



GREENER EALING LIMITED

MEETING OF THE BOARD OF DIRECTORS

WILL BE HELD AT 14:00 ON THURSDAY 25th FEBRUARY 2021, BY MS TEAMS

AGENDA

Item No.	Agenda Title	Lead	Action	Paper/Verbal
1.	Apologies for Absence	MB	Information	
2.	Declarations of Interest (in respect of items on the agenda)	MB	Information	
3.	Minutes of the meeting held on 17 th December 2020	MB	Approval	(3)
4.	Matters Arising – Action Log	MB	Information	(4a)
	- Corporate Governance Internal Audit Update – Whistleblowing Policy, KPI reporting, Risk Management and Board engagement with the Council		Noting /Approval	(4b)
	- Workforce Strategy Action Plan		Noting	(4c)
	- Communications Strategy Action Plan		Noting	(4d)
Governance				
5.	Annual Policy Governance Review:	AG		
	- Anti-Bribery Policy (Gifts and Hospitality)		Approval	(5a)
	- Risk Management		Approval	(5b)
	- Freedom of Information Policy		Approval	(5c)
6.	Workforce Profile – Equalities and Monitoring Report	WG	Approval	(6)
7.	AGM Notice	AG/KOL	Noting	(7)
8.	Business Continuity Plan	KOL	Approval	(8)
Strategy, Project & Operations				
9.	Business Plan 2021/22	KOL	Approval	(9)
10.	Staff Recognition Payment	KOL	Approval	(10)



11.	Key Performance Indicators (KPIs) and Operational Performance Report	KOL	Information	(11)
12.	Risk Management Report	KP	Information	(12)
13.	Finance Update - Appointment of Auditors	KP	Information Recommend	(13)
14.	Operational Service Review Update	KOL	Noting	(14)
15.	HSEQ Matters	KOL	Noting	(15)
16.	Fleet Provision and Transport Compliance	KOL	Noting	(16)
17.	GEL Training Academy	KOL	Approval	(17)

Board Forward Plan

18.	Board Forward Plan	KOL/AG	Approval	(18)
19.	Any Other Business	MB	Information	
20.	Date of next meeting: 15 April 2021		Information	

Present: Mike Boulton MB Chair and Director
 Alison Reynolds AR Director
 Kieran Read KR Director

Attendees: Kevin O'Leary KOL Interim Managing Director, GEL
 Bill Gilmour BG Human Resources Manager, GEL
 Katarina Pohancenikova KP Head of Finance, GEL
 Helen Harris HH Director of Legal and Democratic Services, LBE
 Gary Alderson GA Shareholder Representative, LBE
 Dipti Patel DP Director of Place Delivery, LBE
 Andrea Goldsmith AG Waterstone/Bridgehouse Company Secretaries (minutes)

Apologies:

**GREENER EALING LIMITED (“GEL”)
MINUTES OF THE BOARD OF DIRECTORS MEETING
HELD AT 15:30 HOURS ON 17 DECEMBER 2020 BY MS TEAMS / CONFERENCE CALL**

Present:	Mike Boulton	Chair and Director	MB
	Alison Reynolds	Director	AR
	Kieran Read	Director	KR
In attendance:	Kevin O’Leary	Interim Managing Director, GEL	KOL
	Bill Gilmour	Human Resources Manager, GEL	WG
	Gary Alderson	Shareholder Representative, LBE	GA
	Katarina Pohancenikova	Head of Finance, GEL	KP
	Dipti Patel	Director of Place Delivery, LBE	DP
	Lizzie Purewal	Bridgehouse Company Secretaries (minutes)	BCS

1. Apologies for Absence

1.1 There were none.

2. Declarations of Interest

2.1 There were no conflicts of interest in regard to items on the agenda.

3. Minutes of the last meeting – 22 October 2020

3.1 The minutes of the last meeting, 22 October 2020, were **approved** as a correct record of the meeting to be signed by the Chair.

4. Matters arising from the previous Board meeting

4.1 The Board discussed and **noted** the summary update of matters arising from the previous Board meeting, included in the meeting pack.

Governance

5. HR Update

5.1 Overtime Policy

5.1.1 WG provided an overview of the Overtime Policy, included in the meeting pack and the following points were discussed:

5.1.2 • The Overtime Policy was created to implement a structure of consistency and fairness for the allocation of overtime.

5.1.3 • Managers were salaried and should not expect to be paid for hours worked in addition to their regular contracted hours.

5.1.4 • KR sought clarification on the reasons for implementing the Overtime Policy, questioning whether the policy was designed to significantly curb overtime payments or to outline best practice in terms of workforce culture. WG commented that there was currently a culture of working long hours, with overtime often being undertaken by supervisors that were not carrying out supervisory duties but receiving premium rates. It was suggested that overtime be paid at the regular hourly rate for the task being undertaken, as opposed to the supervisor’s premium rate. GEL also had a duty of care and should not be permitting employees to regularly work 60+ hours a week. WG commented that a cultural change was required to change the current dependency on some employees working long hours.

5.1.5 • KOL commented that where overtime was used regularly this could be an opportunity to introduce new positions. The current contract had a high dependency on overtime which was not considered healthy. It was also thought that there would be some efficiencies in this area as well. AR commented that if overtime became standard practice it could impact on performance with employees slowing down due to their reliance on overtime. A clear overtime policy would benefit employee performance and efficiencies in the business.

- 5.1.6 • MB commented that reliance on overtime was a common issue within the industry. In some instances, supervisors pay level might need to be addressed. KOL commented that some significant pay rises had recently been implemented as part of the recent pay agreement to adjust pay rates to required levels.
- 5.1.7 • GA commented that the shareholder would rather more people were employed on a lower rate than fewer people on higher rates. Further pay increases should be resisted unless an issue had been identified with filling supervisor positions.
- 5.1.8 • MB requested a progress update on the level of overtime undertaken. [WG/KP]

5.1.9 The Board **RESOLVED to approve** the Overtime Policy.

5.2. Redundancy Policy

5.2.1 WG provided an overview of the Redundancy Policy, included in the meeting pack and the following points were discussed:

- 5.2.2 • It was not envisaged that there would be many redundancies from GEL. For simplicity, the Redundancy Policy had been transposed from a previous Amey document, with little change.
- 5.2.3 • Clarification had been sought in relation to the clause: 'Suitable Alternative Employment' and whether salary protection should be implemented for a limited period. WG commented that the implementation of salary protection would be dependent on the job being made redundant and the alternative position. GEL would consider introducing salary protection for a limited period or the employee could be transferred to a new position on their current salary on the understanding that there would be no uplift in their salary until their pay fell in line with expectations for that role.
- 5.2.4 • AR queried whether anything in the policy outlined if there was salary protection and if so, consideration was required regarding whether this was fair. WG commented that given pay rates had been standardised, pay protection was not likely to be required often and if it was required this would be at management level and would be reviewed on a case-by-case basis. GA commented that care would be required to ensure exceptions were monitored carefully to ensure fairness and diversity was applied in respect of salary protection.

5.2.5 On the basis that pay protection would not be included in the policy, in respect of suitable alternative employment, the Board **RESOLVED to approve** the Redundancy Policy.

5.3 Recruitment Policy

5.3.1 WG provided an overview of the Recruitment Policy, included in the meeting pack and the following points were discussed:

- 5.3.2 • The Recruitment Policy had been amalgamated from the previous Amey document and the LBE document, to ensure a process was in place to identify the communities served by GEL and endeavour to make the workforce representative.
- 5.3.3 • The agency supplier had been asked to encourage female candidates to apply.
- 5.3.4 • The aim was to attract, recruit and retain people based on individual merit, irrespective of colour, race, nationality, ethnicity, religious beliefs, sex, sexual orientation, marital status, age or disability. AR questioned whether all protected characteristics had been included within the policy. WG confirmed he would review and update the policy accordingly. GA suggested that the policy be updated to include the phrase protected characteristics (which had a statutory meaning) and to clearly articulate this legal requirement. [WG]

- 5.3.5 • MB questioned whether there was an arrangement in place with the employment agency in relation to the temp to perm arrangements. WG commented that it was down to GEL's discretion when temporary staff were taken on as permanent employees. GEL's ethos was to bring people on board after their initial 12 weeks, to avoid people being paid at a premium and to show employees that they were a valued part of the company. [WG]

- 5.3.6
- MB suggested that, in order to change the workforce profile, a focused recruitment campaign directly with residents was required as opposed to recruitment by agency.
- 5.3.7
- GA questioned whether the kick start programme could be used as a recruitment initiative. GA commented that the programme would allow people to be trained for 6 months and if they performed well formal recruitment could be considered. WG commented that the kick start programme would be considered further in the 2021. *(Post meeting note: the current deadline passed in December and we will monitor any future programmes as and when they are announced.)*

5.3.8 Subject to the amendments in relation to the protected characteristics, the Board **RESOLVED to approve** the Recruitment Policy.

5.4 Expenses Policy

5.4.1 WG provided an overview of the Expenses Policy, included in the meeting pack and the following points were discussed:

5.4.2

- It was not envisaged that there would be many expense claims. The Expenses Policy had been transposed from the LBE document.

5.4.3

- Fines for road traffic violations – where fines were incurred a notification would be sent to the employee responsible for the offence and the fine would be deducted from their pay. AR confirmed that LBE was supportive of this stance. KOL commented that historically Amey had routinely paid the fines for any road traffic violations. GEL had paid the fines but were now looking to recover this from staff and would not be paying them going forward.

5.4.4

- DP commented that the road traffic violations were linked to health and safety and questioned whether retraining was required regarding appropriate behaviour. KOL confirmed a range of driver behaviour issues were currently under review and due to be dealt with. Training on a range of issues would begin in the New Year.

5.4.5

- KR commented that some of the changes might not be well received by the workforce and questioned whether any challenge was expected from the workforce or union on the implementation of the HR package of policies. KOL commented that GEL was sensitive to feedback from the workforce, however increased pay and improvements in working conditions had been introduced and with that there was an obligation on employees to comply with the HR policies. Currently there were no employee relation issues and the relations with the unions was positive. It was important for GEL to communicate the company's values and the importance of delivering services to the customer. WG commented that discussions had taken place with the GMB union who were supportive of fairness in relation to the allocation of overtime and the fines.

5.4.6

- MB commented that effective communication was required when in introducing the policies to ensure they were presented in the context of setting the right standards within the organisation.

5.4.7 The Board **RESOLVED to approve** the Expenses Policy.

6. Corporate Governance Internal Audit

6.1 KOL provided an overview of the paper: 'Corporate Governance Internal Audit, and the tracked changed Whistleblowing Policy as an appendix, included in the meeting pack and the following points were discussed:

6.2

- The final report from PWC on Corporate Governance within GEL had provided an overall finding of a Reasonable Assurance Rating. This was an excellent result given the pace of development within the business.

6.3

- Several actions had arisen from the PWC report. A medium risk finding had been identified in relation to whistleblowing. The Whistleblowing Policy had previously been drafted, but not finalised before the audit and did not completely align to the requirements of the Enterprise and Regulatory Reform Act 2013. The legislation extended protection to whistleblowers not acting in good faith. The policy also set out procedures for raising concerns, giving staff the

option of raising these with GEL's Managing Director and certain Council officers. PWC suggested that the policy should include the option to raise concerns directly with the Chair of the Board. These changes had been tracked in the policy.

- 6.4
- Three minor risk findings had been identified in relation to:
 - Risk Management – KOL recognised PWC's comment in respect of determining GEL's risk appetite and this would be discussed further at the Board away day planned for January 2021.
 - KPI reporting – the Board approved the Greener Ealing – Key Performance Indicators at the October meeting, resolving this finding.
 - Strategic communication – PWC was looking for the Board to engage with LBE. KOL commented that mechanisms were already in place for communication with DP and GA as well as operational channels. However, PWC had suggested further engagement was required to include the GEL Board.
- 6.5
- KOL confirmed that updates would be provided to the Board as progress was made against the minor risk findings.

[KOL]

6.6 The Board **noted** the Corporate Governance Internal Audit report, and following review **RESOLVED to approve** the tracked changed Whistleblowing Policy.

7. Financial Regulations

7.1 KP presented the Financial Regulations paper included in the meeting pack.

7.2 KP commented that the Financial Regulation Policy was previously presented to the Board in October 2020 and concerns were raised regarding the wording 'No Limit'. The appendix to the policy had since been updated to replace this wording. The wording 'No Limit' was still included in respect of the Bank Instruction Signature Levels, in line with the Board approved Scheme of Delegations.

7.3 The Board **RESOLVED to approve** the Financial Regulations.

8. Strategy, Project & Operations

8.1 Key Performance Indicators (KPIs) and Operational Performance Report

8.1.1 KOL presented the Key Performance Indicators (KPIs) and Operational Performance Report, included in the meeting pack and the following points were discussed:

- 8.1.2
- KOL talked through the summary of the GEL monthly performance report. The Missed Rectification indicator had been improving and 99% of cases had been resolved within 24 hours in November. The assisted missed collections indicator had been introduced by GEL not previously having been monitored, this service was improving and focus on this indicator would remain to ensure the target of zero was achieved.
- 8.1.3
- All indicators were showing positively, except for the garden waste service where the number of missed collections significantly exceeded the KPI target. It was thought that this poor performance was the result of an imbalance in workload from week A to week B, IT related problems concerning multiple subscription sites and some frontline issues. An investigation was underway and garden waste performance would be monitored over the coming weeks.
- 8.1.4
- Customer Complaints had reduced to 161 complaints for November, partly due to AR's team assisting to sift the complaints and allocate them correctly and improved performance from frontline staff.
- 8.1.5
- Current sickness levels were a key concern and were more than double the target rate. Whilst there had been some impact due to Covid-19 the overall rate was currently too high. The trigger levels and absence levels were being reviewed across all services and managers were checking that all return-to-work interviews were in hand. Sickness levels would continue to be monitored.
- 8.1.6
- AR commented that there had been a dramatic drop in complaints from customers, and the complaints that were received were in relation to garden waste. Generally, most issues were in relation to IT and jobs not getting through which was resulting in failures. MB sought clarification

on whether the IT issues were being tackled. KOL commented that LBE had prepared an issues log and the number of issues had reduced since mobilisation. The issue was being addressed.

- 8.1.7**
- DP commented that the level of missed collections and the low level of subscriptions was resulting in a loss of income as this was a paid for service. A lot of contamination of garden waste was being seen in residual bins. Work was required to effect behavioural change, to increase the number of people signed up to the service and reduce contamination. KOL confirmed that investigations were underway to improve the garden waste service, teams working in this area were aware of the focus and the need for improvement.
- 8.1.8**
- GA commended GEL for the improvements seen in performance in a range of areas. GA commented that an important part of the narrative in creating GEL was that because GEL was a Council owned entity, the Council and GEL could work in an honest and transparent way to seek to identify the underlying causes of problems and collectively work to fix them.
- 8.1.9**
- GA requested that the next update report to members (in the next business planning cycle) recognised that following the takeover of the service, GEL had identified certain issues, and improvements had been made both financially and culturally, with work underway to continue to make improvements where required. MB commented that efficiency and innovation achieved by GEL should be highlighted to demonstrate the balance of value for money.
- 8.1.10** The Board **noted** the Key Performance Indicators (KPIs) and Operational Performance Report.

8.2 Risk Register

8.2.1 KP provided an update on the Risk Register, circulated with the meeting pack and the following points were discussed:

8.2.2 Two new risks had been introduced:

- Brexit workforce impact – notification had been received that if staff permits had already been checked to allow an individual to work in the UK, it was the individual employee’s responsibility, and not GEL’s responsibility, to undertake EU settlement status checks. However, GEL would be required to carry out the EU settlement status checks after 1 January 2021.
- Brexit impact on fleet – the transport team was liaising with the individual suppliers regarding the potential impact Brexit might have on the delivery of GEL vehicles, and an update would be provided to the February Board meeting.

[KOL]

8.2.3 MB questioned whether there were any areas not currently identify that should be flagged. KOL confirmed that the risk register was regularly discussed. The Board **noted** the latest update to the risk register.

8.3 Finance Update

8.3.1 KP provided an overview of the Finance Update – December 2020, circulated with the meeting pack and the following points were discussed:

- 8.3.2**
- GEL net surplus for the first five months showed an adverse variance of £78k.
- 8.3.3**
- Turnover had a favourable variance of £435k due to non-contractual work provided, this was offset by staffing costs, which had an adverse variance of £545k.
- 8.3.4**
- The first draft of the full year forecast for 2021 was provided, showing £186 surplus before tax, however, the position could change depending on the outstanding issues identified in the paper.
- 8.3.5**
- The main outstanding issues that might affect the bottom-line surplus included:
 - Revenue start-up costs – following discussions with LBE it was expected that the claim for £706k should be recovered.
 - Capital start-up costs – LBE had decided to charge the capital start-up costs to GEL with GEL using loan facility to finance these costs.
 - State Aid implication – the interest rate had increased from the original budgeted borrowing rate of 3.5% to 8.5% following a proposal from the Council’s treasury advisors. The decision on the loan start date and the possibility that the loan would be back dated to 5 July would impact the financial results.

- Head lease rent and service charge calculation – final costs were to be provided with any additional charges to be recovered back. An indication had been received that rent and service charge would be higher than budgeted, however, without written confirmation it was decided not to include this in the forecast until this was received.
- Covid-19 – GEL incurred £74k of costs. Confirmation was awaited as to whether these costs could be recovered from the central government or would need to be absorbed by LBE or GEL.
- Additional payroll costs had been included.
- GEL was currently being audited and a draft financial statement was due to be presented in December. Due to a delay with the LBE and Broadway Living audit, Deloitte had not progressed with the GEL audit. The draft financial statement was expected to be available by the end of January 2021 and would be circulated to the Board for comment.

[KP]

- 8.3.6 • Lease finance – the final RCV vehicle was due to be delivered by the end of December 2020.
- 8.3.7 • Loan finance – discussions were underway with the Council to complete on the loan facility. The Council decided to provide two separate loans, one for fixed capital costs and the other for working capital. Currently any borrowing from the Council was via money market loans. GEL management requested approval to rollover both money market loans for the period of 3 months to allow time for the loan facility agreement to be signed.
- 8.3.8 • The GEL credit card was now being used.
- 8.3.9 • MB sought clarification on how the outstanding issues could be resolved, there were still significant figures that were unknown resulting in uncertainty over the financial position of GEL and going forward over business plan actions required. GA commented that the Council was working through the outstanding issues. DP commented that ongoing discussions were underway in relation to the outstanding financial issues that KOL formally raised. Some progress had been made; however, clarity was required from the Council's finance team in relation to the Deloitte position and an update was expected by early 2021. If necessary, the outstanding financial issues would be escalated within the Council at that point. MB raised a concern that if the matter had not progressed by GEL's year end it would not be possible to apply any mitigations, for example minimising corporation tax where appropriate.
- 8.3.10 • GA commented that the current delays were a result of prioritisation issues and progress on the outstanding issues for GEL was expected in early 2021.
- 8.3.11 The Board **noted** the overall financial position to the end of November and **RESOLVED to approve** the rollover of the GEL money market loans.

8.4 Service Review Interim Progress Update

- 8.4.1 KOL presented the Service Review Interim Progress Update paper, circulated in the meeting pack and the following points were discussed:
- 8.4.2 • KOL provided an overview of the key areas for further review:
 - Overtime working – the contract to date had been delivered with substantial levels of overtime working. A fundamental review would be undertaken to identify possible savings and efficiencies.
 - Red Route / A40 Cleansing – expensive out of hours working had been taking place. A small Task and Finish Group had been established to propose alternative work options for this work and some changes and immediate savings had already been made.
 - Collections Optimisation – imbalances had been identified in some of the collection rounds and a review was required to explore the scope for efficiencies. A lot of overtime was currently being utilised and it was believed that if the overtime could be eradicated/reduced and the services could be consolidated into collections, savings could be identified.
 - 4 Day working would be explored. It was thought this could lead to efficiencies; be attractive to the workforce; lead to a reduced fleet and facilitate planned maintenance.

- Street Cleansing – work was underway to digitise all routes and explore modelling options to find efficiencies.
- Grounds Maintenance – the focus was on regaining lost revenue opportunities. Amey had been reluctant to get involved in work offered by the Council. GEL had skills in this area and were interested in exploring the opportunity.
- HWRC – the Council was looking to improve the recovery rate and considering the future of the Acton site.

8.4.3 • AR sought clarification on the 4-day working week proposal and whether it would impact collection days for residents. KOL confirmed that collection days could potentially need to change. KOL recognised the impact this could have and suggested that a first stage optimisation could be undertaken to provide comfort. A steer would be required from the Council regarding their interest in exploring this proposal. GA commented that any change would need to comply with the early start lorry ban. DP shared her experience of implementing the 4-day working week which had worked well for both residents and staff but cautioned that significant planning and arrangements would be required.

8.4.4 • DP sought clarification on the digitisation of street cleaning. KOL commented that the first stage would be to assess the service against the COPLAR guidelines (Code of Practice on Litter and Refuse), outline the standard cleanse for the borough that could then be modelled according to various options.

8.4.5 • GA commented that GEL had faced a range of potential pressures at Go Live and the aim in the initial period was to avoid these pressures from materialising. Going forward GEL should seek out efficiencies to compensate for the initial cost pressures, to reach a balanced budget. LBE would consider any efficiency savings identified by GEL. The benefit of being Council owned meant that GEL and LBE could work collectively to achieve efficiencies. GA commented that consideration would be given to the 4-day week.

8.4.6 • GA commented that the government was due to issue detailed guidance on the local government settlement for 2021 and an understanding of how national figures translated to local figures was expected on 24 December. 2021 was expected to be a challenging year and further efficiencies would be welcomed. The next election was due in May 2022 and dependant on the risk of implementation, efficiencies would either need to be implemented before this date or would be delayed until after the election.

8.4.7 • GA commented that the GEL budget would be determined in early January, with the LBE budget determined in February. To date GEL had only received 9/12th of the budget in April 2020 and the remaining 3/12th was still due to be received.

8.4.8 The Board **noted** the Service Review Interim Progress Update paper.

9. Health & Safety Update

9.1 Progress Report on all HSEQ matters

9.2 KOL presented the HSEQ matters paper, circulated in the meeting pack and the following points were discussed:

9.3 • All incident information was now being reported through the Alcumus system.

9.4 • The Driver CPC training course had now received accreditation. There was a possibility that this course could provide a commercial opportunity for training to be provided outside of GEL.

9.5 • Steps to achieve ISO accreditations had been confirmed and a target completion date had been set for the summer of 2021.

9.6 • The development of GEL specific Manual Handling training was underway. There was a possibility that this training could be commercialised in future.

9.7 The Board **noted** the HSEQ matters paper.

10. Fleet Provision and Transport Compliance

10.1 KOL presented the Fleet Provision and Transport Compliance paper, circulated in the meeting pack and the following points were discussed:

10.2 • Vehicles on short-term hire were under review and alternative provisions were being considered once their existing hire period finished.

10.3 • Issues with new grounds maintenance vehicles had been identified and were being resolved.

10.4 • Incident reporting – overall there was a reducing trend in the level and type of incidents being reported in relation to fleet use. Insurers had indicated that GEL was at fault for the open claim RTA, with a potentially high level of personal injury. KP would monitor progress with the insurers to determine the potential impact of this claim. GA commented that the onboard CCTV was helpful in defending insurance claims. KOL confirmed that the onboard CCTV was fully functioning and offered a Board demonstration of this facility in the future.

[KOL]

10.5 • Go Plant was performing well.

10.6 The Board **noted** the Fleet Provision and Transport Compliance paper.

11. Draft Business Plan 2021/22

11.1 KOL presented the Draft GEL Business Plan 2021/22 paper, circulated in the meeting pack and the following points were discussed:

11.2 • The report was a refresh of the plan previously submitted and included a draft financial forecast to July 2025.

11.3 • The Board was required to consider:

- Financial Forecast and budget alignment with Ealing.
- Whether the overarching key objectives remained appropriate.
- Whether the new supporting objectives were appropriate.
- GEL's risk appetite – as mentioned in the Corporate Governance Audit.
- The delivery of efficiency savings.

Once feedback had been received Finance would populate the financial forecast, ready to be presented at the Board Away Day in January.

11.4 • GEL's Vision and Values remained relevant.

11.5 The Board **noted** the Draft Business Plan 2021/22 paper.

12. KR left the meeting at 16.56

13. Workforce Strategy - Progress Update

13.1 WG presented the Workforce Strategy – Progress Update paper, circulated in the meeting pack and the following points were discussed:

13.2 • Following approval at the May Board, progress had been made against the Workforce Strategy, with updates shown in tracked changes in the paper.

13.3 • A comprehensive review of the section: 'Our Priorities' was required, and the workforce profile would be discussed further at the February Board.

