signing a memorandum of understanding with Chinese company Ganfeng Lithium. Under the agreement, Ganfeng will supply lithium to the Volkswagen Group and its suppliers for the next 10 years, fulfilling a significant share of the company's lithium requirements for new electric vehicle batteries.

Buxton is confident this memorandum will enable him to secure sufficient volume to satisfy the needs of UK fleets.

"We are a significant market and we are well represented with our influence so we will always ensure we receive our fair allocation," he says.

The retail network is also ready to sell and service the cars, while Audi has partnered with PodPoint to provide home-charging units and is in talks with various parties about nationwide roadside access.

Audi's future isn't just about electric vehicles, though. "For the foreseeable future, there will be a requirement for a balanced product portfolio – for us that's petrol, clean diesel and battery electric. When you look at our four-cylinder petrol in the larger cars, it's an example of where we



“FOR THE FORESEEABLE FUTURE, THERE WILL BE A REQUIREMENT FOR A BALANCED PRODUCT PORTFOLIO – FOR US THAT'S PETROL, CLEAN DIESEL AND BATTERY ELECTRIC”

JAMES BUXTON, AUDI



E-tron corporate orders are at least 10% higher than expected

“see an opportunity to provide more choice to drivers, end users and leasing companies.”

Buxton joined Audi three years ago as national used car manager. He became sales operations manager in August 2017 and was promoted to head of fleet at the start of this year as part of the premium merry-go-round that saw Rob East move from Mercedes-Benz to BMW and Tom Brennan move from Audi to Mercedes-Benz.

Meeting *Fleet News* in early April, one day past the 100-day ‘cooling’ period mandated by Audi before press interviews take place, Buxton is enthusiastic and enthused about his new job, but immediately emphasises the “strong base” he has inherited.

“We are fortunate to have an exceptional team from a fleet perspective. We have great customer relationships and leasing company relationships and we also have a great dealer network that is used to delivering fleet volumes. That side is well structured; it’s one of our strengths,” he says.

“I offer a tie-up between making sure we have the right level of focus on fleet from a business and from a factory perspective. This is crucial to make sure the fleet agenda is constantly reinforced, something we are seeing come through with our FEV (full electric vehicle) strategy.”

He adds: “I’m excited about the next 12-to-18

“I’M EXCITED ABOUT THE NEXT 12-TO-18 MONTHS. WE HAVE THE OPPORTUNITY TO LEVERAGE THE GREAT THINGS”

JAMES BUXTON, AUDI

HEAD OF FLEET: James Buxton

TIME IN ROLE: five months

FLEET SALES (JAN-MAY 2019): 35,566 (down 13.25%)

FLEET MARKET SHARE (YTD): 6.26 (down 0.73%)

EV LAUNCH PLAN BY END 2020: Full EV – Q4 e-tron, e-tron, e-tron Sportback and e-tron GT; PHEV – A3 Sportback, A6, A7 Sportback, A8, Q5 and Q7

months. We have an opportunity to leverage the great things and grow our corporate volumes going forward.”

Audi’s true fleet sales were down 14% last year and they have dropped a further 16.5% in the first quarter of 2019. Supply shortages, caused by a sluggish response from Audi AG to get cars tested under the new WLTP emissions regime, is one of the reasons – cars simply weren’t available. WLTP also claimed the scalps of the A3 e-tron and Q7 e-tron.

However, Buxton claims the order take this year from the corporate market is “strong”, despite the political uncertainty. His strategy is to match the right level of supply to each target channel, with true fleet – specifically the end user fleet – the priority.

That position is likely to see rental remain a small part of sales volume; it fell 17.5% last year and 1.5% in Q1 to account for just 2.6% of Audi’s total sales, substantially below the industry average of 10%.

“My focus is to grow the true customer channels in a responsible manner,” Buxton says. “This is key from a total cost of ownership perspective. With my background in used cars, I understand how decisions taken today, such as short-cycle channels, affect residual values three or four years out, so that is a key part of our strategy.”

With a true fleet market down 8.4%, the Government could certainly help stimulate growth by providing “clarity on BIK” and eliminate the “paralysis of legislation”. This would also help to stymie the flow of employees away from company cars into cash.

Audi, like other manufacturers, is seeing “significant growth” in personal contract hire.

“We need to be set up and aware to capitalise on that changing dynamic,” Buxton says. “More traditional company car drivers are opting out and coming into our showrooms and website. We have to make sure they get a consistent experience that is comparable to what they previously experienced.”

The car/cash relationship is not the only changing dynamic in the market: new mobility solutions facilitated by technology and data are offering alternative options to drivers, although the possible outcomes are still embryonic.

For Audi, it means reacting to changes in service and customer demands, but also proactively discussing all likely scenarios in preparation. “We may have to change the way we serve our customers,” concedes Buxton.

More immediate is the forthcoming RDE regulations, which require manufacturers to meet real-world testing limits for emissions. Audi is determined to learn from WLTP and is already planning the production of compliant engines.

“WLTP was a challenge for us and a difficult period for our customers and dealers,” Buxton says. “We are focused on the transition to RDE to support and work with our dealers and customers to minimise any disruption. While we can’t disclose our engines now, we will communicate effectively to everyone when we are ready.”



James Buxton: Audi head of fleet since January



Q4 e-tron is one of four EVs due to be launched soon



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Figures shown are for comparison purposes only; you should only compare these fuel consumption and CO₂ figures with other cars tested using the same technical standard. The fuel consumption you achieve, and CO₂ produced, in real world conditions will depend upon a number of factors: including the accessories fitted (post registration), variations in weather, driving styles and vehicle load. There is a new test WLTP (Worldwide Harmonised Light Vehicles Test Procedure) used to measure fuel consumption and CO₂ figures. The CO₂ figures shown are NEDCeq (New European Driving Cycle Equivalent), calculated using an EC correlation tool which converts WLTP figures to NEDC. These NEDCeq figures are based on the outgoing test cycle and will be used to calculate tax for the first registration.



CommercialFleet AWARDS 2019

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2019 AWARD CATEGORIES

FLEET AWARDS

Ground-breaking safety initiative of the year
Innovative use of technology in fleet
Fleet eco-innovator of the year
Urban delivery innovator
Apprentice of the year
Most improved commercial fleet of the year
Public sector fleet of the year
Private sector fleet of the year
Commercial Fleet manager of the year

SUPPLIER AWARDS

Fleet customer partnership award
Innovation in smart mobility services
Innovative new product of the year
Converter of the year
LCV/truck rental company of the year
Truck leasing company of the year
LCV leasing company of the year

MANUFACTURER AWARDS

Small LCV of the year
Medium LCV of the year
Large LCV of the year
Pick-up of the year
Zero emission LCV of the year
Safety innovation of the year (LCV or truck)
LCV manufacturer of the year – reader voted
Truck manufacturer of the year – reader voted
LCV of the Year – reader voted
Truck of the year – reader voted

By Stephen Briers

Entries are now open for the 2019 Commercial Fleet Awards, run by *Fleet News*. This is a chance for your business to boost its credibility and standing with customers, resulting in improved staff motivation and better business performance.

Numerous studies have shown the positive impacts that winning industry awards can have on a business and its employees. Even being shortlisted can have a positive effect, according to research carried out by awards consultancy Boost.

Fleet News is raising the profile of the

Commercial Fleet Awards by joining up with the biggest car and van showpiece event in fleet, Fleet Live.

The Commercial Fleet Awards will now take place at the National Motorcycle Museum, Birmingham, on the evening of the first day of Fleet Live, Tuesday October 8. Fleet Live is held at the nearby NEC on October 8-9.

Now in its 17th year, the Commercial Fleet Awards, recognises and honours the best people, companies and products in the van and truck sector.

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SPOTLIGHT: LEASEPLAN



COMPANY: LeasePlan
UK HEAD OFFICE: Slough, Berkshire
UK MANAGING DIRECTOR: Alfonso Martinez
TIME IN ROLE: five months
FUNDED FLEET SIZE (FN50 2018): 169,695
FUNDED CARS: 105,165
FUNDED LCVs: 64,530

'MOBILITY IS THE DIRECTION FOR ALL FLEET MANAGERS'

The role is evolving, according to new UK MD Alfonso Martinez, and fleet managers need to embrace the change.

Stephen Briers reports

Last year, for the first time in a decade, LeasePlan was dislodged as the UK's second biggest leasing company in the FN50. It grew, just not as quickly as those around it.

Size matters, especially for new UK managing director Alfonso Martinez – though his doctrine is 'not size at any cost'.

Nor does he particularly like the term 'leasing company'. More about that later.

Martinez was appointed to his new position in January after 13 years with the company, which included roles as chief financial officer at LeasePlan

Spain and managing director at LeasePlan Italy.

The move to the UK was "a great opportunity business-wise", although he candidly admits it wasn't necessarily his first country of choice.

"I'm a man of the mountains," the bewhiskered and bow-tied Spaniard tells *Fleet News*, although his view of the UK's countryside has softened over the five months since his arrival.

"I've travelled 10,000 miles already going to Wales and the Lake District looking for the mountains," Martinez says. He liked what he found: "You have some great mountains – I hope you appreciate them!"

The UK is unique among European countries, in some ways more mature; in others, less developed. Take Martinez's biggest bugbear. "In the UK, ☞

The business draw was to run one of the biggest markets for LeasePlan. He's still in "learning mode", but has already made his mark, both in what he's done and what he hasn't done.

"Most new managers, when they arrive, tend to change their team; they are looking for their own people, people they trust. And that especially happens if the business isn't doing well," says Martinez.

"My philosophy is that, whether the team is doing a good job or not, they should be shown respect and given the chance to do their best. So the team here is exactly the same as when I arrived."

He's delighted with what he's seen so far. Predecessor Matt Dyer was doing "an excellent job" and the team has "a lot of passion for the UK business".

One thing has changed or, more precisely, been introduced. In addition to the weekly board meetings, Martinez now meets with a selection of employees (different people each week) in his office for coffee and a chat – although he's switched from Italian coffee to English tea: "I'm too used to real espresso!"

He explains the rationale behind the weekly meetings: "I want to get their inputs and to be challenged by them. There's this passion and if we put it in motion, we can untie all the potential."

The UK is unique among European countries, in some ways more mature; in others, less developed.

Take Martinez's biggest bugbear. "In the UK, ☞

SPOTLIGHT: LEASEPLAN

“People talk about us as funders. Yes, we fund the car because we are good at it, but we are a service provider, with the car as a service.”

He points to LeasePlan Go, which launched in 2012 offering total service packages to SMEs and individual drivers. The marketing line is ‘you do the driving, we do the rest’.

“That’s a good motto for our customers when they think about LeasePlan.”

In other words, let LeasePlan take care of all your fleet management requirements. Perhaps that’s why some dedicated fleet managers are reluctant to move beyond the view of leasing funders – self-preservation.

Martinez believes they have nothing to fear from working more closely with LeasePlan, but stresses that they need to understand and embrace change.

“The fleet manager role is evolving; it’s nothing like it was 10 years ago. In many companies I’ve experienced on the continent, they are mobility managers taking on the overall travel needs of the business,” he says.

“There will always be a need for someone in this role. We play the fleet manager because that’s what we do, but they have a strategic role. To make strategic decisions, you need a specialist and, for that, you need someone within the company that has the knowledge. We can consult and trial new things, but an internal fleet manager is key to ensure the company has the best solution.”

However, he adds: “The mobility manager is the clear direction for all fleet managers – they can’t just think about the company car. The Netherlands and Belgium are furthest ahead; in the UK it’s still

“WHERE THERE IS PRESSURE ON PRICE, SOMETIMES IT IS NOT WORTH THE EFFORT”

ALFONSO MARTINEZ, LEASEPLAN

embryonic. But different cities have different solutions. When I’m in Rome, I use car share; in London, I use the tube and buses.”

It’s not just the role of the fleet manager that is changing; LeasePlan is also having to move with the times by developing new services and products. It has a dedicated group based in Amsterdam that is working on digitising the customer journey.

They are mapping the different experiences that customers and drivers have when dealing with LeasePlan, assessing touchpoints such as helping to choose the best car, keeping them safe on the road, vehicle de-fleet and management information.

LeasePlan wants to shift the focus from a process whereby the emphasis is on creating a lead and delivering a car to one that defines the type of customer and tailors the approach to their needs. It is starting to test these customer journeys with a number of European fleets, including in the UK.

“The world is becoming digital and the car is



going from property to subscription and to usage,” Martinez says. “It will be a different cloud of services you will be able to take and LeasePlan wants to be in all of them.”

He points to the challenges of ultra-low emission and clean air zones which require last mile delivery solutions. “We have to have the solutions.”

LeasePlan is advantaged when it comes to “integrating many services over the life of the car and taking out the risk”. However, it does not have the large compounds to facilitate swapping of cars.

“But we can be the one that provides the service – we will have a big role to play,” Martinez says.

“We have corporate car share, flexi products and trials with customers on road assistance using data for predictive maintenance. We are running AI (artificial intelligence) in our data hub to find these things so, in the future, we can tell a delivery company if a vehicle is likely to break down in advance.”

One of his business priorities is to get customers

integrated into the DNA of everything LeasePlan does – its people, processes and systems. He’s also focused on people development, giving his own staff ownership and empowerment.

“They have to feel good because what they are doing has meaning,” he says. “It’s the people that will grow our business.”

Sustainable growth is his business mantra, with opportunities ranging from smaller fleets to large corporations looking at alternative solutions such as affinity schemes for cash takers.

“Size matters – we have to have the proper size to be efficient – but not size at any price,” he says. “Where there is pressure on price, sometimes it is not worth the effort. Some players could do it; they charge £100 for a service that costs £150. I will never do that.”

■ To find out Martinez’s views on the importance of telematics and why he feels receiving complaints is “amazing”, go to www.fleetnews.co.uk/LeasePlan-Martinez

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[†]Fuel consumption figures are determined according to the WLTP test cycle. *CO₂ emissions figures are determined according to the WLTP test cycle however, a Government formula is then applied to translate these figures back to what they would have been under the outgoing NEDC test cycle, which WLTP replaces. The correct tax treatment is then applied. Figures are intended for comparability purposes only. The fuel consumption you achieve under real life driving conditions and CO₂ produced will depend upon a number of factors, including the accessories fitted after registration, variations in driving styles, weather conditions and vehicle load. Only compare fuel consumption and CO₂ with other vehicles tested using the same technical procedures. For more information contact your local Vauxhall Retailer. 2019/20 tax year. Vauxhall Motors Limited does not offer tax advice and recommends that all Company Car Drivers consult their own accountant with regards to their own tax position. 3 Day Test Drive terms and conditions apply and vehicles are subject to availability. Please call 0330 587 8221 for full details. All figures quoted correct at time of going to press (June 2019).

WINNER

BEST COMPACT SUV

HYUNDAI
KONA

BEST ZERO EMISSION CAR

HYUNDAI
KONA
ELECTRIC

COMPANY: Hyundai Motor UK
DIRECTOR OF FLEET: Michael Stewart
TIME IN ROLE: 16 months
TOTAL SALES Q1: 24,777 (2018: 28,004)
MARKET SHARE: 3.5%
FLEET SALES Q1: 15,557 (2018: 16,213)
MARKET SHARE: 4.2%

Michael Stewart, director of fleet, Hyundai Motor UK, holds the two trophies at the 2019 awards



Taking fleet seriously has helped Hyundai make big advances

Carmaker has gained seven awards in five years on back of fresh model range. *Andrew Ryan* examines the success story

Hyundai's rise from a relatively small value proposition to becoming a major player in fleet has been one of the industry's success stories.

