



South London Waste Partnership

Lot 1 Services

Preferred Bidder - January 2017

Technical Response

Service Delivery Plan 1.6 – Non-Service Vehicle Management and Maintenance

Contents

1.6 Non-Service Vehicle Management and Maintenance	3
1. Introduction	3
2. Proposals for delivering the service as per the Specifications.....	3
Workshop Facilities and Staff.....	4
3. Vehicle servicing frequencies and maintenance proposals	5
4. Defect Reporting System.....	11
5. Emergency breakdown and out of hours provisions (including response times)	13
6. Arrangements for tyre management and replacement	13
7. The procurement process to be used for new vehicles where requested.....	14
8. Details of any maintenance work to be undertaken by sub-contractors.....	15
9. List of spares and consumables held on site.	15
10. Added Value	16

Lot 1: Technical Response

1.6 Non-Service Vehicle Management and Maintenance

1. Introduction

Veolia has experience of undertaking a range of Non-Service vehicle maintenance activities at its Croydon, Haringey and Brent municipal contracts. Our experience and our uncompromising quality standards applied to our vehicle management processes will ensure that the Partnerships vehicles will be maintained to exceptionally high standards expected from the UK's fourth largest fleet operator.

Veolia Non-Service Vehicle Maintenance Commitments

We will

- *Maintain all non-service vehicles to a high standard and in line with all legislative requirements, manufacturers guidance and DVSA Freight and Passenger Inspection Manuals*
- *Implement our electronic Tranman 8 Fleet Management Systems to ensure effective vehicle maintenance is planned and completed*
- *Provide reactive maintenance services as required*
- *Work with Lantern Recovery Specialists who will provide Out of Hours and Emergency Service for fleet recovery and breakdown assistance in support of our Mobile Fitters.*
- *Provide vehicle procurement services in line with the Contractual Requirements*

2. Proposals for delivering the service as per the Specifications

Veolia will undertake Non-Service Vehicle management and maintenance services for the Boroughs of Merton, Sutton and Croydon for categories of vehicles shown in the table below and stated within Table A in paragraph 7 of the Payment Mechanism.

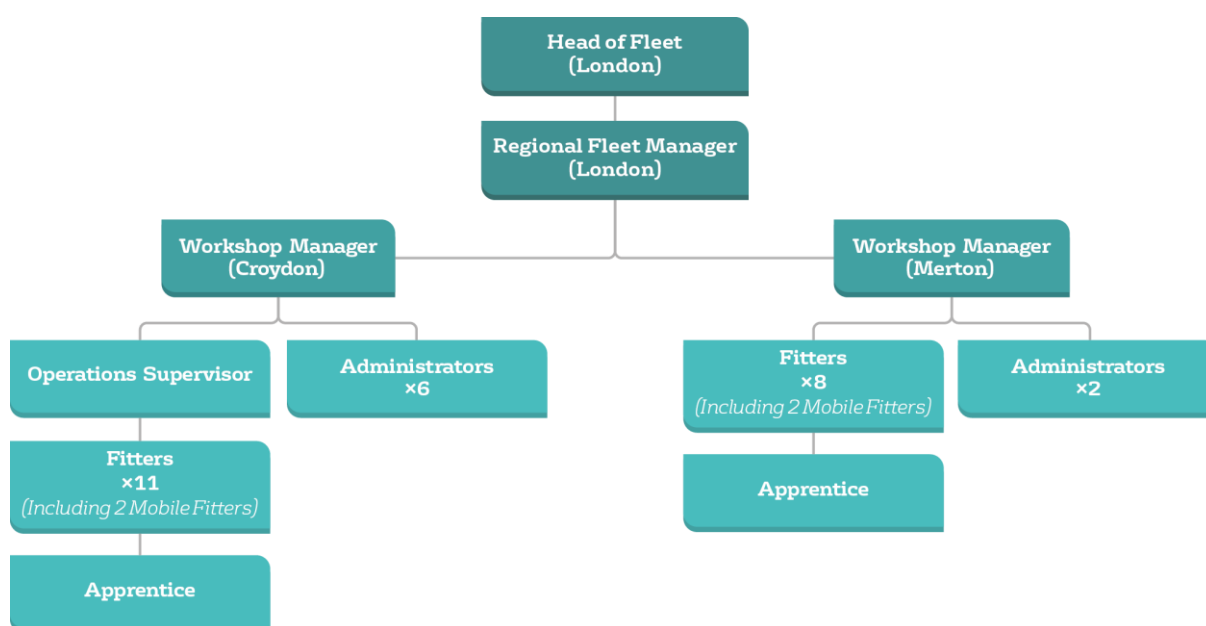
Categories of Non-Service Vehicles
Vehicles over 3.5 Tonnes
Large Passenger Vehicles
Medium Passenger Vehicles
Small Passenger Vehicles
Medium Van
Small Van
Specialist Vehicles

Details of the vehicles, as identified in Appendix C of the Contract Documents and the categories will be updated by the Parties on an annual basis during the Annual Review. Payment will be made in accordance with the Non-Service Vehicle Maintenance Payment set out in paragraph [7] of Schedule 5 (Payment Mechanism).