13.4 • Retention of staff would remain under review. The recently agreed pay restructure and pathway for development, such apprenticeship schemes had been positively received.

13.5 • Culture – optimum staffing levels had been determined and a number of agency employees had been transferred to GEL contracts during October and November. It was believed that the model of directly employing staff was ethical and likely to deliver increased engagement from staff.

13.6 • Values – repeated and consistent messages on GEL Values were being communicated to employees through a range of channels. The intention was to get buy-in on the GEL ethos and the expected behaviours. Good relations continued with the unions and it was thought that this relationship was positively aiding the efforts for cultural change.

13.7 • Managers and supervisors were expected to be exemplars of the GEL Vision and Values and to embed these within their respective teams.

- 13.8** • Apprenticeship scheme – 6 candidates had signed up to HGV driver training, 5 candidates had signed up to waste operative training, 1 candidate had signed up to team leader training and grounds maintenance training was also due to be put in place.
- 13.9** • Engagement – An initial staff engagement survey had been undertaken in September, with 69% of respondents agreeing that they felt valued in their role. 43% of staff reported that they felt stressed at work, this would continue to be monitored as part of the Health & Safety and wellbeing of staff. Steps were being taken to remind staff of the Employee Assistance Programme and that GEL had two accredited Mental Health First Aiders.
- 13.10** DP left the meeting at 5:04 pm.
- 13.11** • Commitments and Expectations – a table of expectations had been outlined to set out the expectations GEL had of the workforce and the expectations employees could have of GEL, to ensure employees had a good understanding of the ‘contract’ in place with GEL.
- 13.12** • GA commented that good progress had been made.
- 13.13** The Board **noted** the Workforce Strategy – Progress Update paper.
- 14. Communications Strategy**
- 14.1** WG presented the Communications Strategy paper included in the meeting pack and the following points were discussed:
- 14.2** • The Communications Strategy was tied in with the ethos of GEL’s Vision and Values. Effective communication was a two-way process and would be used to encourage employees to offer ideas and suggestions regarding the improvement of the business.
- 14.3** • Audience(s) included the GEL Board of Directors, Ealing Council, Senior Environmental Services staff, residents, businesses and other organisations, the GEL workforce, and the Community. Residents were the largest and one of the most important stakeholders.
- 14.4** • It was recognised that achieving GEL’s vision was dependant on having an informed and engaged workforce. Communication to employees would be simple and consistent to obtain their buy-in for GEL’s values.
- 14.5** • A community project had recently been undertaken with GEL grounds maintenance people carrying out community work.
- 14.6** • Messaging and selected media channels had been identified to deliver targeted campaigns to assist in achieving the GEL goals.
- 14.7** The Board **RESOLVED to approve** the Communications Strategy.
- 15. Board Forward Plan**
- 15.1** The Board **noted** the forward plan, and that it would be updated to reflect the appointment of auditors for 2021 at the April Board.
- 16. Any Other Business**
- 16.1** There was none.
- 17. Date of next meeting – 25th February 2021**
- 17.1** There being no other business, MB thanked those present and closed the meeting at 17:11.

KOL/BCS

Signed

Chair of the Board

Date

GREENER EALING LTD - ACTION LIST

Minute Reference	Action items arising from minutes	Officer	Due By	Comments	Status
Actions arising from 17th December 2020					
5.1.8	Overtime Policy – To provide a progress update on the level of overtime undertaken.	WG/KP		NED's to receive quarterly email update – first update due March 2021	CLOSED
5.3.4	Recruitment Policy <ul style="list-style-type: none"> - To review an update the policy to ensure all protected characteristics had been included in the policy. - To include the phrase protected characteristics to clearly articulate this legal requirement. 	WG		Updated	CLOSED
6.5	Corporate Governance Internal Audit – To provide updates as progress was made against the minor risk findings.	KOL	28/02/21	<ul style="list-style-type: none"> • Risk appetite – to be resolved via the business plan. • KPIs – update appended. • Strategic communications – draft proposal appended, following initial discussions with client. 	CLOSED
8.2.2	Risk register – To provide an update on the individual suppliers regarding the potential impact Brexit might have on the delivery of GEL vehicles.	KOL		Transport Manager confirmed no impact	CLOSED
8.3.5	Finance update – To circulate the draft financial statement when available at the end of January 2021.	KP		Update awaited from auditor.	OPEN
10.4	Fleet Provision and Transport Compliance – To arrange a Board demonstration of the onboard CCTV.	KOL		To be completed post COVID-19.	CLOSED
15.1	Board Forward Plan – To be updated to reflect the appointment of auditors for 2021 at the April Board.	KOL/BCS		Updated	CLOSED

Actions arising from 23 rd June 2020					
12.2	<p>Draft business plan</p> <ul style="list-style-type: none"> to provide a finalised version of the business plan, detailing the loan rate by the end of July 2020. document a reasoned decision in relation to the specialist advice requested from external advisors to confirm the approach to be taken regarding State Aid. (From March 2020 meeting; part of same action) 	KOL/CN	31 July 20	<p>Awaiting details on loan rate and update on State Aid position from Council –</p> <p>2021/22 Business Plan now under review, action therefore closed.</p>	CLOSED
Actions arising from 23 rd April 2020					
6.1	<p>Whistleblowing Policy – To amend the policy in line with the comments received at the meeting.</p>	KO/MB/BCS/HH	May 20	<p>Update approved at the Board meeting on 17/12/20.</p>	CLOSED
Actions arising from 3 RD February 2020					
11.1	<p>Memorandum of Understanding – HH and KOL to work together to create a MOU on dealing with disputes.</p>	KOL/HH	Jan 21	<p>KOL has discussed with GA and EMcK. It has been suggested that the service agreement be used as a basis for dealing with any disputes. Further discussion required.</p>	In progress

(KO) Kevin O’Leary

(MB) Mike Boulton

(AR) Alison Reynolds

(JA) John Arnold

(KR) Kieran Reid

(HH) Helen Harris

(KP) Katarina Pohancenikova

(BCS) Jo Steel / Lizzie Purewal

(DT) Daniella Toma

(WG) Bill Gilmour

Report Title	Greener Ealing Ltd – Corporate Governance Internal Audit – outstanding actions progress update.		
Meeting	Greener Ealing Board Meeting		
Date	25 th February 2020	Agenda Number	4b.
Type of Report	For noting and approval.		
Author	Kevin O’Leary – contact olearyk@ealing.gov.uk		
Background	<p>At the last meeting on 17th December 2020 the Board received a report from PWC on the Corporate Governance audit within GEL. A good overall assessment by PWC of Reasonable Assurance was noted. However, the report findings included a number of actions - one medium ranked action and three minor actions. These actions were programmed to be completed between December 2020 and the end of February 2021. This report confirms the action to date.</p> <p>In summary the actions related to:</p> <ul style="list-style-type: none"> • The Whistleblowing Policy – whereby the Auditors asked for a revision to the existing Policy to fully align with the Enterprise and Regulatory Reform Act. This change was made and agreed by Directors’ at the last meeting of the Board on 17th December. • Key Performance Indicators – the revised set of KPI’s has now been finalised, have been accepted by LBE client-side staff and are now in full use. • Risk Management – the Risk Register is reviewed at every meeting of the Board and the addition of a Risk Appetite statement has now been included in the Risk Management Policy and the GEL Business Plan 21/22. Both these documents have been reviewed in reports to today’s Board meeting (25th February 2021). Subject to the Board’s decision this action will also be complete. • GEL Board engagement with the Council – the remaining outstanding action. The Auditors felt that there was a gap in terms of strategic engagement between Greener Ealing and the Council, to include the Board/members. Following discussions at the Partnership Board. It is proposed that a new forum be established - the GEL - Strategic Leadership and Partnership Panel (SLAPP) to meet twice a year – once at the point that initial budget proposals are considered (Oct) and secondly to review annual overall performance (May/June) each year. The Chair of GEL and the Cabinet Member for Environment and Climate Change will attend these meetings. <p>All Audit actions have or will be completed at the conclusion of this meeting and in anticipation of the completion of this Agenda item and of course subject to the views of the Board.</p> <p>The Board is asked to note the report and agree to the establishment of the Strategic Leadership and Partnership Panel.</p>		

Report Title	Workforce Strategy – Action Plan		
Meeting	Greener Ealing Board Meeting		
Date	February 2021	Agenda Number	4c.
Type of Report	Action Plan – For Noting		
Author	Bill Gilmour can be contacted on gilmourw@ealing.gov.uk		
Background	The Board is invited to note the Action Plan, which is supplemental to the GEL Workforce Strategy (approved by the Board May 2020 meeting, progress report noted December 2020).		

Introduction

The attached Action Plan is intended to be an easy reference point to measure progress towards delivery of the Workforce Strategy (approved by the GEL Board in May 2020, progress update noted by Board in December 2020).

From the outset, we acknowledged that to deliver better quality services, we needed the buy-in of the workforce; which would require us to review how they are organised, developed and managed. Our intention was to achieve a workforce that is motivated and fairly rewarded, who are proud to work for GEL.

We believe that we have made good progress on many of the strands set out and we continue to work hard on delivering our Strategy.

The Board is invited to discuss and note this Action Plan, which will be updated and submitted for further consideration in 12 months.

The Action Plan is intended to be an easy reference point for progress towards delivery of the Workforce Strategy (approved by the GEL Board in May 2020, progress update noted by Board in December 2020).

Action Plan for 2020 -2021

Priorities	Details	Dates
1. Needs Analysis	Review of Waste, Grounds and Streets services complete. Improved KPI performance on several fronts. HWRC review (including pay) underway.	Feb 21/ ongoing April 21
2. Workforce Profile	Base line data now available. (See separate report).	Feb 21/ Ongoing
3. Org. & Culture	Staffing/establishment levels confirmed, more directly employed staff, Standard flexibility clauses in all new contracts. Continuing with technologies as drivers of improvement, including trialling mobile apps for direct comm's Pay review (plus new pay banding system) implemented. 2021 Pay review, in process Vision & Values as TBT and as integral part of induction for new staff. Expectations on all staff that they will be good ambassadors and help to build the GEL brand.	Feb 21/ Ongoing Nov 20 April 21 Jan 21/ Ongoing
4. Skills gap analysis	Soft skills training for Supervisors and Managers – Absence, Investigations, Disciplinary complete. Re-focus on driver behavioural safety and manual handling. Driver apprenticeships underway. Intention is that this will be ongoing and so improving resilience.	Feb 21/ Ongoing Jan 22/ ongoing
5. Engaged Staff	Initial staff engagement survey promising. Regular comm's through briefings, newsletters, TBTs, posters. Offices, toilets and kitchen areas refurbished. Refurbishment of staff toilets/shower rooms under discussion. Staff Survey	Feb 21/ ongoing Sept 21
6. Health, Safety & Wellbeing	Planned in-house driver induction and refresher training In cab technologies to drive/support attitudinal changes PPE and "de-foggers". Stress/Mental Health focus, EAP, HR, new additional Mental Health First Aiders.	April 21 Feb 21/ Ongoing April 21

Report Title	Communications Strategy – Action Plan.		
Meeting	Greener Ealing Board Meeting		
Date	February 2021	Agenda Number	4d.
Type of Report	Action Plan - For Noting		
Author	Bill Gilmour can be contacted on gilmourw@greenerrealing.co.uk		
Background	The Board is invited to note the Action Plan, which is supplemental to the GEL Communications Strategy, which was approved by the Board at the December 2020 meeting.		

Introduction

The Communications Strategy, designed to support GEL’s Vision by raising our company profile and by enhancing our reputation with all our stakeholders - including the London Borough of Ealing, local residents and businesses, as well as with other organisations and community groups - was approved at the December 2020 Board meeting.

The attached Action Plan is intended to be an easy reference point for progress towards delivery of the Comms and Marketing Strategy.

It sets out a sample schedule of planned events and initiatives for the coming year. Any additional initiatives or opportunities to support GEL’s objectives which present themselves, will be communicated using appropriate methods, as outlined in this strategy.

The Board is invited to discuss and note this Action Plan, which will be updated and submitted for further consideration in 12 months.

The Action Plan is intended to be an easy reference point for progress towards delivery of the Comms and Marketing Strategy (approved by the GEL Board on December 2020).

It sets out a sample schedule of planned events and initiatives for the coming year. Any additional initiatives or opportunities to support GEL's objectives which present themselves, will be communicated using appropriate methods, as outlined in this strategy.

Action Plan for 2020 -2021

Internal Tools	Details	Date
GEL Board	Regular meetings, formal reports, face to face, telephone and e mail briefings.	Bi-monthly / ongoing
Council CO's and senior politicians	Regular Council Scrutiny / Partnership meetings, face to face and e mail as required	Monthly / ongoing
Inductions	Ensure that all new employees are onboarded with GEL's Vision, Values and expectations	Ongoing
MD's Team Brief	PowerPoint employee briefing– at Greenford with Teams access	First Monday of Month
Employee of the month award	Prize to recognise outstanding Effort/commitment - presented at MD's Team brief. Photo and report in monthly newsletter and retained on employee of month noticeboard	First Monday of Month
Staff Newsletter	Issued to all employees via Supervisors, posted on notice boards at Greenford, Acton. Also invites staff suggestions.	Monthly
Toolbox Talks	Intended to inform and reinforce GEL values and expectations in various areas of employment.	Ongoing
Staff engagement surveys	Regular survey to measure levels of staff satisfaction and engagement.	September 20 / annually
Union relations	Maintain good relations with GMB through regular meetings, discussions, e mails - on HR and other issues.	Ongoing
Mobile app	Trialling mobile apps as supplemental channel for staff comms	Feb /March 21
Apprenticeships	Building engagement through offering pathways to development for GEL employees, via LGV and other apprenticeships.	December 20 ongoing
Media Evaluation	Reviewing critically the success of all media in promoting GEL's objectives	June 21 / Quarterly

External Tools	Details	Date
Website and staff portal	Nearing completion. Intended that this will be the main source of information about GEL, with content updated and refreshed regularly.	February 21 / Ongoing
Brand Identity	Ensuring consistency of GEL brand across vehicle livery, uniforms, internal and external documentations.	July 20 / ongoing
Social Media	Instagram and LinkedIn accounts have been set up to promote activities and the GEL brand generally. Intention is that increased two-way engagement will drive traffic to the website.	January 21 / ongoing
News releases and media relations	Aspiration that GEL receives positive media reports in local press and trade journals. Work to maintain good relationships with key journalists. Aim to have six news releases issued during 2021.	February 21/ Ongoing
GEL Community days	Small CSR projects to enhance local amenities, (e.g. improving interior or exterior of youth clubs etc.) and thereby embed GEL as a trusted partner in the local area. Aiming for 3 or 4 per year.	December 20 / ongoing
Events Calendar	Look for ways to work with local schools and colleges to promote environmental awareness and the GEL brand	Ongoing
Resident relations	Building relations through staff interactions, leaflets, GEL website but above all through a commitment to deliver excellent levels of service through our Value: Customer Comes First. Engagement with LagerCan volunteers.	Ongoing.

Report Title	Review of Governance Policies		
Meeting	Greener Ealing Board Meeting		
Date	25 February 2021	Agenda Number	5.
Type of Report	For noting and approval		
Author	Jo Steel can be contacted on jo@bhcsecretaries.co.uk prior to the meeting. (Please refer any questions to Andrea Goldsmith during the meeting)		
Background	1. To review the following policies to check they are working in practice: <ol style="list-style-type: none"> a) Anti-Bribery (Gifts & Hospitality) Policy b) Risk Management c) Freedom of Information Policy 		

Annual Review of Governance Policies

The policies reviewed in this report have now been in place for a year. The purpose of the review is to advise whether any changes are to be made to the policies due to changes in legislation or best practice. We also look at whether the policies are working in practice, and are being adhered to, which will also help identify if any changes are required.

Anti-Bribery Policy (Gifts & Hospitality)

The Anti-Bribery Policy has been reviewed and no recommended changes are suggested at this time.

The policy states that the Board must review the Gifts & Hospitality register annually, and this is therefore attached at appendix A. There have been three recordings of gifts offered and received in the **past 12 months**.

The Board and employees (including consultants) are reminded that all gifts and hospitality must be recorded on the register, no matter how small. Instances where gifts or hospitality are offered but refused by Greener Ealing must also be reported in accordance with the Policy.

Risk Management Policy

Kevin O’Leary has undertaken a desk-top review of the policies and affirms that the policy is working in practice and is being followed.

The Corporate Governance Internal Audit carried out at the end of 2020, stated that *“While there is a risk management methodology in place, there is currently no stated Risk Appetite for the organisation; putting one of these in place would set the scope of risk that Greener Ealing are willing to adopt in commercial activities and should underpin the approach to risk management now set-up is complete.”*

During the Business Planning process for 21/22 the following appetite was identified and has been included in the Risk Management Policy at page 5, Item 8:

“Risk Appetite statement

Our risk appetite at its highest level is determined by the Board. It is influenced by the actions we are or are not prepared to take in furthering our business goals.

The most significant judgements affect our assessment of return for the risk we take in investing in customer service, our efficiency strategy and our obligations under our core contract, regulation and legislation and our financial stability.

We have a low-level appetite for risk which would impact our record on regulatory compliance, health and safety record and reputational damage for GEL or the Council.

We have a higher level of appetite for opportunities and growth subject to the scope, fit with our business objects, our expertise, the value of the work and location.

We regularly monitor our effectiveness in managing risk through key indicators to ensure we remain within the appetite levels determined by the Board.

This ensures that our exposure to particular risk is informed by changes in the external environment, taking swift and appropriate action to maintain an overall approach which does not adversely affect our ability to deliver our vision.

Risk Management performed rigorously and comprehensively, creates stability and is a key element of reputation management.”

The Board is asked to approve the Risk Appetite statement and inclusion within the Policy (see full policy at appendix B. There are no other recommended changes to the policy at this time.

Annual Review of FOI Policy

Following this first review, it is advised that the review of this policy will move to a review cycle of every three years. In March 2016, the Government reviewed the Freedom of Information Act and concluded that it was working well, and no legislative changes would be made. There is no further legislative review scheduled and therefore it is unlikely that any legal changes will be made in the foreseeable future.

In the event that legislative changes are made, we will of course review the Policy accordingly. It will also be checked periodically to ensure contact details are up to date. In addition, we will continue to review number of requests made annually, to identify any patterns and ensure compliance with the legal timeframes etc.

This policy is public-facing, i.e. it advises the public what to expect when an FOI request is made to Greener Ealing. Administration of such FOI requests received are carried out by the Council's data team as per the SLA. A slight change has been made to the policy to reflect this. Furthermore, as part of the FOI legislation, GEL is also required to place as much information in the public domain as possible in the form of a Publication Scheme. Now that the website is near completion, we are discussing with the team how best to facilitate this.

FOI requests received in past 12 months

There have been no FOI requests received in the past year.

The Board is asked to approve the minor change (tracked) to the FOI policy at Appendix C.

**Jo Steel
Bridgehouse Company Secretaries**



RISK MANAGEMENT POLICY

1. Introduction

This policy provides the framework for the management of business and operational risk in the performance of Greener Ealing's activities to meet the requirements of good corporate governance and protect the interests of Greener Ealing's stakeholders. It is the responsibility of the Directors to ensure that risks are understood and appropriately managed in accordance with this policy.

Taking and managing appropriate levels of risk is an integral part of all our business activities. Risk Management performed rigorously and comprehensively, creates stability, indirectly contributes to profit & delivery and is a key element of reputation management.

2. Applicability

Greener Ealing covering all business activities.

3. Definitions

Risk is defined as events that may prevent achievement of the aims or goals of one or more key business areas or projects.

Risk Management is a systematic way of protecting business resources and income against losses so that the objectives of the company can be achieved without unnecessary interruption.

Risk Assessment is the systematic process of identifying and analysing risks.

4. Objective and Commitment Your responsibilities

Greener Ealing is committed to implementing appropriate strategies and processes that identify, analyse and manage the risks associated with our activities as a means of minimising the impact of undesired and unexpected events on our business activities. We will therefore:

- Identify business objectives that reflect the interests of all our stakeholders;
- Identify the threats to the achievement of our business objectives;
- Control and manage our exposure to risk by appropriate risk reduction and mitigation actions;

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- Regularly review our exposure to all forms of risk and reduce it as far as reasonably practicable or achievable;
- Ensure risk management is considered and applied at all levels of the business as part of decision making processes and during project development;
- Ensure all our staff and consultants are aware of this risk management policy and are supported in carrying out their risk management duties;
- Regularly review the risks we face as a result of our business activities and of the business and economic climate in which we operate;
- Identify cost effective risk treatment options;
- Identify and regularly measure key risk indicators and take appropriate action to reduce our risk exposure;
- Regularly review our key risk controls to ensure that they remain relevant, robust and effective;

We will demonstrate achievement of the individual components of this Policy through the reporting and review of risk at all levels of the business. In addition this policy and its adherence thereto will be reviewed on an annual basis.

5. Principles

Managers and consultants will carry out risk assessments regularly, record the findings and take appropriate management actions in a timely fashion. Risk reviews will specifically address business, operational, financial and reputational risks as well as risks covered by environmental protection legislation. This Policy should be read in conjunction with the Health & Safety Management System (HSMS) and Policy. Individual Health and Safety risks will be identified, assessed and mitigated in accordance with the HSMS.

In particular, the following activities will be undertaken:

- Ongoing comprehensive health and safety risk assessments undertaken in accordance with the HSMS;
- Integrated business plan monitoring and risk management processes;
- Regular review and update of risk register;
- Preparation of contingency plans for high risks;

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- Early identification of emerging risks and initiation of risk reduction or mitigation action;
- Where appropriate, managers/consultants may need to consider specialist advice for areas such as health and safety;
- Environmental protection;
- Fire and security;
- Disaster recovery;
- Safety-critical systems and operations;
- Insurance;
- Media/public relations;

6. Requirements

Processes

Greener Ealing will ensure that:

- the procedures and processes outlined in sections 8 to 14 of this policy are followed to identify the risks associated with the Company's activities, assess risks in terms of probability and consequence and evaluate reduction and mitigation measures and allocate ownership. Management of risk is a continuous process.

Risk Assessment

Greener Ealing will ensure that:

- Risk assessments are conducted for new contracts and projects, existing contracts and contract changes. The assessments are to address potential risks to the expected business benefits and to ensure compliance with relevant legal requirements;
- Risk assessments are performed by competent personnel including, where

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appropriate, expertise from outside the business;

- Risk assessments are updated at appropriate intervals and assessments are reviewed regularly.

Planning

Greener Ealing will ensure that:

- Management plans are prepared which describe the actions to be taken to address significant risks;
- Crisis management plans are prepared which describe the actions including media/public relations response to be taken to address crisis or disaster situations. The plans need to be reviewed, updated and tested at regular intervals;

Management

Greener Ealing will ensure that:

- Assessed risks are addressed by levels of management appropriate to the nature and magnitude of the risk and an overall view of the portfolio risk to the business is taken;
- Risks are considered in the light of potential opportunities;
- Decisions are documented and the resulting actions implemented through appropriate procedures;
- Appropriate and cost-efficient actions are taken to manage and control risks;
- Specific measures are put in place to ensure continuing compliance with Health and Safety and Environmental Protection legislation.

Reporting

Greener Ealing will ensure that:

- Regular risk management reports and the register identifying key risks and

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risk management actions are submitted to the Board for review at regular intervals.

Audit & Review

Greener Ealing will ensure that:

- The Board reviews and approves the full risk register at least annually;
- Major risks (orange) and Severe risks (red) are presented to every Board meeting;
- Any changes or additions to the risk register are reported to the Board at each meeting, which will also show that planned risk reduction/mitigation actions have been implemented;
- A regular review of the risk management policies and procedures to ensure that they continue to meet Corporate Governance requirements and the needs of the business.

7. Responsibility and Authority

This policy is issued under the authority of the Directors of Greener Ealing Ltd. Responsibility for implementation of this policy is set out below.

- The Directors [set the Risk Appetite \(below\) for the Greener Ealing and](#) delegate responsibility for the achievement of this policy to the ~~Managing~~ Director;
- Staff/consultants are responsible for implementing the policy, monitoring its implementation in the everyday activities of their operations;
- All staff and consultants are responsible for the ownership and undertaking of their risk management functions in accordance with this Policy and for its implementation within the framework of Greener Ealing's procedures;
- The Managing Director (meaning the person appointed who is responsible for the day to day running of the business) is responsible for maintaining the Greener Ealing risk register, for providing appropriate reports to the board and relevant stakeholders; and for undertaking regular reviews of the risk register.

8. Risk Appetite

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Our risk appetite at its highest level is determined by the Board. It is influenced by the actions we are or are not prepared to take in furthering our business goals.