Last year, it registered 50,571 units in the fleet and business sector – a record for the manufacturer and 56.2% of its total sales – strengthening its position as a top 10 best-selling fleet brand.

Part of this success is down to the breadth and freshness of its model range – the oldest model on sale, the i30, was launched just two years ago – and this has been reflected by the Fleet News Awards. In the past five years, Hyundai has won

seven honours. This year, its Kona was named best compact SUV with the Kona Electric taking the prize for best zero emission car.

"The small SUV area is a hugely popular and growing segment, and Kona has been very important for us," says Michael Stewart, director of fleet at Hyundai.

"Certainly, there is a huge amount of interest in Kona Electric and there is a huge fleet appetite for that car."

He says the biggest challenge is meeting demand. Hyundai had sold its 2019 allocation by April.

"We were able to ringfence some supply for our corporate customers as a percentage of the overall mix," he adds.

"Kona Electric has meant we've had conversations with large fleet customers that we've not had a relationship with before, which has been fantastic, and it has given us an opportunity to talk about the brand, to talk about Ioniq and other products that perhaps meet the alternative fuel requirements for those fleets.

"It's been great in that regard as a bit of a halo product. I would love to have more, the demand is incredible.

"We are doing what we can to get additional supply so we are constantly in conversation with the factory and our paymasters to get more into the UK."

Fleet News: What are your ambitions in the fleet sector this year?

Michael Stewart: This year is really about smart growth for us. By this, we mean sustainable, sensible growth so we are reducing some of the tactical, short-cycle business we've had in the past and having a real focus on building true fleet [Society of Motor Manufacturers and Traders' figures show that in Q1, Hyundai's rental registrations were 4,080, down 22.3% year-on-year].

We will grow true fleet this year, but we are talking hundreds of units, not thousands. Also, Cap

Insight figures show our leasing share is somewhere around 1%, and we want to be much better than that. There is maybe one percentage or one-and-a-half percentage points' worth of growth there and we can achieve that by working more effectively with the market.

FN: How will you achieve this smart growth?

MS: We will do that in a number of ways. The key move, and the first thing I wanted to do when I joined, was to change the structure so we had the right people doing the right jobs all the time. Our management team is now made up of four individuals and three of those are new positions. Tim Wright has joined us from Vauxhall and is our national sales manager, we've taken on Gareth Thomas as national contract hire manager and next to them we have Denis Watling who is our planning and operations manager.

Gareth's role will change the way we are working in the leasing space. He will have a team of two working with him which means he can have far deeper and more meaningful conversations with the funders in the market. Before, we were less able and less agile in this space simply because we had only one staff member covering it. Alongside them, Denis will take on a lot of them administration which had previously fallen to the customer-facing team.

These changes mean we are now structured to

take advantage of the opportunities which our great product will give us.

We have also made a significant investment in our white label contract hire programme and will be growing the team to 10 dedicated individuals. They will work with our 163 franchised dealers and we will also be investing more in the types of products and services they are able to offer.

FN: How else will dealers help Hyundai's fleet offering?

MS: Without our dealers it would be very difficult for us to do anything, so we have two key strategies. In the first instance, all dealers are charged with selling into the small fleet sector and we support that essentially through a bundle of programmes, initiatives and campaigns. In the past we had a fleet business centre programme which saw a number of dealers charged with talking to their local marketplaces, but that wasn't as effective as maybe it should have been.

From April, we moved to a national fleet centre programme, with 15 larger dealers with specialist capabilities aimed at supporting national fleets.

These will have a dedicated fleet structure, national fleet delivery capability and pre-delivery inspection capacity for more than 1,000 vehicles each.

We now have dealers that have a commitment to fleet at all levels and that gives us a very strong background with which to deliver our fleet promise. We've also introduced a new fleet aftersales charter which will offer transparent pricing and processes, as well as guaranteed levels of service to our customers.

FN: What are the changes you've made to your dedicated fleet support line?

MS: We already had a service so all our fleet customers and drivers could call for customer support, but we've introduced a business back office operation that will be run through ROI, which already works with a number of leading brands in the fleet space. This back office runs a customer relationship management service, so we have specialist individuals who will not only help us deploy our people with customers at the right time, but also help us serve inbound enquiries from our dealers as well as drivers and fleet customers big and small.

FN: Has the newness and breadth of your product range helped win new fleet customers?

MS: It has opened the doors from essential need right through to the alternative fuel side of things. We have all bases covered. It means we can have a much broader conversation with customers and we are able to meet the needs of a lot of different fleets, which is fantastic. The growing electrification of our range – and by that I mean full battery, plug-in and hybrid – also helps us in terms of suitability and meeting any future needs.

Stewart says the changes have meant between 15 and 20 extra people are now working on the brand's fleet offering, either in back office contact centres or out in the field.

"It is a big investment, but it's the right investment," he says. "As a business we've spent a lot of



JUDGES' COMMENTS

BEST ZERO EMISSION CAR

The Kona offers outstanding electric range at an affordable price wrapped up in the practicality of an SUV. A great looking vehicle that changes the game in its segment.

BEST COMPACT SUV

The Kona is an excellent all-round car, which has proved popular with fleets and their drivers. Roomy and versatile, it is also available as an electric version with two battery packs, giving plenty of choice at competitive prices.

“THE KEY WAS TO CHANGE THE STRUCTURE SO WE HAD THE RIGHT PEOPLE DOING THE RIGHT JOBS ALL THE TIME”

MICHAEL STEWART,
HYUNDAI UK

money bringing some great cars and great technologies to market, and it would be wrong of us to stop there.

"We are taking fleet incredibly seriously as a brand now and are ready to take our products into the fleet space in a much more determined and measured way, but with sustainability in mind."



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Judges Comments – Commercial Fleet Awards 2018

"Significant and continued emphasis on driver safety plus excellent environment credentials and a fair charging structure make Reflex the winner in a competitive category".

Judges Comments – Commercial Fleet Awards 2018

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Managing a grey fleet

The rising trend of employees opting for cash in lieu of a company car makes grey fleet management even more critical. Rising benefit-in-kind (BIK) rates and limited vehicle availability during the switchover to WLTP has pushed more drivers out of company cars and into personal vehicles.

SEAT wants to help fleet managers understand the potential pitfalls of an increasing grey fleet and point out the legal risks associated with drivers using their own cars for business.

It is estimated that around 14 million privately-owned vehicles are driven on work-related journeys each year, travelling more than 12 billion miles.

A grey fleet vehicle is more risky than a company or pool car as fleet operators and business owners lose the high degree of control they have over its operation.

But, ownership of the car is largely irrelevant given the duty of care to manage occupational road risk is the same. So, the management procedures to deal with that risk should also be the same.

A fleet operator, or employer, has a duty of care for any driver using a vehicle for business.

This responsibility also extends to other road users, meaning the driver must be competent to drive, have a valid licence and be in good health.

It also means the vehicle needs to be suitable for the purpose for which it is being used, is maintained properly and undergoes regular basic checks.

It is imperative the employee has adequate insurance cover for business travel, some-

“A grey fleet policy backed by compliance checks can result in safer vehicles being used on company business”

thing that should be regularly checked with the insurer and recorded.

An audit trail needs to be put in place so the business can prove it has followed all of these measures because, if a grey fleet vehicle is involved in an accident and the competence of company management is found wanting, under the Corporate Manslaughter Act (2007) the company and its directors can be prosecuted for a death resulting from work-related journeys.

Driver licence checks are essential and driver policies should be shared with grey fleet drivers, just as they would be with a company car driver.

It is also recommended that similar driver profiling, assessment and training regimes are in place as with company car drivers.

Grey fleet vehicles should be monitored for roadworthiness regularly by checking the status of servicing, MOT and vehicle excise duty.

With the average age of a grey fleet car standing at more than eight years, these vehicles are likely to lack some of the safety

features of newer vehicles, so employees may be driving vehicles which are unsuitable and potentially unsafe. These vehicles will also have higher emissions and worse fuel economy than a new car.

A clearer view of grey fleet vehicles is needed to prevent any potential incidents occurring, and a grey fleet policy backed by compliance checks can result in safer vehicles being used on company business.

Some of these issues can be solved – for cash takers – by putting policies in place that restrict the kind of vehicles that can be used by employees on company business.

However, resolving them for grey fleets is not easily done and can only really be achieved through a thorough process of driver education, regular driver and vehicle auditing and a sophisticated records system.

Companies often misunderstand their obligations, fear confrontation with drivers or fail to provide the necessary resources when it comes to providing the right travel solutions.

Preventing grey fleet use altogether is the best way to avoid legal pitfalls.

Pool car fleets are one way to get occasional business drivers mobile in a more controlled way, or the use of car clubs or rental.

SEAT offers a range of award-winning models with affordable BIK payments and provides drivers with the unique opportunity to have a four-day test drive to help them decide.



Visit www.seat.co.uk/business to find out more

TODAY'S FLEET: ARVAL MOBILITY OBSERVATORY

FLEETS AND THE INEXORABLE MARCH OF MOBILITY

The company car continues to have a role, but mobility looks certain to play a bigger part in the future according to head of AMO Shaun Sadlier. *Stephen Briers* reports

In a clear nod to the rapidly-evolving business environment, Arval has renamed its Corporate Vehicle Observatory report, which assesses company views on fleet issues across Europe, as the Arval Mobility Observatory (AMO).

Mobility is the hot topic with many countries seeing the traditional fleet manager becoming a mobility manager. This is particularly so in Netherlands and Belgium where the flat topography lends itself more readily to alternative and integrated forms of travel solution.

The UK is lagging behind, although, even here, there are signs that travel is being integrated into the fleet role.

Consequently, the AMO survey puts greater emphasis on mobility this year, questioning fleet decision-makers on the propensity to give up cars for alternative solutions as well as the use of alternative fuels.

However, as head of AMO in the UK Shaun Sadlier pointed out: “The company car is still going to play a major role. Often it is the practical choice, particularly where the driver does big mileage and multi-point stops. It also still has a role as a benefit. But there’s no doubt, mobility will be a bigger part of future travel solutions.”

MOBILITY SERVICES COMPLEMENT, NOT REPLACE, CAR OFFERING

Despite those bullish predictions, the vast majority of companies are not yet ready to give up their company cars for alternative mobility solutions (see table 1).

Greatest interest is predictably among the largest



companies, while the most popular alternatives are private lease (11%) – likely to be for those taking cash allowances – and ride-sharing (9%).

Interestingly, when questioned in last year’s report about whether they used mobility alternatives, 26% of UK companies said they were using car-sharing and 38% were using ride-sharing. Adding in those who were also considering using these services within the next three years, the percentages rose to 34% and 48% respectively.

It appears these services are being offered primarily to employees who do not have access to a company car; few businesses are willing to stop providing the car as the solitary option, according to this year’s research.

Indeed, the proportion using or considering using within the next three years has actually dipped slightly year-on-year. Now, 31% highlighted car-sharing and 45% ride-sharing, although the biggest companies were by far the most proactive in this area., at 57% and 65% respectively.

The survey asked, for the first time, about mobility budgets. In total, 8% of companies said they were ready to offer mobility budgets instead of company cars, rising to 13% for the largest companies, while 21% would consider it as a solution within the next three years (32% for the biggest corporates).

More companies would also consider introducing private leases, most likely to meet the needs of cash takers who want solutions such as affinity schemes via their employer from providers they trust.

Sadlier said: “We are increasingly talking to customers about mobility solutions.”

TABLE 1 PERCENTAGE OF COMPANIES READY TO GIVE UP ALL OR PART OF THEIR COMPANY CARS FOR ALTERNATIVE MOBILITY SOLUTIONS

	Total	Less than 10 employees	10-99 employees	100 to 999 employees	1,000+ employees
Car-sharing	7%	3%	7%	8%	14%
Ride-sharing	9%	8%	9%	10%	10%
Mobility budget	8%	6%	9%	7%	13%
Private lease	11%	8%	7%	10%	20%
Mid-term rental	7%	2%	4%	6%	19%

TABLE 2 MAIN CHALLENGES EXPECTED IN TERMS OF FLEET MANAGEMENT IN NEXT FIVE YEARS

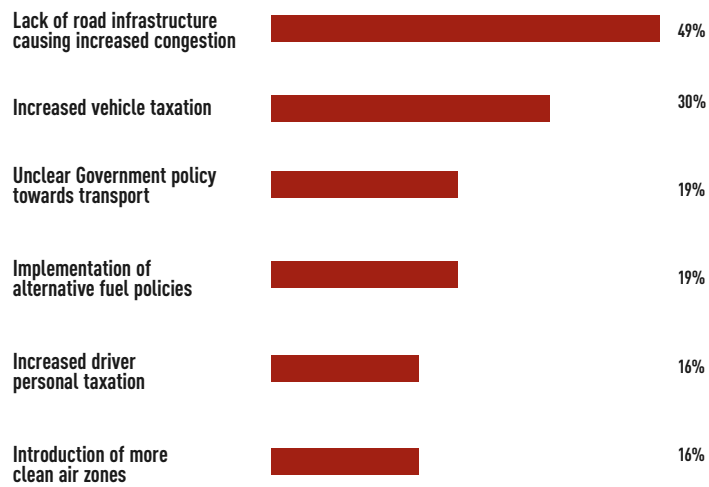


TABLE 3 AREAS THAT GOVERNMENT SHOULD CONCENTRATE ON ACCORDING TO FLEET AND MOBILITY MANAGERS

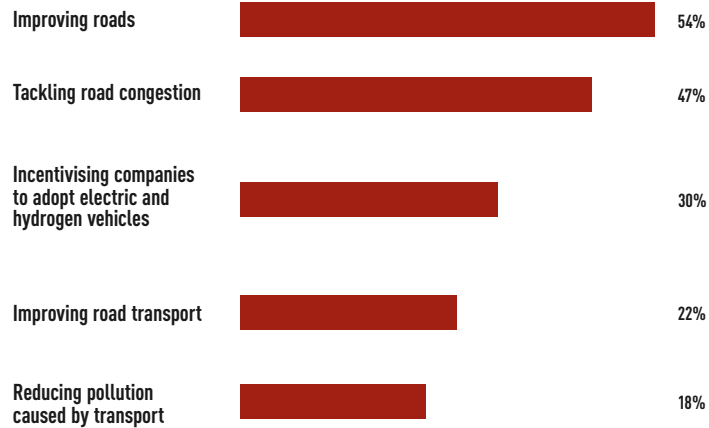
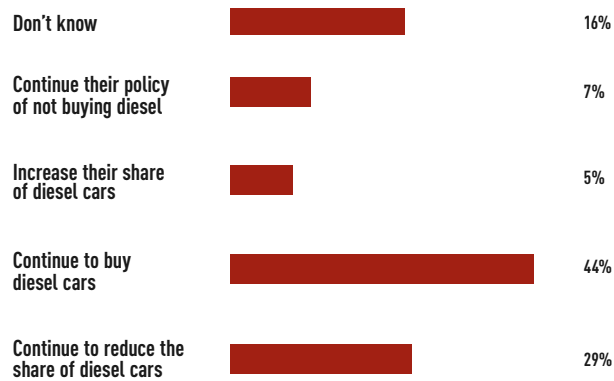
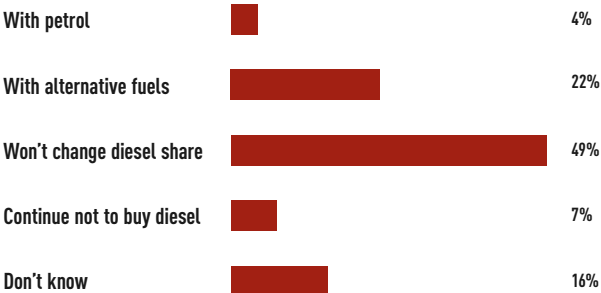


TABLE 4 IF CARMAKERS PRODUCED DIESEL VEHICLES WITH EQUAL NOx AND FINE PARTICLE EMISSIONS AS PETROL CARS, WHAT WOULD COMPANIES DO?



