



GREENER EALING LIMITED

MEETING OF THE BOARD OF DIRECTORS

WILL BE HELD AT 15:00 ON THURSDAY 13th AUGUST 2020, 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 14 th July 2020	MB	Approval	(3)
4.	Matters Arising	MB	Information	
4.1	Action List			(4.1)
4.2	The following written resolution of the Board was made since the last meeting: <ul style="list-style-type: none"> • Approval of the opening of a deposit account for Greener Ealing Ltd with Lloyds Bank 	AG	Ratification	(4.2)
Governance				
5.	Board Meeting dates for rest of 2020	AG	Approval	(5)
6.	Change to Accounting Reference Date	AG	Approval	(6)
7.	Corporate Social Responsibility Policy	AG	Approval	(7)
8.	Data Protection/GDPR update	AG	Information	(8)
Strategy, Project & Operations				
9.	Managing Director's Report	KOL	Information	(9)
10.	Risk Register	JA	Information	(10)
11.	Finance Update	CN / KP	Information	(11)



12.	Operations Update	JL	Information	(12)
13.	Health Safety Environment and Quality (HSEQ) Report	SH	Information	(13)
14.	Transport Report	MA	Information	(14)
 Board Forward Plan				
15.	Board Forward Plan	AG	Approval	(15)
16.	Any Other Business	MB	Information	
17.	Date of next meeting: 22 October 2020 (TBC)		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
	John Arnold	JA	Programme Manager, GEL
	Bill Gilmour	BG	Human Resources Manager, GEL
	Katarina Pohancenikova	KP	Head of Finance, GEL
	Jack Linton	JL	Head of Operations, GEL
	Sandra Hewey	SH	Operational Safety Advisor, GEL
	Mick Aherne	MA	Senior Fleet and Compliance Manager, GEL
	Chris Neale	CN	Finance, LBE
	Helen Harris	HH	Director of Legal and Democratic Services, LBE
	Gary Alderson	GA	Shareholder Representative, LBE
	Dipti Patel	DP	Director of Place Delivery, LBE
	Daniella Toma	DT	Business apprentice, LBE (observing)
	Andrea Goldsmith	AG	Waterstone/Bridgehouse Company Secretaries (minutes)

Apologies:

**GREENER EALING LIMITED (“GEL”)
MINUTES OF THE BOARD OF DIRECTORS MEETING
HELD AT 15:00 HOURS ON 14 JULY 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
	John Arnold	Programme Manager, GEL	JA
	Katarina Pohancenikova	Head of Finance, GEL	KP
	Doug Teesdale	Advisor, GEL	DT
	Sandra Hewey	Operational Safety Advisor, GEL	SH
	Mick Aherne	Senior Fleet and Compliance Manager	MA
	Jack Linton	Head of Operations, GEL	JL
	Gary Alderson	Shareholder Representative, LBE	GA
	Lizzie Purewal	Bridgehouse Company Secretaries, (Minutes)	BCS

1. Apologies for Absence

- 1.1** Apologies were received from Helen Harris, Dipti Patel, Chris Neale and Sharon Brown.

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 – 23 June 2020

- 3.1** The minutes of the last meeting, 23 June 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.

2020.03/11.1 – Memorandum of Understanding: KOL agreed to work with HH to prepare a briefing note based on previous discussions: **ACTION.**

KOL, HH

4.2 Written resolutions of the Board made since the last meeting:

- 4.2.1** The meeting **noted** the following resolutions which were agreed by all Board members since the last meeting:

- Approval of a £0.350m money market loan from the Council for the period of seven months drawn down on 1st April 2020 that has been authorised by the Council’s Cabinet to ensure funding in place for commitments of the company.
- Approval of initial £0.552m money market loan from the council for the period of one month to be drawn down on 6th July 2020 that has been

authorised by the Council's Cabinet to ensure funding in place for commitments of the company.

- Approval of The Greener Ealing Ltd Matters Reserved and Scheme of Delegations dated 02 July 2020.

5. Governance

5.1 Employment Policies

The Board reviewed the Employment Policies: Grievance, Disciplinary and Absence, included in the meeting pack.

WG advised that this was in addition to policies brought to previous meetings. GA had kindly reviewed the policies and made some suggestions which would be included in the final versions.

MB raised an issue in relation to the scope of all three policies and reference to GEL employees. In one of the bullet points, it refers to those staff who were being TUPE-ed across under different arrangements, but understood that all staff were moving across on the same basis. WG advised that this standard wording and not regarded as contractual, which will make it easier to change as necessary. The wording allowed for any contractual arrangements that were in place from previous TUPE processes.