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The most significant judgements affect our assessment of return for the risk we take in investing in customer service, our efficiency strategy and our obligations under our core contract, regulation and legislation and our financial stability.

We have a low-level appetite for risk which would impact our record on regulatory compliance, health and safety record and reputational damage for GEL or the Council.

We have a higher level of appetite for opportunities and growth subject to the scope, fit with our business objects, our expertise, the value of the work and location.

We regularly monitor our effectiveness in managing risk through key indicators to ensure we remain within the appetite levels determined by the Board.

This ensures that our exposure to particular risk is informed by changes in the external environment, taking swift and appropriate action to maintain an overall approach which does not adversely affect our ability to deliver our vision.

Risk Management performed rigorously and comprehensively, creates stability and is a key element of reputation management."

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8.9. Procedure

The risk management cycle below illustrates the risk management process that should be followed:



9.10. Identifying Risks

The initial stage of the risk management process is to identify risks that would impact on the achievement of business objectives / priorities.

Risks can be identified using the categories listed below:

Main Category	Sub Category	Examples
Finance	Budget Financing Sales Economy	An increase in staff costs result in failure of business to break even (or create profit) and therefore mitigation would be required to reduce this impact

Reputational	Political Media/PR Partners/Suppliers Communication Environmental	A breakdown in the relationship with the Shareholder; Poor health and safety culture leading to reputational risks (as well as legal risks – below); Environmental issues leading to reputational damage
Legal	Health & Safety Contracts/Procurement	Failure to adhere to H&S legislation; poor H&S culture leading to accidents Failure to deliver services in accordance with contract/specification
Management	HR ICT	Failure to adopt or adhere to HR policies/legislation leading to claims; Critical failure of IT systems used by Greener Ealing and the requirement to have adequate backup systems
Greener Ealing Board	Regulation Compliance Business Interruption	Failure to adhere to Companies Act requirements; Failure to adopt good governance; Insufficient internal controls;

40.11. Risk Analysis

All identified risks must be assessed based on the likelihood of it occurring and the relative impact if it does.

Impact

Analyse the risk using a scale of 1 to 5, in terms of the impact of the risk, if it occurs using the risk scoring criteria table below. The table also gives impact descriptors to be used in the scoring:

Impact descriptors	
1	<p>Insignificant</p> <ul style="list-style-type: none"> Financial impact less than 1% of relevant budget Service delivery impairment less than 1% Minor article in local media or lobby group website Management action at local level
2	<p>Minor</p> <ul style="list-style-type: none"> Financial impact >1% and <10% of relevant budget Service delivery impairment >1% and <5% Headline article in local media, minor article in national media Director required to approve action
3	<p>Moderate</p> <ul style="list-style-type: none"> Financial impact >10% and <20% of relevant budget Service delivery impairment >5% and <10% Headline article in national media Director required to approve action
4	<p>Major</p> <ul style="list-style-type: none"> Financial impact >20% and <40% of relevant budget Service delivery impairment >10% and <20% Significant national media campaign Board required to approve action
5	<p>Fundamental</p> <ul style="list-style-type: none"> Financial impact more than 40% of relevant budget Service delivery impairment more than 20% Prolonged national media campaign or lobby group campaign Board required to approve action

Likelihood

Analyse the risk using a scale of 1 to 5, in terms of the likelihood of it occurring using the table below. The table also gives descriptors for the likelihood of the risk occurring:

Likelihood descriptors	
1	<p>Rare: Likelihood less than 1% likelihood</p> <ul style="list-style-type: none"> • No experience of a similar failure • Probably requires 3 or more coincident events • If it has happened sufficient controls now in place • Aggregate impact: Unlikely to occur at area in next 5 years.
2	<p>Unlikely: Likelihood between 1% and 5%</p> <ul style="list-style-type: none"> • 10% of team know of this occurring • Conditions exist for this loss to occur • Probably requires no more than 2 coincident events • Aggregate impact: will probably occur in an area in the next 3 years.
3	<p>Possible: Likelihood between 5% and 30%</p> <ul style="list-style-type: none"> • Most of the team know of this occurring • Measures that reduce likelihood have been taken but not fully effective • Aggregate impact: will happen once in next year.
4	<p>Likely: Likelihood between 30% and 70%</p> <ul style="list-style-type: none"> • Everyone in the company knows this could happen • No effective measures to reduce likelihood have been taken • Aggregate impact- will happen more than once in the next year.
5	<p>Almost Certain: Likelihood greater than 70%</p> <ul style="list-style-type: none"> • People outside of the company knows this could happen • No effective measures to reduce likelihood have been taken • Aggregate impact- will happen more than three times in the next year.

44.12. Prioritisation of Risks

A total risk score must be allocated to each risk; this will be multiplying the impact and likelihood scores. Scores should be given to risks absolutely, i.e. before the application of controls and residually i.e. after the application of mitigation / controls.

LIKELIHOOD

5. Fundamental	5	10	15	20	25	IMPACT
4. Major	4	8	12	16	20	
3. Moderate	3	6	9	12	15	
2. Minor	2	4	6	8	10	
1. Insignificant	1	2	3	4	5	
	1. Rare	2. Unlikely	3. Possible	4. Likely	5. Almost Certain	

Red	Severe Risks	<p>Risks that fall into the area highlighted as red will require immediate attention. The status of the risk with regard to effect on Greener Ealing's activities and the progress of action taken to ensure its effective completion will require to be monitored.</p> <p>As a minimum these will form part of the monthly risk management review cycle.</p>
Amber	Major Risks	<p>Risks that fall into the area highlighted as amber will require continuous attention. The status of the risk with regard to effect on Greener Ealing's activities and the progress of action taken to ensure its effective completion will require to be monitored.</p> <p>As a minimum these will form part of the monthly risk management review cycle.</p>

Yellow	Moderate Risks	<p>Risks that fall in to the area highlighted as yellow may require action but will require to be monitored for any changes in the risk or control environment which may result in the risk attracting a higher score.</p> <p>As a minimum this will form part of the monthly risk management review cycle.</p>
Green	Minor Risks	<p>Risks that fall in to the area highlighted as green will require review only, but no further action.</p> <p>This will form part of the annual risk management cycle.</p>
Green/Blue	Insignificant Risks	<p>Risks that fall in to the area highlighted as green/blue will require noting only, but no further action.</p>

42.13. Risk Control

At this stage a decision must be made as to what should be done with the risk. The decision must be proportionate to the level of risks, the costs of any controls and likely benefits.

There are four main actions that can be taken in addressing risks. They are listed below:-

- **Terminate-** this could be by stopping the relevant activity that is causing the risk;
- **Treat-** The greatest number of risks would be treated this way. Any action taken should be to constrain the risk to an acceptable level. And the type of action that could be taken is listed into different types of control action that could be taken and listed below:
 - Preventative – to limit the possibility of an undesirable outcome being realised- e.g. independent inspection;
 - Corrective- to correct undesirable outcomes which have been realised- e.g. contingency planning;
 - Directive to ensure a particular outcome is achieved- e.g. training required;

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- Detective e.g. asset checks.
- Transfer- for some risks the best response may be to transfer them, either through conventional insurance or paying a third party to take the risk on;
- Tolerate- some risks may be tolerable without action, it could also be possible that due to budgetary constraints nothing can be done.

It is important to compare the inherent and residual risk scores to make an assessment over the strength of the existing control environment for the purposes of managing each risk.

13.14. Risk Registers, Monitoring and Reporting

Each risk scenario should be logged onto the appropriate risk register:

- Strategic – those risks that effect Greener Ealing itself (as a company) e.g. financial, governance, legal
- Operational – those risks that effect provision of the service e.g. staff resourcing; Health & Safety; equipment & vehicles.

The risk registers will be regularly monitored and progress in connection with the action being taken will be reported on regularly.

All risk registers should identify risk owners, the individuals responsible for monitoring and reporting on the risks identified i.e. changes in the nature of the risk, level of exposure and the on-going effectiveness of internal controls that are in place for managing or mitigating the risk.

14.15. Reviews

Monthly

Risk owners will review all risks that they are responsible for and update the register accordingly.

At each Board meeting

The Board will undertake a review of the severe and major risks:

Page 13 of 14

Date Adopted: 23rd April 2020; Reviewed Feb 2021

Next Review Date: March 2021



- review progress of risks against risk management action plans;
- review the controls to ensure controls are fit for purpose;
- review new and emerging risks, particularly in connection with the key business objectives contained in the business plan;
- ensuring the actions as stated in the registers by the owners are still relevant and within the necessary delegated authority.

Annually

The Board in conjunction with key managers/consultants will:

- consider a business plan produced by the Directors of key risks for Greener Ealing;
- include a statement in the Corporate Governance Statement (in the event that one is produced) on the effectiveness of the internal control environment in the management of risk;
- Undertake an annual review of the Business Plan and the key risks associated with its successful delivery;
- Undertake a thorough review of the full risk register.

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Date Adopted: 23rd April 2020; Reviewed Feb 2021

~~Next Review Date: March 2021~~



Greener Ealing Ltd
Freedom of Information Policy
March 2020

1. Introduction

Greener Ealing Ltd (GEL) is designated as a public authority for the purposes of the Freedom of Information Act 2000 (FOIA) and is committed to complying with the provisions of the FOIA and the Environmental Regulations 2004 (EIR).

The legislation enables anyone, anywhere in the world, to request any recorded information held by, or on behalf of GEL.

Information will be provided if it is held, unless one or more of the exemptions listed in the legislation applies. Information, which is exempt, does not have to be provided but we will always tell you our reasons in writing and outline the exemption, which is applicable to your request.

Before making a Freedom of Information request you may want to check whether we have already made the information available through our [Publication Scheme](#).

Commented [JS1]: Insert link

[FOI requests made to Greener Ealing are administered by Ealing Council \(our Parent\) on our behalf under a Service Level Agreement.](#)

For advice and assistance, please contact foirequests@ealing.gov.uk

You can also access free guidance and independent advice about FOIA and the EIR from the [Information Commissioner's Office](#).

2. Responsibilities

All directors, employees, consultants and contractors working on behalf of GEL are responsible for ensuring that any request for information they receive is dealt with in line with the requirements of the FOIA and in compliance with this policy.

Where the requestor indicates that they would like the information in a particular form, for example; paper, electronic or inspection in person, we will comply with their preference where reasonably practicable, taking into account the particular circumstances, including cost and the unique circumstances of the request itself.

Date adopted: 10.03.2020

1

Next Review Date: 02.2021

3. Processing the request

GEL aims to respond to all requests promptly within 20 working days following receipt of a valid request.

This timescale maybe extended, for example if an exemption applies and we are considering whether or not it is in the public interest to disclose the information. We will always contact and tell you if we are unable to respond to your request within 20 working days giving our reasons.

GEL reserves the right to refuse requests where the cost of providing the information would exceed the statutory cost limit. This limit is currently set at £450, which equates to 18 hours work at a rate of £25 per hour regardless of the person processing the request.

Where GEL assesses the request and believes that complying with the request will take more than 18 hours of staff time, we will do our best to help the requestor to narrow and refine their request to bring it in line with the cost limit. If this is not possible we will provide you with the information, which is accessible within the 18 hours limit.

4. If you are unhappy with our response

If you are unhappy with our response and the way we have processed your request you can write to us requesting a review, outlining the reasons why you are unhappy with the response we provided you with. Please address your complaint to:

Greener Ealing Ltd
Perceval House,
14-16 Uxbridge Rd,
Ealing,
London,
W5 2HL

We will review your case, and provide a written response within **7 working days**. If you remain unhappy you can contact the Information Commissioner's Office on the details provided below. They will review your request and assess whether GEL has processed your request in accordance with the legislative requirements laid down in the Freedom of Information Act 2000.

Head office, Information Commissioner's Office, Wycliffe House Water Lane,
Wilmslow, Cheshire, SK9 5AF

Tel: 0303 123 1113 (local rate) or 01625 545 745 if you prefer to use a national rate number or email on: casework@ico.org.uk

Report Title	Workforce Profile – Equalities and Monitoring Report		
Meeting	Greener Ealing Board Meeting		
Date	25 February 2021	Agenda Number	6.
Type of Report	For Approval		
Author	Bill Gilmour can be contacted on gilmourw@ealing.gov.uk		
Background	<p><i>To discuss and note the Workforce Profile – Equalities and Monitoring Report.</i></p> <p><i>To approve the (revised) specific equalities objectives contained in the report.</i></p>		

Introduction

At the October 2020 meeting, there was discussion of the Equalities and Diversity Policy and it was noted that the Public Sector Equalities Duty (requiring specific equalities objectives) applies to GEL.

We acknowledged, at that time, that our equalities data was incomplete and we would, therefore, need to address this as a starting point. Our equalities profile data is much more satisfactory, and we feel that we have a greater understanding of where we are as an equal opportunity company.

This is GEL's first Equality and Monitoring report and the process of data gathering has given us base information from which to work.

- It illustrates the wide disparity of male and female employees;
- It acknowledges the ageing workforce;
- It notes that there is a fairly representative mix of ethnicities across the GEL workforce, including at senior level.

We will continue to analyse equalities data and will review recruitment processes to establish how we can more effectively attract a diverse range of applicants.

We will report progress as required. (proposed: Feb 2022?)

GEL - Workforce Profile – Equality and Monitoring Report

Introduction

At GEL, we are committed to meeting our obligations under both the Equality Act 2010 and subsequent Public Sector Equality Duties.

We aim to **“Nurture and build a diverse and representative workforce which, at all levels, broadly represents the community it serves, enabling it to better meet the service needs of our customers”**. (GEL Equality and Diversity Policy).

In furtherance of this, we will collect and maintain equalities data so that we can monitor this against our legal obligations and in line with good practice.

This is GEL’s first Equality and Monitoring Report and acknowledges the protected characteristics laid down in the Equality Act - *age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex and sexual orientation* – with initial focus on Gender, Race, Age and Disability.

It reflects data as at 31st January 2021 (323 employees – 307 male and 16 female) and excludes agency workers and secondees.

Context

When GEL assumed responsibility for the Ealing contract on 5th July 2020, we acknowledged that i) our equalities data was incomplete (we had data for around one third of the workforce) and we would, therefore, need to address this as a starting point; and ii) there was/is a glaring imbalance of male and female employees.

Accordingly, we settled on 3 specific measurable equality objectives:

i) To get an accurate base line of equalities information

We have worked closely with our supervisors and employees to get accurate base line information on our workforce profile. We feel that we have made significant progress on achieving this, which is crucial to achieving our equalities objectives ii) and iii).

ii) To increase the numbers of female HGV drivers employed on the contract.

We had hoped that the recently adopted (2020) pay agreement and re-banding of HGV to £13.25 would help us to attract more female HGV drivers. However, initial discussions with our agency supplier indicate that female HGV drivers are more likely to opt to work in other industries to avoid having to share cabs with predominantly male colleagues. We will continue to explore all means to attract more female HGV drivers.

iii) **To increase the numbers of females generally across the workforce.**

Given that our industry has not traditionally attracted many females, this will be challenging. However, given the regularity of work on offer and job insecurities in other sectors, highlighted during Covid, this may change. We are also prepared to consider flexible working, such as splitting hours – e.g. 10 until 2, or term-time only roles – if this helps.

Almost half of our female workforce (7 of 16) are employed in white-collar roles with the remainder in Street Cleansing (7), Grounds Maintenance (1) and Waste (1x HGV). Given point ii) above and also bearing in mind that GM and Streets roles would appear to more easily lend themselves to flexible working, our initial thoughts on this are females in front line roles may be more likely to opt to work in Street cleansing or Grounds Maintenance.

With this in mind, we will explore all opportunities to achieve objective iii) and hope that we can persuade some females to take on the HGV route through apprenticeships.

GEL - Workforce Profile – Equality and Monitoring Report

1. GEL – Ethnicity and Gender

The following table shows the staff breakdown by ethnicity and gender as of 31 January 2021.

Classification	Headcount				Grand Total
	Female	Female %	Male	Male %	
<i>Any other Asian background</i>	0	0%	3	100%	3
<i>Any other Black background</i>	0	0%	6	100%	6
<i>Any other ethnic group</i>	1	20%	4	80%	5
<i>Any other Mixed background</i>	0	0%	3	100%	3
<i>Any other White background</i>	5	6%	75	94%	80
<i>Asian or Asian British - Chinese</i>	0	0%	1	100%	1
<i>Asian or Asian British - Indian</i>	2	29%	5	71%	7
<i>Asian or Asian British - Pakistani</i>	0	0%	3	100%	3
<i>Black or Black British - African</i>	0	0%	9	100%	9
<i>Black or Black British - Caribbean</i>	1	4%	24	96%	25
<i>Declined to Specify</i>	1	10%	9	90%	10
<i>Mixed - White and Black African</i>	0	0%	3	100%	3
<i>Mixed - White and Black Caribbean</i>	0	0%	3	100%	3
<i>Not known</i>	1	3%	35	97%	36
<i>White - British</i>	4	3%	116	97%	120
<i>White - Irish</i>	1	14%	6	86%	7
<i>White - Irish Traveller/Gypsy</i>	0	0%	2	100%	2
Grand Total	16	5%	307	95%	323

GEL - Workforce Profile – Equality and Monitoring Report

Whilst every endeavour has been made to collect the data, 11% of the workforce (as at 31 January 2021) are yet to provide their data/self-classify and a further 3% have declined to specify – as is their prerogative.

For comparison purposes, we utilised the available Census information (although, taken in 2011, this is likely to have changed).

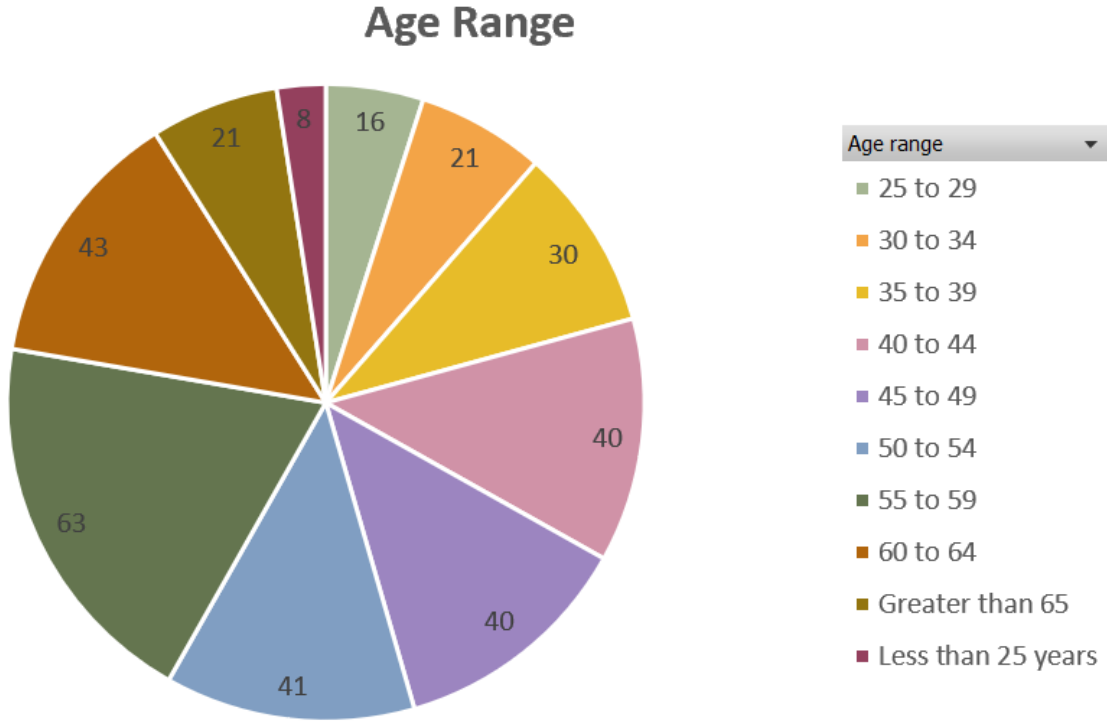
The data shows that:

- 65% of GEL's workforce declare themselves as White – British, White – Irish or White from another background. In comparison to the wider population in Ealing of 49% White.
- 21% in total of the workforce are from BAME communities in comparison to 51% in the wider population of Ealing.
- 14% are Black African/Caribbean or mixed White/Black African Caribbean which corresponds exactly with the census data for Ealing, from 2011.

Whilst the proportion of white employees is higher than the census overall, there seems to be a fairly representative mix of ethnicities across the GEL workforce.

2. GEL – Age Range

The majority of our staff (168 of 323 - 52%) are over the age of 50, compared with 24.2% in the wider area who are over 50. An ageing workforce is a common factor across much of the UK, and likely to be explained by increases to State Pension age, removal of default retirement age, and increases to life expectancy generally. The higher incidence of older staff at GEL could be explained by the limited occupational diversity and the lack of suitable alternatives in the local area. This would tend to be supported by the fact that 37% of employees (120 of 323) have a length of service greater than 10 years. (See table at 3 below).



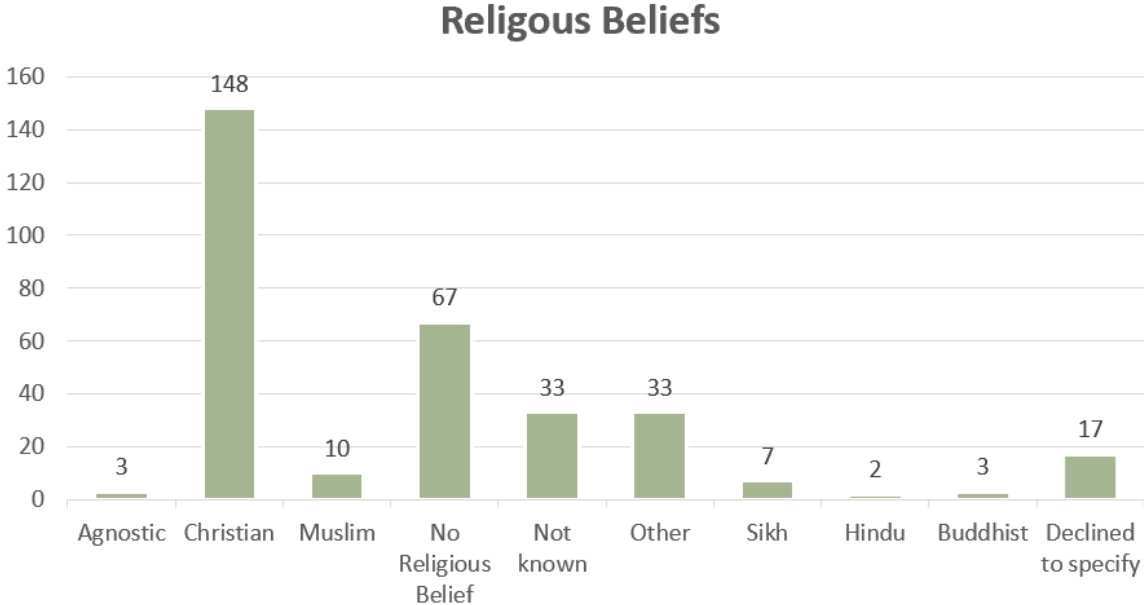
GEL - Workforce Profile – Equality and Monitoring Report

2. GEL – Length of Service

Staff Department	Years Worked							Grand Total
	0 to 5 Years	6 to 10 Years	11 to 15 Years	16 to 20 Years	21 to 30 Years	31 to 40 Years	Over 40 Years	
GEL Fleet and Compliance	1	0	1	1	0	1	0	4
GEL Grounds Maintenance	29	7	14	9	4	7	2	72
GEL HWRC	4	4	6	1	1	1	1	18
GEL Operations Manager	0	2	0	0	1	0	0	3
GEL Professional Services	4	0	2	1	0	0	0	7
GEL Street Cleansing	50	15	10	4	0	0	0	79
GEL Supervisor	4	3	5	2	1	1	0	16
GEL Waste	57	23	19	12	3	7	3	124
Grand Total	149	54	57	30	10	17	6	323

3. GEL – Religious Beliefs

46% of the workforce have identified themselves as Christian, 15.5% have either declined to specify or data has not been collected. The figures may be consistent with the majority of GEL staff declaring themselves to be white, although we cannot be sure. In any event, whilst difficult to draw any meaningful conclusions from this, we are aware of our responsibilities under the Equality Act and will continue to appoint and promote candidates irrespective of religious belief.