In the case of the question alongside, how would your company replace diesel cars?



However, he added: "It appears that the vast majority see them as supplementing or being a partial alternative to the traditional fleet."

Employees still value having a company car as a benefit – the AMO research showed ease of motoring was the most popular reason for choosing a company car, followed by not having to finance their own vehicle and no risk of ownership, such as maintenance costs.

"A mixed provision model is the one most likely to develop in the majority of businesses, where a range of mobility solutions are used alongside company cars with employees using the most appropriate form of transport for each journey," Sadlier said.

"Our belief is that, over the next few years, as more and more fleet managers become mobility managers, one of the most interesting developments will be the process that businesses undergo in learning how to use mobility options in the most effective manner."

CONGESTION CONCERNS TROUBLE FLEETS

Uncertainty caused by future company car taxation is dominating many fleet discussions, but was relegated to the second biggest challenge companies are facing in the next five years.

Top concern is increasing congestion due to a lack of road infrastructure said 49% (see table 2). With many respondents running van fleets, this is a business critical issue.

It is the area fleets want the Government to focus on most urgently, with 54% highlighting improving roads and 47% stressing the importance of tackling congestion (table 3).

"When we talk to fleet and mobility managers, there is a general level of concern, not really over the building of new roads, although these are needed in some places, but at the condition of existing ones and the impression that they are not being used to their maximum efficiency," Sadlier said.

Nevertheless, he was surprised that increased vehicle taxation wasn't more prominent, with 30% of respondents ticking the box.

Many of the challenges are external regulatory and policy factors rather than practical issues, such as unclear Government policy on transport and clean air zones.

Implementation of alternative fuel policies was cited by 19% and this, according to Sadlier, is the biggest topic Arval is working on, with some 30 client projects starting in the past three months.

Concerns included introducing the correct reimbursement grading for plug-in hybrids and using accurate fuel

TABLE 5 EXPECTED IMPACT FROM THE INTRODUCTION OF ADDITIONAL TOLL ROADS

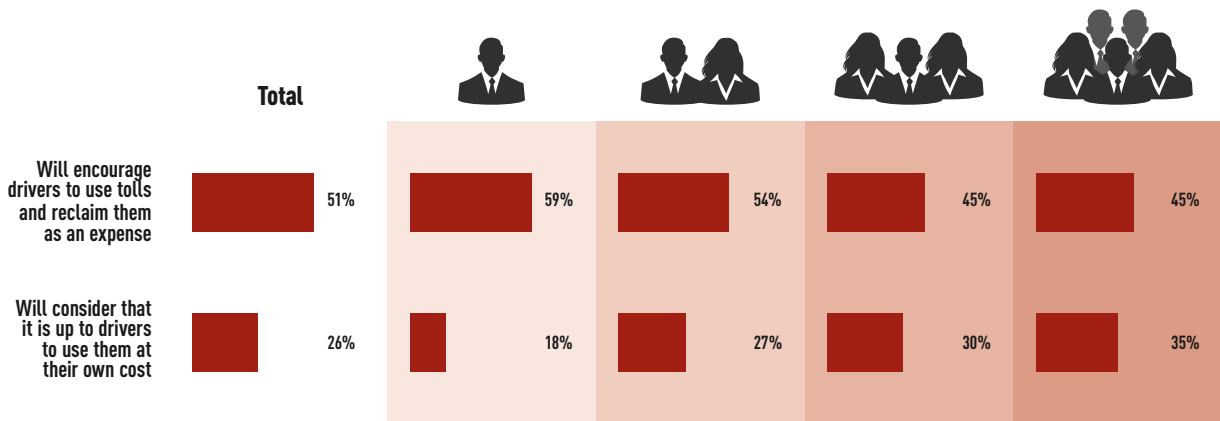
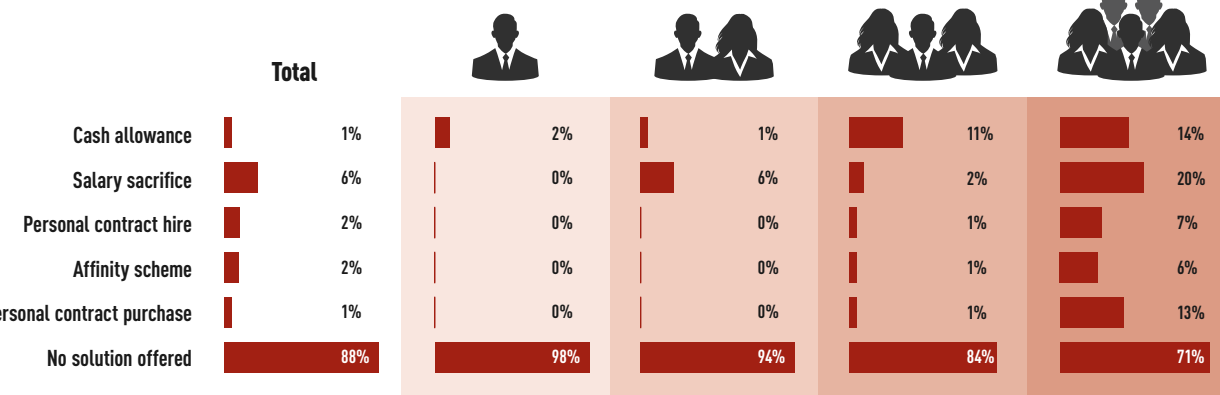


TABLE 6 SOLUTIONS PROPOSED TO NON-COMPANY CAR DRIVER EMPLOYEES IN ORDER TO FINANCE THEIR PERSONAL CARS



consumption figures for total cost of ownership calculations (Arval recommends using the advisory fuel rate). Pure electric vehicle (EV) anxieties centre on range and charging infrastructure.

"We are working on breaking the myth that EVs are for low mileage drivers," Sadlier said. "It's about the driving profile: for example 25,000 miles a year, but 100 miles per day is ideal. When you get to 250-300 miles per day, it is less appropriate."

Uptake is continuing to grow with 34% of companies implementing or planning to implement at least one alternative fuel solution, up from 32% in 2018. It is accelerating fastest among larger companies, up from 69% to 78%, with full electric vehicles accounting for most of the year-on-year increase.

"The fact that larger organisations are leading the way in the adoption of newer fuel options is unsurprising for a number of reasons," Sadlier said.

"Many have corporate social responsibility targets to meet and a more structured approach to their fleet, so tend to incorporate new developments into their fleet policies as a matter of course in a methodical fashion.

"Bearing in mind that a substantial part of the

company car parc is operated by fleets at the smaller end of the spectrum, special efforts need to be made to educate them about the benefits of these vehicles."

With the cost of EVs still substantially higher than diesel/petrol equivalents, fleets also believe that Government needs to introduce better incentives to encourage uptake. This includes the BIK tax tables with the 2% level not being introduced until 2020/21.

"If the Government wants to achieve its clean air strategy, they can help business by reducing the cost," Sadlier said.

"Linked to the adoption of zero-emissions fuels is the belief that more should be done to tackle road transport-based pollution. Our experience is that businesses are almost always supportive of Government moves to make improvements in this area.

"Finally, some people may think it surprising that fleet and mobility managers want to see better public transport but the strategic developments we are seeing in this area show that businesses see the future of travel as being one where cars and vans are used alongside a range of other options. Better trains, trams and buses should form a key part of this mix if possible."

DIESEL'S INEXORABLE DECLINE

Companies will continue to reduce the number of diesel cars on their fleets and there appears to be little manufacturers can do about it.

When questioned about their response should carmakers introduce diesel with equal NOx and fine particle emissions as petrol cars, 29% said they would continue to replace diesel cars and 7% would continue with their policy of not buying diesel (table 4). Just 5% would increase their share of diesel, while 44% would continue to buy diesel.

"RDE2 diesels are starting to become available and some of them are comparable with petrol on NOx emissions while also offering better CO2 output and fuel economy," said Sadlier. "However, it appears diesel has become so inherently unpopular that there will be no large scale resurgence in its popularity, despite this development."

"We have some major clients that have targets to be completely out of diesel by 2024/25 across Europe. That means their final diesel orders would be this year. It's a fixed pattern and changes in diesel efficiency and emissions will not change that."

Most fleets intend to replace diesels with electric vehicles – 22% versus 4% for petrol – which will give a strong push to alternative fuel adoption. ➔

CLEAN AIR ZONE STRATEGIES

One-third of fleets expect to be impacted by the introduction of low emission and clean air zones, with most simply replacing vehicles with those that meet the new standards of Euro 4 petrol and Euro 6 diesel.

Awareness among fleets is high, although 13% said they intended to make no changes and would accept the impact on their business operations. A further 12% are searching for other transportation options, such as last mile EVs, bike couriers and scooters, perhaps anticipating further tightening of the rules.

Fleet attitudes towards the introduction of more toll roads were revealing (table 5). Just more than half (51%) would tell drivers to use them and reclaim the cost as an expense, with smaller companies more likely (59%) than large corporates (45%).

Their reasoning, surmised Sadler, was "presumably in the expectation that they are reasonably priced and will help to make their transport faster and more efficient".

PERSONAL FINANCE SOLUTIONS

Just 12% of companies offer solutions to non-company car employees, although that proportion rises to 29% for the largest businesses (table 6).

Cash allowances are the most popular option, offered by 7% of companies (14% of large corporates), followed by salary sacrifice at 6% (20%). Few of the smallest companies offer any alternative.

"It's a pain for smaller companies," said Sadler. "Large companies have the internal functions to manage multiple schemes and to understand the flexible benefits package."

He added: "We are still talking to companies about salary sacrifice, but, increasingly, it's part of a wider offering for employees with company cars, PCH and affinity schemes."

"Businesses are seeing it as an attractive employee benefit to offer car leasing schemes that offer many of the advantages of company car schemes to a wider range of employees."

This trend is more than offsetting the slight reduction in the number of company cars.

"We have been saying for some time that, while there has been a marginal fall in the number of company cars generally, the overall fleet leased to employees in the UK has increased," Sadler said.

"Even among large employers, penetration for this type of initiative is still only around the 30% mark, so we expect this to be a major area of growth for leasing companies in the next few years."

SAFETY FIRST

Fleets are increasingly stipulating the latest safety technology on their vehicles as risk management continues to remain a priority.

However, while advanced driving assistance systems (ADAS) are becoming more common as optional choices, there is a lack of reliable information available about which work best in terms of actually helping drivers avoid accidents.

Shaun Sadler said: "This research represents a list of devices fleet and mobility managers believe will be most useful in real world conditions – and what it indicates they want more than anything is to avoid collisions with other vehicles and pedestrians."

Collision avoidance/warning systems are seen as most useful, followed by automatic emergency braking systems (see table A).

"Our view is that ADAS technology works best in promoting safety when used alongside telematics devices that allow driver behaviour to be highlighted, helping employees to make improvements both by themselves and through options such as training," Sadler said.

"Some fleets mandate this equipment and we are seeing others with their manufacturer tenders ask whether the vehicle has it."

However, there is a big gap between large and small companies when it comes to road risk measures. Just 32% of small businesses carry out risk assessments compared with 78% of large companies (see table B).

"This is almost certainly an issue of resources," Sadler said. "A large organisation will tend to have company-wide risk assessment arrangements in place that cover all their activities in depth and the fleet will benefit from this professionalism."

"What is needed are more services and practical help to enable smaller employers to raise their safety to standards comparable with their larger counterparts and this is a task in which the entire fleet industry needs to play a part."

He added: "We are now seeing in policies what drivers should do in adverse weather conditions, for example, don't drive in snow. We've not seen this before, but in the past year it's starting to be introduced."

TABLE A MOST USEFUL SYSTEMS TO IMPROVE DRIVER SAFETY

Collision avoidance or warning systems	49%
Automatic emergency or braking systems	46%
Pedestrian-detection system	38%
Lane departure warning system	30%
Driver fatigue warning system	30%
Automatic parking systems	20%
Adaptive cruise control	15%

TABLE B MEASURES TAKEN BY COMPANIES IN ORDER TO MINIMISE ROAD RISK

	Total	1-9	10-49	50-99	100+
Risk assessment	61%	32%	62%	79%	78%
Communication programme	35%	12%	35%	47%	68%
On-road training	33%	11%	26%	43%	54%
Classroom training	26%	8%	32%	37%	39%

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TODAY'S FLEET: LEADERSHIP

Driving for
Better Business

JULY
TOPIC:
GREY
FLEET

SET SAFETY GOALS HIGH AND MEAN WHAT YOU SAY

It's no good just paying lip service to the concept of ensuring the wellbeing of your staff. Policies must be real and credible, says DfBB's *Simon Turner*

Whether you're running the fleet department or the whole company, a credible commitment to ensuring the safety and wellbeing of your staff is essential. Paying lip service to what needs to be done and then not following through properly will be spotted a mile away by observant staff, who will assume – correctly – that they aren't really your top priority. It's just box ticking.

If you believe driver safety is important and needs to be managed well, procedures need to be put in place that highlight failings or opportunities for improvement. It is only when you visibly deal

with these issues that you clearly demonstrate to staff that you mean what you say.

Demonstrating leadership in occupational driving is one of the key elements in operating a fleet compliantly because it demands accountability. Accountability ensures that things get done as they are supposed to and that failures in compliance get highlighted and dealt with quickly. Dealing with things quickly ensures drivers see you mean what you say, underpinning your safety culture.

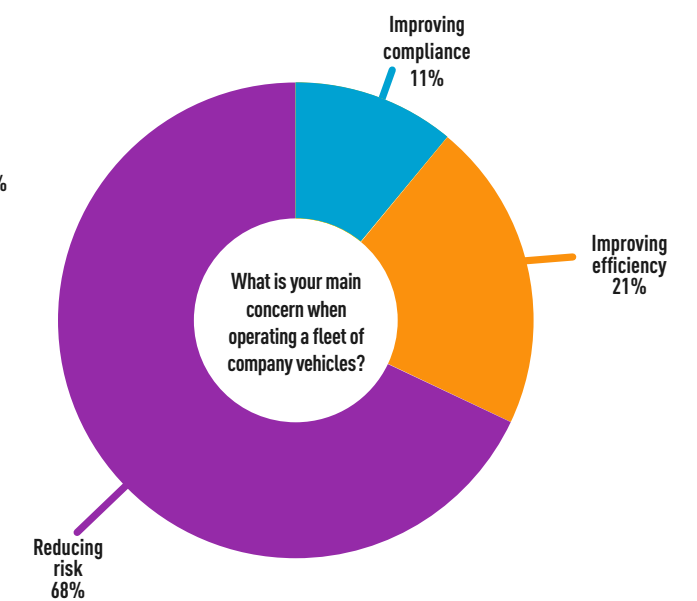
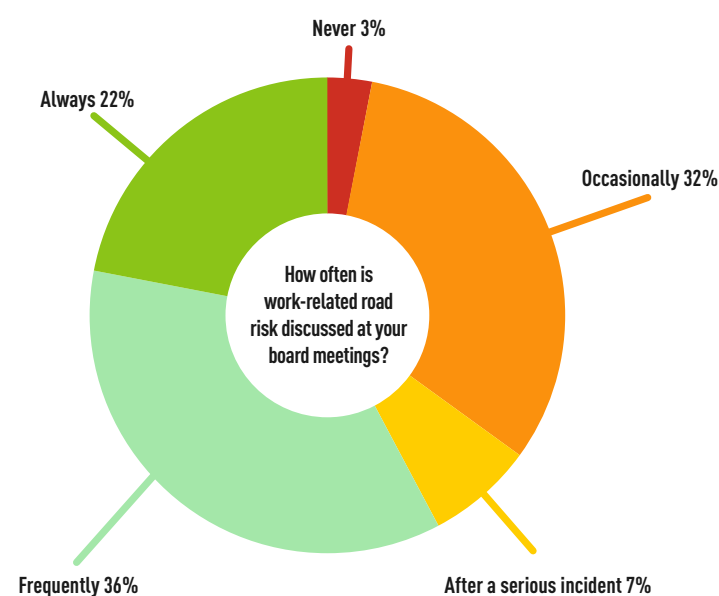
Driving for Better Business (DfBB) recently held a private sector summit on the topic of leadership in work-related road risk where 100 senior busi-

ness leaders were invited to the McLaren Thought Leadership Centre in Woking, Surrey, to discuss some of the issues.