Workshop Facilities and Staff

Veolia will provide two main workshops at Garth Road and Stubbs Mead depots, which will complete the required Non-Service Vehicle Maintenance alongside Service Vehicle maintenance.

The workshops will be staffed by an experienced Management and Workshop Team illustrated below:



SLWP Workshop Team

Details of the roles and responsibilities of the team can be found in Method Statement 1.5 (Service Vehicle Maintenance). Many of the workshop employees have long term service in the South London Waste Partnership Boroughs and an in depth knowledge of vehicle and equipment maintenance. For Non-Service Vehicles, there will be 7 fitters allocated for servicing vehicles, with 9 Fitters working on Service and Third Party Maintenance. In addition, Veolia will have 4 Mobile Fitters to support the operations of both Service and Non-Service Vehicles. The Fitters will report to the Workshop Managers. Fitters vans are fully equipped with fast moving stock, special tooling, and diagnostic equipment. All workshop Fitters will be IRTEC licenced within 12 months from Contract Commencement. Service and Non Service Vehicles will be prioritised over Third Party Maintenance work to ensure continuity in Service delivery. More detail on Veolia's proposal for Third Party Maintenance is included in Method Statement 2.4 Commercial Strategy.

Workshop staff will be trained through a combination of our in-house training team Campus Veolia and external training companies as required to ensure they are familiar with all



legislation which must be adhered to in addition to core NVQ/C&G professional qualifications. In addition our South London Workshop Engineer Apprentice intake for 2015 was four, all of which are working and developing in our regional transport and engineering workshops supported by our South London Fleet Manager Alex Parsons, as detailed in Method Statement 1.5 Service Vehicle Maintenance.

This team will be supported by the regional fleet management team illustrated below.



Regional Fleet Management Team

The London Veolia Fleet Management Team are all professional members of the Institute Road Transport Engineers and the Society of Operations Engineers. The team has a vast amount of experience in the municipal engineering services and transport legislation and compliance. Information regarding the regional teams qualifications and experience are included in Appendix 1.7b.

3. Vehicle servicing frequencies and maintenance proposals

A detailed maintenance planner incorporating all servicing and testing requirements will be created for all non-service vehicles to ensure a correct programme of planned maintenance is created to meet legal and other requirements which are discussed below. All Non-Service Vehicle maintenance will be tracked using schedules within Veolia's fleet management system - Tranman 8.

Schedule Maintenance

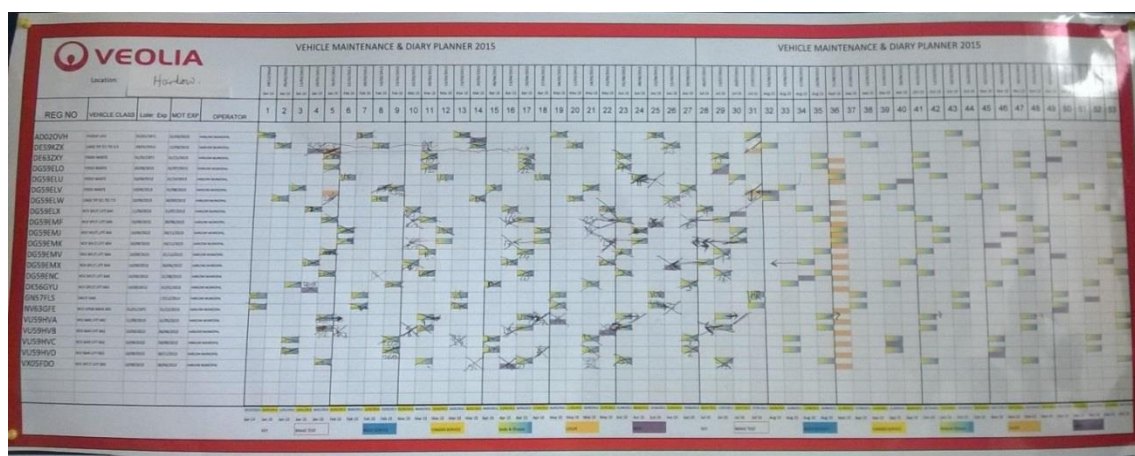
Scheduled maintenance is essential for continued operating economy and safety of the driver and the public. It is also a key factor in the achievement of reliability and minimising operating costs. At this stage we have assumed that vans will be inspected on a 12 weekly basis with other vehicles assumed to be covered by Public Service Vehicle Operator Licencing/Operator Licencing and requiring a 6 weekly inspection regime as illustrated in the table below.