GEL - Workforce Profile – Equality and Monitoring Report

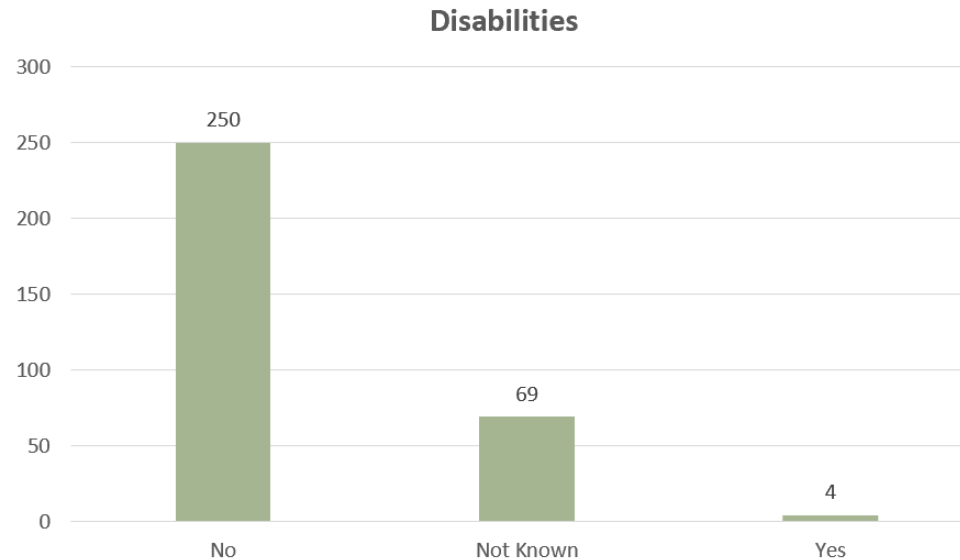
4. GEL – Disability

Only 1.2% of GEL’s workforce have declared themselves as having a disability, compared with 6.6% from the Census data, who declare themselves to be economically active.

The actual figure for GEL may or may not be higher, as 21% of employees have either not responded or not declared.

The relatively low numbers of employees declaring a disability is possibly explained by the lack of occupational diversity in GEL (as compared with LBE for example) and the physical nature attendant to many of our roles.

We are aware, nevertheless, of our obligations under the Equality Act, and have taken steps to make “reasonable adjustments” to enable employees to continue to work.



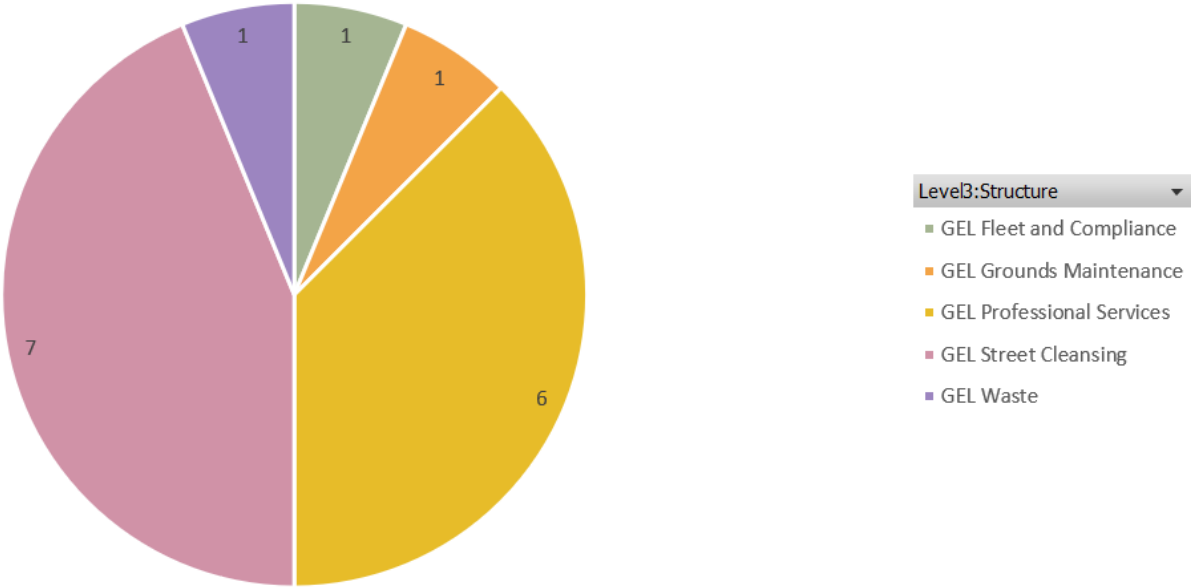
5. GEL - Female Employees of GEL

GEL employs 16 females from a total workforce of 323 (5%).

Almost half of our female workforce (7 of 16) are employed in white-collar roles with the remainder in Street Cleansing (7), Grounds Maintenance (1) and Waste (1x HGV).

Given our equality objective ii) - seeking more female HVGs - and considering that Grounds Maintenance and Street Cleansing roles would appear to more easily lend themselves to flexible working, our initial thoughts are that females in front line roles may be more likely to opt to work in Street Cleansing or Grounds Maintenance.

With this in mind, we will explore all opportunities to achieve objective iii) - increase number of females generally - and hope that we can persuade some females to take on the HGV route through apprenticeships.



GEL - Workforce Profile – Equality and Monitoring Report

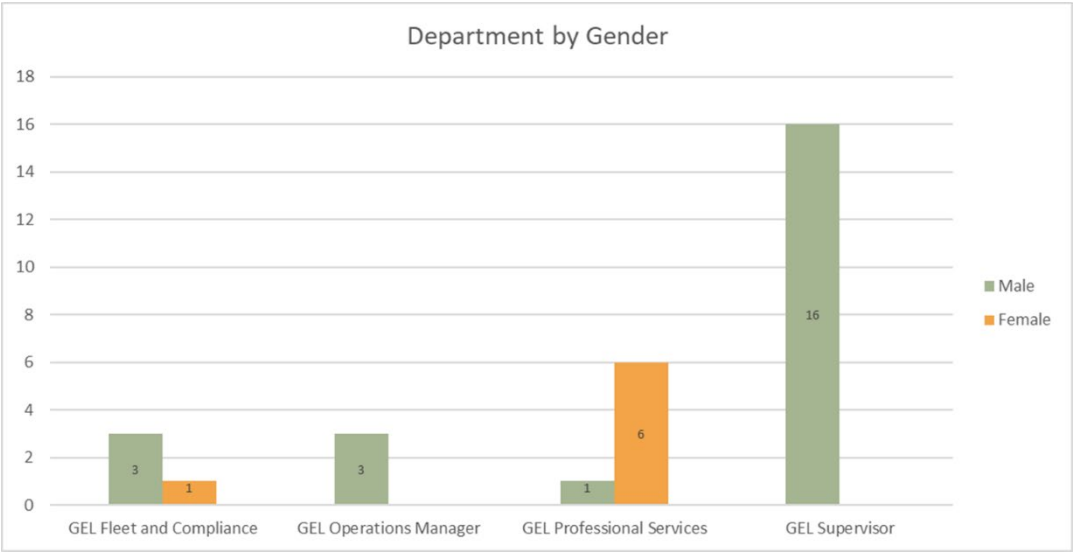
6. GEL – Office Based Roles - Male and Female Split

This data includes Supervisors, Operations Managers and Professional Services.

There are no females employed as either Operational Manager or Supervisor.

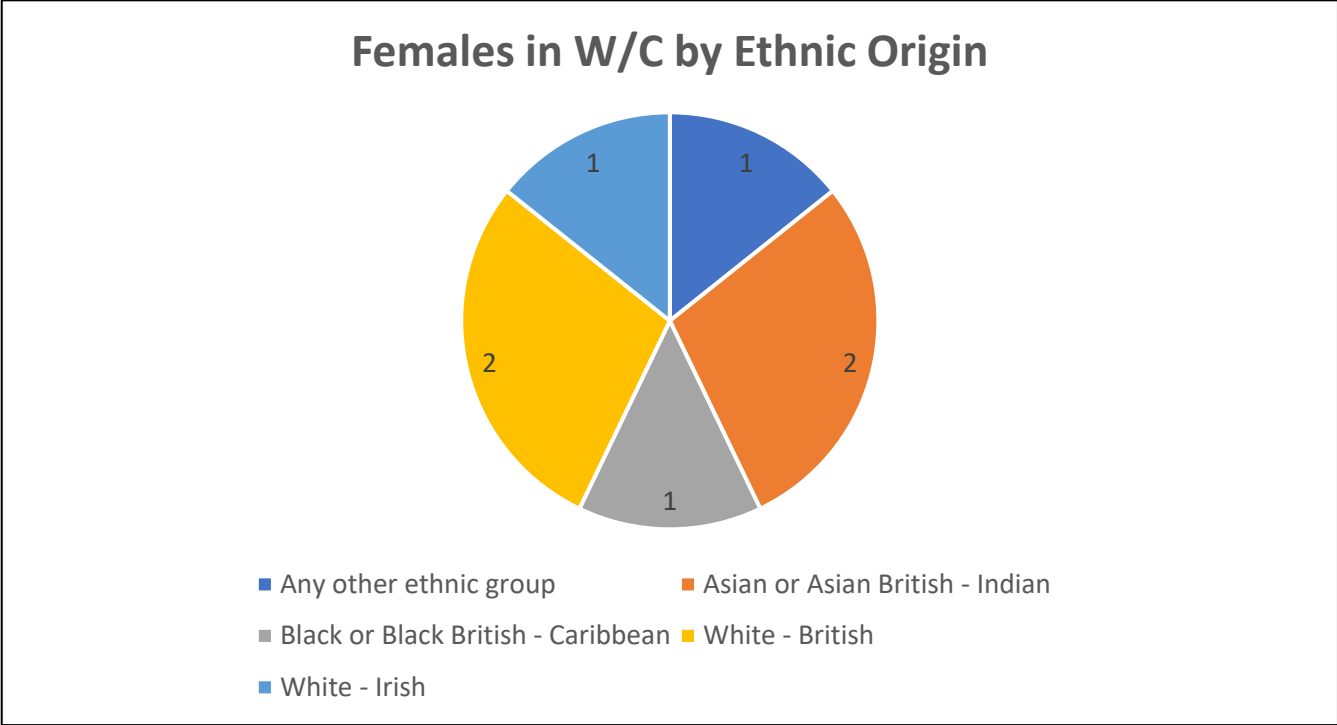
All of the women employed within white collar roles (7 of 16 females) have provided their self-classification data.

Of the 7 females employed in white collar roles, 4 are in senior white collar/management roles.



7. GEL – Females in White Collar by Ethnicity

Of the 7 females employed in white collar roles, 3 are white British/Irish and 4 are non-white or other ethnic group.



The data suggests that although few in numbers overall, females are well represented within the white-collar and management roles at GEL. Moreover, ethnic origin seems to be diverse within these roles.

However, we acknowledge that females are not represented at all at Supervisor and Operation Management level and we will continue to seek opportunities to attract more females overall and offer development pathways wherever possible, to address this imbalance.

8. Conclusion

This is GEL's first Equality and Monitoring report and the process of data gathering has given us base information from which to work.

- It illustrates the wide disparity of male and female employees;
- It acknowledges the ageing workforce;
- It notes that there is a fairly representative mix of ethnicities across the GEL workforce, including at senior level.

We will continue to analyse equalities data and will review recruitment processes to establish how we can more effectively attract a diverse range of applicants.

We will report progress as required.

Report Title	AGM Notice		
Meeting	Greener Ealing Board Meeting		
Date	25 February 2021	Agenda Number	7.
Type of Report	For noting and approval		
Author	Jo Steel can be contacted on jo@bhcsecretaries.co.uk prior to the meeting. (Please refer any questions to Andrea Goldsmith during the meeting)		
Background	<ol style="list-style-type: none"> 1. The first AGM of the company has been rescheduled to take place in April (exact date and time to be confirmed). 2. Attached is the Notice of the AGM and covering letter to be sent to the Shareholder Representative 21 days prior to the AGM 3. The Board is asked to approve the letter and Notice. 		



To Gary Alderson
Ealing Council
Shareholder Representative for Greener Ealing

[1 April 2021]

Re: Greener Ealing Ltd Annual General Meeting

Dear Gary

Please find attached the Notice to the first Greener Ealing Annual General Meeting (AGM), to be held on [insert day] April 2021 at [insert time].

We look forward to welcoming you to the meeting.

Yours sincerely,

Pp/Mike Boulton
Chairman



GREENER EALING LIMITED

Company Number:12136927

NOTICE IS HEREBY GIVEN that the first annual general meeting of the company will be held at Perceval House, 14-16 Uxbridge Rd, Ealing, London, W5 2HL on [insert day] April 2021 at [insert time] for the following purposes:

- 1 To receive the accounts of the Company for the year ended 30 June 2020 together with the reports thereon of the directors and the auditors of the Company and to consider the recommendation of the directors that no dividend be declared in respect of the year. (Appendix A)
- 2 To authorise the Board to appoint Deloitte LLP as auditors of the Company for the next financial year should an audit be required, and to authorise the Board to fix their remuneration.
- 3 Any Other Business as may be raised at the meeting.

[insert date of
notice]

Registered
office:
Perceval
House, 14-16
Uxbridge Rd,
Ealing,
London, W5
2HL

BY ORDER OF THE BOARD



BRIDGEHOUSE COMPANY
SECRETARIES LTD

Notes

As a non-natural person the Council as sole member has appointed Gary Alderson (so appointed at the Council Cabinet Meeting on 15.10.2019, until further notice) as Representative to act on its behalf at the meeting.

A Member that is entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote in his place. Such proxy need not be a member of the Company. If the Council wishes to appoint a proxy, please contact the Company Secretary. (NB as the Council can appoint a Representative it is unlikely that a proxy would be appointed.)

Report Title	GEL – Business Continuity Plan		
Meeting	Greener Ealing Board Meeting		
Date	25 th February 2021	Agenda Number	8.
Type of Report	For approval		
Author	Kevin O’Leary – Kevin can be contacted on olearyk@greenerrealing.co.uk		
Background	<p><i>This report introduces the Business Continuity Plan (appended) which sets out the response framework and actions to be taken in the event of an emergency disrupting the ability to deliver critical activities and functions. GEL have adopted the format used by LBE (client) so that the Business Continuity Plan is consistent with those held by the client.</i></p> <p><i>The plan lists roles, responsibilities, key contacts and locations. It covers what constitutes an emergency (trigger criteria for plan activation), chain of management, immediate actions, communications, stake holders and contingency measures.</i></p>		

TITLE: GEL Business Continuity Plan
Version 26th January 2021

Overview

This is the Service Business Continuity Plan (BCP) for Greener Ealing Ltd. This document is to provide the service with a response framework to be used in the event of an emergency, disrupting the ability to deliver its critical activities and functions.

1.IMMEDIATE ACTION LIST

1	Understand if any of the trigger criteria has been met, as described in the activation section of this Service BCP	
2	Ensure the most senior person present for the service takes the role of Incident Manager	
3	Decide on immediate actions to undertake	
4	Notify relevant stakeholders of the service (see the communication section of the Service BCP and Key Contacts List). Information should include: <ul style="list-style-type: none"> • Information about the incident • Impacts the incident is causing to the service • Actions for the stakeholder to undertake 	
5	Regularly refer to this document to guide your decision-making and actions necessary to recover and resume the critical activities that your service provides	

2.PLAN ACTIVATION

Trigger Criteria: *The plan should be activated if any of the following criteria is met:*

1	Loss of access to primary location
2	Significant loss of key staff
3	Loss of critical IT systems
4	Severe Weather - Storms
5	Disruption to key provision of services – frontline staff/vehicles/fuel
6	Disruption to key contractor services/provision

Activation of the plan: *The following people have responsibility for activating the plan:*

1	Kevin O’Leary
2	Mick Aherne
3	Operations & Business Support Managers – J Hope/G Jameson/P Johnson/K Dhesi
4	William Gilmour / Katie Pohancenikova

3.ROLES AND RESPONSIBILITIES

Management: *The following people have the responsibility for overall management of the incident*

1	Kevin O’Leary
2	Mick Aherne
3	William Gilmour / Katie Pohancenikova

Incident Manager Responsibilities

1	To regularly refer to the Service BCP to guide actions and decisions	5	To provide regular situation reports to the service staff
2	To provide leadership for the service	6	To provide regular situation reports to relevant stakeholders.
3	To keep a comprehensive log of the incident and your response actions	7	To ensure an acceptable level of service is being delivered
4	To guide the service to recovery and resumption of critical activities	8	To close down the incident once there is a return to normality

4.COMMUNICATION

Incident Notification: *In the event of an incident the following key people must be notified*

1	Managing Director, GEL Management Team & Senior LBE Client Officers
2	GEL Board & LBE Executive Directors
3	Comms Team
4	Other Internal departments as required
5	Contractors

Seeking Assistance: *The following people can be contacted to seek assistance*

1	LBE: Emergency Management Service / Resilience Advisor
2	LBE: Civil protection/Borough Emergency control centre
3	Other boroughs
4	Other related service contractors
5	

Other Contacts: *The following other stakeholders also need to be contacted*

1	Staff via cascade through line of management & Union
2	Residential & Commercial Customers via LBE
3	West London Waste Authority via LBE
4	Funeral directors, Parkguard & User groups via LBE

5.CONTINGENCY MEASURES

Maximum Period of Disruption and Minimum Staffing Levels

Critical Activity	Maximum period of disruption	Minimum Staff
Cemetery Services	<24 hours	2
Waste collection services	<1 week	130
HWRCs & Street Cleansing & Grounds Maintenance	<2 months	50

Loss of Premises

Building Name	1. Warren Farm (old Sports Centre) 2. Acton Depot (GM) 3. Greenford Park Cemetery 4. Work from home
Address and postcode	1. Windmill Lane, Southall UB2 4NE 2. 8 Roslin Road, Acton W3 8DH 3. Windmill Lane, Greenford UB6 9DU 4. Work from home
Other information	For Managers and Admin staff across Collections/Cleansing/GM/HWRC/Cemetery/Transport

Loss of Processes

Workstation	6
Computers (<i>please state if surface or TinyPCs</i>)	6 x surface
Telephony	6
Information and documentation	N/A
Equipment and materials	N/A

IT Application / Software	Recovery Time
Whitespace	Up to 5 days

CheckedSafe	Up to 5 days
Masternaut	Up to 5 days
Triscan	Up to 5 days

Loss of Providers		
Key supplier / Partner	Product / Service provided	Contingency (if failure to deliver service)
GPL	Vehicle Maintenance	Other maintenance providers
Certas	Fuel	Other fuel suppliers
Contingency Actions		
1	Agree relocation of management of GEL services to work from home or temporary (portacabin/other) accommodation in Greenford Depot or: <ul style="list-style-type: none"> • Warren Farm • Acton depot (satellite GM depot) • Greenford Park Cemetery (satellite GM depot) 	
2	Agree relocation of operational vehicle parking to Warren Farm with LBE and arrange security	
3	Obtain fuel from petrol stations using fuel/credit card	
4	Ensure Vehicle Operating Licence requirements are resolved with Traffic Commissioner	
5	Notify HSE of relocation	
6	Notify Environment Agency of relocation and actions regarding HWRC & Transfer Station	
7	Notify West London Waste Authority of relocation and actions regarding Collections & HWRCs via LBE	

APPENDIX ONE			
Document Control			
Author:	Doug Teesdale		
Owner:	Kevin O'Leary		
Date Issued:	26/1/2021		
Version History			
Details of amendments	Version	Amended by	Date
Addresses of relocation options revised.	2	D Teesdale	26/1/21
Maintenance			
Key Contacts	6 monthly		
Full Review	Annual		
Ad-Hoc Review	Internal audit		
Interdependencies and Linked Plans			
Plan	Owner		
LBE Business Continuity Plan	Emergency Management Service		
APPENDIX TWO			
Relocation Site Information			
<p>Management staff to relocate to the most functionally suitable of the relocation options listed above. Operational vehicles to park at Warren Farm site with suitable traffic management and security NB Operating Licence requirements to be satisfied with Traffic Commissioner.</p> <p>Management staff can also work from home, dependent upon the emergency and service that is required. This is likely to be the preferred solution for any staff who do not need to be physically close to the frontline operation.</p>			

APPENDIX THREE			
Key Staff Emergency Contacts			
Name	Job Role	Contact	
Kevin O'Leary	Managing Director Greener Ealing Ltd	Work:	
		Mobile:	07973126841
		Email:	olearyk@greenerrealing.co.uk
Mick Aherne	Senior Fleet & Compliance Mgr Greener Ealing Ltd	Work:	
		Mobile:	07980 732315
		Email:	AherneM@greenerrealing.co.uk
William Gilmour	HR Manager Greener Ealing Ltd	Work:	
		Mobile:	07545 648321
		Email:	GilmourW@greenerrealing.co.uk
Katerina Pohancenikova	Head of Finance Greener Ealing Ltd	Work:	020 8825 6401
		Mobile:	07592 385865
		Email:	PohancenikovaK@greenerrealing.co.uk
John Arnold	Ealing Council Project Manager Street Services	Work:	
		Mobile:	07490 497004
		Email:	ArnoldJ@ealing.gov.uk
Kirk Ardener	Ealing Council Be- reavement Service Manager	Work:	0208 825 6030
		Mobile:	07779 579675
		Email:	ardenerk@ealing.gov.uk
Kim Dhesi	Bus. Support Mgr Greener Ealing Ltd	Mobile:	07973 126475
		Email:	DhesiK@greenerrealing.co.uk

Key Staff Emergency Contacts			
Name	Organisation	Contact	
Jamie Hope	Collections Manager Greener Ealing Ltd	Mobile:	07780 990760
		Email:	HopeJ@greenerrealing.co.uk
Garry Jameson	Cleansing Manager Greener Ealing Ltd	Mobile:	07808 802788
		Email:	JamesonG@greenerrealing.co.uk
Paul Johnson	GM/Cemeteries Mgr Greener Ealing Ltd	Mobile:	07525 8583105
		Email:	JohnsonPau@greenerrealing.co.uk
Sandra Hewey	Operational Safety Advisor Greener Ealing Ltd	Work:	
		Mobile:	07761 328352
		Email:	HeweyS@greenerrealing.co.uk
Earl Mckenzie		Work:	020 8825 5194

	Ealing Council Assistant Director Street Services	Mobile:	07855 361638
		Email:	mckenzie@ealing.gov.uk
Other Useful Contact			
Name	Job Role / Org	Contact	
Emergency Management Service	Civil Protection / Borough Emergency Control Centre	Work:	020 8825 9494 / 5969
		Mobile:	
		Email:	emergencymanagement@ealing.gov.uk becc@ealing.gov.uk becc@googlemail.com (back-up)
		Work:	
		Mobile:	
		Email:	
		Work:	
		Mobile:	
		Email:	
		Work:	
		Mobile:	
		Email:	

Report Title	GEL Business Plan 2021/22		
Meeting	Greener Ealing Board Meeting		
Date	25 th February 2020	Agenda Number	9.
Type of Report	For approval.		
Author	Kevin O’Leary – Kevin can be contacted on olearyk@greenerrealg.co.uk		
Background	<p><i>This report sets out the Business Plan for 2021/22 and a financial forecast to July 2025. It is essentially a refresh of last year’s plan.</i></p> <p><i>The Business Plan for 21/22 was agreed by the Councils Senior Leadership Team in January and approved by elected members at the Councils Cabinet meeting on 9th February.</i></p> <p><i>As a Board you considered the plan in some depth at your Away Day session on 20th January.</i></p> <p><i>The plan confirms the following:</i></p> <ul style="list-style-type: none"> • <i>The GEL Financial Forecast and budget for 2021/22</i> • <i>The overarching Key Strategic Objectives</i> • <i>The new supporting objectives.</i> • <i>Includes GEL’s Risk appetite statement (this was mentioned in our Corporate Governance Audit and fulfills the obligation address this).</i> <p><i>The Board is asked to note that the Ealing Cabinet meeting approved the Business Plan and at the same time introduced an Efficiency Review to be undertaken after one year’s operation of the contract with GEL (5th July 2021). It is not yet clear how this will take effect or how it relates to the Service Agreement and to any further financial or performance matters for GEL. The Board will be updated as this becomes clearer.</i></p> <p><i>The Board is asked to approve the final Business Plan for 2021/22.</i></p>		

Greener Ealing Ltd

Draft Business Plan – 2021/22

Our Mission:

To deliver high-quality environmental services.

Our Vision:

To be recognised as one of the leading environmental service providers in West London and across the Capital.

Our Values – Our 4C's:

- ***Customer First***
- ***Collaborative***
 - ***Caring***
 - ***Committed***

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1. Foreword –Mike Boulton, Non-Executive Director and Chair Greener Ealing Ltd

Dear Reader,

GREENER EALING BUSINESS PLAN 2021/22

I am delighted to introduce Greener Ealing's Business Plan for 2021/22.