Martin Temple CBE, chairman of the Health and Safety Executive, talked about this need for effective leadership before asking the assembled delegates how often they discussed work-related road risk at their board meetings, the results were enlightening and slightly concerning.

HOW OFTEN IS ROAD RISK DISCUSSED?

A small number (3%) never discussed work-related road risk at board meetings while 32% ↻





C – very nearly a third – occasionally discussed it. A further 7% said they discussed it only after a serious incident. That's a total of 42% of boards that don't appear to give this issue the time it demands.

However, 36% said they discussed it frequently and less than a quarter (22%) said that it was always discussed at board meetings.

A managing director has ultimate responsibility for the safe operation of the business. Any kind of risk management must be owned by a named director – that includes workplace health and safety more generally, and work-related driving specifically.

The MD might choose to incorporate the fleet safety role within another director's responsibilities – for instance Fleet, Logistics, Safety, Compliance, etc. – dependent on the structure of the company.

Mismanagement of risk and safety can have a devastating effect on a business when something goes wrong. So, it stands to reason that the director responsible should want to regularly report on performance in this area and a key reason for this is that poor performance can sometimes be laid at the door of other directors who have failed to understand the full impact of their decisions.

Poor performance could be an indicator that other areas of the business are having a negative impact on incidents – for instance, the finance director may have put pressure on the sales director to improve productivity with unrealistic targets, or put pressure on the fleet director to reduce maintenance costs which then had a knock-on impact on vehicle reliability. The HR director may need to tighten up recruitment procedures, improve the driver induction process or communicate policies and safe working procedures more effectively.

Only by discussing incidents and trends at board level can problems like these be identified quickly and dealt with, hopefully before they pose a more serious threat to the business.

This high level of genuine accountability is readily

apparent in the thinking of those at the top of many of our Driving for Better Business Champions as indicated here:

"People are at the heart of McLaren Automotive Limited; it is the passion and dedication of our people that has enabled us to achieve the extraordinary success we experience as a business and as a brand. The health, safety and welfare of our people is fundamental to our continued success and this brings us to acknowledge that driving for work is a high risk activity that we need to manage."

Mike Flewitt, chief executive, McLaren Automotive

"The safety of our colleagues and other road users is of utmost importance. Everything we do as a business centres on our commitment to being 100% safe."

Simon Smith, managing director, Morgan Sindall Infrastructure

"Our job is to make our highways safer and we cannot do that without a passion for safety. This means that safety and road safety are synonymous – they do not stop at site boundaries, but are embedded deep in the very fabric of our organisation."

Wayne Johnston, managing director, WJ Group

Martin Temple summarised the findings thus: "More people need to be discussing it at the very top level because we know that is where the message starts. It starts in the boardroom – that's where the company ethos is, that's where the values are and that's where the ambition is."

The next session at the summit was chaired by *Fleet News* editor Stephen Briers who said: "During the course of putting together every issue of the magazine we speak to a lot of leading fleets to understand how they work and how they're addressing the key issues so that we can share their best practice with others. One thing that they all share is great leadership."

He then asked the audience: "What is your main concern when operating a fleet of company vehicles? Is it improving compliance, improving efficiency or reducing risk?"

WHAT ARE FLEET PRIORITIES?

While all delegates attached importance to all three, they were specifically asked which was the one that really drove their commitment to safety. More than two-thirds (68%) cited reducing risk as their primary focus (see pie chart on page 53).

In the subsequent discussion, DfBB ambassador Tracey Fuller, UK head of CSR (corporate social responsibility) for Arval and BNP Paribas, advised making the management of work-related road risk part of a CSR strategy, saying: "If you think about your responsibility to reduce the risk to your employees, minimising the risk of them being involved in a collision and protecting communities, then that sits within your CSR strategy."

Iron Mountain head of fleet Rory Morgan – also an ambassador – warned of complacency setting in after a lot of hard work has gone into minimising that risk: "When you've got a good record, there's that complacency that can pop up and say 'why do we need to throw any more money at it? We're good... we're doing well'. Strong leadership is needed to ensure that hard work is not jeopardised."

James Haluch, managing director of DfBB champion Amey Highways, said: "I have 5,000 employees and the average age is 54. But to bring new people into our sector, bring in diversity, bring generation Z in, they want to hear what we're doing for CSR – they want to hear how we're doing things differently. It isn't about minimum compliance – they want something extra. As the leader of an organisation, I have seen real tangible bottom line benefits. I've seen tangible wellbeing benefits as well. But most of all it comes down to knowing you're doing your absolute best to make sure your employees, and the people they interact with, go home safe and well."

This kind of thinking is what increasingly drives the best business leaders.

For them, legal compliance is a given, and the financial benefits are a welcome improvement to the efficiency of the company. But they manage work-related road risk to a high standard as part of their wider health and safety strategy simply because it is the right thing to do.

Ever-evolving Key2 was the only choice for JCT600

Jaama platform has versatility sought by leading leasing company

Key2, the award-winning technology platform from Jaama, is the business solution of choice for many contract hire and leasing companies.

As well as being highly configurable, it is an attractive proposition as it is constantly evolving and negates the need for companies to spend vast amounts of time and money developing in-house systems.

JCT600 Vehicle Leasing Solutions, currently celebrating its 30th anniversary, introduced Jaama's Key2 system in 2012. Systems director Brian Kirby, who has been with the company since it launched, carried out a lengthy marketplace review to find the optimum online system. He decided to work with clear winner Jaama and introduce Key2.

Kirby said: "We just couldn't run the business the way we do without Key2."

"Our vision is the paperless office and we are chipping away at this goal all of the time. Key2 is the power behind JCT600 Vehicle Leasing Solutions, it is our showroom and enables the company to deliver a great service with a relatively small overhead."

He added: "To continually expand the business and offer a range of additional added value services, it was clear we needed an online system that delivered administration and management efficiencies for both us and our customers."

"The company made the right choice and the investment in Key2 was, without a shadow of a doubt, worthwhile. We like the navigation and the system is very flexible and powerful, but also very secure."

Numerous initiatives have been brought to market by Jaama as a result of collaboration with their key account customers including JCT600 Vehicle Leasing Solutions. Among them are:

A customisable customer dashboard

Kirby said: "The availability of a customer dashboard has helped the company win new business. It enables customers to obtain management information on every aspect relating to their vehicles and drivers. From service, maintenance and repair details to overdue invoices and



driver licence checks to when MOTs are due – it is all encompassing."

A V5C on-demand service

Kirby added: "The V5C on-demand service fits in well with our aim to reduce paperwork as we have a digital record of all the data that appears on a paper V5. The V5C system saves at least two days of administration work per month, further improving service to our customers."



"It was clear we needed an online system that delivered administration and management efficiencies for both us and our customers"

Brian Kirby, JCT600

eSignature

Kirby said: "We pushed for development of eSignature and believe it is the first application of electronic signatures in the industry."

"eSignature will be used for all documents that require a client's signature such as master hire agreements, quote acceptance and order acceptance documents. It is the latest initiative as we continue working towards a paperless environment."

Kirby concluded: "We are continually working with Jaama to maximise our use of Key2 to generate efficiencies for JCT600 and that, in turn, is delivering service improvements to our customers."

"Having introduced Key2 we are truly delivering a level of service and seamless real-world data reporting that is industry-leading – achieved because Key2 is so flexible and future-proof."

Martin Evans, managing director of Jaama, said: "Our commitment to our Key2 customers is that our software will always be at the cutting edge."

Jaama attributes its success to the perpetual investment of £2 million a year in the development of Key2.

Critically, many of these enhancements are introduced as a result of collaborative working with customers who are focused on ways to reduce manual intervention and improve their customers' experience.

**For further information: visit www.jaama.co.uk
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HOW TO MANAGE *Transformation*

Don't try to go it alone when framing policy. Be sure to include all the other fleet-responsible stakeholders. *By Peter Eldridge, director, ICFM*

JULY TOPIC:
LEGAL
COMPLIANCE

At May's ICFM Annual Members' Conference, it was highlighted that the next two years would see a fundamental shift in the management of fleets and pivotal changes in the industry, the likes of which were unprecedented.

Coupled with this is the much-discussed backdrop of Brexit, but from the ICFM perspective, fleet operators should concentrate on the fact that they will still have cars and vans to manage regardless of the Brexit position.

Faced with such potentially significant levels of change and development, it would follow that many fleet managers are posing the question – "how should I face these challenges and manage the transformation of my fleet?"

The first thing to acknowledge is that, if managed properly, change can be both rewarding for the business as a whole and personally satisfying for employees involved. However, that will only be achieved if four principles are applied:

Step 1: Build the case for change – obtaining 'buy in' is the first step in any change management programme.

Step 2: Share vision and values – don't 'go it alone' always involve other fleet stakeholders.

Step 3: Scope out a plan that will identify the

resources and information required. Change management programmes only succeed if adequately resourced and well detailed.

Step 4: Review the management and leadership capabilities of the stakeholders involved. In the current fleet landscape, full account will have to be taken of the fact that the industry is not only developing at an alarming pace, but also wrestling with an ever-expanding list of key priorities.

These currently include globalisation, 'mega cities', big data, connected and autonomous vehicle technology, and business mobility-as-a-service.

If you add into the mix the challenges of urbanisation, environmental pressure, powertrain selection, traffic congestion, politics, legislation and taxation, the end result is that fleet decision-makers are presently swamped in a muddy pool of developing policies.

But it is important to recognise that this is a fantastic opportunity that will inspire those who have a real appetite and business acumen to improve their skills, become more creative and set the new standards required.

So, where should we start? Well if we apply the four steps suggested above, the overview might look something like this:

STEP 1: BUILDING A CASE

At first glance, it might be considered that building a case for future vehicle acquisition, with specific emphasis on environmental control, can be simply addressed by promoting a vehicle fleet that meets the Government policy to end the sale of new conventional petrol and diesel cars and vans by 2040.

However, by 2030 the Government also expects 50-70% of new car sales to be ultra-low emission vehicles (less than 75g/km of CO₂) and up to 40% of vans.

To put those figures into context, with just 2.6% of cars registered in 2018 being ultra-low emission and only 0.5% of vans, the clock is already ticking.

The simple truth is that the availability of ultra-low emission vehicles is playing catch-up with those targets, the first of which, for many fleet operators, is only three vehicle replacement cycles away!

To make matters even more difficult, the Treasury has no committed company car benefit-in-kind (BIK) tax policy beyond a short-term position up to 2021.

So, planning a vehicle acquisition policy at present is not easy. But, given all the current ingredients, it would be prudent to take the following into consideration:

Analyse and break your vehicle fleet down into sectors

- Cars and LCVs
- Essential users/'perk' allocation
- High and low mileage
- Usage trends (particularly the low mileage segment)

Take a 'blended' approach to aligning the best mix of powertrain options to (1) above

- Battery electric vehicles
- Ultra-low emission vehicles
- Petrol/diesel

Consider manageable options – again in relation to (1) above

- Cash for car
- Grey fleet
- Short-term hire
- Extending the current vehicle fleet retention policy. Particular care should be taken NOT to extend the highest polluting vehicles

By taking this type of approach, building a case for the vehicle acquisition policy running up to 2030/2040 is less likely to be affected by any radical change in Government policy, as was demonstrated previously with the 'demonisation' of diesel vehicles.

The options can be developed in an informed and systematic way with particular attention paid to the uncertainty that presently exists, specifically relating to vehicle taxation.

STEP 2: SHARE VISION AND VALUES

It follows that with such a diverse and complex range of challenges and options, involving other fleet stakeholders in the business is not simply a hygiene factor, it is an absolute necessity.

Take for example, what we have already identified with taxation and the fact that the Treasury has no committed policy beyond a short-term position up to 2021, then gaining input and budget agreement from the company's finance director is essential.

The same principle applies to the other fleet-responsible stakeholders within a business:

Human resources: The HR manager must be consulted regarding any vehicle policy changes that could affect contract of employment terms/welfare etc. or set unwanted precedents.

Compliance/duty of care: A compliance manager's input regarding the vehicle fleet being 'fit for purpose' is again an essential inclusion in order to tick all the legislation boxes.

Finance: As already identified, highlighting all the likely outcomes from any policy change and gaining financial approval from a company's

THIS IS A FANTASTIC OPPORTUNITY THAT WILL INSPIRE THOSE WHO HAVE A REAL APPETITE AND BUSINESS ACUMEN TO IMPROVE THEIR SKILLS

finance director/manager is critically important.

Procurement: Representation from the procurement team is arguably one of the most important considerations, since they will provide input and take responsibility regarding the key areas of strategic compliance, providing expert advice and supply chain selection.

Fleet operations: Don't forget the fleet team. They should always be consulted regarding the fleet manager's vision and values and their contribution will play a vital part in the development of the fleet.

STEP 3: SCOPE OUT A PLAN

Project scope planning is a key management function and should include high level features and objectives that the fleet-responsible stakeholders have committed to delivering.

Each part of the project to develop the vehicle fleet policy will be unique and will require a careful balancing act that will involve best practices, processes, tools and techniques.

It is good practice to have an 'executive sponsor' from the company's senior management team to oversee the process and also prudent to include a representative fleet user whose interests may be affected by the project and who can exert influence over the project and/or its deliverables to other vehicle fleet users.

STEP 4: REVIEW THE MANAGEMENT AND LEADERSHIP CAPABILITIES OF THE STAKEHOLDERS INVOLVED

When building a fleet fit for the future, developing and adapting the business model will need to take account of the differing disciplines and priorities that exist with each of the fleet-responsible stakeholders.

They will all have their own individual agendas and it is worth recounting on a few pointers that I covered in a previous article regarding managing others effectively (*Fleet News*, April 25 issue).

These include allocating time to build and develop relationships; developing personal people skills to ensure that the right level of communication and collaboration techniques occurs; adopting a positive stance with colleagues and key stakeholders.

In summary, here are five tips to ensure fleet resilience when managing transformation:

- 1 Adopt the four-step plan outlined.
- 2 Don't attempt to 'go it alone' and ensure 'buy in' from all the fleet-responsible stakeholders involved.
- 3 Keep a close eye on the developing position with Government policy regarding taxation and the environment.
- 4 Take a pragmatic approach when considering how to 'balance' new vehicle fleet policy and requirements.
- 5 Make informed decisions regarding extending replacement of the current fleet and considering tangible alternatives.