The Board **approved** the policies, subject to the changes discussed under the following minutes being made and the updated policies being circulated.

5.2 Grievance

WG presented the policy based on processes which staff and managers were already aware of. GEL was required to have a procedure to raise concerns safely about workload, professional relationships, harassment etc. Most people may express concerns informally, but will not raise a complete against managers or supervisors because it is difficult for them. For someone to do this formally and in good faith, it must be considered significant and have the time allocated to fully deal with the issue as quickly as possible, informally or formally and any resulting actions or recommendations.

JL noted that grievances were usually raised under three themes: not enough overtime, decision of their supervisor or manager, or if they asked to do a different job because of holiday sickness or otherwise. MB noted that for overtime, investigations tend to look at favourability and it was right to take this seriously.

The stages to the process were listed and highlighted the right to be accompanied. If employee is unhappy with the outcome they can appeal, but this would be a one-off and only allowed under specific criteria: new information being available, or the policy not being followed properly. The policy also included references to collective grievances, and to go to the HR department for more information.

5.3 Disciplinary

WG advised that this policy had been adapted from the Amey policy, which was simple and well written. Changes had been made to tailor it to GEL. The policy lists the rules and expectations, and the potential consequences of any breaches. Under the gross misconduct section, GA had suggested that it should cover bringing the London Borough of Ealing as well as GEL into disrepute, which would be included. MB suggested that this could be expanded to other stakeholders, but GA advised that there was a long-standing instruction from the LBE CEO to reference LBE explicitly. It was **agreed** that the reference would be to "LBE and other customers": **ACTION**. GEL also reserves the right to take action at any point in the procedure dependant on the circumstances involved.

WG

In response to a question from AR, WG confirmed that it had been send to the unions as part of the regular communication and meetings with them. As the policy had been amended from the one used within Amey already, it was unlikely there would be any issues.

5.4 Sickness Absence

WG noted that this was a fairly straight forward policy, requiring managers to be aware of their staff members' absence, and any actions required. The contact details for the employees' electronic absence notification system, Absentia, was included within the policy.

If an absence, or series of absences, reaches set thresholds and triggers, managers will need to discuss the situation informally with the individual concerned and the reliance placed on them to come into work. This may then need to go to a formal review, a table was included of the process involved.

There were three formal stages within the policy, Appendix 2. For each of these, the possible sanctions were listed and the appeal process. If the member of staff fails to improve their attendance, the manager can move to the next stage of the formal process. An appeal would be heard by an independent manager, more senior than the person who made the sanction decision in a similar way to the disciplinary process.

GA shared his comments on Appendix 2 following experience elsewhere, of a supervisor looking to use for someone who was well aware of the triggers and how to avoid them. The process seemed very bureaucratic and time consuming to exit someone for poor attendance, with three stages having appeals. Where there were very active trade unions, this could be a very drawn-out process. In other organisations, there would not be an equivalent to Stage 1 or the number of possible appeals would be restricted.

WG had advised that these were the existing Amey policies and so well understood by managers and staff. Some words would be changed for people who consistently

and persistently used their allowance, it would not be necessary to go back to the start of the review process. A section had therefore been added to the principles of the policy in response to GA's concerns: *GEL reserves the right to implement the procedure at any stage, taking into account the individual circumstances of the case.* This had been confirmed with ACAS and CIPD as a reasonable clause to add to the policy. There would also be management training, looking at people management and will highlight potential patterns under the absence policy and avoiding triggers.

WG confirmed that the Unions were happy with the approach being taken.

There was nothing specifically related to covid-19, but staff were being fully paid rather than statutory sick pay for covid-19-related illnesses following instruction from HM Government: such an instruction would override a company's policy.

AR noted that the trigger of a four-week absence was less than LBE's of two weeks, and asked if four weeks was too long. KOL advised that the four weeks related to long-term sickness, with three occasions or up to eight days in a year for shorter-term absence.

GA acknowledged that there will be people who were ill and would be given all the support they need. However, in such a large operational workforce, it can be daunting to the managers and supervisors to start such a bureaucratic process. MB suggested that this could be brought back for review in light of experience of using it within GEL, which was **agreed**. It was important to keep on top of this issue, and not let numbers rise or processes go on for too long.

6. Risk Register

6.1 JA advised that the risk register had been circulated for the last Board meeting. These were the initial risks to be managed by GEL. Training and login details will be set up for GEL staff to review the register. The first review will be done jointly with the GEL management team. MB added that this will be reviewed at each Board as well.