Categories of Non-Service Vehicles	Inspection/Service Frequency
Vehicles over 3.5 Tonnes	6 weekly
Large Passenger Vehicles	6 weekly
Medium Passenger Vehicles	6 weekly
Small Passenger Vehicles	6 weekly
Medium Van	6 weekly
Small Van	12 weekly
Specialist Vehicles	6 weekly

All non-service vehicle and equipment will be maintained, as a minimum, to the standards required for use on public roads and statutory requirements for any lifting attachments. All vehicles will have the following documentation:

- All statutory certification including MOT tests, LOLER, Tachograph calibration, brake efficiency test, road speed limiter calibration and tank tests.
- As a minimum 15 months of vehicle maintenance records
- Operator Checks and Defect Reports and rectifications
- A hard copy and electronic scheduled maintenance plan

A copy of the maintenance schedule will be agreed with the Partnership so that the relevant staff can be informed when each vehicle should be presented to the workshop in accordance with the maintenance schedule.



We will operate a defect procedure with the Partnership that is equivalent to our internal defect system. The Partnership can choose to either use our defect report forms or provide their own. In Croydon where we currently provide maintenance for non-service vehicles a mixture of use of our internal forms and the Council's own forms are used within the fleet to record driver checks, the process for rectification will be the same as for service vehicles. Where a defect is noted then the workshop staff will repair the vehicles prior to them returning to services.

Following each scheduled inspection the completed documentation will be placed in the vehicle file, retained for 15 months and held in archive at the operating location with a copy held at Stubbs Mead workshop.

All vehicles will be serviced at set intervals and in accordance with the Partnerships requirements. Services are scheduled and recorded using the fleet management system (TRANMAN). The service will incorporate periodic oil replacement, filter replacements, lubrication, testing, calibration and all other preventative and condition based practices in line with the relevant Original Equipment Manufacturers (OEM) recommendations.

The predicted time taken to complete each service is shown in the table below this does not allow any time for vehicle collection/delivery or wash down.

Categories of Non-Service Vehicles	Time taken for (Vehicle Inspection)	Time taken for (Vehicle Service)	Time Taken for C (MOT Prep and MOT)
Vehicles over 3.5 Tonnes	2.5 hours	4 hours	3 days
Large Passenger Vehicles	2.5 hours	4 hours	3 days
Medium Passenger Vehicles	2.5 hours	4 hours	3 days
Small Passenger Vehicles	1.5 hours	3 hours	2 days
Medium Van	1.5 hours	3 hours	2 days
Small Van	1.5 hours	3 hours	2 days
Specialist Vehicles	2 hours	4 hours	2 days

Threshold values will be agreed during the mobilisation phase.

Vehicle Service and Inspection

The following information applies to all Non-Service Vehicles whether they are O-Licensed or not.

Veolia acknowledge both the minimum standards set out by the DVSA, OEM recommendations and the inspection intervals stipulated if relevant on O-Licences. Our objective is to exceed these standards and best practices in a cost effective manner, ensuring statutory compliance and obligations and our commitment to our customers in providing the best fleet availability possible.

Veolia achieve and manage this by using uncompromising quality systems and procedures and the continuous development of our staff. We instil in all our maintenance staff a firm understanding of the importance and effectiveness of preventative and condition based maintenance practices and the way that these counteract the negative and more expensive effects of breakdown maintenance. All vehicles are maintained respectively in line with DVSA Freight and Passenger Inspection Manuals these are referenced in the ongoing training that our Workshop Fitters receive. Each location and Workshop Engineer has a copy of the Inspection Manuals and they are updated and changed in accordance with DVSA publications.



The Veolia policy regarding Brake roller testing is to test every 12 weeks (every x84 days) this is our minimum requirement. Each vehicle must have a brake roller test print out

showing an overall pass result and must have a 2% positive variance on the minimum brake value percentage for service brake, secondary brake and park brake stipulated by the DVSA.

Veolia has bespoke service and inspection paperwork which covers all vehicles, body work, plant and other ancillary equipment, and will incorporate the categories and vehicles included within the Partnerships Non-Service Vehicles list.

All vehicles fitted with tachographs will undergo inspection and recalibration at an authorised centre.

Analogue Tachograph

- Inspection – Every two years
- Calibration – Every six years

Digital Tachographs

- Calibration – Every two years.

Road Speed Limiter- two yearly checks will coincide when each vehicle is presented to the authorised centre for Tachographs for Inspection and Calibration.

LOLER Inspections Procedure

Veolia will maintain and operate lifting equipment where it is present on any of the Non-Service Vehicles in accordance with the Lifting Operations and Lifting Equipment Regulations 1998 or thereon amended (LOLER) which applies to any equipment that is designed and constructed for lifting. Appropriate LOLER testing records will be produced for all applicable vehicles or equipment.

For these inspections and procedures Veolia's approved service provider is Zurich Insurance who carries out all LOLER inspections. All associated equipment will be inspected and have a new certificate every 12 months, with the exception of any equipment that carries or lifts a person, such as a tail lift, which will be inspected every six months. After all inspections a new certificate will be issued and maintained on the vehicle file.