The area of fleet resilience and managing transformation is a complex one and I have covered some of the key factors involved.

Would you like to know more?

For expert help and advice join the ICFM, which provides access to a wide range of fleet operational best practice tips.

■ **Contact administration@icfm.com for further information and please mention *Fleet News*.**

WHO IS PETER ELDRIDGE?



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

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

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

■ For information about ICFM leadership and management training, go to www.icfm.com



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CO₂ Emissions 168 – 130 g/km. The figures provided are as a result of official manufacturer's tests in accordance with EU legislation. For comparison purposes only. Real world figures may differ. CO₂ and fuel economy figures may vary according to factors such as driving styles, environmental conditions, load and accessories. of their vehicle at all times.



AUDI E-TRON

The E-tron sets a new benchmark for premium electric driving

By Phil Huff

The first thing that strikes you about the E-tron is the spindly arms that stick out of the side of the car where wing mirrors would normally be. These house a camera instead of a mirror and broadcast the image to miniature screens on each door. It's a feature straight from a sci-fi film, but does help make the E-tron marginally more efficient and significantly more cool.

At least this is the case on the special Launch Edition. The run-of-the-mill £71,465 entry-level model makes do with traditional wing mirrors that (whisper it) actually work better.

There's plenty of space as this is a larger car than the smoothly styled exterior might suggest. Fitting somewhere between the Q5 and Q7 in terms of size, the E-tron weighs in at a rather portly 2.5 tonnes, but that's not Audi being lazy. It's actually thanks to the nearly 700kg of batteries that sit low in the chassis, powering two electric motors, one at the front and one in the rear. There's no petrol, diesel



The Launch Edition has cameras where the wing mirror normally sits

or hybrid option here, just a pure electric powertrain that puts the E-tron head to head with Tesla's Model X.

Up to 408PS can be unleashed at once, which is enough to propel the E-tron to 62mph in just 5.7 seconds, but that's only with the 'boost' option enabled. Under normal driving, the car caps power at just 360PS, which is still sufficient to make overtaking manoeuvres short and safe.

Press on and the range drops significantly, but a few hours of driving the E-tron normally suggests that the official 241-mile range isn't too far removed from reality. The car helps out a little, lowering itself by 26mm at higher speeds to reduce aerodynamic resistance.

Lowering the car also increases stability, which is pretty good anyway. There's some initial body roll in corners, but it's then well controlled and predictable. The ride is typically Audi, which means it's reasonably stiff but never uncomfortable, the damping constantly changing and the car self-levelling.

When you come to recharge the E-tron, you'll find a convenient charge socket on both sides of the car. Both have Type 2 connectors for home or office charging, while one has a CCS connector for rapid charging up to 150kW. Audi claims the 92kWh battery can be topped up from empty to 80% full in just half an hour, but the lack of 150kW chargers on the nation's roads might make that more theoretical than practical for now.

The benefits of electric drive extend beyond silent running and cheap energy, and include lower taxation and, in the case of the E-tron, strong residuals. The Audi will retain more of its value than a Tesla, and attract a lower tax bill thanks to a significant difference in P11D value.

With perceived quality ahead of its direct rivals (and leagues ahead of the Tesla) and performance and range that all but matches them, as well as whole life costs lower than an traditionally powered Audi Q7, the E-tron sets a new benchmark in premium electric motoring.

FLEET PICK MODEL: E-TRON 55 QUATTRO	
SPECIFICATIONS	
P11D Price	£71,465
CO ₂ emissions (g/km)	98
Monthly BIK tax (20%/40%)	16%/£190/£381
Fuel efficiency (mpg)	N/A
Fuel cost (ppm)	6.93
Annual VED	£0 then £320
Class 1A NIC	£1,578
RV	£32,150/45%
AFR (ppm)	4.00
Running cost (ppm)	62.55



MERCEDES-BENZ CLA

Sporty CLA retains its place in the fleet reckoning

By Matt de Prez

When Mercedes-Benz announced the A-Class saloon last year, we thought the CLA had been consigned to the history books. We were wrong: the new CLA is alive and kicking.

Borrowing much from the A-Class – on which it is based – this sleek four-door-coupe offers a sportier and more exclusive package than its sibling.

The CLA is longer and wider than the forthcoming A-Class saloon, promising a more dynamic driving experience.

For drivers considering a C-Class, if rear legroom is not a priority then the CLA could be a more cost-effective and stylish alternative.

UK prices start at £30,325 (P11D), for the entry-level CLA 180. Only AMG Line trim is available, with the option of Premium or Premium Plus equipment.

Only petrol models can be ordered at present, although the RDE2-compliant 220d diesel will be here by the time the car is available in the summer.

For now, the CLA 180 is the most frugal, with CO₂



The CLA offers a high level of equipment across the range

emissions of 123g/km and the promise of 42-47mpg average fuel economy.

It uses a 1.3-litre turbocharged petrol, delivering 136PS. A more potent version, badged CLA 200 pumps out 163PS and emits just 1g/km more CO₂.

The range-topping 2.0-litre petrol engine is good for 190PS, but its 139g/km CO₂ figure is likely to deter fleet customers.

As the engines are lifted straight from the A-Class it was a case of 'business-as-usual'. All models perform well, with the larger capacity versions providing a more refined experience.

We also tested the diesel and found it to provide excellent performance and return great fuel economy. Official figures are yet to be released, but during our test the trip computer was reading almost 60mpg. RDE2 certification means fleet drivers will pay less tax, too.

We were impressed by how quiet the CLA is. Wind noise is minimal, even at high speeds – as we discovered on our German test-route.

Front seat passengers may find the A-Class-derived AMG Line seats are less comfortable than those in a C-Class. It's due to the headrest being part of the seat, rather than separate with height adjustment.

With its dashboard lifted from the A-Class, the CLA enjoys the same classy interior as the hatchback.

The use of high quality materials, ambient lighting and a minimalist approach to switchgear lifts the interior's premium feel.

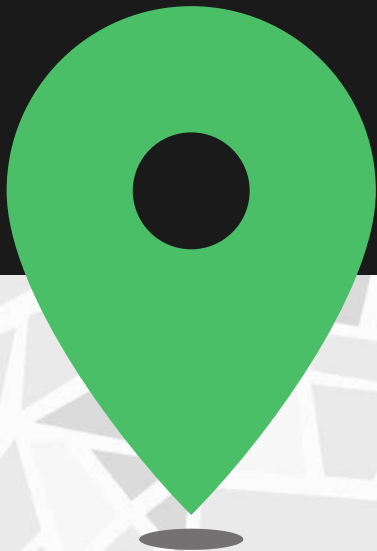
In the rear, leg and head room is limited despite the car being larger than its predecessor. The boot is spacious, offering 460 litres, although the opening is quite small.

The CLA sets itself apart from the A-Class range with subtle styling tweaks, a more driver-focused chassis and a high level of equipment across the range. It provides fleet customers with a more exclusive package, sportier styling and still works out cheaper than a C-Class – although outright practicality is at a disadvantage.

FLEET PICK MODEL: CLA 180 AMG LINE	
SPECIFICATIONS	
P11D Price	£30,325
CO ₂ emissions (g/km)	123
Monthly BIK tax (20%)	28%/£141.50
Fuel efficiency (mpg)	47.9
Fuel cost (ppm)	tbc
Annual VED	£170 then £145
Class 1A NIC	£962.51
RV	tbc
AFR (ppm)	11
Running cost (ppm)	tbc

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IGNITION: FIRST DRIVE



VOLVO S60

Lack of a diesel option on stylish saloon may reduce its appeal, but it's an impressive package

By Andrew Ryan

Volvo launched its stylish V60 estate last year to much acclaim, and this has now been joined by a saloon sibling, the S60.

Apart from the extra practicality offered by the V60's boot, there is another critical difference between the two as far as a fleet decision-maker is concerned: S60 will not be available with any diesel engines.

This is part of the brand's shift to electrification, but is sure to harm the model's appeal in the fiercely competitive premium car sector, which is dominated by diesel powerhouses such as the BMW 320d.

At launch, the S60 is available with just one engine and trim option: 2.0-litre T5 petrol R Design Edition.

Producing 250PS and matched to an eight-speed automatic gearbox, this has combined fuel economy of 39.8mpg and CO₂ emissions of 155g/km, putting it in the 34% benefit-in-kind (BIK) tax band.

With a P11D price of £37,350 this means a 40% taxpayer will face a monthly BIK tax bill of £423. In



Sharing the same dashboard as the V60 makes the driver's seat a special place

comparison, a BMW 320d M Sport driver would pay £379.

Employers would also make savings by opting for the 320d. According to data from KeeResources, the 320d will cost 11.58 pence per mile (ppm) to fuel, compared with 14.53ppm for the Volvo.

This is reflected in its total running cost of 49.42ppm, compared with the Volvo's 53.45ppm, over a four-year/80,000-mile cycle.

There is better news for cost-conscious fleets and drivers: Volvo has also started to take orders for an all-wheel drive 2.0 T8 Hybrid R Design plug-in hybrid model, which offers lower running costs than the T5.

Despite having a higher P11D price of £49,750, its CO₂ of 42g/km means a 40% taxpayer would pay £265 a month in BIK, while its fuel economy is vastly superior at 122.9mpg.

First deliveries of this model will take place by the end of the year. But, until then, the only model available – and the one available to drive at the S60 media launch event – is the T5, which, running costs aside, is an excellent car.

The good looks of the V60 are, at the very least,

matched by its saloon sibling, particularly in R-Design trim.

This equipment grade includes lowered sports suspension and 19-inch wheels, with its sporty demeanour also reflected in the cabin through features such as a sports seats, black headlining and metal mesh interior highlights.

The S60 shares the same dashboard as the V60 which means it feels a special place to be, while there is plenty of room for all occupants.

The standard equipment level is also generous and includes a 12-inch infotainment touchscreen, LED headlights and satellite navigation, while safety technology includes Pilot Assist, which controls the car's acceleration and braking to keep the car at a safe distance from the one in front. It also assists with the steering to keep the car correctly positioned in its lane.

R Design Edition comes with a blind spot warning system with cross traffic alert and rear collision mitigation.

Combined with a sporty drive which befits its looks, all of these attributes mean the S60 is an impressive package.

FLEET PICK MODEL: S60 2.0 T5 R-DESIGN PLUS	
SPECIFICATIONS	
P11D Price	£37,350
CO ₂ emissions (g/km)	152
Monthly BIK tax (20%)	£211
Fuel efficiency (mpg)	39.8
Fuel cost (ppm)	14.53
Annual VED	£530 then £145
Class 1A NIC	£1,750
RV (4yr/80k)	£10,575/28%
AFR (ppm)	15
Running cost (ppm)	52.84



By Matt de Prez

My mileage profile leaves me with a bit of a conundrum. I live only about five miles from the *Fleet News* office, but regularly do long business trips of more than 200 miles.

Choosing the right fuel type is perplexing, but Mercedes might just have the answer with its new plug-in hybrid diesel. The engine debuts in the E-Class, badged E 300 de, and is likely to appear in the C-Class before the end of the year.

It uses the brand's latest 2.0-litre diesel engine mated to a new electric motor and battery setup.

Total power output is 306PS, with CO₂ emissions of just 41g/km.

It costs the same as the new petrol plug-in hybrid E 300 e, and BMW's 530e at around £50,000.

Our car is the sportier-looking AMG Line and is fitted with the optional Premium pack, bringing the total cost to £52,535.

Company car tax is extremely attractive at £1,600 per year (20% taxpayer), falling to £1,200 per year from April 2020.

So far I've covered 700 miles in the car and haven't even burned through the first tank of diesel, averaging 75mpg.

I suspect this might be the solution that a lot of drivers seek.



By Matt de Prez

Every now and again a car comes along that just fits right, and for me the Volkswagen Arteon has really ticked all the boxes.

I immediately fell for its distinctive looks when it was revealed as the CC successor back in 2017.

The fastback design gives added practicality over the Passat – on which it's based – but there are enough unique styling details to set the Arteon apart such as the frameless doors, clamshell bonnet and coupe-like roofline.

I have really appreciated its space, comfort and effortless driveability.

The seven-speed DSG never leaves you wanting for power and the 2.0-litre diesel's 190PS output

provided more than enough acceleration.

With around 8,000 miles added to the car's odometer, it would happily return 47mpg between fill-ups. On a few trips it even managed to exceed 60mpg.

The Arteon can put crossovers to shame when it comes to practicality, carrying five adults and their luggage with no complaints.

Given its size, CO₂ emissions of 121g/km are competitive and, combined with attractive leasing deals, make the car affordable.

While handling isn't the sharpest, and the engine could do with another layer of sound-proofing, I would have no reservations in recommending the car as a great fleet choice.



PEUGEOT 508

1.5-LITRE BLUE HDI

By Stephen Briers

There has been a noticeable change of pace since I swapped into the Peugeot 508.

After a run of executive long-term test cars with high output 2.0-litre diesel engines, the 508 offers a decidedly less punchy 130PS from its 1.5-litre diesel engine.

In truth, the performance is reasonable, with sub-10 second 0-62mph and decent in-gear oomph, but eking out those last drops of power isn't a comfortable experience. The engine is far happier with a mid-rev gear change rather than being pushed close to the limit.

Does that matter? Probably not. It's only on odd occasions where you need a bit more urgency, such as overtaking.

At most other times, this is real-life everyday driving and, when keeping the revs low, the Peugeot provides a refined, quiet drive.

It's also an efficient one. Average fuel consumption has crept up to 55mpg with minimum fuss, and 60mpg is within sight on longer journeys. That compares favourably to the WLTP range of 52.5-59.8mpg.

I'm impressed with the 508's interior. The small, flat top/bottom steering wheel is enjoyable to handle while Peugeot has made good use of the chrome detailing around the slim-line air vents and consoles.

The most eye-catching feature is the innovative and stylish piano keys, which replace the standard buttons. Laid out in front of the 10-inch sat-nav screen, they look great and are extremely easy to use – full marks to Peugeot for creating something that offers both form and function.

The seats are welcoming and supportive and cabin space is excellent for front and rear passengers, despite the swooping coupe-like fastback roofline.

Boot space is acceptable at 487 litres, albeit a little way off the likes of the Ford Mondeo (541) and Volkswagen Passat (586), but on a par with the Vauxhall Insignia (490 litres). However, the boot itself is very heavy to lift and awkward to close.



By Trevor Gehlcken

After a six-month test in one van, I am usually itching to get into a new vehicle. But, in the case of our oh-so-stylish Vito, I was genuinely sorry to see it go.

Six months and around 6,500 miles simply flew by, with never a hint of a problem. I haven't even had to put any extra air in the tyres, or oil in the engine, although I did have to spend £9 on AdBlue when the diminutive tank ran low.

One of the reasons I love this van so much is that slick auto gearbox – an item that is still fairly rare in the van world. It makes for such a relaxing driving style that I really don't want to

have to go back to pressing clutch pedals and changing gear by hand. What a faff!

Meanwhile, those sporty, figure-hugging seats have proved a godsend on my regular return trips to Devon. Not a single back twinge.

The Vito has also proved a star in the fuel economy stakes. The official fuel economy figure is 47.1 miles per gallon and during our test period our final figure added up to a pleasing 46.9mpg.

As we all know, drivers are highly unlikely to hit the official figure as it doesn't take into account any loads on board or wind resistance, so Mercedes-Benz can be congratulated for producing an engine that does what it says on the tin.



By Gareth Roberts

It is hard to find fault with the Volvo V60 as it bids farewell to the *Fleet News* long-term test fleet.

