



Peter Hollinshead – ASPE Associate

- **Managed a fleet of 65,000 vehicles**
 - Finance, full maintenance and residual value risk.
- **Purchased 20,000 over vehicles a year**
 - Developed systems to understand individual vehicle whole life costs and therefor the lowest cost of ownership and the most reliable vehicles.
- **APSE Associate for 15 years along with my colleague Alan Green**
 - Numerous fleet reviews all of which have been different and looked at both in-house and outsourced arrangements.
- **Probably the most difficult time ever to be a Fleet Manager**
 - Legislation, escalating costs and the transition to new fuels – Electric, Hydrotreated Vegetable Oil, Hydrogen



Recent Fleet Press Headlines

- **Regulation, cybersecurity and electric transition top 2025 fleet concerns**
 - Nevertheless, electrification of vehicle fleets remains the dominant challenge, with 33 of 35 companies highlighting it.
- **The need for professional fleet managers is more important than ever**
 - It's a complete reversal on the prevailing views of just a few years ago when the fleet manager was viewed as obsolete for all but the largest, most complex operations.
- **How fleet managers can thrive in an ever-changing environment**
 - “Fleet has definitely taken a more prominent position than ever in an organisation and it's not necessarily because they need somebody to do the nuts and bolts, the transactional stuff,” says Paul Hollick, chair of the Association of Fleet Professionals (AFP).

Fleet is the second highest cost after property



Local Government Reorganisation

- Change brings lots of questions and challenges but change also brings opportunities.
- **Opportunities to:**
 - Establish the right model for fleet management going forward.
 - Simplify and standardise management practices and ensure systems are fit for purpose.
 - Build Skills and knowledge.
 - Maximise economies of scale and the utilisation of assets.
 - Establish data and management information that demonstrates efficient fleet management.



Questions/Challenges

- How do I bring multiple operations into one?
- Have I got the right number of skilled resource I need to manage an enlarged fleet?
- Have I got the right fleet management system and accurate data to be able to know I am managing my vehicles efficiently?
- Have I got the right number of maintenance depots and are they cost effective and in the right locations?
- How do I know how many vehicles I need?
- How well utilised are my current vehicles?
- Am I maximising my buying power (vehicles, plant, tyres, glass)?



Questions/Challenges

- Is my compliance good across all my fleet operations and if not, what controls do I need to put in place?
- Do I need as many spare vehicles in my new structure?
- How are my outsourced contracts performing and would I be better bringing them in house?
- How are my short-term hire vehicles managed, and have I got the best terms?
- Do I have the right infrastructure, skills and space to be able to adopt new technology vehicles?
- **Plus, many more!**