It should be noted that all LOLER inspections will be treated in exactly the same manner as a vehicle MOT and so no vehicle or item of lifting equipment will ever be used if it is outside of valid certification.

MOT Preparation and Presentation

MOT first time pass rates are a major contributor to Fleet Operators Official Compliance Risk Score which is the main performance indicator for the DVSA and the Traffic Commissioners.

Each vehicles preparation is stringent, taking account of all the condition based tolerances as stipulated in DVSA Inspection Manual. It is our policy that each vehicle where applicable will undergo a four point check which includes:

- Brake Roller Brake efficiency Test with print out.

- Road Speed Limiter Test
- Head Lamp Aim Test
- Smoke Emissions Test

As a minimum, Workshop Fitters who prepare and present vehicles for annual MOT Test will be time served qualified Fitters who hold an IRTEC Licence as proof of professional competence. This ensures their specific knowledge of all MOT Test Classes as detailed below and reinforces any actions to specific changes that DVSA have or intend to implement:

- HGV -Heavy Goods Vehicles
- Class VII - Light Good Vehicles GVW over 3000kg but not over 3500kg
- Class VI – All PSV not listed below
- Class V – Non PSV -Public carrying vehicles 13 to16 passenger seats Vehicles with more than 12 passenger seats and less than 16 passenger seats, School buses with more than12passenger seats.
- Class IV
- Cars
- Goods vehicles up to 3000kg
- Motor Caravans
- Dual purposes vehicle
- Ambulances and Taxis
- Non PSV -12 or fewer passenger seats
- Class IVA - Mini Buses with additional belts
- Class VA – Private passenger vehicles and Ambulances 13 or more passenger seats with additional belts
 - Class III – 3 wheeled vehicle.
 - Class I &II -Motor bikes



MOT Test first time passes and failures are collated monthly, where we incur MOT Test failure an investigation is conducted and actions taken. All this information is communicated to our Group Fleet department and referenced in our monthly Fleet Key Performance Indicators and will form part of the Contract SPI's.

Veolia's performance in respect of MOT first time pass and other aspects of fleet management performance is upper quartile and represented in our Official Compliance Risk Ratings.

Procedure for unplanned maintenance

The procedure for all unplanned maintenance work will be evaluated on an individual basis. All unplanned maintenance will be reported and recorded using the chosen defect reporting booklet with reported defects rectified in accordance with Veolia's procedures for service vehicles.

Following a detailed engineering examination by members of the engineering team, a decision as to the methodology required for the rectification of works will be made.

Veolia has contractual Service Level Agreements in place with a large number of our Original Equipment Manufacturers (OEM's), this gives us influence when it comes to calling third party contractors, to provide advanced technical level support utilising on board diagnostics. In the event of the need to extend these Service Level Agreements with OEM's for the Non-Service Vehicles this will be completed during the mobilisation period.

Escalation of issues arising with maintenance of non-service vehicles

The workshop staff will record the following during any service inspections/maintenance activities

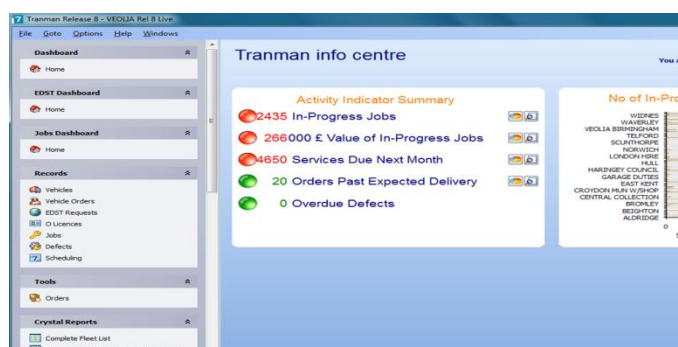
- unreported vehicle damage
- driver related abuse
- any other maintenance issues

These will be reported to the Boroughs immediately, to agree action and to document for Boroughs further investigation where relevant.

Fleet Management System

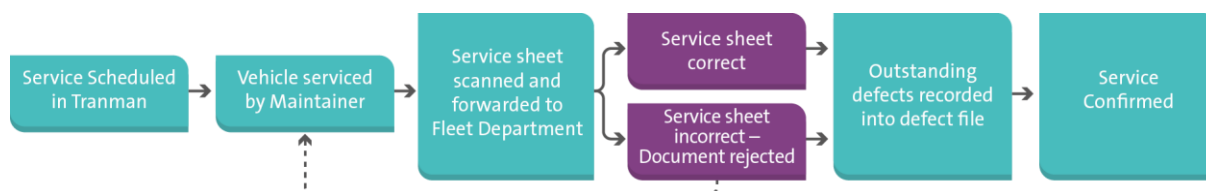
All vehicles and equipment that Veolia provides repair and maintenance services for will be added to its Tranman 8 system which will collate vehicle repair costs, allocated time, spare parts and job narrative. The system will also be used to store key information:

- Scheduled maintenance
- Non-scheduled maintenance
- LOLER Inspection
- MOT Test date,
- Reduced Pollution Certificate
- Road Fund Licence Status
- Financial performance information
- Maintenance Schedule



The Tranman 8 system has a separate report writing system known as Crystal Reports; reports can be produced for individual vehicles, complete fleets and exception reports. Periodic set reports can be sent on a scheduled basis or on request, and will be provided on the SLWP SharePoint.