It feels like such a short time ago that we agreed our first plan in May 2020. A lot has happened in the intervening period. We launched Greener Ealing on 5th July as the country was emerging from the first Covid lockdown. We have found ourselves preparing for this new plan during the second and third lockdowns.

Looking back on our launch I think that it has been highly successful with no major issues and with services to Ealing residents being delivered in accordance with our agreements with the Council.

This plan for 2021/22 is in part a refresh of the plan agreed last year as that first plan set objectives that would span the year to July 2021. On those objectives I think we have made good progress with the Board receiving detailed updates throughout the year – we have been pleased with the company's progress.

As for highlights I think the launch of GEL itself; the new pay structure with the workforce; the arrival of the fleet and seeing a plan come together on the ground as first envisaged back in early 2019 when I was first approached to get involved with GEL. It has been particularly heartening to see GEL stick to its principles putting our 4 C's at the core of what we do and start to deliver many of the things that the Council was looking for.

As for the GEL Board we have had a busy time, we have learnt to deal with virtual meetings, with some packed agendas as we faced up to the challenges the business has had to face – we have worked well together and I am grateful for the support that Kieran and Alison have provided over the last year or so as we took our first steps on this venture. We all look forward contributing to making further sustainable improvements for the residents and businesses of Ealing.

Finally, a big thank you to our workforce, who have worked tirelessly throughout the lockdowns and maintained service delivery for the benefit of our customers.

I recommend this plan to you.

Yours faithfully

**MIKE BOULT
CHAIR GREENER EALING LTD
FEBRUARY 2021**

2. A welcome from Ealing Council - Councillor Jasbir Anand

Dear Colleagues,

Thank you for reading this plan I am really excited to be the Cabinet Member of Environment and Climate Change at a time when Greener Ealing is starting to find its feet.

The business has had a good start following the launch last summer and Ealing residents have enjoyed a more reliable service during this period. The workforce has been recognised for the valuable contribution that they make to life in the borough with improved terms and conditions and a more consultative management style which is to be welcomed.

The Greener Ealing Board has set out an ambitious set of objectives for 2021/22 and beyond and I look forward to being part of the wider team on the journey to delivery.

The Council, when setting up Greener Ealing had high hopes for its new venture and so far, has not been disappointed. This initial phase has been a success but unsurprisingly we want more, and I would urge the Board, the Management, all support staff and most importantly the frontline staff to use all their best endeavours to ensure that this happens.

I look forward to working with the Greener Ealing Board and the wider team.

Best wishes

Councillor Jasbir Anand

Cabinet Member for Environment and Climate Change

February 2021

3. Executive Summary

This is the Greener Ealing Business Plan for 2021/22. It is essentially a refresh of last year's plan. It is a chance to take stock on the mobilisation, on the objectives that were agreed prior to mobilisation and set out the challenges for GEL for the coming years. We include an outline financial forecast to July 2025.

We have set nine key objectives, these are structured beneath three overarching Strategic Objectives (SOs). These remain the same as before, but we have either updated the second-tier objectives and/or added new ones.

At the time of drafting this plan we are still in the delivery phases of the 2020/21 objectives – as we make progress against these priorities this document will be updated through its various iterations from this initial draft, to be considered on 17th December by the GEL Board, and again at GEL Board on 25th February 2021 and finally the Council's Cabinet meeting on 9th February 2021.

STRATEGIC OBJECTIVE A

To deliver contracted services in line with the Ealing service contract, specification and key performance indicators

STRATEGIC OBJECTIVE B

To deliver contracted services within the agreed financial targets.

STRATEGIC OBJECTIVE C

To prepare Greener Ealing for future growth. By embedding the organisational culture, systems and processes that will position Greener Ealing to pursue commercial opportunities over the medium to long term.

The document comments on the following areas as Greener Ealing moves from mobilisation and to be a fully-fledged company capable of being taken seriously in the wider market place.

The plan covers:

- The post mobilisation period to December 2020
- The detailed financial forecast for 21/22.
- High level annual income and expenditure forecasts to the contract end in July 2025
- The key performance indicators these include GEL business indicators both financial and operational and the Service Agreement indicators with Ealing Council.

- Our approach to risk management and our risk appetite.
- Confirmation of the GEL Mission Statement and the Vision and Values for the company.
- The key objectives/workplan for the Managing Director and his/her management team for 21/22.
- Includes two new objectives around customer focus and performance and data analysis.
- A brief review of GEL's relationship with its shareholder Ealing Council and how this is working.
- How GEL develops an identity within the Borough and plays an active role as a partner.
- Targets for external accreditations to deliver our ambitions around Health and Safety, Transport, Quality and Environmental Management initially highlighted in last year's plan.
- Restates our commitment to going digital and to be an innovator we will try to reflect this aspiration as we move forward.
- Critical to Greener Ealing's success will be its workforce. The importance of staff communications, good terms and conditions and the opportunity for people to develop within the organisation will be paramount and is acknowledge in this business plan.

4. Introduction and background

This is the Business Plan for Greener Ealing Ltd (GEL) for the period 1st April 2021 to 31st March 2022. Greener Ealing Ltd is Ealing Council's wholly owned Local Authority Trading Company (LATCO).

This is GEL's second Business Plan following mobilisation in July 2020. As recorded in the original plan agreed in May 2020 the company has been on a journey of discovery. We have learnt more and more with each month that passes about the operations and the associated costs. This means that we have more confidence in our assumptions and our financial forecast moving forwards. This is however an industry where costs can be volatile e.g. fuel, repairs and maintenance for expensive vehicles and plant and machinery, this means that we are continually managing risks and their possible impacts on the business.

It is worth reminding the reader of the scale of the undertaking and the achievements of the project team that have brought GEL to this juncture. From a standing start to setting up with a new fleet, new systems, new policies and procedures and all the supporting infrastructure is a credit to the team. In October 2019 the draft Business Plan highlighted the following aspirations.

To:

- Pay the London Living Wage from day one. **This happened.**
- Reduce the reliance on Agency Staff. **This is happening.**
- Develop a training and development programme open to all staff – identifying opportunities for advancement for front line staff to Drivers and beyond to Supervisory and Managerial levels. **This is happening.**
- Improve in areas where skills development has been neglected or left behind e.g. horticultural skills, HGV training and on important topics such as Health and Safety in order to provide the safest possible working environment. **This is happening.**
- Develop a new apprenticeship programme. **This has happened.**
- Provide an enhanced pension scheme with an increased employer contribution. **This has happened.**

- Provide the best vehicles and plant, including a new fleet, to enable staff to do their jobs. **This has happened**
- Work closely in collaboration with the trade unions. **This is happening.**
- It is envisaged that the focus will be on permanent, local jobs for local people. **This is happening.**

The creation of GEL continues to be an exciting opportunity to develop an organisation that works closely with the Council and fully reflects the Council's values and beliefs. The company will have a public service ethos at its core with service delivery its main priority. GEL will treat its employees in a commensurate manner.

5. Progress following mobilisation

Everything became real on 5th July 2020 when GEL took over service delivery. The work required to establish Greener Ealing had been a massive undertaking. The creation of a new company and the associated requirements for the business together with the wider range of products and services that have been sourced and the transfer of over 300 staff cannot be underestimated. All done against the background of the Covid pandemic which has continued to be a major challenge to the business.

Since July work development work has continued on all fronts and some highlights are listed below:

Ongoing Board meetings - the Board has met throughout 2020 on nine occasions and made a number of key decisions and agreed new policies. Meetings have now settled into a bi-monthly pattern and are working well.

Vehicle procurement – ongoing delivery of the new fleet which was extended by continuing Covid related delays. The final vehicle was delivered in December 2020.

Vehicle maintenance – Go Plant our vehicle maintenance provider set up from 5th July and has provided us with good service since then.

Ongoing roll out of Business Support Infrastructure – developed new business systems, operational software, HR systems, transport management, Health and Safety and other support software.

New Livery – the new branding based on the Ealing Oak applied to all GEL fleet.

Agreed new KPIs with Ealing Council.

Performance – overall good performance against KPIs and early indications of a reduction in customer complaints

Established Partnership Board – with Ealing Council to oversee contract performance. This is supported by Operational Group meeting and Customer Contact meetings to ensure all aspects of the contract are covered.

Weeding Programme – an extensive programme to address extensive weed growth at start of the contract.

New Pay Structure – agreed a new pay deal with the GMB addressing the dozens of pay rates inherited at the transfer date. Now consolidated to 4 basic grades.

Operational Reviews – we are currently undertaking reviews of all service areas.

Management Restructuring – this is now complete.

Corporate Governance Audit – undertaken by PWC. A good report with a “Reasonable Assurance” rating. One medium risk finding and three minor all of which will be addressed by 28th February 2021

Apprenticeship scheme has now commenced.

Employee of the Month Scheme introduced from August 2020

Staff Survey – conducted first GEL staff survey in October 2020

Equalities and Diversity – baseline to be established for the February 2021 Board meeting with Equality Objectives established.

Health and Safety – Established Compliance management function to incorporate and focus the delivery of HSEQ across the business, including the provision and delivery of GEL specific vehicle and driver training scheme. Development of Alcumus HSEQ platform and establishment of Quality Management program to support accreditation process for BSI quality standards

6. Confirmation of GEL Mission Statement, Vision and Values

This is a direct lift from the 2020/21 Business Plan and is still considered fit for purpose.

It is not always easy to articulate at an organisational level and sustain an understanding of what a company or a brand represents. It is even more difficult when taking on an experienced workforce some of whom will have seen several different messages from different employers, for what to them is a straightforward job of work.

This is a managerial and leadership challenge. Our preference is to avoid clichés or meaningless jargon in favour of simple straightforward messages that staff can relate to with examples of positive behaviours that support our overall purpose.

Our Mission:

To deliver high-quality environmental services.

Our Vision:

For Greener Ealing to be recognised as one of the leading environmental service providers in West London and across the capital.

We will do this by:

- delivering a significant and lasting improvement in the quality of services
- supporting the Council to make Ealing an attractive place to live, work and visit.
- delivering best value for money to our clients.
- creating a culture where employees feel valued.
- ensuring Greener Ealing has the smallest possible environmental footprint to support the Council's aim to achieve carbon-neutral status by 2030
- work collaboratively with the Council

Our Values or 4 Cs

Our values set out what we stand for and how we will behave at work. They are the basis of how we will deliver our vision of being one of the leading environmental service providers in West London. For Greener Ealing our approach will be:

- **Customer comes first** - remembering our purpose and doing our very best for the people we serve;
- **Collaborative** – with workmates and others - working together
- **Caring** - about the health, safety, welfare and wellbeing of our employees;
- **Committed** – to delivering services, to innovation, tackling problems and finding better ways of working.

7. Relationship with Ealing Council

Greener Ealing works in partnership with Ealing Council. The relationship based around a new services agreement and service specifications for the range of environmental services (“the Agreement”) that Greener Ealing is contracted to deliver. However, it is hoped that over time the reality will be far more than the somewhat mechanical delivery of a range of services. These are important frontline services that impact on every home at least once per week. They are not without challenge not only in delivery but in helping the council and encouraging a change in behaviour from residents and the wider population from re-cycling to littering. Greener Ealing wants to be a part of the solution to these challenges working with the Council. Not a distant contractor willing to provide only a price.

Current Partnership Board and Operations arrangements are working well – following mobilisation we will now look to strengthen the engagement between the Council and the Board Directors. This is subject to further discussions with the Council.

8. Financial Overview

Greener Ealing management has undertaken a full review of the company's costs for the next 5 years as set out in the table below:

	BUSINESS PLAN				
	2021-22	2022-23	2023-24	2024-25	2025-26
Contractual Service Income - Scheduled Works	(21,650)	(22,178)	(22,706)	(23,234)	(5,924)
Contractual Service Income - Non-Scheduled Works	(123)	(126)	(129)	(132)	(34)
Net Service Income	(21,773)	(22,304)	(22,835)	(23,366)	(5,958)
Other income	(287)	(294)	(301)	(308)	(79)
Turnover	(22,059)	(22,597)	(23,135)	(23,673)	(6,037)
Staffing costs	12,450	12,790	13,109	13,292	3,568
Agency Costs	1,457	1,493	1,529	1,564	435
Other staffing costs	242	248	254	260	66
Total staffing costs	14,150	14,531	14,891	15,116	4,069
Other Direct Costs	547	560	573	586	123
Depreciation & Amortisation	238	238	238	238	53
Vehicle Costs	4,614	4,723	4,974	5,159	1,340
Plant Costs	474	498	540	555	143
Property Costs	1,187	1,216	1,245	1,274	324
ICT Costs	188	193	198	202	52
Service Recharges	224	230	235	241	61
Professional Fees	324	332	340	348	107
Operating costs	7,797	7,990	8,344	8,604	2,203
OPERATING DEFICIT/(SURPLUS)	(113)	(76)	99	46	235
Net funding costs	197	144	91	38	1
NET DEFICIT/(SURPLUS) BEFORE TAX	84	68	191	84	236
Corporation Tax	-	-	-	-	-
NET DEFICIT/(SURPLUS) AFTER TAX	84	68	191	84	236
TOTAL COMPREHENSIVE INCOME / (COSTS)	84	68	191	84	236

Greener Ealing costs are based on the following assumptions:

- Turnover: 2.5% inflation assumed on all revenue income
 - Starting position 20/21 Annual contract value of £21.12m (£15.84m for 9 months)
 - Non-core income for works outside of the contract of £120k
 - Other Income represents increase of depot rental charge of £279k charged back to the Council
- Staffing Costs: actual FTE salaries and indirect costs with 2.5% inflation applied. Costs also include additional 4 days leave for staff agreed by AMEY and LGPS costs.
- Operating Costs: reflect current understanding of the arrangements with £279k increased depot rental charge and provision for potential insurance cover increase. The costs have been increased by 2.5% inflation.
- Funding Costs: In order to comply with the new Subsidy Control measure (formerly State Aid) the assumed interest rate is 8.88% against original budget of 3.5%. When applied to the potential £2.5m loan facility, this creates a pressure on GEL of £118k in 2021-22 and subsequent years that GEL might recover from the Council.

As ever it is possible that there will be unforeseen cost pressures e.g. on-going Covid costs or market changes affecting supplier prices. Every effort will be made to contain costs within the required limits as part of our ongoing risk management approach.

9. Key Performance Indicators and monitoring arrangements

We have now agreed Key Performance Indicators against the Service Agreement with the Council and these are set out below.

Indicator	Source	Target/Measure
Missed collections per 100k by service	Customer Contact	Less than 100 per 100k overall to be broken down by service.
Assisted missed collections	Customer Contact	100% per month i.e. no assisted missed collections
Missed collection resolution SLA	Whitespace	100% within 24hrs
Streets at A and B at first Inspection.	LBE Inspection team	85% target.
Parks Quality	LBE Inspection Team	95% as per inspections based on Green Space Quality Manual (Parks for London)
Cemetery Service - Burials	LBE Inspection Team	As above
Fly Tip Clearance	Customer/client reports and random inspection	95% cleared within 24hrs of report received by contractor
Bulky Waste Service	Customer/client reports/contractor self-reporting.	100% on appt day.
HWRC	% materials recovered	Source data from LBE/West Waste to establish baseline

In addition to this the Board has agreed the following key Business Indicators which are reported to every Board meeting and routinely by the management team. These are set out below.

Financial

- Year to Date Actual vs Budget
- Full Year Forecast vs Budget
- Additional Revenue Streams

HR

- Attendance/Sickness rates
- Employee Relations cases

- Staff Turnover
- Staff Satisfaction

Health and Safety

- Reportable Accidents
- Events reported: Lost Time Incidents/ No lost Time Incidents

Transport and Compliance

- Vehicle availability
- MOT pass rate

10. Health and Safety and Environmental and Quality Management

Good progress has been made in the initial period with agreed Policies now in place, new Risk Assessments across all services and new Safe Systems of Work are now being embedded. The Alcumus software is being fully utilised and the second phase of work has progressed in respect of our pursuit of various HSEQ accreditations. See key objectives 4 (a) and (b) below.

11. Risk Management

It is the responsibility of Directors to understand risks and ensure that management are taking and managing appropriate levels of risk is an integral part of all our business activities. Our Risk Register is reviewed at every Board meeting and reviewed locally by the Management Team on a monthly basis.

Following our recent Corporate Governance Audit, we have considered our Risk Appetite which we have summarised below – this subject to Board approval and needs to read alongside our initial consideration of growth or commercial opportunities for the business.

Risk Appetite statement

Our risk appetite at its highest level is determined by the Board. It is influenced by the actions we are or are not prepared to take in furthering our business goals.

The most significant judgements affect our assessment of return for the risk we take in investing in customer service, our efficiency strategy and our obligations under our core contract, regulation and legislation and our financial stability.

We have a low-level appetite for risk which would impact our record on regulatory compliance, health and safety record and reputational damage for GEL or the Council.

We have a higher level of appetite for opportunities and growth subject to the scope, fit with our business objects, our expertise, the value of the work and location.

We regularly monitor our effectiveness in managing risk through key indicators to ensure we remain within the appetite levels determined by the Board.

This ensures that our exposure to particular risk is informed by changes in the external environment, taking swift and appropriate action to maintain an overall approach which does not adversely affect our ability to delivery our vision.

Risk Management performed rigorously and comprehensively, creates stability and is a key element of reputation management.

12. Greener Ealing - Objectives for 2022/22

STRATEGIC OBJECTIVE A –To deliver contracted services in line with the Service Agreement including the specification and key performance indicators

STRATEGIC OBJECTIVE B - To deliver contracted services within the agreed budget for 20/21

STRATEGIC OBJECTIVE C- To prepare Greener Ealing for future growth. By embedding the organisational culture, systems and processes that will position Greener Ealing to pursue commercial opportunities over the medium to long term.

The strategic objectives A, B and C are our critical success factors and our overriding organisational objectives – in short:

“to deliver services, meet KPI’s - be in budget. Prepare for new business opportunities.”

The objectives that follow all support the achievement of A, B and C.

KO1	Workforce Strategy – ongoing delivery
KO2	Customer comes first – reflecting our pursuit of excellence
KO3	Operational Services – a programme for change
KO4	HSEQ – 4 (a) Gap Analysis and training plan 4(b) Quality Assurance accreditations
KO5	Data Analysis and Performance management
KO6	Communications Strategy – implementing action plan
KO7	Going Digital
KO8	Greening Greener Ealing – a plan for CO2 reduction
KO9	Going for Growth – a business development strategy

KEY OBJECTIVE 1 – Workforce Strategy - ongoing delivery

The 20/21 Business Plan noted that the success of Greener Ealing will be dependent on having *the right people, with the right skills, in the right roles, at the right time and at the right cost* (Chartered Institute of Personnel Development); The workforce strategy sets out Greener Ealing's approach to delivering this outcome whilst demonstrating our values, the 4c's, in all that we do.

- Customer First
- Collaboration
- Caring
- Commitment

Our approach will be guided by the Council's Values: Trustworthy, Innovative, Accountable and Collaborative; and geared towards improving the lives of residents and other service users.

We fully acknowledge that the front-line nature of our services means our employees will frequently be required to interact directly with service users - and this will affect perceptions of the quality of our services and the standing of Greener Ealing generally. We will therefore aim to develop a workforce who are positive ambassadors, committed to good customer service; who are flexible, engaged, highly skilled and competent; who understand our values and who are proud to work for Greener Ealing.

For our part, we will create an organisation where every employee feels valued and has opportunities to develop the skills and confidence, they will need to do their work to the highest standards and, in so doing, will help us achieve our goals.

We have made good progress over the initial six months in implementing the Workforce Strategy and will continue with this as a driver for culture change. Using our core values as the basis for the strategy we expect to make further progress in 21/22.

KEY OBJECTIVE 2 – Customer comes first – reflecting our pursuit excellence

This is a new objective that underwrites our first key value with measures that make sure that our customers and key stakeholders are central to everything that we do. We will address this through assessment of customer journeys, staff training, IT, measurement of KPIs including complaints and complaint resolution, analysis of performance data, focus groups, stakeholder engagement, client feedback. We would like to consider new internal GEL customer related indicators that the Board will review.

KEY OBJECTIVE 3 - Operational services a programme for change

We will during 21/22 implement service efficiencies where these can be identified

We have used the time since to consolidate existing services, to fully understand how the range of services are provided on the ground, to embed new systems and processes and to get to know how things work.

We have looked for opportunities to find savings and efficiencies and will do this both by further in-depth analysis. Within the initial scope we have the following:

- Food Waste Collections

- Trade Waste Collections
- Garden Waste Collections
- Red Routes
- Overtime Working
- Narrow Access Collections
- 4-day working week for collections
- HWRC review of plant and equipment
- HWRC organisational support

The overall financial position of our shareholder will require us to find efficiency savings and or repurpose any savings into areas where previous service reductions/specification amendments have proved challenging.

A Programme for change will be developed outlining a timetable, priority areas for review, TU engagement, interdependencies between options, client-side considerations and input. This will be agreed with the Council and monitored at Board level.

KEY OBJECTIVE 4 - Health and Safety and Environmental Quality

HSEQ 4(a) Gap analysis and implement and training plan

This is an important area of work with the first phases now completed - these include the production of Health and Safety Management System Documents for service commencement with a full set of Policies, Procedures, Safe Systems of Work and Risk Assessments. The work was assessed and moderated by Ealing Councils Senior Health and Safety Officer.

In phase 2 we will undertake a gap analysis to undertake an assessment of the existing approach to health and safety management and the current health and safety culture. This will involve site visits, interviews with staff at all levels and observations of operations. An action plan will follow and once approved it will form the basis for phase 3.

Phase 3 will be implementation of the Action Plan it is envisaged that this will include a cultural change plan to truly embed Health and Safety requirements into everything that Greener Ealing does. This will be a long-term programme that every member of staff will need to go through. We suggest this includes Board Members too.

HSEQ 4(b) Quality Assurance Accreditations

It was agreed in the 20/21 Business Plan to adopt a total quality management approach enshrining health and safety, environmental and quality policies. The target date for delivery is summer 2021. This will both help to ensure that we provide assurance regarding service delivery and have the very best health and safety and environmental credentials. Independent external accreditation will also help in the longer term when Greener Ealing may well be interested in third party work. Securing the approval following independent inspection of the following should all be considered by the Board.

ISO9001 – specifies requirements for a quality management system when an organisation:

a) needs to demonstrate its ability to consistently provide products and services that meet customer and statutory and regulatory requirements, and

b) aims to enhance customer satisfaction through the effective application of the system, including processes for improvement of the system and the assurance of conformity to customer and applicable statutory and regulatory requirements.

ISO14001 – this is the principal management system which specifies the requirements for the development and maintenance of an Environmental Management System. This ensures a reduced environmental impact and legal compliance.

ISO45001- is a standard for management systems of occupational health and safety. The goal is the reduction of injuries and diseases.

The three together provide assurance on quality, environmental management and health and safety.

KEY OBJECTIVE 5 - Data analysis and Performance improvement

This is another new objective for 21/22 and is introduced at this high level to underline the value of understanding what the numbers are telling us and to help to manage the business. We anticipate a comprehensive collection of data sets across all disciplines and activities. This will provide dashboards for various levels initially at Board and Senior Management level but working through to information for Supervisors, Support staff. We anticipate being able to analyse activity at an individual and area or team basis. Helping us to identify performance or service design issues.

The ambition is to be able to create a record of all activities and measure these against performance requirements, targets.

KEY OBJECTIVE 6 – Communications Strategy- implementing an action plan

The Communications Strategy was recently agreed by Board. Amongst other things it states that we will:

- Deliver clear, easily understood information supporting GEL's objectives to internal and external stakeholders
- Create and maintain effective communication channels with the workforce to support staff engagement
 - Implement a dynamic website as our primary source of information and
 - Develop the GEL brand and key messages through the use of social media
 - Communicate effectively to support and enhance relationships with the GEL
- Board, Ealing Council, residents, businesses, community groups and other stakeholders.
- We aim to achieve this through using all of our communications channels: media relations; press briefings, news releases, social media as well as briefing papers, publications, direct marketing communications, tool box talks, newsletters and events as well as engagement surveys and other digital opportunities. We will also design and deliver targeted campaigns to help us to achieve our goals.

We will know if we are delivering our aims by reference to the following:

- By meeting all the performance targets, we are measured against;
- Through positive staff surveys, feedback sessions and communications;
- Through positive feedback from residents and other service users;
- Through higher levels of engagement with business users, including increased take up of trade waste services;
- Through collaborative working with Council and senior Council staff;
- Through increased visitor numbers to our website
- Through measuring volume and tone of media coverage
- We will see and feel the difference.

An action plan is now required to deliver the communications strategy and work has started on this.

It is important that Greener Ealing plays a role in the life of the borough and is seen as an active partner. Working closely with the Council, Greener Ealing will contribute and be active at Community events helping with key messaging activities as well as providing services. Clean up days, Spring Clean events and other environmentally focused events will all be supported. Staff will be encouraged to volunteer for specific good causes.

