Organisation X’s   
Pool Car Strategy

**Note about using this document, provided by the Energy Saving Trust:**

This document is intended to help fleet managers develop or improve their pool car strategy. It includes information that will be relevant for persuading decision-makers to invest in pool cars and information on managing pool cars effectively.

We suggest that you just select and adapt the information you need, bearing in mind that it might be exhaustive for your situation.

Replace Org X and the EST logo with your organisation’s detail. Sections which are very likely to vary between organisations are highlighted in yellow.

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# Developing a pool car strategy

At the start of your pool car strategy, highlight how it fits in with any wider fleet renewal, business travel or environmental strategies and business plans. A well-managed pool car scheme is an asset to an organisation, improving risk management and safety and reducing emissions and costs.

This strategy outlines how Org’s X pool cars will follow best practice in sustainable fleet management and support [other policies] whilst ensuring all legal obligations are met and a fantastic, safe service is always provided. The strategy will help Org X to maximise the benefits of pool cars which include:

* lowering and managing the risks associated with driving at work
* reducing costs on many trips in comparison to reimbursing mileage at AMR (previously known as AMAP) or higher rates
* generally safer and more reliable vehicles as they are newer than average private cars
* a more professional appearance to travelling staff
* lowering emissions
* mileages, fuel consumption and traffic incidents can be better monitored and managed
* ensuring driver behaviour is in line with duty of care obligations if full checks are carried out and telematics installed and monitored
* reducing unnecessary travel as not incentivised by mileage reimbursement rates
* facilitating car sharing, if the pool car booking system allows this and supporting policies in place and understood by staff
* reducing demands for parking for private vehicles, and reduces the need for private
* car ownership for some staff, depending on their circumstances.

While staff should walk, cycle or use public transport where possible (link to Travel Hierarchy), pool cars are appropriate for many business trips, including:

* round trips over 35-50 miles [adapt for your organisation’s breakeven cost] and where no public transport is available [or where public transport would be more expensive]
* for local trips where no viable alternative public transport exists
* business trips where there is no public transport alternative and the employee does not have access to a private car for work purposes
* where savings can be made compared to public transport by car sharing

Due to the tax implications, pool cars should not be used for any kind of personal journey or to cover for a staff member’s broken down car. Short distance trips should be completed by bus [or metro/rail/bicycle], unless there is significant luggage to transport.

Pool cars are most suitable for round trips and need to be returned to the office/end at the end of the journey[[1]](#footnote-1). Using a private car for work purposes (grey fleet) may therefore be the best option for home-based staff or those who live far from the office etc.

Accordingly, Org X has set a target of 75% :25% (pool car vs private car use). This will make a significantly reduce the risks associated with private vehicles while still offering staff flexibility where needed.

# Maximising the pool car utilisation rates

In this section of the strategy, describe the actions you have taken or will take to encourage employees to use the pool cars. For example:

* Improve awareness of the pool cars, booking procedures etc
* Ensure new starters aware of the pool cars and travel processes and options
* Enforcing a [50 mile] round trip rule on grey fleet mileage reimbursement claims. Where this is not adhered to, consider capping the number of miles that can be claimed in a day or significantly reducing the rate after 50 miles.
* If a pool car was available when a grey fleet journey was undertaken, and would have been appropriate, consider paying the driver only the cost of the pool car to the organisation, and not the higher approved mileage rate (previously AMAP rate)
* Rejecting mileage claims for local trips in private cars.
* Refusing claims for drivers who have not registered to drive at work. Note: there are duty of care implications.
* Refusing claims for drivers who have not attended a mandatory in-house training session – Note: there are duty of care implications.
* Communicate the risk implications of grey fleet use, particularly to line managers.

# Current or planned pool cars fleet

In this section, describe how many vehicles you have or are planning, the types of vehicles and why.

For example: The current pool car fleet consists of 21 small cars (60%), 6 medium cars (17%), 7 "seven seaters" (20%) and 1 executive car. Two vehicles are automatics. We also have two nine-seat minibuses.

For example: This is sufficient to meet most demand and during peaks, the fleet can be topped up with daily hire vehicles or car clubs. When smaller vehicles are all in use, the larger vehicles can be used for more general tasks, ensuring high utilisation at all times.

## Driver licensing and booking procedure

All pool car drivers must undertake a driver induction [i.e. in person, in-house or online] to ensure they understand their responsibilities and provide the organisation with an up-to-date copy of their driving licence, with annual checks thereafter.

In this section, describe how pool cars can be booked. In particular, highlight efforts to make it straightforward and easy, and the process for ensuring that the necessary driver licensing checks have been completed.

# Allocation of vehicles

In this section, describe the policy for allocating vehicles and how it will match the correct vehicle to the right trip/need and ensure fairness. There may be a tendency for staff to use particular vehicles, i.e. larger cars.

Depending on how your booking system is set up and the complexity of the pool car fleet, you might wish to create an allocation hierarchy.

For example:

1. Requirement for a 7 seat vehicle
2. Requirement for large luggage space, but not necessarily 7 seats
3. Comfort for a long distance trip
4. Seniority of driver within organisation
5. If requested as a preference
6. If no other vehicles are available.