The process of recording progress towards completing a vehicle service can be seen in the following diagram.



Veolia's policy for forward maintenance planning is that the current six-month period plus the next six-month period should always be displayed in the form of a wall planner in addition to the Fleet Management system outlined above. The Stubbs Mead and Garth Road depots will display the wall planners to show that pre-planned maintenance has been arranged for every vehicle within the Non-Service Vehicle fleet.

4. Defect Reporting System

To include reporting of any maintenance issues back to the Borough

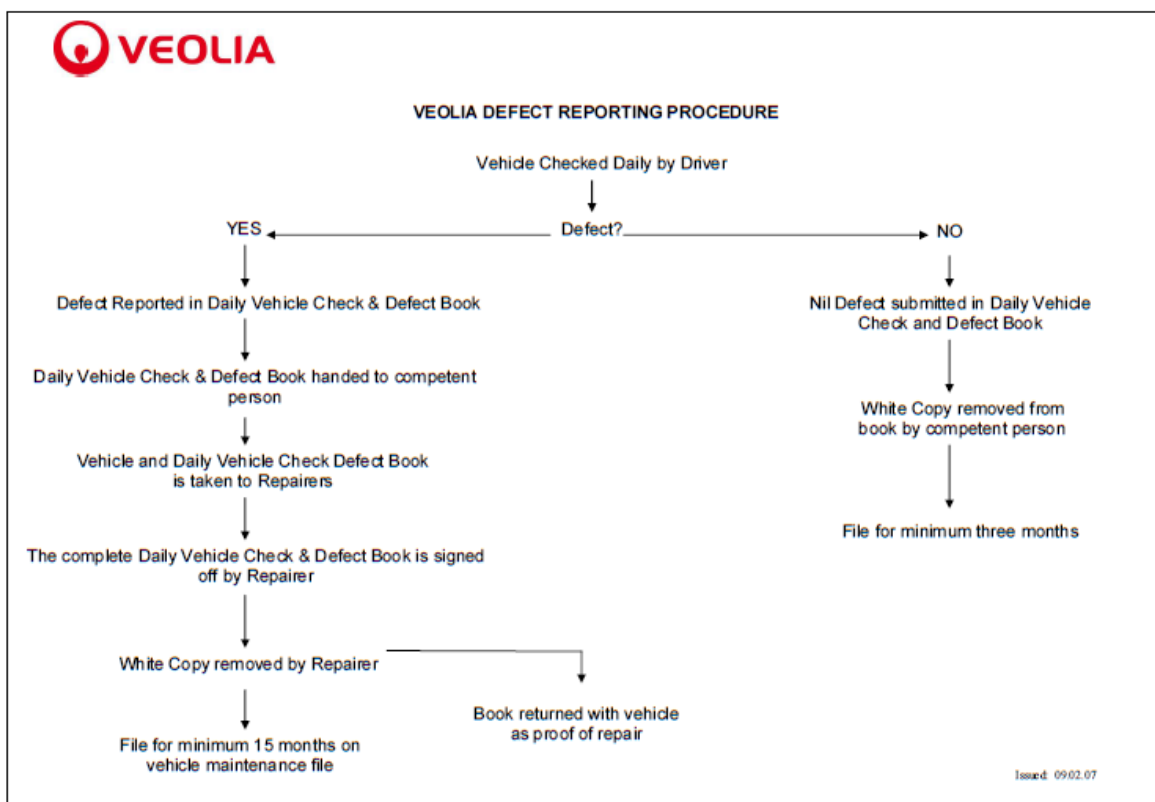
All vehicle operators must use a system for inspecting and capturing vehicle and trailer defects as part of the operator licence, ensuring roadworthiness. Drivers are responsible for the condition of their vehicles when in use on the road, they must carry out a full walk round inspection of the vehicle before they take the vehicle out at the start of their shift and be vigilant for any defects that may develop during the day.

Daily / pre-start checks / inspections should be recorded, as discussed above this will either be by use of Veolia Defect report books (shown in Method Statement 1.7) or by Partnership provided defect report books. Below is an example of a defect book in use currently for the Croydon Non-Service Vehicle Fleet and one which was forwarded to the workshop with a defect.