Over the medium to long term Greener Ealing will want to position itself as an important new organisation in the waste management/environmental services sector. Initially in West London and longer term across the Capital. It will be important that our communications strategy and action plan supports this. GEL wants to be seen the forefront of improved service delivery, innovation, exemplary environmental credentials, award successes, excellent staff performance that is properly recognised.

KEY OBJECTIVE 7 – Develop a Greener Ealing Digital Strategy

The pace of change on the digital agenda is phenomenal and it is important that we keep pace with this. To improve operational performance, customer satisfaction, efficiency, managing our client or customer interfaces, the management of data, our environmental awareness and to provide our staff at all levels with important transferable life skills for an ever-changing workplace and environment.

We have introduced new operational systems from day one in the refuse service and will look to expand its usage across all disciplines as we move forward. Much wider than this though we should set stretching targets that will position Greener Ealing as an innovator on this agenda.

This objective is carried forward from last year and was always scheduled for delivery in 2021. Some work has taken place with the introduction of new systems, but this now needs to be integrated. The introduction of a key objective 5 around data should hasten our efforts in this space. We have good basic systems that are working well – we want to expand their reach, remove paper-based systems e.g. in street cleansing and transform our capabilities.

KEY ACTION 8 – Greening Greener Ealing – a plan for CO2 reduction Plan

The Council has declared a Climate Emergency and aims:

“to make Ealing carbon neutral by 2030, taking into account both production and consumption emissions.”

Greener Ealing will be a key partner in working towards this goal and it will be central to the way that the business operates with an environmental conscience at the forefront of what we do, Greener Ealing aims to be an exemplar in environmental best practice. The Council wants to:

Reduce Overall Waste Arising

- Reduce household waste arisings per head by 2% by 2030
- Prevent an increase in local authority collected waste arisings (from the 2020 baseline) by 2030 by engaging in active citizens programmes
- Implement a school behaviour change programme utilising WRAP resources starting in 2021
- Initiate shared economy projects (e.g. library of things) with appropriate partners beginning in 2022
- WLWA waste prevention events – support 50% more annually

Reuse, Repair, Recycle: Maximise Use of Materials - Circular Economy

- Increase local authority collected waste recycling rate to 50% by 2025 (in line with London Environment Strategy objective)
- To divert 30% of household bulky waste for reuse, repair, or recycling by the end of 2023
- Increase recycling rate in LA schools to 70% by 2030
- Increase reuse and recycling site diversion rates to 80% by 2030
- Circular economy statements on all major and minor applications when Local Plan is adopted in 2021

Reduce Environmental Impact of our Operations

- Reduce emissions from operations associated with local authority collected waste
- Heavy vehicles to be 100% ULEZ compliant by July 2020 and options for alternative fuels and electric in future
- Light vehicles electric where possible and to be reviewed by Greener Ealing Limited in 2025

KEY OBJECTIVE 9 – Business Development – a strategy for growth

After a good start and a growing confidence in our business support systems and frontline delivery, we can now start to plan an approach to growing the business.

We have undertaken some initial assessment and will follow this up in the coming months. Our instincts at present suggest that we should investigate new work opportunities for Ealing Council, Schools, Colleges and Public Sector Clients in the Borough or locally. We will review any up and coming contracts that the Council will be procuring, there are plans for discussions with Housing colleagues over new opportunities and we will look to engage with potential customers locally.

Our approach to any new work will be guided by our approach to Risk and Appetite as expressed in the draft Risk Appetite Statement set out in section 11 together with the criteria below.

- Overall risk appetite for new opportunities will be driven by the following:
- Client
- Nature of works and alignment with GEL core business/skills
- Contract Value
- Location
- Reputational considerations
- Opportunities within Ealing Council or the Borough itself or within the sub region will be attractive and we ought to have strong appetite for these.
- Higher value, complex contracts, with greater reputational associated issues and/or political risk will be treated with a greater level of caution.

There has always been an expectation that the new company would look to trade externally. At this point in time it is difficult to assess the future opportunities that Greener Ealing may be able to exploit. The absolute priority has always been to transition the services into the new Company and consolidate and improve existing service delivery. We are still only just over 6 months into full operations, but we will now start to turn our attention to future opportunities. A fully developed Business Development Plan will now be prepared for the Boards future consideration.

13. Summary and Conclusion

After a good start to the contract with the Council, Greener Ealing is now in the position to press forward on a number of fronts.

This plan confirms the three overarching key strategic objectives agreed last summer (2020) and sets out 9 updated supporting key business objectives for 21/22. These include two new objectives – one centred on the Customer. This is an objective that will focus on service and getting it right first time. The second new objective on Data and Performance analysis will underwrite everything we do. Using this information to fully analyse what is happening in service terms, putting problems right and using the data to help deliver our customer aspirations.

Over the period of this plan we hope to see the acquisition of a number of quality assurance accreditations which will support the business locally and will support our aspirations for growth. We will continue to work closely with our staff and fully implement our Workforce Strategy. We will do everything we can to support the Councils Climate Change Strategy and will look to do more volunteering and wider work with the local community.

This plan will form the basis for 2021/22 work programme for Greener Ealing Ltd.

Kevin O’Leary

Interim Managing Director

Greener Ealing Ltd

22nd January 2021

DRAFT

Appendix A

Cash Flow Statement – Forecast 2021/22

GREENER EALING LTD
CASHFLOW FORECAST

Category Description	30/04/2021	31/05/2021	30/06/2021	31/07/2021	31/08/2021	30/09/2021	31/10/2021	30/11/2021	31/12/2021	31/01/2022	28/02/2022	31/03/2022
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Opening Balance	1,690	2,288	1,498	1,669	1,554	814	902	752	14	2,155	1,682	746
INCOME												
Cash receipts	2,084	1,998	2,035	2,084	1,998	2,035	2,084	1,998	4,034	2,084	1,998	2,035
SubTotal	2,084	1,998	2,035	2,084	1,998	2,035	2,084	1,998	4,034	2,084	1,998	2,035
EXPENDITURE												
Operational	(600)	(750)	(600)	(600)	(750)	(600)	(600)	(750)	(600)	(750)	(600)	(600)
Salaries	(775)	(775)	(655)	(655)	(685)	(745)	(685)	(685)	(685)	(865)	(735)	(785)
Leases (Vehicle & Plants)	(185)	(185)	(185)	(185)	(185)	(185)	(185)	(185)	(185)	(185)	(185)	(185)
SLA payments	(1,686)	(20)	(26)	(20)	(20)	(20)	(26)	(20)	(26)	(20)	(20)	(26)
Landlords payments	(341)	-	-	(341)	-	-	(341)	-	-	(341)	-	-
PAYE (NIC/TAX/PENSION)	(330)	(330)	(330)	(330)	(330)	(330)	(330)	(330)	(330)	(330)	(330)	(330)
Other cash payments (CT/VAT)	0	(659)	-	-	(700)	-	-	(700)	-	-	(1,000)	-
Bank Charges/Interest	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
SubTotal	(3,918)	(2,720)	(1,797)	(2,132)	(2,671)	(1,881)	(2,168)	(2,671)	(1,827)	(2,492)	(2,871)	(1,927)
FINANCING COSTS												
Interest payable	(18)	(18)	(17)	(18)	(17)	(16)	(16)	(16)	(16)	(15)	(14)	(15)
Interest receivable	-	-	-	-	-	-	-	-	-	-	-	-
Loan drawdowns	2,500	-	-	-	-	-	-	-	-	-	-	-
Loan repayment	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)
SubTotal	2,432	(68)	(67)	(68)	(67)	(66)	(66)	(66)	(66)	(65)	(64)	(65)
TOTAL CASH	2,288	1,498	1,669	1,554	814	902	752	14	2,155	1,682	746	790

Report Title	GEL Staff Recognition Payment		
Meeting	Greener Ealing Board Meeting		
Date	25 th February 2020	Agenda Number	10.
Type of Report	For approval		
Author	Kevin O’Leary – contact olearyk@ealing.gov.uk		
Background	<p>The Board is asked to approve a one-off payment of up to £200 to all staff in recognition of their efforts firstly, during the initial phases of the contract but in particular to acknowledge the scale of the task in the extraordinary circumstances of the Covid-19 pandemic.</p> <p>The contract has been operational since the 5th July 2020 and the vast majority of our staff have continued to work throughout the various lockdowns, starting in March 2020, with Amey. During that time there has been no loss of essential frontline services, this is in sharp contrast to many other waste providers who have struggled over this period. The Business Continuity plans have worked well and staff have responded to whatever demands have been placed upon them – undertaking training and performing unfamiliar tasks as and when required.</p> <p>By way of a thank you, I propose a one-off payment, up to maximum of £200 for each person. The payment will be pro-rata for part-time employees and a reduction will be applied for each day of sickness absence other than Covid related, Industrial injury, or disability as defined by the Equality Act 2010. The payment will be calculated from the starting date of any new employees.</p> <p>Based on the current permanent staffing number and estimates of agency staff who will qualify to be paid parity, we anticipate the costs to be in a region of £66k plus NI and pension contribution of £12k.</p> <p>The final payment will vary dependent on sickness absence and pro rata deduction incurred between 5th July 2020 to 28th February 2021.</p> <p>The Board is asked to approve a one-off Staff Recognition payment of up to £200 with the conditions as described above.</p>		

Report Title	GEL – Key Performance Indicators (KPIs) and Operational Performance Report		
Meeting	Greener Ealing Board Meeting		
Date	25 th February 2021	Agenda Number	11.
Type of Report	For information		
Author	Kevin O’Leary – Kevin can be contacted on olearyk@greenerEaling.co.uk		
Background	<p><i>This report details the Key Performance Indicators for Greener Ealing Ltd up to January 2021. It is a combination of key business indicators for GEL and the agreed suite of key performance indicators arising from the service agreement discussions with Ealing Council.</i></p> <p><i>Collectively they provide an understanding of what is important in terms of overall contract performance and, in addition to the immediate service delivery imperatives, include wider objectives important to GEL and LBE e.g. environmental performance, resident satisfaction.</i></p>		

Introduction

It is essential that any business monitors and measures what is important in terms of finance, operational performance and other key activities. This report sets out the Key Performance Indicators for GEL.

Format and Detail

See below for the January monthly internal key business indicators. These are presented in a summary table to enable an easy-to-view snapshot of the current state of the business with previous months’ data for comparison.

The same approach has been taken with the Service Agreement (KPIs) agreed with LBE. These indicators report on the frontline service delivery and are also presented in an easy-to-view summary table. RAG status helps to provide immediate focus on what is functioning well and more importantly, what requires particular attention to improve performance. See attached the full January Performance Report provided to LBE which includes the summary table and commentary on operations.

Grounds Maintenance now has a set of scores for parks quality, but the first set of Cemeteries inspection scores are still to be calculated – they will be included in the next set of results.

Greener Ealing – Key Performance Indicators:

Internal GEL business indicators

Internal GEL business indicator - summary sheet

Indicator	Target	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21
RIDDORs	-	1	0	0	1	0	1
No Lost Time Incidents	-	0	0	1	3	4	0
Lost Time Incidents	-	0	0	0	0	0	0
Vehicle Availability	95%	100%	100%	100%	100%	100%	100%
MOT Pass Rate	98%	-	100%	98%	100%	100%	100%
Average Sickness %	3%	6.17%	6.13%	7.64%	6.89%	6.36%	7.49%
ER Cases	-	2	2	3	2	1	0
Staff Turnover	-	1	1	0	2	2	1
YTD Actual Surplus	-	£10315	£101,841	£173,499	£29173	£246,274	£453,733
FY Forecast Surplus	-	£84581	£84581	£84581	£185,802	£340,500	£445,721
Additional Revenue	-	£180,908	£31,204	£110,436	£98,385	£225,045	(£86,118)

KPI Operational Performance Report (provided to LBE) attached below:

GEL Monthly Performance Report

January 2021.

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1) Summary

Indicator	Target	Sep-20	Oct-20	Nov20	Dec-20	Jan-21
Missed Rectification %	100% within 24 Hours	79%	81%	99%	99%	100%
Right First Time %	-	99.92%	99.95%	99.95%	99.96%	99.97%
Assisted Missed Collections	Zero	21	10	3	8	6
Missed per 100k by Service						
<i>Refuse</i>	< 100	73	61	31	62	47
<i>Recycling</i>	< 100	96	60	40	52	47
<i>Food</i>	< 100	84	47	24	38	29
<i>Garden</i>	< 100	229	248	156	73	37
Streets A&B Inspection %	85%	69.87%	84.08%	84.31%	92.50%	82.27%
Flytip Clearance	95%	36%	98%	100%	99%	100%
Flytips Reported	-	1088	668	955	920	833
Bulky Waste Service	100%	99%	99%	99%	94%	100%
Parks Quality	95%	-	-	-	93.88%	93.17%
Cemeteries Inspections	TBA	-	-	-	-	-
HWRC Materials Recovered	-	446t	465t	465t	332t	297t
HWRC Visit Numbers	-	10242	10406	10021	9344	7798
HWRC Recycling Rate %	-	60.11%	63.72%	59.95%	52.41%	58.32%
Customer Complaints	-	324	336	161	75	55

2) Commentary

January Performance

This report covers data from September to January, and commentary on the overall January performance of GEL including the HWRC sites at Greenford and Acton.

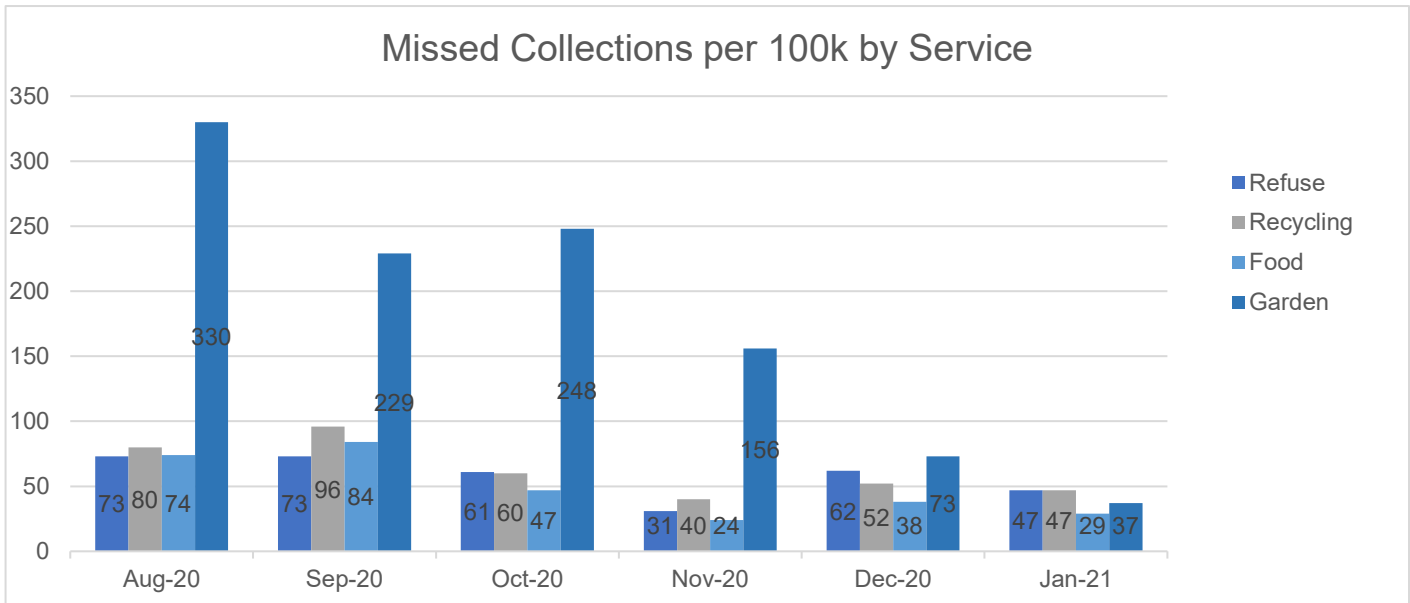
Covid-19 remains a key factor with the contract operating in lockdown for January but no significant impact on service delivery so far. Numbers of affected staff are monitored and reported daily, currently averaging 20 including all those shielding, quarantined and/or self-isolating.

Overall performance in January improved from December. Details are addressed in individual service commentaries.

This report covers the following:

- Performance of Collections
- Performance of Street Cleansing
- Performance of HWRCs
- Grounds Maintenance & Cemeteries

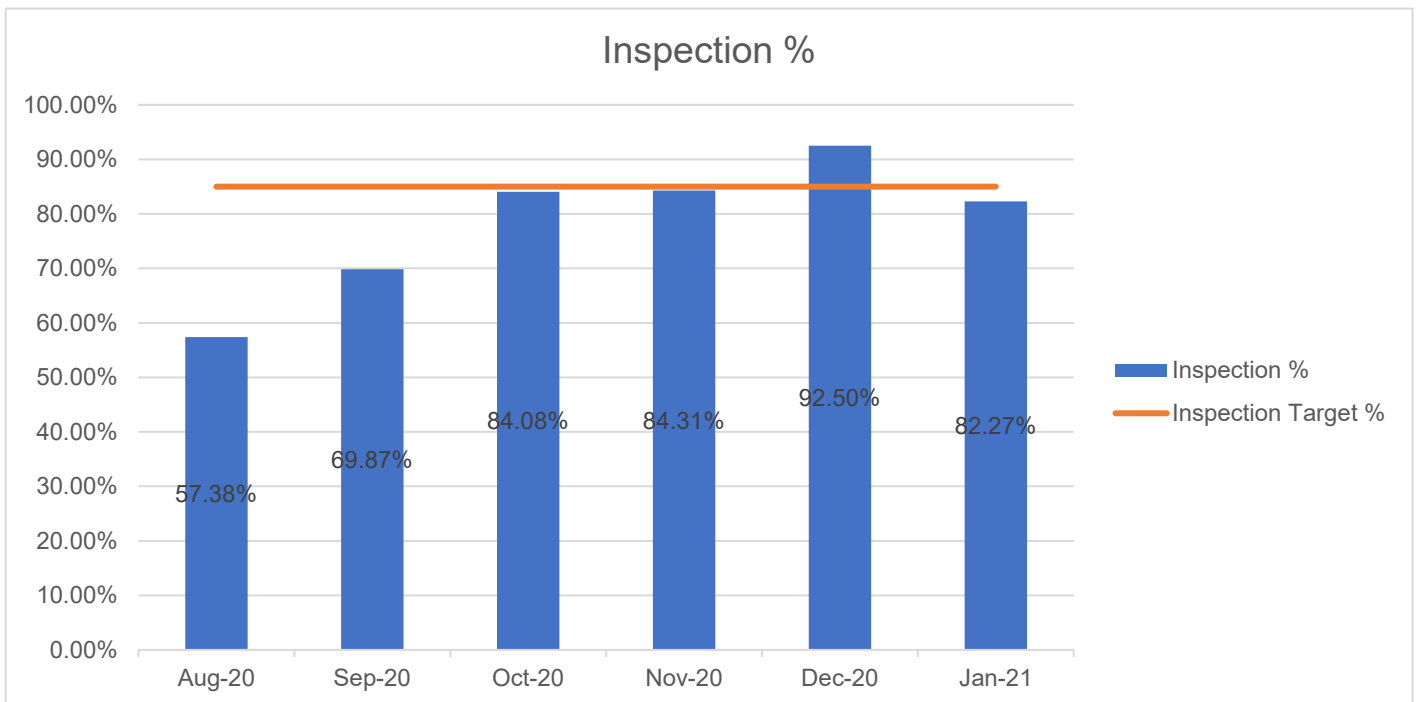
3) Waste Collections



Collections – Commentary

- A strong month, fewer missed collections across all service streams.
- Missed assisted collections is still disappointing. This will continue to be monitored.
- Further improvement on the Garden Waste service.
- The bulky waste collections performed well in a return to expected service levels.

4) Street Cleansing



Street Cleansing - Commentary

- First time A+B performance for January was 82%, a reduction from 92% in December. This continues to reflect the level of resources.
- Leafing mop-up was completed by Friday 15th January 2021.
- Fly-tip removal performance at 100% for January.
- In January 423 Cleansing Instructions were monitored. 317 received Grade A and 31 received Grade B scores.
- 75 Instructions received a Grade C. 73 were deep cleanses and 2 standard cleanses (Zones, 3,4 and 5).
- The deep cleanses have been affected due to mulch in the channels of some roads that had received their scheduled leaf removal in the earlier part of the program. This is to be expected this time of year.

5) HWRCs

- Good overall performance and increase in January recycling rate.
- Operational issues relating to Covid 19 affecting a number of HWRC staff resolved using the GEL Covid Business Continuity Plan (BCP) - well managed by Mark Morris.
- Booking system continues to work well.
- Minor delay at Greenford site opening due to inclement weather in period.
- Booking system control booths introduced at both Acton and Greenford site.
- Review of long-term site plant/machinery requirements started.

6) Grounds Maintenance & Cemeteries

- Christmas tree collection continued for the first 2 weeks of January in the Acton and Ealing areas.
- All crews in the East on regular work after that; West team working as normal, including carrying out client requests.
- Second joint inspection of parks - score 93.17% acceptable or better.
- First cemetery joint inspection was undertaken in Greenford Cemetery, results to follow.
- Cemeteries service is busier than normal with 62 burials up to 28th of January (previous year 29 burials in January) as is to be expected during the current Covid conditions.

7) Complaints



General

- A strong performance across the board in January, improving KPIs and fewer complaints.

Report Title	Finance Update – February 2021		
Meeting	Greener Ealing Board Meeting		
Date	25 February 2021	Agenda Number	13.
Type of Report	For Approval		
Author	Katarina Pohancenikova		
Background	<p>Executive Summary This report notes:</p> <ol style="list-style-type: none"> 1. Month End Greener Ealing net surplus shows a positive variance of £311k. The Company financial results for year ending 30th June 2020 are being audited by Deloitte. 2. Outstanding Finance Issues The unresolved finance issues with the Council are: Start-up costs treatment, Loan facility agreements, State Aid implication, Financial Accounts for year ending 30th June 2020. 3. Lease Finance All vehicles have now been delivered, final leases to be signed. 4. Loan Finance GEL has approached Anthony Collins Solicitors to review and advise on the draft loan facility agreements between the Council and GEL. 5. Bank Update Company credit card spend. <p>Recommendations:</p> <p>To note the overall financial position to the end of January 2021.</p> <p>To approve Appointment of auditors for financial period 1st July 2020 to 31st March 2021.</p>		

1. Month End
Greener Ealing Ltd
Statement of Comprehensive Income (£'k)

	Year-to-Date			Full Year		
	Actual	Budget	Variance	Forecast	Budget	Variance
Net Service Income	(12,773)	(12,380)	(394)	(16,204)	(15,841)	(363)
Other income	-	-	-	-	-	-
Turnover	(12,773)	(12,380)	(394)	(16,204)	(15,841)	(363)
Staffing costs	6,433	6,637	(203)	8,452	8,598	(146)
Agency Costs	1,865	1,051	814	2,057	1,214	843
Other staffing costs	140	181	(40)	164	220	(56)
Total staffing costs	8,439	7,869	570	10,674	10,033	642
Other Direct Costs	274	280	(5)	361	365	(4)
Depreciation & Amortisation	135	220	(85)	174	283	(108)
Vehicle Costs	2,413	2,442	(29)	3,130	3,127	3
Plant Costs	219	214	5	280	282	(2)
Property Costs	491	503	(13)	631	659	(28)
Communications	3	21	(18)	3	27	(24)
ICT Costs	83	85	(2)	113	110	4
Service Recharges	45	372	(327)	57	553	(496)
Professional Fees	210	226	(16)	333	313	20
Operating costs	3,874	4,363	(489)	5,082	5,718	(635)
OPERATING DEFICIT/(SURPLUS)	(461)	(148)	(313)	(448)	(91)	(357)
Interest receivable	(0)	(0)	(0)	(0)	(0)	(0)
Interest payable & other financing costs	7	5	2	10	7	3
Net funding costs	7	5	2	9	6	3
NET DEFICIT/(SURPLUS) BEFORE TAX	(454)	(143)	(311)	(439)	(85)	(354)
Corporation Tax	-	-	-	-	-	-
NET DEFICIT/(SURPLUS) AFTER TAX	(454)	(143)	(311)	(439)	(85)	(354)

The overall position for the first seven months is a surplus of (£454k) against a budgeted surplus of (£143k). Key variances relate to:

- Turnover favourable variance of £394k as a result of non-contractual work provided: £176k weed spraying, £243k leafing, £48k additional streets cleansing, £92k grounds maintenance, £6k waste and £10k pass through bags. Extra core income of £181k for a term from 1st July to 4th July 2020 has been paid back to the Council.
- Staffing costs adverse variance of £570k due to additional requirements of non-contractual works. GEL absorbed additional costs of AMEY holiday balance from 1st March to 4th July 2020 estimated at £130k and 2% pay rise of £90k from 1st April to 4th July 2020.
- Operating costs positive variance of £489k
 - (£327k) Service recharges & Business rates inclusive of budget gap not allocated to specific costs
 - (£85k) Rephased depreciation and amortisation of start-up costs based on the current draft loan facility agreements
 - (£23k) Vehicle and plant hire costs; increased end of contract damages covered by savings on repairs, fuel and insurance
 - (£20k) ICT recharge costs now agreed with the Council
 - (£16k) Other professional fees
 - (£13k) Premises lease charge for 2020-21 agreed
 - (£5k) Other

The forecasted surplus for the full year of (£439k) is based on the current company financial position. Since last presented, the forecast was updated to reflect the latest confirmation on Council's business support and rental charges, draft loan facility arrangements, usage of subcontractors and agreeing life insurance.