# Meeting demand peaks

In this section, explain how you, as the fleet manager, will response to peaks in demand and where there are competing requests. If you have m

Where all pool cars have been allocated for the day, consider ways to share cars between several employees.

For example:

1. car share where travelling at identical times (might be flagged in the booking system)
2. concurrent booking of the same car to different drivers
3. car share for those travelling at nearby times, or could go in one car and return with someone else.
4. Daily or weekly car hire at competitive rates.

It is good practice to capture data on where bookings cannot be fulfilled as this will help you decided whether an extra car is needed for the fleet.

Likewise, it is useful to track where cars are being used rarely. If a pattern emerges, this could point the need to reallocate the car to a different site or reduce the pool car fleet size.

# Pool Car vehicle choices

In this section, you may want to describe the minimum specification for the pool cars and how these have been decided, i.e. experience, customer expectations for comfort, safety requirements. Criteria may include number of seats, number of doors, air conditioning, reversing sensors, manual vs automatic, boot space.

## Vehicle Replacement Cycle

This section of the policy may be supported by a business case or Whole Life Cost analysis of the various vehicle options.

In this section, you might want to explain the optimum lease period for the fleet, i.e. 3 years, especially if changes are proposed. For example, you might want to consider aligning fleet renewal with fuel card or telematic product contracts or other business processes.

## Ultra low emission pool cars

In this section, describe any analysis you have undertaken to identify where it would be practical and cost-effective to replace current vehicles with electric or plug-in hybrid vehicles, based on average daily mileages, charging requirements (i.e. return to site, site grid capacity) and where applicable, payload requirements.

Through the Energy Saving Trust ‘[Fleet Support’](https://www.energysavingtrust.org.uk/transport/fleet-support) programme, we may be able offer your organisation tailored advice on this process, free of change for fleets based in England.   
Also see the EST webpage ‘Switching to Electric Vehicles’ which describes the process.

Fleet replacement cycle (or EV transition plan)  
  
When vehicles are replaced or leases expire, this is an ideal opportunity to purposely select fuel-efficient cars with lower C02 or NOx emissions, including electric vehicles. The EST website has more information to help you with this process and analysis. In the pool car strategy, consider outlining how and when you plan to replace vehicles, including changing fuel types and electrification.

Please note that the following example is not an Energy Saving Trust recommended pattern. This is because what is appropriate and cost-effective will depend on the size and complexity of the fleet, mileage and vehicle requirements, the introduction of Clean Air Zones, lease lengths, and so on.   
  
Through the Energy Saving Trust ‘[Fleet Support’](https://www.energysavingtrust.org.uk/transport/fleet-support) programme, we may be able offer your organisation tailored advice.

For example, a 3-year fleet replacement or EV transition plan could be presented in the following way:

* Cycle 1 (2018/19) - Diesel removed from car fleet. Fleet to consist of mostly petrol engines (under 105g/km), some hybrid where appropriate, and a few pure electric cars for specific trip types. XX percentage to meet the Clean Air Zone standard (i.e. % petrol Euro 4 and % diesel Euro 6).
* Cycle 2 (2021) - Increase in plug-in hybrid, hybrid and full electric proportion of fleet to XX. By this stage, EV range and model variety will be better and up-front vehicle costs reducing. % of vehicles that are CAZ compliant.
* Cycle 3 (2024) – Most vehicles to be electrified or ultra-low emission.
* Cycle 4 (2027) – Fully-electric fleet.

# Annex - Other considerations when managing pool cars

When introducing or reviewing the management of your organisation’s pool car fleet, you might want to consider the following aspects.

**Safety Checks / Valeting**

* valeting schedule andsafety check consisting of fluids, tyres and wheels, lights, windscreens, damage, horn and warning lights.
* Responsibility of drivers to undertake a daily safety check of the vehicle, similar to the above, except fluids, signing to say they have done this.
* Fault reporting processes

**Safety Equipment**

* All vehicles should be equipped with, for example, a red triangle, a reflective vest, spare wheels (where possible), emergency checklists (on the mileage log) and access to recovery and emergency phone numbers.

**Tyre Policy**

* Policy on winter tyres
* tyre treads should be measured and documented fortnightly, replaced when at 1.6mm (legal minimum), at the very latest.

**Telematics/Cameras**

* Specify if pool cars are fitted with GPS trackers or dashcams or any other telematics system, and how the data/footage is used and accessed.
* Consider how the fleet manager will ensure the data is monitored and acted on.

**Incident Management / Accidents**

* Reporting processes for all incidents and near misses, for both major and minor incidents (i.e. scuffed wheels)
* If/how charges for repairs are charged to teams or individuals
* Any driver training available or mandatory

**Convictions, Parking & Minor Offences, ‘exception’ reporting**

* All convictions acquired while using [Org X’s] vehicles need to be logged and reported
* Details of the likely consequences e.g. line manager referral, training.
* All fines and charges for parking, bus lanes and other issues will be passed on in full to the driver and logged on record.
* If telematics are installed in the vehicles, outline the consequences of speeding, unexplained journey anomalies.

1. Within the tax rules, some incidental private use is allowed. For example, an employee could take the pool car home if they had an early meeting the next day, but they shouldn’t then use the car again that evening once home. Check with your tax or pool car provider. [↑](#footnote-ref-1)