LONDON BOROUGH OF CROYDON			
CROYDON www.croydon.gov.uk		COMMERCIAL VEHICLE, DRIVERS CHECK AND DEFECT REPORT	
Dept/Section.....		Fleet number	
Depot		Date	
Driver		Odo reading	
		If serviceable mark <input checked="" type="checkbox"/>	
		If not serviceable mark <input checked="" type="checkbox"/>	
DAILY VEHICLE CHECK - Items to be checked by driver before and during driving - Function - Damage - Cleanliness etc.			
Lamps- Indicators - Stoplamps	Tyres - inflation - damage - wear	Exhaust - condition/smoke	
Reflectors - Markings - Warning Devices	Wheels - condition - security	Tachograph/Speedometer - operation	
Horn & other warnings	Vehicle/Body/Wings/Guards - damage	Speed limiter - operation	
Mirrors - condition - security	Load - security - protection	Trailer coupling - operation - condition	
Brakes - pressure - operation - leaks	Number Plates - condition - security	Trailer connections - condition - function - leaks	
Brakes - warning devices & instruments	Windscreen wipers - Washers - operation - condition	Trailer landing legs - condition - operation	
Driving controls - wear - operation	Engine Oil/Water/Fuel - levels - leaks	Ancillary equipment - Loading aids etc	
DEFECT REPORT - Details of faults noted should be given below.		ACTION TAKEN	
		Workshop Supervisor's Signature.....	
		Date Completed.....	

LONDON BOROUGH OF CROYDON			Fleet number
CROYDON			5437
PASSENGER VEHICLE, DRIVERS CHECK AND DEFECT REPORT			Date 14/1/16
Dept/Section <u>People - Marsh Willow</u>			Odo reading <u>25895</u>
Depot <u>Stubb's road</u>			Driver <u>Daniel Bushell</u>
DAILY VEHICLE CHECK - Items to be checked by driver before and during driving - Function - Damage - Cleanliness etc.			If serviceable mark <input checked="" type="checkbox"/> If not serviceable mark <input checked="" type="checkbox"/>
Lamps - Indicators - Stoplamps	Windscreen wipers - Washers - <i>operation - condition</i>	Speed limiter - <i>operation</i>	
Reflectors - Markings - Warning Devices	Tachograph/Speedometer - <i>operation</i>	Trailer coupling - <i>operation - condition</i>	
Horn & other warnings	Engine Oil/Water/Fuel - <i>levels - leaks</i>	Passenger doors & exits - <i>condition-operation</i>	<input checked="" type="checkbox"/>
Mirrors - <i>condition - security</i>	Exhaust - <i>condition/smoke</i>	Body interior - <i>seating - lighting - ventilation</i>	<input checked="" type="checkbox"/>
Brakes - <i>pressure - operation - leaks</i>	Number Plates - <i>condition - security</i>	Body exterior - <i>access doors - compartments</i>	
Brakes - <i>warning devices & instruments</i>	Wheels - <i>condition - security</i>	Floor traps - <i>communication with driver - rails</i>	
Driving controls - <i>wear - operation</i>	Tyres - <i>inflation - damage - wear</i>	Glass - <i>condition - security</i>	
Steering - <i>condition - operation</i>	Battery - <i>condition - security</i>	First aid kit/fire extinguisher - <i>presence - condition</i>	
DEFECT REPORT - Details of faults noted should be given below. 1) Hand rail of stairs/side steps Sheared of vertical rail, when being lowered. 2) Piece of tail lift dropped off from right hand side, while being lowered.			ACTION TAKEN

If a defect is not identified then the driver will record a nil defect form. Where a defect is present, this will be recorded in the vehicle defect sheet book and reported to the workshop for repair prior to the vehicle being returned to service and the defect report closed out the diagram below illustrates Veolia's defect reporting procedure.



5. Emergency breakdown and out of hours provisions (including response times)

Veolia's team of Mobile Fitters would resource emergency breakdown and out of hours provisions throughout the Contract period for both Service and Non-Service Vehicles. Standard working hours for the workshops will be between 06:00 and 22:00 hours and an on call engineer will be available outside of these hours to respond to breakdowns.

For recovery of vehicles unable to be repaired at the roadside and breakdown assistance, Veolia London Region has worked with Lantern Recovery Specialists (LRS) for the last ten years. This success is mostly due to the fact that LRS are resourced to respond to vehicles within the London area.

LRS have proven to give Veolia London Region a preferential service by attending all categories of vehicles in respect of Recovery and Roadside Assistance in the majority of cases within one hour. Our analysis of their performance indicates that they achieve over 80% of their reactions within the one hour target.

We will continue to use the services provided by LRS in respect of our Service and Non-Service fleet requirements for SLWP Contract. The Target Response Times for responding to an emergency breakdown are shown in the table below:

	Target Response Times
During Workshop Operational Hours (06:00 – 22:00)	60 minutes
Outside of Workshop Operational Hours Provided by Lantern Recovery Specialists	60 minutes

6. Arrangements for tyre management and replacement

Veolia has had a very successful trading agreement and relationship with Vaculug for the last fourteen years. All of our tyre replacement, repair, monitoring, weekly checks and monthly inspections are coordinated and managed by Vaculug. These measures are over and above the drivers first use walk around inspections and scheduled workshop maintenance. We have included the Vaculug agreement as part of the provision of the SLWP fleet, and this will be extended where required to cover Non-Service Vehicles not already covered through their hire agreements with other suppliers.



