

**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 undertaken 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 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.

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.
- 10.5 • Go Plant was performing well.

[KOL]

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.

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- 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

DocuSigned by:

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 Chair of the Board

Date 05-Mar-2021 | 10:09 GMT