Company financial results for year ending 30th June 2020 are being audited by Deloitte. There has been a delay in finalising GEL's accounts due to a different opinion on revenue start-up costs accounting treatment between the Council, GEL and Deloitte.

GEL management team would like to ask the Board to approve Deloitte LLP as the Company's external auditor for the financial period 1st July 2020 – 31st March 2021.

2. Outstanding issues

GEL management is in a discussion with the Council representatives to resolve the outstanding issues and agree on costs recoverability. The below summarises outstanding areas with the potential impact on GEL financial results:

- Start-up costs treatment
 - Revenue start-up costs – submitted claim of £716k currently being reviewed by the Council to agree if these costs can be treated as revenue start up and recovered back by GEL
 - Capital start-up costs – submitted capital spend of £1,053k currently being reviewed by the Council. The Council has decided to charge capital start-up costs to GEL with GEL using loan facility to finance these costs.
- State Aid implication
 - Budget borrowing rate at 3.5% with annual interest rate of £88k. The Council's proposed interest rate at 8.88% resulting in additional annual interest charge of £135k.
 - GEL has been asked to agree increase in interest rates on the money market loans to state aid compliant rates. This means backdating the interest rates to 1st April 2020 and 5th July 2020 with additional interest charge of £62k. GEL is seeking a confirmation from the Council that additional interest charge can be recovered back.
- Under the terms of current Licence, rental payment for a term from 3rd July 2020 until 31st March 2021 confirmed at **£630k** plus VAT and will be backdated to the commencement of GEL occupation. Council's Commercial Property team is not expected to finalise head lease in this financial year.

In financial year 2020-21 GEL will absorb following costs:

- Covid-19 costs of **£184k** incurred on short term hire, PPE, etc.
- Additional payroll costs currently absorbed by GEL:
 - **£68k** additional LGPS costs as the total number of employees to be admitted to the LGPS scheme increased from budgeted 15 to final 25.
 - **£130k** additional costs of AMEY holiday balance relating to period from 1st March to 4th July 2020
 - **£90k** 2% salary increase with a back-pay claim for the period from 1st April to 4th July to the Council
 - **£16k** induction date claim for GEL staff attending pre go-live weekend induction training
 - **£132k** additional 4 days leave for staff agreed by AMEY nationally in April 2020

3. Lease Finance

All vehicles have now been delivered and final sub-lease contracts to be signed soon.

4. Loan Finance

GEL has approached Anthony Collins Solicitor to review and advise on the draft loan facility agreements between the Council and GEL. The current proposal is to drawdown £1.053m on fixed capital and £1.447m on working capital facility.

GEL is also in a discussion with the Council to agree an undrawn loan facility of £341k from the Council to demonstrate GEL's financial standing to satisfy OTC licence requirements.

5. Bank Update

GEL Company credit card spend up to 31st January 2021:

Expense Type	£	Comments
AO Retail Ltd	249	Washing machine for cementary
GB Sport & Leisure	313	Barrier tape for GM
Tfleetline marker	480	Line markers equipment
Oyster cards	280	Street Operatives Oyster cards + top up
ECO2 Greentings Ltd	119	GEL Christmas cards
Amazon	201	HWRC cartridges
	1,642	

Report Title	GEL – Operational Service Review Update		
Meeting	Greener Ealing Board Meeting		
Date	25 th February 2021	Agenda Number	14.
Type of Report	For noting		
Author	Kevin O’Leary – Kevin can be contacted on olearyk@greenerrealing.co.uk		
Background	<p><i>This report updates the Board on the operational service reviews that are currently in progress. The report is an update of the one provided for the last Board meeting but with the latest list of reviews either completed, or in progress or for future consideration. Note that the purpose, objectives and process are unchanged.</i></p> <p><i>The contract started on 5th July 2020; after a period of bedding-in and stabilization following the mobilization, attention is now being focused on the performance and operations of each of the four service areas.</i></p> <p><i><u>The key areas of focus currently in progress are:</u></i></p> <ul style="list-style-type: none"> • <i>Food waste collection service</i> • <i>Trade waste collection service</i> • <i>Garden waste collection service</i> <p><i>The Board is asked to note the progress to date.</i></p>		

Introduction

For a business to prosper requires a preparedness to look at its operational processes on a continual basis, with an intention to make changes which will lead to improvement. This improvement increases efficiency, which results in reduced effort and cost in relation to output. These reductions ultimately benefit the customer in delivering a better service.

This report sets out the process, progress to date, and options currently being considered for review across the four service areas – Collections/Cleansing/Grounds Maintenance including Cemeteries/Household Waste & Recycling Centres.

There has been some client engagement on this work to date.

Objectives

The service reviews are intended to identify potential efficiencies from changes in operating models, and subsequently how these changes might be delivered, with any related risks which need managing. The end goal is to help deliver budget reductions for LBE and where possible, improve the service for the residents – effectively GEL & LBE’s customers.

Greener Ealing – Service Review Process:

A series of specific service review sessions were initiated out of the Operations Meeting held on 19/10/20. The starting point for this process was to understand all the component working parts of the existing service models and any interaction between them. There are elements of cross-service working between Streets and Collections; also, between Streets and Grounds Maintenance.

At the outset the sessions were focussed on each individual service stream and consisted of an overview, followed by focusing in to take a more detailed look at resources and working patterns in a series of deep dives. The sessions are chaired by the GEL MD, Kevin O’Leary, with operational input being provided by the individual service stream managers. Peer group managers from the other services attend some sessions, subject to the operational requirements of their own services. Discussion items are noted, and actions allocated following each session.

GEL are engaging with specialist consultancy resources to supplement the in-house service reviews. In particular PlanB are providing analysis on the various collection service streams and WebAspx are in the process of digitising a planning model for the Street Cleansing service This provides robust external insights and analytic skills not available within the operational team.

Timeline and brief summary of completed improvements up to 12/2/21:

- 6/07/20 Deployment of ward specific solo sweepers in Southall.
- 31/07/20 Bring site collection team and schools collection team amalgamated into one single crew of driver plus one loader.
- 16/10/20 Number of supervisors on Saturday AM shift reduced from 2 to 1, a saving of 8 hours overtime every week – annualised overtime reduction 416 hours.
- 16/10/20 Use of supervisor out on early morning Red Route collections with crew stopped, saving 4 hours overtime every weekday - annualised overtime reduction 1040 hours.
- 1/11/20 Stopped use of agency representative on-site – annualised saving £30k.
- 1/11/20 Vehicles no longer taken home overnight on the Street Cleansing service – saving fuel plus wear and tear.
- 1/11/20 Application of ‘customer first’ pragmatic approach to collection protocols ie bin distance from curtilage no longer used as reason for non-collection – reduction in customer complaints and missed collections.
- 18/01/21 Start of ward-based solo sweeper pilot in Acton Central & Northfields – expected to deliver better local area cleansing with improved deep cleanses.
- 1/02/21 Red Route collection service remodelled; service delivered by 2 permanent teams working standard rate shifts servicing the Red Route collections from 4-6am and then providing 2 All Zones teams – savings on overtime; creation of 3 additional permanent roles; provision of 2nd All Zones team.
- 1/02/21 Number of loaders on team providing collections from flats above shops reduced from 2 to 1 – annualised saving 1 loader salary.
- 8/02/21 In-house weed spraying program initiated with staff training. Provides ability to deliver the weed spraying with own staff from March 2021 – cost neutral and enables direct control of timing and targeted location.

- 15/02/21 Street Cleansing service moves to village-based model with 5 supervisors, one for each ‘village’ – provides localised accountability and service levels.

Table of Review Items in progress & for future consideration - by Service Stream

RAG Status

Completed / in place
Work in progress
Not started yet
Parked but still in mind

Collections	Street Cleansing	Grounds Maintenance & Burials	Household Waste & Recycling Centres
Overtime reduction on AWC collections; creation of rounds 16 & 17 - March 21	Add Pink Green Machine – for use in Southall only given funding. March 21	Apprenticeships – program underway Feb 21	Plant review ongoing – July 21 potential implementation
Food waste review – April 21	Green bag collections – need a new option client unhappy	Growth opportunities	Transfer Station review
Garden waste review – April 21	Digitise service – start adding to Whitespace in March 21	Tree work – new contract starts 2022	Update Ts & Cs for staff – April 21
Trade service UPRNs – March 21	Model options WebAspx – initial CoPLAR format Jan 21; Ealing specific model Mar 21.	Section 106 funding	Review use of hook-lift vehicle – July 21
Core refuse/recycling AWC review	In-house weed program – March 21	Winter working program	Operational use of weighbridges - review
Narrow access r&r + flats above shops	Ward based solo teams – pilot Jan 21	Marketing material to support growth opportunities	
Flats service review – July 21	12 to 8 wk deep cleanse – how can we achieve	Schools/colleges - income	
Increase supervision – February 21	Flytip heatmap to help target resources	Industrial & retail parks - income	
Contract wide overtime review February 21 ongoing	Litter bin schedule	Neighbouring boroughs - income	
Whitespace on all rounds - ongoing	Reducing overtime with part time jobs (diversity)		
4 day working	A40 Cleansing		

Options overview – key areas for further review

The deep dive service reviews are already starting to identify and deliver a mix of savings and improvements. As for future work reviews of the following areas will be prioritised:

Overtime working – the contract to date has seen substantial levels of overtime working. Reductions as a result of reviews to date have been noted above. This will remain a standing item for review.

A40 Cleansing – This is now a service delivered every 4 weeks but still at premium cost due to the unsociable overnight hours. We will continue to review options for different service delivery.

Collections Optimisation – there are imbalances in some of the collection rounds and we are keen to carry out detailed work in exploring the scope for efficiencies. Depending on the scale of change this can be a time-consuming project and will need client involvement, especially if wholesale day changes are required. This is not clear at this stage.

4 Day working – we are interested in exploring options that alter the working week. Our starting point is that this may lead to efficiencies; may be attractive to the workforce and may lead to a reduced size fleet and will certainly make planned maintenance easier.

Street Cleansing – Going Digital – by digitising our routes and exploring modelling options we believe that a higher quality service may be possible. We are particularly interested in the scope to strengthen cleansing resources if we can find savings from elsewhere.

Grounds Maintenance – at this stage our main focus is on regaining lost revenue opportunities.

HWRC – initial reviews indicate that plant and vehicle use may deliver opportunities for savings. Another possible area for review is the potential to tip recycling material off-site rather than having a Waste Transfer Station in Greenford Depot.

We will continue to explore all options in the table above and keep the Board advised of progress.

Report Title	Greener Ealing Ltd HSEQ Matters		
Meeting	Greener Ealing Board Meeting		
Date	25 th February 2021	Agenda Number	15.
Type of Report	For noting/Information		
Author	Sandra Hewey can be contacted on HeweyS@greenerEaling.co.uk		
Background	<p>Contact Start 5th July 2020</p> <p>This report updates the board on HSEQ Matters within GEL</p> <ul style="list-style-type: none"> • HSEQ • Quality Assurance • COVID Secure -Status • HSEQ Development 		

HSEQ

Alcumus system is now being used by all GEL departments to record HSEQ related incidents

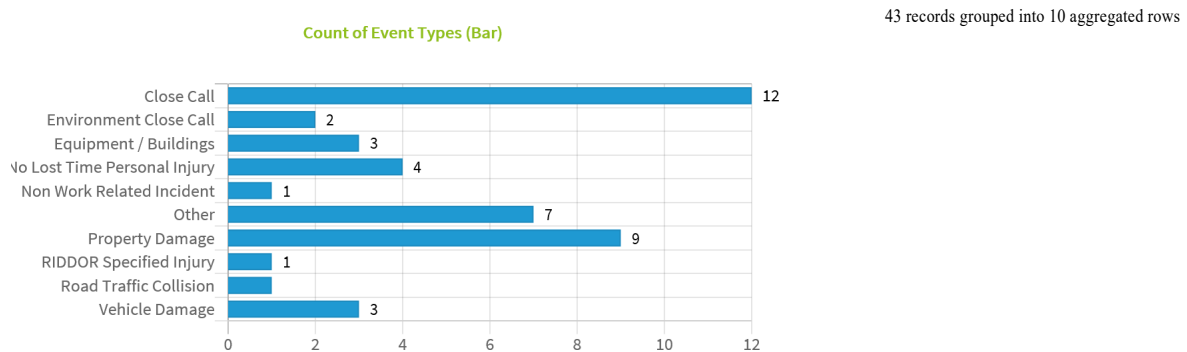
One RIDDOR incident recorded in period

Slow speed manoeuvring and reversing incidents are the primary cause of property/vehicle damage in period. A review of inductions and initial driver assessment has been undertaken, and property damage incident specific tool-box talks developed and delivered in the period

Where appropriate disciplinary action has also taken with drivers/crew involved in GEL blameworthy incidents, our CCTV vehicle systems have been very effective in the collation of evidence to support incidents investigations


December 2020 and January 2021 HSEQ event performance detailed below:

EVENT TYPE	COUNT OF EVENTS	FIRST DATE AND TIME REPORTED	FIRST STATUS
Close Call	12	01 Dec 2020 13:01	● Closed
Environment Close Call	2	07 Dec 2020 13:06	● Closed
Equipment /Buildings	3	07 Jan 2021 12:37	● Closed
No Lost Time Personal Injury	4	31 Dec 2020 10:18	● Closed
Non-Work Related Incident	1	04 Dec 2020 20:23	● Closed
Other	7	08 Dec 2020 09:28	● Closed
Property Damage	9	21 Jan 2021 06:19	● Closed
RIDDOR Specified Injury	1	26 Jan 2021 09:56	● Closed
Road Traffic Collision (Parked Vehicle)	1	09 Jan 2021 09:25	● Closed
Vehicle Damage	3	12 Jan 2021 09:19	● Closed



No significant close call trends identified in period

Information relating to reported RIDDOR in period is detailed below:



[Browse](#) | [Search](#) | [Reports](#) | [Share](#)

EVENT TYPE
RIDDOR Specified Injury

DATE/TIME OF INCIDENT
25 Jan 2021 00:00

DESCRIBE THE INCIDENT [✎](#)
Waste Op working on Flats 6 which is a communal refuse round, slipped on the ice when walking at the side of the vehicle LN20 XFH approx. 09:15 - 09:45 at Veron Court, 35 Gordon Road, W5 2AS. Twisting his left ankle and was taken to A&E by a Supervisor

Initial statement taken on route to Ealing Hospital: the IP was walking and suddenly slipped on the ice, the tried to regain balance but went over on the left ankle and felt a lot of pain in the ankle. The IP was given help to get up by their team mates who called the Collections Manager straight away as the IP couldn't continue and wanted to go to the hospital to have their ankle looked at.

WHAT WERE YOU ABLE TO DO ABOUT IT? [✎](#)
The IP called the nearest Supervisor to attend site immediately , to assess and record what has happened and to take the IP to Hospital if needed.

IMMEDIATE ACTION TAKEN? [✎](#)
The Supervisor visited site: Veron Court, 35 Gordon Road, W5 2AS and took the IP to Ealing Hospital and could only drop the IP off at A&E due to pandemic. The Supervisor also took photos of the site and a Initial statement.
After the IP's vist to A&E he spoke with Supervisor and stated his ankle is fractured and he is to be in a cast for six weeks when the Supervisor asked for supporting documents he supplied only a virtual fracture clinic information sheet and could provide a discharge sheet as requested.

STATUS
● Closed

Event Supporting Documents [6](#) Event Remedial Actions [0](#)

Create new

DOCUMENT REF NO ^	TYPE OF DOCUMENT	DOCUMENT UPLOAD	DOCUMENT NOTES
137	Photo	Incident 25.01.2021-S.B.docx (1.7 MB)	Photos of site and only documentation pr...
138	Medical Report	S.Basile- Discharge Letter 25.01.2021.docx (1...	S.Basile- Discharge Letter 25.01.2021
147	Other	Initial Report of Lost Time Incidents-Salvato...	24Hr Initial RIDDOR report
148	Other	Salvatore Basile.pdf (97 KB)	Induction form.
149	Other	GEL Local Induction Draft V1 SRH 21-9-20.pptx.	Induction
> 151	Other	Injury-150F1E8E4F-Salvarore Basile 25 Jan 2...	HSE Informed-RIDDOR Notification-injury

Quality Assurance

HSEQ Rumble Meetings

Bi - Weekly HSEQ `Rumble` meetings have been introduced which focus operational service streams on key Health and Safety issues and campaigns with a review of actions and routine inspections and audits subsequently being reviewed at the alternating Bi-Weekly Management Team Meetings (MTM)

Key issues in December 2020 and January 2021:

- Introduction of revised vehicle washing/sanitising program
- Development of Alcumus incident management process
- Review and introduction of revised vehicle parking plan
- Review of HWRC off-taking material streams
- Consistent application of Covid 19 guidance
- Review and introduction for revised SSOW and Risk Assessments

Training

- Driver CPC training including first use of GEL specific module being delivered from 18th to 21st of January
- Pristine Condition Manual Handling GEL specific training program filming taking place in February 2021
- Weed spraying training being delivered in February for internal delivery of weed control program from March onwards
- Alcumus training matrix module determined in December 2021 with MTM final review and approval, module ordered and training on system commenced February 2021

Environmental

Interaction with Environment Agency (EA) in December, with remote audits carried out at Greenford Transfer station and Acton HWRC site. Minor number of rectifications carried out at transfer station site as directed by EA

Contamination rate of recycling materials an issue especially over the Christmas period and alternative process for storage and removal of mattresses at HWRC under review, with joint meeting held with LBE on mitigation plan for the reduction of contamination in the recycling material stream

Quality

Confirmed approach for the establishment of legal registers linked required ISO and FORS accreditation bodies determined in December with order placed in January 2021. Internal auditing of HSEQ systems will commence in April 2021

Covid Secure Status

Latest Tier 4 and national lockdown guidance disseminated to all staff, Greenford Depot office operation under Covid secure protocol with minimum number of staff working directly to support operational and statutory requirements

Additional vehicle cleaning, and Covid specific cab sanitising program in place using mist particle process. Revised daily staff tracker in place to record all absences and constant review of service delivery in-line with Covid BCP protocol

All staff have been encouraged to engage with LBE free of charge Lateral Flow Covid testing program

At present the level of direct Covid infection or indirect self-isolation including the mandatory stay at home for all Clinically Extremely Vulnerable staff has not seen the threshold for any reduction of service scope being triggered

We have used the GEL Covid BCP to good effect when we had a significant Covid 19 related absence of staff in The HWRC and Transfer Station operations in January, which was well managed by the HWRC team and supported by our Grounds and Street Cleansing teams

Revised Social Distancing signage introduced on HWRC sites, where the booking system has proved to be very effective in managing the through put of vehicles at both Acton and Greenford over the period

GEL Covid Contingency Plan

Following the UK Government Coronavirus plan and the current World Health Organisation (WHO) standard recommendations for the virus, we have implemented additional steps to continually minimise the infection risk to our employees and clients.

- Further reduction where possible of FTE staff working in main office
- Minimise all external visitors to site
- Face coverings imposed for close contact situations (Communal & deployment areas)

As a business we are continually monitoring the information and implementing any Government guidance. In accordance with the Management of Health and Safety at Work Regulations 1999, we will also continue to review our assessment of COVID-19 if and when:

- There is any reason to suspect that it is no longer fit for purpose.
- New scientific evidence emerges that demands a significant way in which COVID-19 is tackled.

HSEQ Development

A great deal of work has been undertaken the newly formed Compliance function within GEL to move the business forward and develop the systems and process required to create an integrated compliance and HSEQ support mechanism

We have confirmed that BSI will be used as the body for our ISO 9001,14001, 45001 accreditations the time table for the necessary visits is detailed below:

For our planned ISO accreditation for ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 this is a 2 stage audit process, where the Stage 2 audits are typically scheduled to take place 4 to 6 weeks following the stage 1 and thereafter a subsequent accreditation process.

Our planned timing for ISO standards would be stage 1 pre audits to be carried out from the start of April 2021 with stage 2 audits to be completed in June 2021 with accreditation planned for July 2021

Key to establishing the the required level of compliance management will be the development of a GEL scope specific legal register and in order to support this requirement we have engaged with Barbour Environment, Health and Safety (EHS) to provide an online resource of two constituent parts .

Firstly, it is a single place to source information from HSE, British standards and trade associations, which we use to create with a bespoke legal register designed to help us meet our legislative and compliance requirements.

Secondly, it is a catalogue of tools that will help support the education and training and improve the culture of our workforce which will link to our internal training provision, and potential external training academy resource

Barbour EHS has been helping organisations stay safe and compliant for over 50 years, the systems holistic knowledge banks are designed to give a focused and efficient, all-in-one solution, saving time and money and keep GEL well-informed on our developing responsibilities for the following areas :

Environment and Energy

The Barbour Energy and Environment Service provides full text documents from hundreds of sources including the DECC, Environment Agency, DEFRA, Institute of Environmental Management and Assessment, European Environment Agency, Parliamentary sources and guidance specific to your industry.

Health and Safety

The Barbour EHS Environment, Health and Safety (EHS) package contains information, advice and guidance on the full extent of topics a health and safety professional needs to improve decision making, understand complex information areas, reduce risk and manage projects.

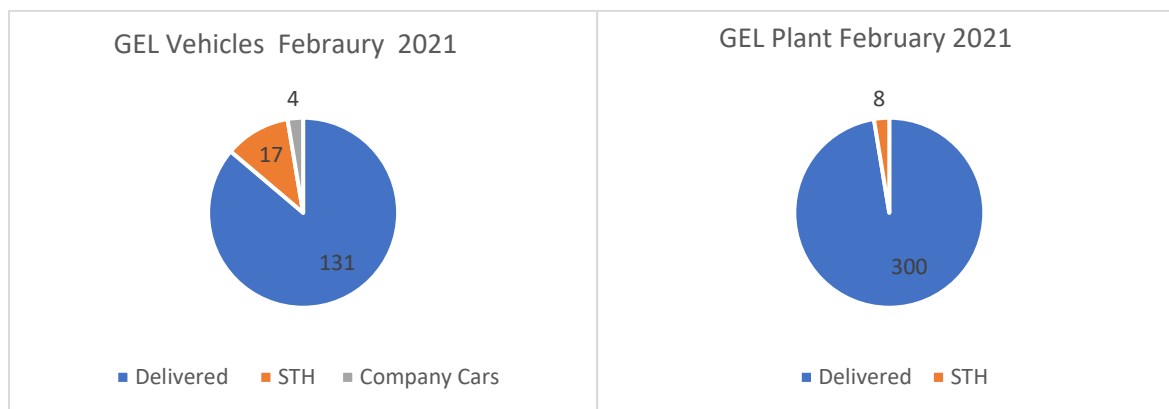
Environment Legal Registers

Launched in February 2015, the Environment Legal Registers will cover topics such as-Air/Biodiversity and conservation/Dangerous substances/Energy and climate change and Waste & Recycling

These registers have been broken down by topic so that they'll be relevant to any industry to produce Environment Model Policies,

Report Title	Fleet Provision and Transport Compliance		
Meeting	Greener Ealing Board Meeting		
Date	25 th February 2021	Agenda Number	16.
Type of Report	For noting/Information		
Author	Mick Aherne can be contacted on AherneM@greenerrealing.co.uk		
Background	<p><i>Report details monthly information:</i></p> <ul style="list-style-type: none"> • <i>Volumetric on GEL vehicle and Plant provision</i> • <i>Driver management systems and incident reporting</i> • <i>Overview of vehicle/plant maintenance provision</i> • <i>Operator's license compliance status</i> • <i>Provision and use of fuel including Co2 output</i> 		

GEL Vehicle and Plant Provision – February 2021



All core operational vehicles now delivered and in service, a claim has been made in relation to the late delivery of the final 3 RCV vehicles which were impacted both by Covid 19 and build related delays from the manufacturer

We have suffered a major unit failure on one of the RCV Mercedes vehicles where the engine is being replaced under warranty due to a porous flaw in the main block casting. Vehicle performance overall is within our expected VOR level and well supported by respective manufactures.