The Swedish carmaker has left no stone unturned in its desire to produce one of the safest cars on the road, while also delivering the right mix of performance and practicality.

It is therefore no surprise to see how it is fast becoming a popular choice among UK fleets; the mid-size estate was launched a year ago with company car drivers firmly in its sights.

Emissions start from an attractive 117g/km, from a choice of three 2.0-litre, four-cylinder engines – D3 and D4 diesels, and a T5 petrol. A new T8 plug-in hybrid is now available to order.

The plug-in promises 135mpg and CO₂ emissions of 48g/km (WLTP), with a zero emissions range when fully charged of about 30 miles.

Meanwhile, both of the V60's diesel engines are available with a six-speed manual or eight-speed automatic gearbox, while the petrol comes with the eight-speed automatic as standard.

Our D3 Inscription model, a 2.0-litre diesel, came with emissions of 122g/km and a P11D price of £38,650 and did not fail to disappoint.

All come with a nine-inch portrait, touchscreen infotainment system, Sensus Navigation and voice control. Cruise control, rear parking sensors and autonomous emergency braking are also standard, as are the distinctive LED 'Thor's hammer' headlights.



THINKING CAP

By Martin Ward, Cap HPI manufacturer relationships manager

This month I've been...
...driving the Mazda3

Flew from Manchester up to Edinburgh to drive the all-new, and very handsome Mazda3. We picked up the cars from the airport, and drove south, back into England. Northumberland's scenery is spectacular, and the '3' was a great car and very comfortable.

First we drove a 1.8 diesel Skyactiv-D, which was ultra-quiet, so quiet in fact we had to look at the fuel cap to check it actually was a diesel. It was.

Later, we swapped into a 2.0 petrol 122PS with mild hybrid and a cylinder deactivation system. It all worked perfectly.

This hatch is going head-to-head with some strong competitors, such as the Ford Focus, Vauxhall Astra and Audi A3.

This new '3' will be a welcome addition to any user-chooser list, especially the clever petrol version.

...reminiscing about cars from my youth

Many manufacturers celebrated the 40th anniversary of the SMMT Test Day by bringing along heritage vehicles.

These cars were available to drive around the Millbrook test facility and they were used extensively. The latest models alongside the old ones was a glorious sight much appreciated by visiting journalists.

The problem with all these cars is the fact I sold many of them when they were new, or I went on the launch of them, quite worrying really age-wise.

...getting annoyed about number plates

I get incensed by cars with 'mis-placed' letters and numbers on the plates, to make up names or try to be funny.

Having spaces in the wrong place is not funny, it is illegal. Number plates have to be correct for a number of reasons, mainly to detect, deter and disrupt criminal activity. But this only works if the plate is correctly made.

It also helps track and find any stolen vehicle, so if an owner has broken the law, then it is more difficult to recover their vehicle. Why the police do not take more action against these very obvious violations of the law is beyond me.

cap hpi



**VAUXHALL
GRANDLAND X**
1.5 TURBO D TECH LINE

By Trevor Gehlcken

It is a long time since I've actually driven a car. I don't own one and my time is largely spent testing heavier vehicles.

So my first thought when I climbed aboard our long-term test Vauxhall Grandland X was: "Wow – this would make cracking little van!"

The rules for manufacturers turning a car into a legit van are fairly simple – you simply blank out the rear side windows, weld plates over the holes where the rear seats are fitted and put down a load floor. I wonder if anyone at Vauxhall has ever thought of doing this with the Grandland? I'll have to mention it next time I'm down Luton way.

The Grandland certainly lives up to its name. It's a grand looker with great chunky build quality and is well up to its task of locking horns with its main rival the mighty Nissan Qashqai, not to mention the welter of other contenders in the sector.

I'm destined to be driving this car until Vauxhall provides a long-term Combo van, so it will be interesting to see how a crusty old van boy like myself gets on with it. I'm certainly looking forward to saving a bit of cash at the pumps as this car is slated to return more than 67 miles per gallon. Will it, though, in real life? Watch this space and find out.



**VOLKSWAGEN
T-ROC**
1.6 TDI SE

By Luke Neal

Sitting beneath the established Tiguan and above the smaller T-Cross, the Golf-sized T-Roc enters a fast-growing market segment.

Volkswagen offers the T-Roc with three petrol and two turbo diesel Euro 6-compliant engines.

The petrol line-up consists of the 1.0-litre 115PS TSI, the 1.5-litre Evo 150PS TSI and the 2.0-litre 190PS TSI (available with four-wheel drive). Diesel engines are the 2.0-litre 150PS TDI and the 1.6-litre 115PS TDI tested here.

Available in S, SE, Design, SEL and R-Line trim levels, Volkswagen anticipates that SE will be the most popular trim with as much as 40% of sales.

The T-Roc has the latest convenience and safety

technology. S trim includes front assist, featuring predictive pedestrian protection and city emergency braking, and lane assist. Our SE trim adds adaptive cruise control (ACC) and parking sensors while Design adds Volkswagen's driver alert system, which detects driver fatigue.

This full, five-seat car has one of the largest luggage compartments in its class at 445 litres (with seats up), increasing to 1,290 litres with the rear bench folded forward (392/1,237 litres for 4Motion vehicles).

Driver Personalisation offers individual settings for more than 100 infotainment, convenience and assistance systems (subject to the relevant features being installed in the car).



FIRST TEST

BMW 320D
M SPORT SALOON

By Gareth Roberts

The BMW 3 Series is a firm favourite in the company car market and first impressions on this latest model suggest that is not about to change.

Joining the *Fleet News* long-term test fleet, the 320d saloon in M Sport guise is everything you would expect from this iconic car.

Great styling, lots of tech, and the poise and responsiveness on the road you would expect from the German manufacturer.

Emissions start from 110g/km for an automatic transmission and 115g/km for manual. Our test car has NEDC-correlated figures of 112g/km, but this will rise to 142g/km under the Worldwide harmonised Light vehicle Test Procedure (WLTP), which will apply if registered after April 6, 2020.

Average fuel consumption is 54.3-56.5mpg (automatic: 53.3-55.4mpg) for the 320d.

The revised diesel has a maximum output of 190PS and a peak torque of 400Nm, enabling the BMW 320d to accelerate from zero to 62 mph in 7.1 seconds (automatic: 6.8 seconds).

BMW is also planning a 330e plug-in hybrid which is able to travel up to 37 miles on electric power alone – a 50% increase compared with its predecessor. Average combined fuel consumption will be 138mpg with CO₂ emissions of 39g/km.

Company car drivers considering the entry level SE model will find substantially increased standard specification.

It includes Adaptive LED headlights with cornering light, interior ambient lighting with up to 11 colour settings, parking assistant with reversing camera and reversing assistant, three-zone air conditioning and enhanced acoustic glazing.

M Sport adds a 12-inch screen, M styling, heated front seats and connected navigation for £2,900.

Our test car also has the technology package (head-up display, wireless phone charging, gesture control) for £1,500; premium package (electric seats, lumbar support, electric sunroof) for £1,400; comfort pack (heated steering wheel, powered boot) for £825; and sport auto transmission for £1,400 plus a few other items which take the £30,158 base price to £37,183.



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Model shown New Combo Cargo L1 Limited Edition Nav with offside sliding side-access door (optional at extra cost) and Night Blue metallic paint back to allow the comparability into NEDC. The values do not take into account in particular use and driving conditions, equipment or options and amend or withdraw this offer at any point in time. Correct at time of print.

mpg (litres/100km) and CO₂ emissions (g/km). New Combo Cargo Van range: (4.4) – 68.8 (4.1). CO₂ emissions: 117 – 107g/km.[#]

(no-cost option). [#]Fuel consumption data and CO₂ emission data are determined using the WLTP test cycle, and the relevant values are translated may vary depending on the format of tyres. For more information contact your local Retailer. Vauxhall Motors Limited reserves the right to change,

A bridge too far! Drivers' vehicle height ignorance costing millions

Truckers also warned of the dangers of taking chances at level crossings



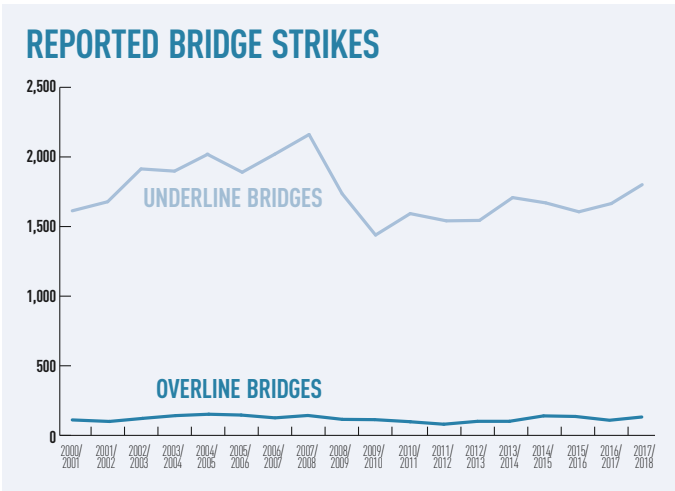
By Gareth Roberts

Bridge strikes are a “serious problem for the industry”, according to senior traffic commissioner Richard Turfitt. Network Rail says that, on average, five entirely avoidable railway bridge strikes take place every day across Britain, costing taxpayers £23 million a year. Research shows more than two-in-five (43%) of lorry drivers admit to not measuring their vehicle before heading out on the road, while more than half (52%) report not taking low bridges into account. Turfitt said there was growing


frustration among commuters, suffering delays as a result of bridge strikes, and hinted that it could lead to tougher action against companies for failing to route their vehicles correctly. “We can joke about the stupidity of drivers but this is becoming a very serious problem for the industry,” Turfitt said. “It’s creating huge problems for the public, with passengers sitting on trains for hours.” Addressing delegates at the recent Woodfines road transport conference, he continued: “You need to make sure route planning is done properly. Control the route, your

operation and instruct your drivers properly. Otherwise, I will take action.” Turfitt’s warning comes as Network Rail said drivers should always know the height of their vehicle, after repeated bridge strikes forced a road in Birmingham to close for five months (commercialfleet.org, June 12). The bridge, which carries the railway over Landor Street in the Bordesley Green area of the city, has been hit 32 times since 2009. That was when a special collision protection beam was fitted to reinforce the bridge but now it has to be replaced.

After 10 years of continual bridge bashes the beam was damaged beyond repair on January 9 prompting an emergency road closure. Engineers are now having to design and make a new steel protection beam before refitting it. Piers Burford, project manager for Network Rail, said: “Bridge strikes are entirely avoidable, cost taxpayers millions of pounds and cause delays to tens of thousands of rail passengers every year. “The closure of Landor Street has also caused motorists and businesses in the area considerable disruption throughout 2019.”



Cllr Waseem Zaffar, cabinet member for transport and environment at Birmingham City Council, added: “I would urge drivers of HGVs to ensure they are fully aware of the height of their vehicles in order to avoid striking bridges. “In the case of Landor Street, this has happened repeatedly and has caused significant disruption to small business owners due to the resulting road closure impacting on trade.” To combat the issue, Network Rail has launched its ‘Lorries Can’t Limbo’ campaign aimed at professional drivers who drive high-sided vehicles. It includes online training and guidance in several languages to help drivers and logistics companies plan their routes to avoid bridge strikes. Some bridges were struck repeatedly last year, with the greatest number of strikes being 32, reported at a bridge over the A142 in Ely, Cambridgeshire. The next highest during the 12-month period was 23, involving a bridge over the B109 in Stonea, Cambridgeshire, followed by a



“YOU NEED TO MAKE SURE ROUTE PLANNING IS DONE PROPERLY”

RICHARD TURFITT, TRAFFIC COMMISSIONER

bridge on the A5 in Hinkley, Leicestershire, which was hit 22 times. Typically, there are five strikes a day, increasing to 10 a day at peak times such as the run up to Christmas. Train delays resulting from bridge collisions can be significant. For instance, in the first three months of 2019, there were 20 bridge strikes across the Anglia route, leading to 851 minutes of delayed trains.



LEVEL CROSSINGS

Commercial fleet drivers and operators have also been warned not to ignore red lights at level crossings. Almost a quarter (23%) of professional drivers admitted that, if they knew the train timetable and did not believe a train was due to arrive, they would drive over a level crossing, according to the survey from Network Rail. The most common reasons cited for taking the risk was

running late to make a delivery (12%) or a desire to finish work and get home early (16%). Britain has the safest railway in Europe, but last year saw a 7% rise in the number of incidents at level crossings, causing more than 93,000 minutes of rail journey delays. Although professional drivers were responsible for roughly 10% of those incidents, they had greater impact resulting in more than 43,000 minutes of delay, almost half (46%) of the total for the year.

Head of passenger and public safety at Network Rail Allan Spence said: “We know that professional drivers have time pressures, but it is important to act safely at level crossings to keep both themselves and others from harm. “It’s simple: every driver must wait for the flashing lights to stop before crossing. It only takes one mistake – such as presuming trains will run to the timetable – to cause an incident that can harm both you and people on the trains.”



In our regular column, an experienced fleet manager gives his take on the burning issues facing the public sector. This month, he looks at the lack of skilled technicians and drivers.

Public sector organisations are in a real quandary over the lack of skilled and apprentice technicians for our workshops and the shortage of HGV drivers. Successive Governments have tried different schemes to attract apprentices. In my opinion, the latest one has too many hoops to jump through to acquire the funding and the courses at colleges aren’t necessarily relevant to the skills needed to work on public sector vehicles. We have such a diverse range of vehicles – from car-derived vans to tippers, ambulances, fire engines, gritters and refuse vehicles – that from an employer’s perspective it is cost-prohibitive to ensure technicians attend all the relevant courses to remain competent to work on those vehicles effectively, particularly with the latest technology on vehicles. We are also finding that working for a local authority doesn’t have the same appeal as working for a franchised dealer, even though the skillset gained at a public sector workshop would make someone more employable. Due to austerity measures, the salary offered isn’t as competitive as it once was and young people are attracted by the ‘bright lights’ of a dealership. Would you rather work on a refuse vehicle or work on an Audi A5? That’s how young candidates coming into the industry look at it. We’re also constantly short of HGV drivers. We’re not getting young people in to replace the ageing drivers.



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COMMERCIAL FLEET: NEWS

Renault strengthens aftersales back-up to increase market share

'We deserve to do better,' says UK MD ahead of projected £30m network investment

By John Lewis

Renault Trucks intends to ramp up its UK sales and market share significantly between now and 2022 according to UK managing director, Carlos Rodrigues.

"We've been cruising at around 5% and we're not happy with that," Rodrigues said. "We've got the products, the quality has improved a lot and we deserve to do better."

One of the strategies the manufacturer is implementing to achieve its goal is the strengthening of the after-sales back-up offered to fleets.

Renault and its private capital dealers will be investing around £30 million over the next five years.

"The network is aiming to recruit 100 more staff, we've already got 120 apprentices and we're introducing a programme to transform car and van mechanics into truck mechanics," said Rodrigues.

The programme should help address a severe shortage of truck technicians that is affecting manufacturers across the country.

PREDICTIVE MAINTENANCE

A predictive maintenance package is being rolled out across 15 countries in a bid to reduce downtime and will come to the UK in 2020.

Commercial trucks and services director James Charnock is adamant Renault Trucks can steadily increase its vehicle sales. The construction industry is among those sectors helping to generate registrations.

"We're seeing a lot of growth with the Range C tipper," Charnock said.