The main benefits of this agreement are road safety, annual fixed costs, DVSA compliance, economy, management of contractors through a single point of contact.

Costs are set by vehicle type, vehicle application, tyre size and expected annual mileage. All variances positive and negative are collated throughout the year which can be seen in the performance against budget section of the monthly reports. The reports are utilised to

manage driving behaviour, this information will be provided to the Partnership where any driver issues are highlighted to take appropriate action.

	Target Response Times
Response	60-90 minutes

7. The procurement process to be used for new vehicles where requested

Veolia will procure non-service vehicles on behalf of SLWP Partnership in accordance with paragraphs 14.4.1 and 14.4.2 of the Specification.

Close collaboration with Veolia's Fleet and Procurement teams will ensure vehicles and equipment are correctly specified and ordered in a timely manner following all internal procurement guidelines and obtaining Partnership approval as appropriate.

The overarching process for procuring new vehicles, plant and equipment for the Partnership is as follows:



Fleet procurement process flow

Vehicle delivery packs will accompany new vehicles. Contents will include, but not be limited to:

- Vehicle detailed specification
- Details of warranty agreement and where applicable SLA
- API and PDI reports
- Driver operators training
- Workshop Engineer training
- Manuals and documentation
- CE certificate of EU conformity
- Supplier contact point for technical query and fault rectification (detailed procedure to be provided)
- Standard information for vehicle sign off (e.g. key numbers, axle weights, chassis number)
- Vehicle Brake Roller Test, Head Lamp Aim test, Exhaust Emissions Test Tachograph and Road Speed Limiter conformity documents Checklists for use of operational management to ensure all necessary requirements are in place (servicing etc.)

Veolia has very robust fleet management systems and bespoke local transport and fleet engineering professionals are supported by effective policies and procedures in order to maintain their good reputation and profile. Veolia considers this to be intrinsic to all aspects of successful Fleet Management.

8. Details of any maintenance work to be undertaken by sub-contractors.

Veolia will not use any sub-contractors to carry out maintenance on the Non-Service Vehicles.

9. List of spares and consumables held on site.

Veolia has provided an example stock list of spares and consumables from our existing Croydon workshop in Appendix 1.5b to Method Statement 1.5. This stock list including over 800 parts including items such as wiper blades, proximity switches, Brake hose assemblies, starter motors, alternators etc for service and non-service vehicles that are maintained from the current Croydon workshop, listed by vehicle manufacturer. The stock list illustrates the parts, supplier and location within the parts store with a flag for the point at which new parts will be reordered.

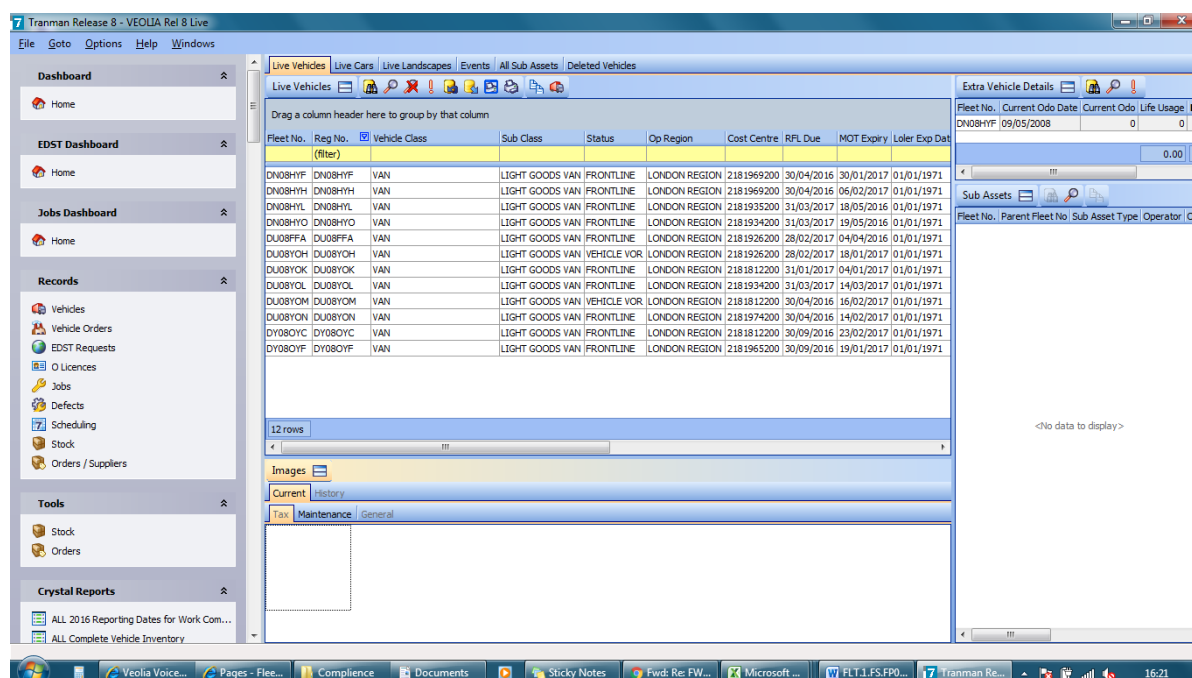
The suppliers used reflect the various vehicles which are maintained within the existing Croydon workshop. The stock levels will increase when Sutton vehicles are added in 2017 but overtime it is anticipated that the list will reduce as the range of vehicles supported reduces. Stock will be held at both of the vehicle workshops with stock levels proportionate to the requirements of the vehicles that will be maintained in each workshop. We retain the ability to transition stock between the stores should the need arise. The stock levels will be managed from the Croydon workshop to ensure an appropriate overview of stock levels and usage is maintained.