There is an issue with some of small electric grounds equipment items which are not proving suitable to extended work periods and the replacement of damaged parts (from China) for these items is proving problematical which may be a Brexit and or Covid related issue

Allocation of vehicles to individual departments is detailed below and includes for additional supervisor vehicles as result of recent management changes

Operational Vehicle Fleet Profile: February 2021 (excludes company cars)

Road Registered Vehicles	Waste Collections	Streets	Grounds	HWRC	Total vehicles
Owned Vehicles	53	35*	42		130
Short Term Hire	7	7	0	3	17
Total by service	60	41	43**	3	147
Planned vehicle number***	58	40	46	2	146

*Excludes major accident vehicle LS20 XAR which is replaced with STH vehicle at present

**Grounds utilising beavertail vehicles

***Planned vehicle number comes from initial vehicle procurement initiated prior to contract start

Trials and evaluation of electric vehicles have concluded with an initial business case developed for their purchase, which will be jointly progressed with the London Borough of Ealing for their own electric vehicles requirements in order to provide synergy of type and best value of procurement

The proposed business plan for the necessary changes to depot infrastructure to support rapid charging of these vehicle types will take into account the revised depot parking plan, and the potential of siting the rapid charging infrastructure where the possibility of extending this to 3rd party users might be commercial proposition to be explored

A review of the provision of large Mechanical Plant items associated to the HWRC and Transfer station operation is in progress to determine the most appropriate provision of these items once their existing 12 month hire period finishes in July 2021

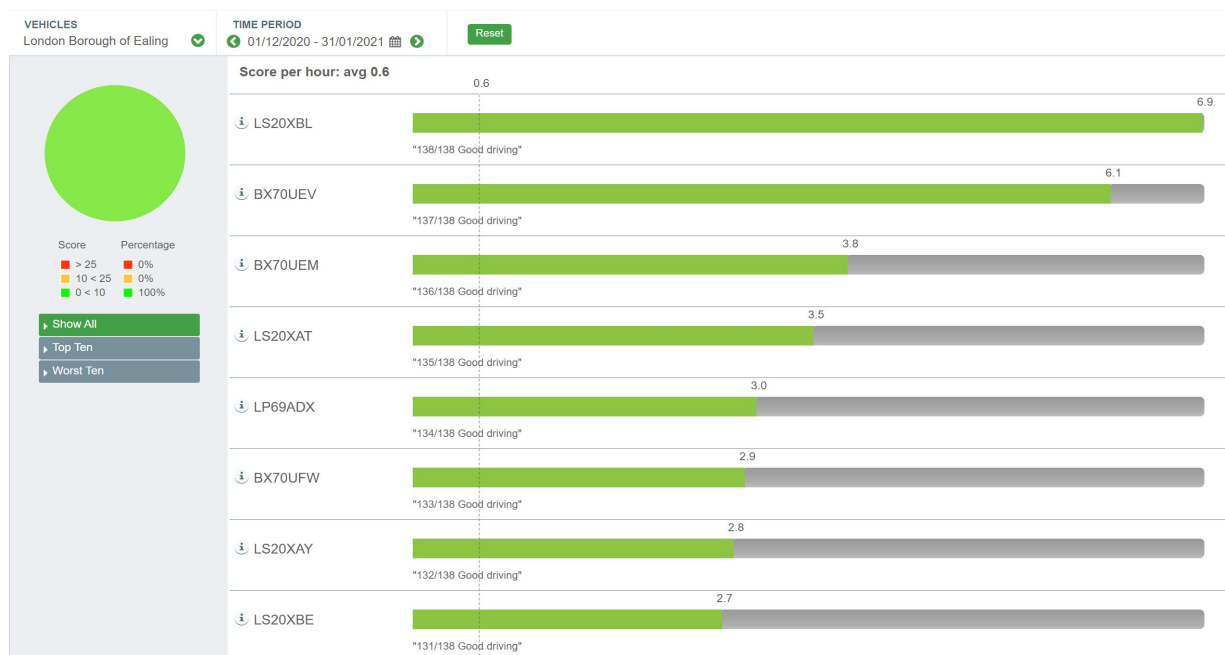
Vehicle and Driver Management Systems and Incident reporting

Vehicle Driver system:

Masternaut vehicle telematics system is now fitted to all 142 of the core operational fleet vehicles and road registered plant items

Driver behaviour information is consolidated in week transport reports which are reviewed at bi-monthly management team meetings

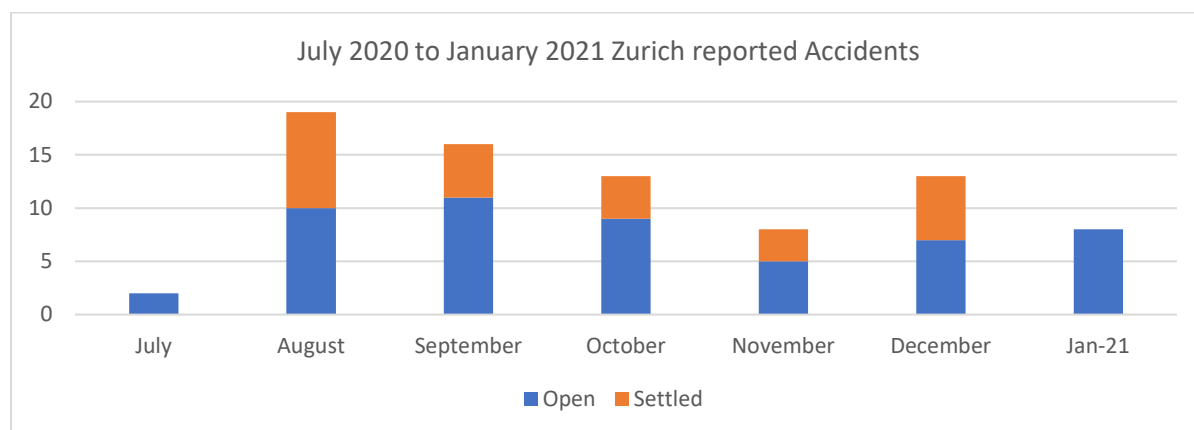
GEL driver behaviour performance for the period covering December 2020 and January 2021 indicates an average score across the driver cohort of 0.6 events per hour, an improvement of 0.1 events per hour from the previous period



Separate information in relation to vehicle speeds is also produced on a weekly basis and provided to the GEL management team for review and any subsequent action

Incident reporting:

The level and type of incident relating to fleet use does show an increase in December with a cluster pattern of accidents in the month (multiple per week) and then a subsequent reduction in January



Total value of open claims before settlement by Zurich is £360k, this includes for probable total loss of vehicle LS20XAR which was involved in serious Road Traffic Accident (RTA) which is still under investigation by Metropolitan Police.

There is also a significant value of £215k for an open claim allocated to another RTA incident which has a potential high level of personal injury claim for the accident, which the insurers have deemed as being GEL blameworthy

Overall from July we have had 72 reported accidents of which 48% have been settled, we had previously introduced an internal resource to support Accident/Incident Management and this has not given the required level of support, therefore this role has now been advertised externally with interviews scheduled in mid-February

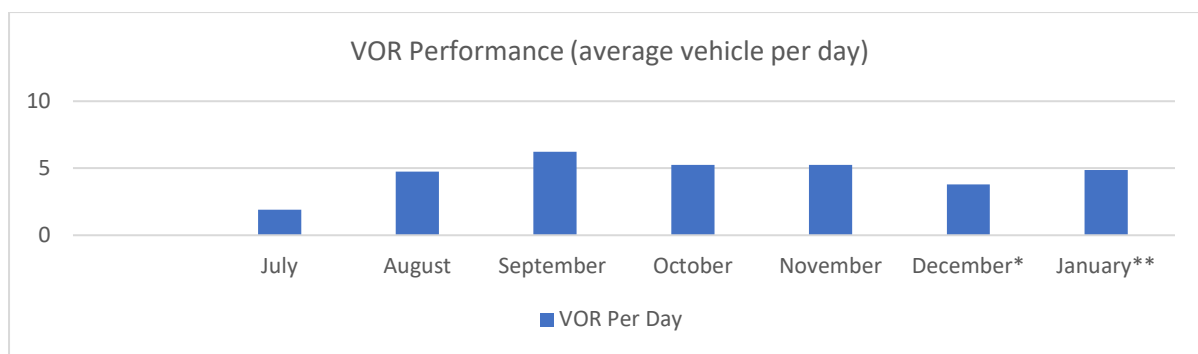
In order to help mitigate the level and type of incident we have developed a Joint Approach Unit for Periodic Training (JAUPT) accredited GEL specific Driver Certificate of Professional Competence DCPC course and this was successfully delivered to the first group of drivers in January

We recognise that constancy of both induction and ongoing training support play a key role in the minimisation of vehicle damage and incident and are moving forward with the creation of a dedicated depot based resources to improve quality and accountability of our training and inductions

Vehicle and Plant Maintenance Provision

Performance of GPLFS during December and January has been generally sound, and it included additional support for the Christmas catch up period which went well. We are seeing an average Vehicle Off Road (VOR) time in-line with our planned maintenance and anticipated level of unplanned vehicle defects.

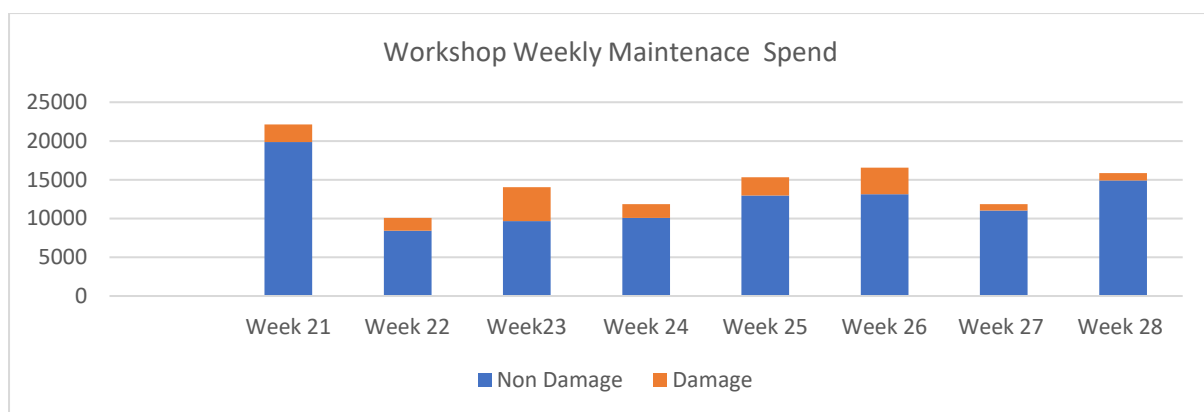
Individual issues of exceptional VOR are discussed and resolved primarily at local level.



*Scheduled MOT testing stopped Mid-December 2020 to Mid-January 2021 to support Christmas catch up working

**Long term VOR increased in January due to 2 vehicles with major repairs both of which have now been repaired

We have received 8 weekly GPLFS recharge invoices for the period as detailed below:



Vehicle damage cost across the period has averaged 17.6% of the total maintenance spend and did include for Insurance excess charges which occurred in previous period. Underlying damage cost still broadly in-line with expectations for contract of this type

The profile of maintenance cost for the period is trending below the guaranteed minimum monthly income as set out in the vehicle maintenance framework agreement. An agreed method

of calculation for this bid-back value based on weekly batch invoicing has been determined for the November and December months of circa £25K.

Communication is ongoing with GPLFS on how to fully utilise these hours as most occur during the workshop a.m. shift period when the GEL utilisation of vehicles is at the optimum level.

Introducing an additional RCV spare vehicle is being reviewed to establish if the cost of an additional hire vehicle would be more than recovered by releasing core fleet vehicles for routine maintenance in the a.m. vehicle maintenance period and subsequently using unsold bid-back hours.

In relation to Brexit and the resilience to the supply of goods and services to the GEL contract, GPLFS have outlined that at present the existing supply chain are currently experiencing delays with imported aftermarket and OEM parts.

This is attributable primarily to suppliers' familiarisation with the introduction of new procedures, at short notice and the additional administration now required for Customs clearance from goods imported from the EU, where previously such goods were allowed into the UK without any further checks or subject to any administrative process.

The ports are currently working to clear a backlog of goods for importation, and the additional restrictions imposed by strict COVID-19 measures have exacerbated matters. GPLFS are in regular contact with supply chain partners to determine the impact of these issues. At present this is causing delays with some imported parts as well as the delivery of new vehicles from manufacturers based within the EU.

The impact of Covid-19 has also added to a reduction in the usual manufacturing capacity and resources available. Where possible GPLFS will seek an alternative supply source of similar quality to mitigate these delays. There is currently no indication from the supply base of any immediate price increases as a result of these issues, and GPLFS will keep GEL informed if this position changes.

GPLFS have undertaken to update GEL with any Covid specific measures being undertaken at the Greenford workshop and have had 2 members of their workshop team contract Covid 19 in the period with the subsequent isolation process being undertaken, both have now returned to work fit and well.

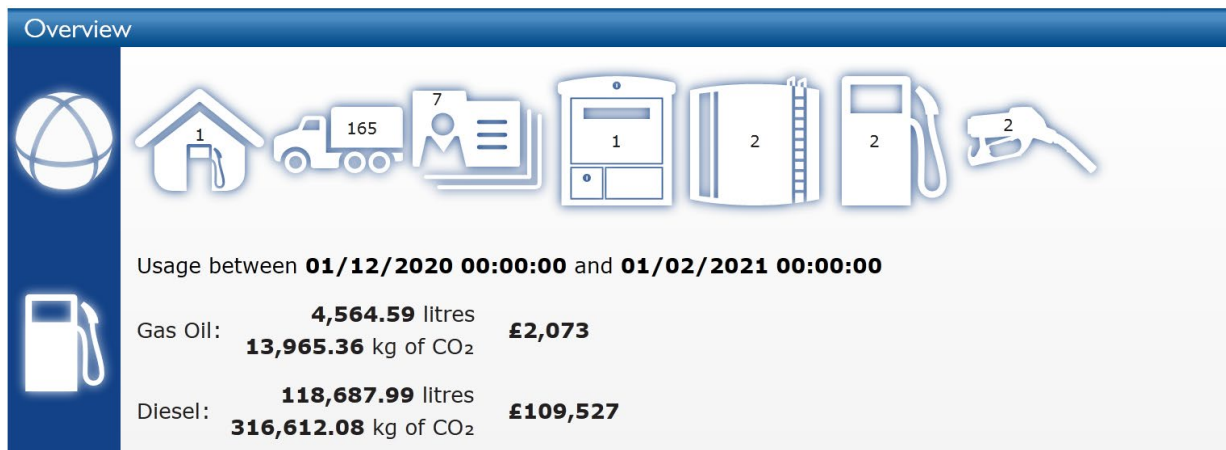
Operator Licence Compliance Status

- GEL Operator licence OK2030744 at 05-02-2021 now has 62 HGV allocated to the licence, which has a total limit of 75 vehicles.
- MOT testing for HGV vehicles pass rate for the December 2020 is at 100% against a KPI of 95% pass rate, and 100% for January 2021
- PMI completion performance for Operators licence vehicles has been satisfactorily throughout December and January

Provision and use of Fuel

Weekly monitoring of fuel usage supported with standard system reports is used to determine Fuel re-order levels, as we approach both year end and Brexit the level of delivery will be adjusted to maintain maximum resilience for the bunkered fuel supply

Fuel draw in period:



Information from Masternaut linked to fuel consumption recorded live from vehicle ECU system is being used to support fuel management and CO2 reduction

Fuel use in period:

Includes for information from all new vehicle and roadgoing plant items as they were fitted with Masternaut system during the period and excludes STH vehicles for the period

Vehicle	Group	Total							Drive		Idle			
		Time	Fuel (L)	Miles	mpg	CO2 (Kg)	CO2 (Gr per Km)	Stops	Driving %	Drive	Idle	Fuel (L)	Lph	CO2 (Kg)
Summary		25169:28:35	88,158.22	150,641.3	7.5	230,955.366	952.654	37,888	68.9	17340:04:56	7829:07:23	16,992.0	2.2	44,519.148

Report Title	GEL Training Academy		
Meeting	Greener Ealing Board Meeting		
Date	February 2021	Agenda Number	17.
Type of Report	For approval		
Author	Mick Aherne can be contacted on AherneM@greenerealing.co.uk		
Background	<p>Report details a proposed GEL Training Academy:</p> <ul style="list-style-type: none"> • Existing Training provision • Training systems and reporting • Proposed Training Academy • Cost/Benefits/Risks of Training Academy <p>Following on from the management restructure in October 2020 it was noted that a proposal would be brought back to the Board for the creation of safety/training resources to support the business. The Board is now asked to agree to the establishment of the GEL Training Academy – its initial focus will be internal to GEL as we roll out training courses to meet our assessed organisational wide training needs and HSEQ aspirations.</p> <p>In the medium term and subject to any market related accreditations we also see an opportunity to monetise our offer by selling training courses to other related businesses. This is an important initiative in establishing how seriously we take HSEQ matters and ultimately our commitment to our staff and customers.</p> <p>The Board is asked to approve the GEL Training Academy by the creation of two Training Facilitator posts.</p>		

GEL Existing Training Provision

GEL existing training schemes and staff inductions are provided via a mix of internal and external delivery methods, utilising a mixture of in-house non specific training staff (nominally operational supervisors) and accredited external training providers to deliver both mandatory and developmental training requirements.

The training content has predominantly been based on the Amey derived schemes previously being delivered to the contract. These have now been adapted for GEL to incorporate changes in both specific new Risk Assessments and Safe Systems Of Work (SSOW) and a revised on-boarding process for new staff.

Whilst the training provided at present does meet our minimum statutory needs, there is a requirement to develop and deliver consistent high quality courses for the business to support frontline delivery, achieve our HSEQ accreditation aspirations and to develop any potential 3rd party income stream. This will move us away from current arrangements and provide greater consistency in terms of quality and delivery.

Training Systems and Reporting

As a prelude to the introduction of the Academy and as previously reported to the Board the GEL HSEQ team has led on the development of both internal bespoke and externally accredited training schemes. These include a Driver Certificate of Professional Competence (DCPC) and Manual Handling training. We have also specific focussed on operational training modules.

In order to control, record and manage training provision GEL has engaged with Alcumus to develop two digital training applications. The first application will hold the 'Master Training Matrix' and be limited to high level admin users and the second application will display the employees course information. A comprehensive training database will be held for every employee against the training needs matrix for the business.

The training records applications do not depend on the Training Academy or vice versa they will support the business whatever route is chosen to deliver this activity.

Proposed Training Academy

The proposal is that we will look to create a dedicated GEL Training Academy which via Training Facilitators will directly deliver accredited mandatory training/induction schemes and support continued staff development across the complete range of disciplines.

Key aims of the Training Academy will be:

- Support the provision of HSEQ for all staff
- Direct management and accountability for all GEL Induction/Training requirements
- Provision of quality assured training to help support minimisation of accident/incident and associated direct/indirect costs
- Direct delivery of accredited training schemes using 'Train the Trainer' methodology

- Development of Environmental Services training to support GEL specific applications and potentially to offer these externally to like minded organisations
- Audit and compliance support for the delivery of ongoing training competencies by GEL staff

Training Facilitators

In order to deliver the aims of the Training Academy our proposal is to employ `professional` Training Facilitators with practical industry related experience to develop, deliver and support the provision of our training needs. These roles will report through the GEL HSEQ/Training manager and ultimately to the Head of Compliance.

Initially the resource level will be delivering training/induction to the existing GEL business and we envisage that this will comprise of two Training Facilitators. We may need some initial administrative support as the Training Academy is being developed in year one. If needed this can be sourced from within existing resources.

A full review of the effectiveness and scope of the training courses that can be delivered in a commercial setting will be undertaken in quarter four of 2021/22. For now, our assumptions in this respect are very cautious. We still believe the case for the in-house resource level is of an overall benefit.

Costs/Benefits/Risks

When reviewing the commercial elements related to the establishment of a GEL Training Academy there are a number of direct and indirect factors which need to be taken into consideration when quantifying the costs of such an undertaking.

From a benefits perspective we have direct information derived from GEL incident/accident data from both our insurers and vehicle maintenance provider and have used both an element of reduction in frequency, liability, and associated costs as a factor in our calculations.

As we seek to establish our quality accreditations, the element of Risk that can be mitigated by having fully accountable and appropriate training/induction processes in place will have a significant bearing of the proposal to establish a GEL Training Academy.

It is difficult to quantify in terms of number of incidents and possible levels of severity, but prior experience when dealing with major incidents at Ealing has demonstrated the benefits of such training and associated record keeping.

From an indirect saving perspective, we would envisage a possible saving in vehicle insurance premium increases due to a reduction in our present accident rate, and also a possible saving/reallocation of the existing internal resources (supervisors) delivering elements of training.

Cost/Benefit Table of GEL Training Academy:

Date Range	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026***
Training Budget	135,300	138,600	141,900	145,200	37,125
Training Facilitators*	95,000	97,000	100,000	103,000	25,000
External Training Schemes	25,000	17,500	15,000	10,000	2,500
Facilitator Training	10,000	6,000	5,000	4,000	-
Alcumus system Training App	7,000	7,000	7,000	7,000	2,500
Reduction vehicle insurance premium**	-	(20,000)	(25,000)	(30,000)	(5,000)
Reduction in Public liability insurance	-	(2,500)	(4,000)	(5,000)	-
Reduction in excess liability	(3,000)	(4,500)	(5,500)	(6,500)	(1,500)
Reduction in damage invoice administration	(850)	(1,000)	(1,000)	(1,000)	(400)
Reallocation of 2020 training resource	-	(5,000)	(5,000)	(5,000)	-
Potential 3 rd Party Income	-	(7,500)	(10,000)	(12,500)	(2,500)
Cost/(Benefit)	(2,150)	(51,600)	(65,400)	(81,200)	(16,525)

* Assumed salary for 2 Training Facilitators + employment oncost

** Estimated reduction in policy due to improve accident management as a result of improved training

***2025/2026-part year only

The Board is asked to agree the establishment of the GEL Training Academy – its initial focus will be internal to GEL as we roll out assessed organisational Training needs. In the medium term and subject to any market related accreditations we see an opportunity to monetise our offer selling training courses to other related businesses.

Greener Ealing Ltd - Board Forward Plan 2021

Date of Meeting	Standing Items	Governance	Strategic	Finance	Performance Management/ Operations/Specific Project Updates
April 2021	<ul style="list-style-type: none"> • Apologies • Declarations of Interest • Minutes of Meeting • Matters Arising <ul style="list-style-type: none"> - Circular Resolutions • KPIs • Risk Management <ul style="list-style-type: none"> - Risk Register • H&S Update <ul style="list-style-type: none"> - incidents / accidents • Operations Report • Transport Report • Forward Plan 	<ul style="list-style-type: none"> • Anti- Fraud Policy • Data Protection • Health and Safety Policy • AGM 		<ul style="list-style-type: none"> • Finance Update 	
July 2021	<ul style="list-style-type: none"> • Apologies • Declarations of Interest • Minutes of Meeting • Matters Arising <ul style="list-style-type: none"> - Circular Resolutions • KPIs • Risk Management <ul style="list-style-type: none"> - Risk Register • H&S Update <ul style="list-style-type: none"> - incidents / accidents • Operations Report 	<ul style="list-style-type: none"> • Scheme of Delegation • Matters Reserved for Board/SH • Corporate Social Responsibility Policy 	<ul style="list-style-type: none"> • Annual Operational Review 	Finance Update	

Greener Ealing Ltd - Board Forward Plan 2021

Date of Meeting	Standing Items	Governance	Strategic	Finance	Performance Management/ Operations/Specific Project Updates
	<ul style="list-style-type: none"> • Transport Report • Forward Plan 				
Sept 2021	<ul style="list-style-type: none"> • Apologies • Declarations of Interest • Minutes of Meeting • Matters Arising <ul style="list-style-type: none"> - Circular Resolutions • KPIs • Risk Management <ul style="list-style-type: none"> - Risk Register • H&S Update <ul style="list-style-type: none"> - incidents / accidents • Operations Report • Transport Report • Forward Plan 	<ul style="list-style-type: none"> • Equality and Diversity Policy 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Finance Update • Financial Regulations 	<ul style="list-style-type: none"> •