Aware that many fleets are often desperate to get trucks as fast as they can because they are starting new contracts, the company has more than 50 Range C and D bodied chassis in the pipeline available for prompt delivery under the Ready for Business banner.

"We've got 25 tippers, 13 tipper grabs, six skip loaders, four hook loaders, four sweepers and three mixers," he said.

"The Range T High tractor unit is proving to be highly successful."

Right-hand drive model production is being upped in response to demand.

Renault is also giving due con-



“WE’VE BEEN CRUISING AT AROUND 5% AND WE’RE NOT HAPPY WITH THAT. THE QUALITY HAS IMPROVED A LOT”

CARLOS RODRIGUES, RENAULT TRUCKS UK

sideration to the second-hand sector.

A core network of nine specialist used centres based at existing dealerships is being established and products from the company's so-called used trucks factory in France are being marketed in the UK.

The rejuvenated vehicles it produces are based on Renaults no more than three-to-four years old sourced from leasing companies. They include the T P-Road, a powerful 430PS 18-tonner converted from a tractor unit.

Looking to the future, Renault Trucks believes diesel still has plenty of potential.

"We strongly believe that it is – and will remain – the best solution for long-distance transport, not just for the next three-to-five years but for

more than that," said Renault Trucks Europe senior vice-president Jean-Claude Bailly.

Yet, while diesel may be the preferred answer for intercity journeys, electric vans and trucks look set to dominate local distribution, he added, especially in urban areas.

FORTIETH ANNIVERSARY

Celebrating its 40th anniversary in the UK this year, Renault Trucks is developing an electric line-up grossing at up to 26 tonnes.

"In France, we've just delivered the first Range D Wide ZE electric to Lyon's city council," Bailly said.

In the UK, a growing number of customers are asking about the Range D and D Wide ZEs, said Rodri-

gues, with the first deliveries set for early 2020.

"We've been preparing for the shift to electric vehicles for more than 10 years now," he said. "Electromobility is the obvious response to issues surrounding urban air quality and noise."

Renault Trucks is also marketing the battery-powered Master ZE and has just supplied its first one to a British operator.

A nine-seater wheelchair-accessible minibus conversion, it is linked to Kent County Council and is being operated by the Compaid charity. It provides transport services to vulnerable people and those with disabilities.

Renault is investing more than £29m in a research and development centre in Lyon. Employing around 1,000 people, it is scheduled to open in 2021.

Areas that truck manufacturers' research and development departments are addressing include driverless trucks.

While they may have a role to play in self-contained areas such as open-cast mines or ports, don't expect them to appear on British motorways any time soon, said Rodrigues.

"That will take time," he observed.

FTA ADVICE

By Eamonn Brennan, van information manager, FTA

Q We have a 26-tonne vehicle that has been undergoing long-term body repairs due to accident damage. These have now been completed and it is ready to go back into service. However, the annual test expired while the vehicle was being repaired. Can we take it to the maintenance provider who will prepare it and then take it for test? The distance is approximately 10 miles away from the body repairer.

A The law says the only time a vehicle with an expired test certificate can be driven on the public highway is to a pre-booked test appointment (it must still be in

a roadworthy condition). If you need to take the vehicle to a maintenance provider, it will need to be recovered to the provider.

Another option, given the vehicle is a 26-tonner and comes under Plating and Testing Regulations, is to use trade plates for the journey. There is a provision which exempts a vehicle from the Plating and Testing Regulations while being driven on trade plates. If the maintenance provider has trade plates, they may be able to collect the vehicle and bring it to their workshop. Regulations regarding the use of trade plates must be fully complied with if this is used.

Q Is it a legal requirement to fit wheel nut security indicators to our vehicles?

A There is no legal requirement. Wheel nut indicators are more a case of company best practice and are there as a driver aid. It is a

requirement to ensure all the wheels are in good condition and secure when using the vehicle on and off the public highway. The optional use of wheel nut security indicators can assist with visual checks carried out by the driver.

Is jury service regarded as 'work' and should it be logged?

One of the questions you may get asked is about jury service and how to calculate time associated with this activity.

There are two independent, but connected, pieces of legislation:

■ The Road Transport (Working Time) Regulations 2005.

■ EU Drivers' Hours EC 561/2006.

Let's take the working time Regulations first.

The requirement to add-in notional working time figures only applies to statutory annual leave,

sick leave, maternity, paternity, adoption or parental leave. So, when adding these into working time calculations, they are added at either eight hours per day or 48 hours per week.

However, the prescribed notional figures of eight hours a day or 48 hours a week do not have to be included for time off for any other reasons such as jury leave, union duties or disciplinary suspension. What this means is that they are not added to the working time

Countdown marker boards

With countdown markers at motorway exits each bar represents 100 yards to the exit. Green backed markers may be used on primary routes and white backed markers with black bars on other

routes. At approaches to concealed level crossings white backed markers with red bars may be used. Although these will be erected at equal distances, the bars do not represent 100-yard intervals.

Q A vehicle technician has mentioned that we are allowed to have flashing side amber marker lights on our vehicles and trailers. Is this true?

A Technically, yes, however the dates that permit this are as follows:

Amendments to Regulation 48 – flashing lamps – states vehicles/trailers whose entry into service date is from October 8, 2015, and those that have had an extension to Type Approval obtained from the manufacturer, can be built with

flashing side markers (or three additional Category 5 side repeaters).

From November 18, 2017, new Type Approvals will have to be built with flashing side markers (or three additional Category 5 side repeaters).

From October 8, 2020, new vehicles can only be built with flashing side markers (or three additional Category 5 side repeaters). In other words, it will be mandatory from October 2020 for new vehicles to be type-approved with the new requirements.

Q We operate a mixed fleet of parcel delivery vehicles. Having just secured a new contract, we are getting requests to carry some of the goods in the passenger compartment as the customer wants them carried this way due to their fragility. Understandably our drivers are concerned about the legality of this and want to remain within the law. Are they allowed to do this?

A There are several issues here. Under the Road Vehicle (Construction and Use) Regulations 1986, Regulation 100 states that the load carried by a motor vehicle or trailer shall be secured so that neither danger nor nuisance is likely to be caused to any person or property by movement of the load. No motor vehicle or trailer shall be used for any purpose for which it is so unsuitable as to cause or be



likely to cause danger or nuisance to any person in or on the vehicle or trailer or on a road.

This would still apply if part of the load was carried in the passenger compartment. Any of the load carried in the cab may impede the controls of the vehicle or injure the driver if the vehicle was involved in an accident. Therefore, a vehicle's load should only be carried in the dedicated load area and secured accordingly.



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Official fuel consumption figures in mpg (l/100km) for the New Ford Transit Courier Limited 1.0 100PS EcoBoost shown: Urban 39.2 (7.2), Extra Urban 56.5 (5.0), Combined 48.7 (5.8). Official CO₂ emissions 131g/km.

The mpg figures quoted are sourced from official EU-regulated test results (EU Regulations (EC) 715/2007 and (EC) 692/2008 as last amended), are provided for comparability purposes and may not reflect your actual driving experience.

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KEEP YOUR COOL AND DO YOUR BIT FOR THE ENVIRONMENT

Great advances are being made to reduce the impact of diesel-fired fridge units on our air. John Lewis reports on the different methods manufacturers are using to tackle the problem

Although diesel-fired fridge units are becoming cleaner, they continue to produce potentially harmful emissions. As a consequence, fleets transporting temperature-controlled goods are increasingly looking at other, more environmentally-friendly, ways of keeping their loads cool.

Swedish manufacturer Hultsteins has come up with one possible solution. It has developed a refrigeration system powered by a hydraulic pump mounted on – and driven by – the truck's own engine, which means there is no need to fit a separate donkey engine.

The system is designed so the power delivered to the fridge is constant, regardless of whether the vehicle is cruising down the motorway or

idling in congested urban traffic. Making the truck's engine do two jobs rather than one means big reductions in CO₂, NO_x and particulate output says UK distributor, Cold Connect, not to mention lower fuel and maintenance bills.

Although new to the UK, the technology Hultsteins is using dates to the early 1960s. It can be fitted to trailers, but is primarily designed for 7.5- to 26-tonne rigs.

Cold Connect also offers a clip-on hydraulic-drive generator which can be connected to a tractor unit engine's power take-off and used to drive a trailer's fridge.

Hultsteins and Cold Connect are by no means the only businesses looking to minimise the environmental impact of van and truck fridges.

Dearman Hubbard has developed a package powered by the novel Dearman engine, which is driven by the expansion of liquid nitrogen. As a consequence, all that comes out of the exhaust is air or nitrogen, says the company.

Replacing a diesel fridge engine with a Dearman engine is claimed to reduce a refrigerated vehicle's overall NO_x emissions by more than 70% and particulate emissions by 90%.

That is because comparatively lightly regulated diesel-powered fridges may emit six times the NO_x and up to 29 times as much particulate matter as Euro VI truck engines.

That said, the new Stage V transport refrigeration emission regulations which came into force in January have obliged manufacturers to intro-

duce cleaner fridge engines, with particulate emissions down 40%.

Carrier Transicold's engineless Iceland 18 Twincool refrigeration package is finding favour with a number of operators, including Reynolds, one of the country's biggest fruit and vegetable suppliers.

Installed in a Paneltex-bodied Iveco Stralis 26-tonner which went into service earlier this year, it, too, relies on a hydraulic pump driven by the truck's engine.

Thanks to Carrier Transicold's Eco-Drive power module, the variable-displacement pump connected to the truck engine's power take-off drives an electric generator which delivers constant power to the fridge, no matter what speed the Stralis is travelling at.

It is the first engine-less system to appear in the Reynolds fleet.

As well as reducing exhaust emissions, the unit has a further advantage. Because it does not have an engine of its own, sound levels are less than 60 dB(A); a big plus if deliveries are being made early in the morning or late at night.

This means it meets the PIEK noise standard. Introduced in the Netherlands in 2003, PIEK

was developed as a consequence of pressure to lower the noise levels made by out-of-hours deliveries. They should not exceed the noise level of a normal conversation, it was decided.

There is another plus – the Iceland is under-mounted.

While under-mounts are potentially more vulnerable to road dirt and damage, they have less impact on a truck's aerodynamics than nose-mounted systems and are easier to access when they need to be maintained.

Technicians called on to service or repair a nose-mounted unit have to work at height, which poses health and safety risks.

Iceland has also been installed in a dozen temperature-controlled Daf LF's operated by Creed Foodservice, the Staverton, Gloucestershire-based company and supplied through refrigerated vehicle rental specialist Petit Forestier.

FULL REFRIGERATION WHEN IDLING

Creed operations controller Richard Frost is especially pleased with its ability to provide 100% refrigeration capacity at idle speed given that some of the routes Creed services out of its depots at Ilkeston, Derbyshire, and High Wycombe, Buckinghamshire, in addition to its HQ, are often heavily congested.

"The trucks are helping to future-proof our fleet and ensure we are using the latest transport refrigeration technology with a much smaller environmental footprint," Frost says.

Creed delivers a wide variety of foodstuffs and non-food products to caterers in the hospitality, leisure, care and education sectors.

Elsewhere, Waitrose is determined to do all it can to minimise any harm to the environment. The upmarket supermarket chain is trialling an engine-less Carrier Transicold multi-temperature Syberia Twincool on a Scania P280 powered by natural gas.

The trial will last 12 months and will document the extent to which the vehicle can lower CO₂ emissions and improve fleet efficiency. The results are likely to guide Waitrose's future fleet specifications.

The initiative is being funded through Innovate UK, the Government's innovation agency. Waitrose is working alongside researchers from the University of Cambridge's Centre for Sustainable Road Freight as part of a year-long low-emissions freight and logistics initiative.

At the same time as acquiring the Stralis with the Iceland refrigeration package, Reynolds added an electric Kangoo Van ZE to its fleet converted to temperature-controlled specifications by CoolKit and equipped with Carrier Transicold's electric Neos 100 refrigeration technology.

CoolKit has installed a separate electric power source so Neos 100 does not drain power from the van's traction battery pack and shorten its range.

Both the Stralis and the Kangoo were supplied to Reynolds through SHB Hire (which is being acquired by Enterprise Rent-A-Car) and have been acquired for use on multi-drop work within central London's new Ultra-Low Emission Zone (ULEZ).



Reynolds and Creed have turned to the Iceland 18; while Waitrose is trialling the Syberia Twincool

Carrier Transicold is not the only company to produce electric fridges. GAH does, too.

Its product was fitted to an electric 7.5-tonner built by Paneltex using an Isuzu N75 chassis on display at the Commercial Vehicle Show earlier this year. The truck was equipped with a Paneltex temperature-controlled body.

GAH's electric fridge technology was also in evidence elsewhere on the Paneltex stand; on a 4.25-tonner converted to battery power by Turkey's BD Automotive, and partly based around a Fiat Professional Ducato.

"Electrification is almost like a new religion at present so far as refrigeration is concerned," says Stephen Williams, UK sales manager at Thermo King. "Everybody is getting into it."

Suitable for single- and multi-temperature applications, Thermo King's new electric E-200 fridge, launched at last year's Hanover Commercial Vehicle Show, was due to go into production at the time of writing.

DELIVERY WORK IN SPAIN

Thermo King has trialled its B-100 ECO electric fridge unit on an electric Citroën Berlingo owned by rental group Northgate, and employed on chilled local delivery work in Spain.

The unit is powered by the vehicle's 12v auxiliary battery rather than its own dedicated battery pack and, while the Berlingo's range between recharges is reduced, the reduction is modest, according to Thermo King.

An eight-hour working day with 32 door openings lasting a couple of minutes apiece cuts the range by from 5% to 8.5%. That is a cut most temperature-controlled fleets can probably live with, it says.

After all, the van's ability to run on battery power means it should face few, if any, restrictions when making deliveries in urban areas that impose local limits on emissions. A vehicle's range can,

of course, be affected by payload, driving style, and weather conditions.

Electric refrigeration systems can be fitted to diesel as well as to electric commercial vehicles. Doing so brings some key advantages, says Williams.

Because they do not depend on a compressor directly driven by the vehicle's own engine, they do not prevent the cab from being air-conditioned.

Fit an engine-driven fridge unit to a diesel, and any stop/start system installed may have to be isolated so that the refrigeration is not continually cutting in and out. Deploy an electric one instead and it can be equipped with its own hold-over battery so it operates no matter whether the engine is running or not.

Other approaches to cutting fridge emissions include fitting eutectic beams. Charged overnight from off-peak electricity, they are reliable, quiet, energy-efficient and suitable for both chilled and frozen work, but can impose a weight penalty. Linde's Frostcruise cryogenic refrigeration represents another option.

Liquid nitrogen stored in an insulated on-board tank at -196C is piped through a heat exchanger. This causes it to evaporate, releasing its cooling power, and fans blow the cold air around the load area.

As with eutectic beams, there are no diesel emissions.

A further option is to retain the fridge unit's own engine, but run it on compressed natural gas (CNG) rather than diesel.

Carrier Transicold has come up with a version of its Supra multi-temperature refrigeration system that uses the fuel. Benefits include reductions of up to 95% in particulate emissions and up to 70% in NOx emissions compared with diesel, says the company.

CO₂ output is down by up to 20%, and down by between 80% and 95% if you use biogas. Fit a



Leatham's Dafs are fitted with fridges that still operate even when the truck is stood still

CNG-fuelled Supra to a truck with an engine powered by CNG and you can use a single fuel inlet says Carrier, even though the fridge engine has its own gas tank.

CNG engines are quieter than diesels, and the CNG Supra is PIEK-compliant. Noise levels have been cut further through the use of indirect air entry and a special top cover designed to cut acoustic vibrations plus integrated foam sound insulation on the unit's doors.