A 'just in time' philosophy will be employed whereby required stocks of fast moving stock items are maintained, backed by a solid network of suppliers to provide other parts as required. We anticipate that the stock list included will change to reflect the new fleet of vehicles deployed within the partnership and that of the requirements for the non-service vehicles as the contract progresses.

10. Added Value

Veolia is the largest waste fleet operator in the UK, operating in excess of 7,000 commercial vehicles throughout the organisation. The experience that Veolia has gained through operating such a sizeable fleet will be delivered to the Partnership. Alongside this our existing workshops at Croydon, Haringey and Brent are experienced in the maintenance of Non-Service vehicles ensuring Veolia are well placed to provide the required services to the Partnership.

Veolia will utilise Tranman 8 to record, monitor and store all legal documentation to meet the requirements of the DVSA for all Service and Non-Service Vehicles. This will provide a central repository of all vehicle related information including inspections and servicing due, along with all legal documentation associated with the fleet; such as MOT certificates and proof of work carried out to satisfy duty of care requirements which provides a full audit trail of maintenance documentation that can be readily provided to the Partnership on request. The system will be used to ensure that our maintenance provision remains efficient across the workshops within the Partnership and across Veolia as a whole with the regional fleet management team able to benchmark different workshops performance and highlight any anomalies for investigation and rectification.



Fleet No.	Reg No.	Vehicle Class	Sub Class	Status	Op Region	Cost Centre	RFL Due	MOT Expiry	Loler Exp Dat
DN08HYF	DN08HYF	VAN	LIGHT GOODS VAN	FRONTLINE	LONDON REGION	2181969200	30/04/2016	30/01/2017	01/01/1971
DN08HYH	DN08HYH	VAN	LIGHT GOODS VAN	FRONTLINE	LONDON REGION	2181969200	30/04/2016	06/02/2017	01/01/1971
DN08HYL	DN08HYL	VAN	LIGHT GOODS VAN	FRONTLINE	LONDON REGION	2181935200	31/03/2017	18/05/2016	01/01/1971
DN08HYO	DN08HYO	VAN	LIGHT GOODS VAN	FRONTLINE	LONDON REGION	2181934200	31/03/2017	19/05/2016	01/01/1971
DU08FFA	DU08FFA	VAN	LIGHT GOODS VAN	FRONTLINE	LONDON REGION	2181926200	28/02/2017	04/04/2016	01/01/1971
DU08YCH	DU08YCH	VAN	LIGHT GOODS VAN	VEHICLE VOR	LONDON REGION	2181926200	28/02/2017	18/01/2017	01/01/1971
DU08YCK	DU08YCK	VAN	LIGHT GOODS VAN	FRONTLINE	LONDON REGION	2181812200	31/03/2017	04/01/2017	01/01/1971
DU08YOL	DU08YOL	VAN	LIGHT GOODS VAN	FRONTLINE	LONDON REGION	2181934200	31/03/2017	14/03/2017	01/01/1971
DU08YOM	DU08YOM	VAN	LIGHT GOODS VAN	VEHICLE VOR	LONDON REGION	2181812200	30/04/2016	16/02/2017	01/01/1971
DU08YON	DU08YON	VAN	LIGHT GOODS VAN	FRONTLINE	LONDON REGION	2181974200	30/04/2016	14/02/2017	01/01/1971
DY08OYC	DY08OYC	VAN	LIGHT GOODS VAN	FRONTLINE	LONDON REGION	2181812200	30/09/2016	23/02/2017	01/01/1971
DY08OYF	DY08OYF	VAN	LIGHT GOODS VAN	FRONTLINE	LONDON REGION	2181965200	30/09/2016	19/01/2017	01/01/1971

Veolia is currently supporting over 300 apprentices, helping them to learn on the job and gain the vocational qualifications they need to perform a variety of skilled roles; everything

from mechanical engineering and HGV driving to customer service and horticulture. The costs associated with young people being NEET (not in education, employment or training) as individuals in terms of quality of life and wider society in lost income are well established and Veolia's commitment to supporting apprentices across the Contract will help to alleviate such issues.