LEASING AND RENTAL OPTIONS

The earlier references to Petit Forestier and SHB Hire highlight the fact that, as with any other type of commercial vehicle, a high percentage of temperature-controlled vans and trucks are sourced through rental and contract hire companies.

London-based food distributor Leathams has chosen that route, acquiring a mixed-weight fleet of Dafs from Ryder comprised of LF230 18-tonners, LF180 12-tonners and LF 150 7.5-tonners earlier this year. They deliver frozen and chilled foods six days a week to customers located within and around the M25.

"We go to some of London's best-known cafés, restaurants and pubs," says operations director, Mark Ballard. "On average the Dafs make from 20 to 30 drops daily each, with deliveries ranging in size from a box up to a pallet."

"The mileages they do aren't particularly high, but the number of hours worked is significant." That is because they spend a lot of their time inching along in the capital's heavy traffic.

Built by Solomon Commercial, the dual-compartment bodies fitted to the trucks are all equipped with Carrier Transicold's Pulsor multi-temperature E-Drive refrigeration system.

It uses an engine-driven generator delivering constant electric power to a variable-speed hermetic compressor via an inverter. The

compressor's capacity remains constant regardless of engine speed.

"We wanted a fridge that would achieve maximum performance even when the truck is stationary," says Ballard. "With traffic in London often at a standstill the fridge must be able to perform efficiently even at very low rpm."

The Dafs are all equipped with a telematics system sourced from SevenEye that tracks temperature and door openings.

"We increased the number of 12-tonners this time round because the average loads we carry are getting heavier so it's more efficient for us to run bigger vehicles," Ballard says.

TELEMATICS MONITORS TEMPERATURE

Telematics has a massive impact on the quantity and quality of information temperature-controlled fleets can glean from their vehicles.

Body and trailer builder Schmitz Cargobull has introduced a new generation of hardware under the CTU-3 banner. It allows all of a refrigerated body's key features to be connected to a central on-board unit so that they can be monitored remotely.

It can incorporate a temperature recorder linked to a wireless LAN module. This means there is no need for a recorder to be mounted externally where it risks being damaged or possibly stolen.

Schmitz Cargobull has also launched Trailer-Connect Portal 2.0.

It allows all the data gleaned by the vehicle's telematics system to be displayed online in a transport manager's office many miles away, including the status of the body's doors.

They can be locked and unlocked remotely – a useful security feature if you are transporting pharmaceuticals for example – and the fridge unit's temperature can be set remotely, too.

If an important component appears to be about

to fail then CTU-3 will relay a warning. Action can then be taken; hopefully before it packs up.

Operating the most environmentally-friendly fleet in the country is of little use if the deliveries it makes are not managed efficiently. To achieve that goal, Greggs has adopted Paragon's Multi Depot routing and scheduling software.

The bakery-food-on-the-go retailer runs 250 temperature-controlled 18-tonners that make 3,500 deliveries to its 1,800-plus shops daily.

Planning deliveries has become more complex in recent years, it reports, due to time-sensitive access restrictions and extended opening hours at many shops bidding to handle a growth in the breakfast trade.

"We're using Paragon's software to regularly

review the efficiency of our multi-drop route planning across the UK as well as remodel specific areas of our operation," says Greggs group logistics manager, Richard Penna.

For example, when Greggs shut its Edinburgh bakery and decided to consolidate all its Scottish baking activities at its Glasgow site, the company decided to use Multi Depot to redesign its distribution set-up.

Previously the company had run 35 18-tonners split between the two bakeries. They delivered to all 260 of its Scottish shops twice a day.

CHANGING DRIVER SHIFTS

Paragon helped Greggs cut its Scottish fleet to 24 by, among other things, optimising its multi-drop route plans and changing drivers shifts. Fleet utilisation is up by more than 30%, nearly 900 miles a week have been taken out of its routes and its fuel bill is down in excess of 2%.

That equates to an annual CO₂ reduction of around 35 tonnes.

Van refrigeration systems will be impacted by the new Worldwide harmonised Light vehicle Test Procedure (WLTP) which will apply to all newly-registered light commercials from next September onwards.

Vehicle manufacturers will have to approve all fridge units installed prior to registration, warns PSA UK head of national specialist fleets, Richard Abbott.

"That's because the fridge unit will affect the vehicle's fuel usage and thus its WLTP figure," he points out.

It is, of course, possible to skirt around WLTP in this instance: get the van registered first, then have it refrigerated thereafter.

However, that will not be possible if you want to fit a refrigerated body to a chassis cab because the rules treat chassis cabs as incomplete; and incomplete vehicles cannot be registered.



A Paneltex-bodied electric fridge truck



IVECO DAILY

Optional ‘connectivity box’ is like a telematics system on steroids

By CJ Hubbard

The 2019 Iveco Daily might not look much different at first glance, but look a little harder and you’ll spot a new front bumper and grille, plus (optional) new all-LED headlights.

Beneath the skin lies upgraded 2.3-litre and 3.0-litre four-cylinder turbodiesel engines – the first in the large van class to officially meet the new Euro 6D Temp emissions regulations – plus new electrically-assisted power steering, enabling new safety technology plus a modest improvement in weight and efficiency.

Iveco has not published official mpg figures but says the new Daily is 10% more efficient than its predecessor.

In the cab, the overall design is unchanged but there is a smaller, strangely shaped steering wheel, which features rake and reach adjustment.

There’s also an electronic parking brake and an (optional) Hi-Connect infotainment system that includes Apple CarPlay and Android Auto, with a further upgrade to TomTom’s truck-spec sat-nav system available, too – the truck part meaning it accounts for the Daily’s not inconsiderable exterior dimensions.

A optional ‘connectivity box’ is like a telematics system on steroids. It not only interfaces with existing telematics software, as well as Iveco’s own, it also offers monthly ‘smart reports’ for instant fleet analysis, as well as features such as vehicle tracking, geofencing, predictive maintenance and remote fault diagnosis. It can even do software upgrades ‘over the air’, reducing the need to bring the van into the dealership.

The Daily’s 2.3-litre engine feels more potent, thanks to a new turbocharger boosting response; the only engine to actually get a power increase is



The steering wheel is smaller and ‘strangely shaped’

the top spec 3.0-litre, however, which now peaks at 210PS instead of 205PS.

Given the Daily range stretches from 3.5- to 7.5-tonne gross vehicle weight – the latter effectively competing against light trucks – having plenty of power isn’t so much a luxury as a need.

The smaller wheel and electric power assistance make the steering sharper than before, while a new City mode reduces steering effort by up to 70% at low speeds, making this big van surprisingly easy to manoeuvre. The ride and handling doesn’t match the latest Crafter and Sprinter, but load it up and you’ll find the Daily is stable at speed with suspension that remains composed even over bumpy surfaces.

The structure makes for a great tow van, too, with all versions able to haul 3.5 tonnes.

New features include an autonomous emergency braking system that works from just 3mph, crosswind assist, ProActive lane-keeping assist that can steer the van for you for short periods, and even a Queue Assist available on the Hi-Matic eight-speed automatic transmission that can take care of accelerating and braking in a traffic jam.

Unsurprisingly, all of these cost extra – though Iveco will be offering packages of popular options to improve value.

Iveco typically deals with smaller, specialist fleets in the UK – the Daily is expensive and not great for payload at 3.5 tonnes, which means it rarely does large fleet deals here – although operators may be attracted by the brand’s truck service centres, which offer considerably longer opening hours than conventional car dealerships.



The outside of the Actros doesn’t reflect the radical changes taking place on the inside

MERCEDES-BENZ ACTROS

Mercedes-Benz takes technology to a different level with New Actros

By Tim Campbell

When it comes to the introduction of technology within the heavy commercial vehicle sector, two names stand out – Mercedes-Benz and Volvo Trucks. Both global players have a well deserved reputation for ingenuity and the ability to look at innovation, not for its own sake, but for the purpose of attempting to reduce overall costs for the operator.

It’s the nature of things that all manufacturers find themselves at different stages in their product development unless there is a specific issue that demands change. The Euro emissions cycle is a classic example of this.

Mercedes-Benz appears to be at the top of the new development pile now having announced the latest incarnation of its flagship Actros range, a lthough others may following in the not-too-distant future.

The most obvious difference between the previous and current Actros is also probably one of the most significant – the MirrorCam system. Effectively, the truck doesn’t have traditional rear view mirrors.

MERCEDES BENZ ACTROS 1853 4X2	
SPECIFICATIONS	
Price as tested	N/A
Chassis kerb weight (kg)	TBC
Engine	OM471
Output (PS)	537
Torque (Nm)	2,600
Payload (kg)	N/A
Warranty	1 year bumper-to-bumper, 2 years driveline (to 250,000km)

Instead they are replaced by a very futuristic-looking rear cameras on either side of the cab which are linked to a pair of LCD screens fitted portrait-style on the cab’s inside A Pillars. The approach is a first for a mass-produced truck and it will be standard on all models.

The screens also feature special distance lines to help with manoeuvring, cornering or changing lanes, as well as the ability to move to follow the trailer’s rear end for greater safety.

Another potentially useful feature is the new active drive assist, which brings partially automated driving to all speed ranges.

The system manoeuvres itself according to the markings on the road by means of a camera and, under certain conditions, it takes over the longitudinal and lateral guidance of the truck.

It allows automatic steering, braking and acceleration of the vehicle, which is another first for a mass-produced truck and it allows partially automated driving in all speed ranges.

Of course, Mercedes-Benz is keen to stress we are some way off entering the world of self-driving trucks.

The system remains an assistance one and does not relieve drivers of their responsibilities.

In Europe, sideguard assist has been available since 2016 and is currently the only system of its kind fully integrated in the vehicle architecture potentially minimising the probability of accidents when cornering or when changing lanes. It’s now integrated into the MirrorCam displays.

Active brake assist has been through another generational upgrade, its fifth, and, using a combination of radar and camera system, it reacts better to pedestrian detection with automatic maximum full-stop braking.

Ever since the industry first saw the forward predictive sat-nav systems such as Volvo’s I-See, the potential of reducing total operating costs by using the system to improve fuel economy has been available.

By expanding the flexibility and intelligence of the cruise control and transmission control system, predictive powertrain control (PPC) has gained the ability to be used in both motorway and urban environments and it’s especially effective on roundabouts.

A new truck dashboard upgrade would not be complete without the digital integration necessary for modern connectivity and Mercedes has taken the opportunity with new Actros to completely revamp the driver information system with two levels of multimedia offerings.

The multimedia cockpit provides the driver with completely new control options using two large displays. A 10-inch primary display replaces the conventional instrument cluster with all the assistance systems.

A second same-sized display provides information and controls for apps, sat-nav, air conditioning etc and these can be accessed via the touchscreen, buttons underneath the display or via the steering wheel.

A further interactive upgrade is available replacing the 10-inch display with a larger 12-inch version which can be switched between a conventional or a more digital information-based display.

Perhaps the only issue is that side guard assist is not available in right hand drive and active drive assist is available on 4x2 configurations only.

Mixing modern technology and heavy trucks can be a cause for concern especially in the introduction phase, but Mercedes has already had earlier versions of most of the systems so this should not be an issue.

MirrorCam is the future, and other manufacturers are sure to follow suit over the next two-three years.

THE LAST WORD

AARON CARDOSO

FLEET BUSINESS DEVELOPMENT MANAGER, SEAT UK

A self-confessed foodie, Cardoso would want to be a chef if he were not involved in fleet. And, Great Scott, he's also something of a fan of the *Back to the Future* films – as his replies reveal

The advice I would give to my 18-year-old self is go for the jobs you weren't sure you could do at the time, jump in! And take a few more holidays.

The song I would have on my driving playlist is Fleetwood Mac – *Go Your Own Way*. It just feels like a great driving song.

My first memory associated with a car is taking a camping holiday in a VW camper van.

My favourite movie quote is "Roads? Where we're going we don't need roads" – *Back to the Future*.

If money was no object, the car I would own is a DMC DeLorean from *Back to the Future*.

A book that I would recommend others read is *Nelson Mandela – Long Walk to Freedom*. It's inspirational.

My hobbies and interests are football and boxing. I'm a big foodie, too, so my family and I eat out a lot. I play badminton and enjoy the occasional game of poker.

My pet hate is armchair critics.

If I were made transport minister for the day I'd probably resign to stop the madness going on right now.

Why fleet?

Initially, I was attracted by the chance to talk about and sell products I liked. I'm not sure I would have been good at service or sales of a product I didn't like.

How I got here

Through an understanding of different parts of the automotive business from finance to supply chain management to marketing.

Latest products, developments and achievements

Seat's easymove concept (fewer options, more as standard) already looks like a game-changer; the feedback is overwhelmingly positive. No need for optional extras and far simpler choices for customers – what's not to like?

My company in three words

Easy: Seat is genuinely trying to make its decisions based on making the customer's journey as easy as possible.
Nimble: Seat can enact change faster than any organisation I have worked for previously.
Defiant: The brand is proud to be positively defiant and to do what others don't.

Career influence

I've been very lucky to have had two exceptional mentors in my career and they've both been instrumental in how I have assessed my career path.

What makes a good fleet strategist?

Someone who can stay on top of the ever-changing face of fleet, whether that's new legislation or changing customer needs, but always puts the customer first in their decision-making.

Advice to fleet newcomers

Fleet is a microcosm of the wider automotive industry and everyone knows everyone. It is vital to build relationships. As they say: "If people don't like you, they'll find someone they do like to do your job."

If I wasn't in fleet

I'd love to be a chef. I like to cook, but could improve my skills.

MEET THE CEED FAMILY

STYLE

Make your mark.

Zoom in on style. The All-New Ceed is the stylish hatchback with low whole life costs. In the Ceed range you'll find bold accents and style throughout. Choose Ceed as your ultimate company car.



SPACE

Add more freedom.

The All-New Ceed Sportswagon offers space and practicality. It combines assured, athletic design with heaps of space and a dynamic drive. Let nothing stop you and your business.



VERSATILITY

Space in style.

Space has never felt as flexible and versatile. Choose ProCeed if you do not want to compromise style with practicality. It's perfect for you and your business.



Next issue: Peter Bell, managing director of Manheim UK

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The Power to Surprise

K I A B U S I N E S S



MEET THE
CEED
FAMILY



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0808 141 6880 to book a test drive today



The Power to Surprise

Official fuel consumption for the Ceed Family range in mpg (litres/100km) combined 38.2 (7.4) – 58.9 (4.8), CO2 emissions 99 – 155 g/km. MPG figures are official EU test figures for comparative purposes and may not reflect real driving results; fuel consumption is tested using WLTP and CO2 emissions are NEDC equivalent. Only compare fuel consumption, CO2 and electric range figures with other cars tested to the same technical procedures. For more information about WLTP please refer to kia.com/uk/new-cars/emissions. Offer available to business users on orders received before 31st July 2019, subject to availability and status. Price and details are subject to change without notice. For full specifications and T&Cs contact your local retailer. Models shown: All-New Ceed 'GT' 1.6 T-GDi ISG at £26,420 including premium 'Fusion White' paint at £570; All-New Ceed Sportswagon '3' 1.6 CRDi ISG 7 speed auto DCT ISG at £24,930 including premium 'Infra Red' paint at £570; All-New ProCeed 'GT' 1.6 T-GDi 201bhp 7 speed auto DCT ISG at £28,140 including standard 'Track Red' paint. Offer starts 24th June and ends 31st July 2019. Business customers only. UK residents only. Offer excludes Northern Ireland.