KR asked whether the low likelihood and high consequence H&S risks were detailed elsewhere or should be reported to the Board. There were no strategic-level H&S risks on this register as these were covered by the Safe Systems at Work and risk assessments already within the business. The mitigations in place, if adhered to, reduced the risks to a low-level and so do not need to be reported to the Board.

KOL advised that a revised risk assessments and Safe Systems at Work was being prepared based on the Amey standards. The GEL processes will be circulated over the coming months, with any gaps identified from CEO to front-line staff. This had been discussed with Sandra Hewey (Operations and Safety Advisor) and Mick Ahern (Transport Manager) for initial targets and objectives. SH will be looking at the risk assessments and Safe Systems at Work, with MA looking at overall compliance, including transport, training, competencies, and maintenance.

KOL welcomed the Board's challenge, and assured the Directors that this was being taken very seriously by GEL and Amey. The first item on the GEL management team's first meeting was H&S, and its importance made clear to all attendees. The first item at future meetings will be reviewing the previous week's near misses and other areas of concern relating to H&S. MB noted that once the performance data was available, this will inform future metrics and discussions on H&S and the risk register.

7. Go Live Update

7.1 KOL advised that first indications were that all was going well, and formally acknowledged the hard work of everyone in transferring across to GEL from Amey, which was echoed by the Board members who also passed on their congratulations.

There had been some initial problems on with the fleet, but no issues with the workforce. Go Plant were on site and assisting with issues with the fleet. The workforce seems to be positive about the transition, with some good meetings held with staff.

ICT seems to have worked well, including the White Space Software which gives real-time information and reports from staff on their rounds. Other systems also seem to be working well, such as the link with Go Plant. The bank account has gone live and working, with payroll being the first major test the following week.

There had been a few legacy issues. The Council have asked for increased attendance in the parks and opened toilets in key locations. Weed spraying had to be deferred due to covid-19, but a plan was being developed to work through this.

Overall, feedback from colleagues seems to be positive. There will be a need to reduce the additional overtime required at the moment, which was starting to be looked at. It was hoped that the new vehicles being delivered would also help.

JA advised that 71 new vehicles have been received from the 125 ordered. All bar one plant item had been received, with the last item expected by the end of the week. 13 RCVs had been delivered so far, with others to be delivered by early the following week. There were nine of the 28 Mercedes still to be delivered.

A conversation has started with GEL's telematics provider earlier than the end of July 2020 date originally planned, due to the number of vehicles being delivered. The list has been finalised and shared with them for an installation timeline. There had been some minor issues with White Space on go-live day, and they were working closing with the team to resolve these.

The smaller food waste vehicles should be delivered week beginning 27 July 2020. There were some cage tippers outstanding, which should be built by the end of July 2020, but delivery was dependent on HM Government and IVA testing. It was disappointing that only one of the sweepers can be used, as the other six were

classed as plant equipment and so could not be registered online. Discussions were underway to resolve this as soon as possible.

KOL stated that the Council and GEL have adopted a low-key approach to communications. Once all the fleet was in place and fully branded, and the initial problems solved, an announcement would be made in the local and professional media. It was likely that this would be in August or September 2020.

AR noted that from a customer point of view, they had not seen such a smooth transition and thanked all those involved. GA added that LBE have also noted the smooth transition and passed on the thanks from the Leader of Council, Cllr Julian Bell, which KOL agreed to send to staff: **ACTION**. The only member comment received related to putting bins back into gardens rather than leaving on the street. MB thanked AR and GA for their positive feedback. GEL will now look to build on the encouraging start made.

KOL

8. Finance Update

8.1 KP advised that the initial revenue and capital start-up costs were being finalised. As of 30th June 2020, the revenue costs were £654k and cumulative capital costs of £1.5m. The GEL first year-end will be from 30th June 2020, which will be audited in September 2020, and so the department were reviewing and confirming all details.

All leases have been put in place with LBE where invoices were available before July 2020. Advice in relation to the sub-lease charges between LBE and GEL had not been received to implement ready for the go-live. A short-term agreement had therefore been put in place. LBE were looking at an option to charge GEL monthly and keep the £1.5k cumulative capital spend on their books. This would improve GEL's loan requirements and five-year spend plans.

LBE had provided a money market loan of £552k for one month from 6th July 2020 to ensure adequate funding for GEL was in place. This was made following advice received from the Charities Commission to hold the £337k until the end of October 2020. The Council were also waiting for advice from LINK and technical finance team to finalise the requirements for the loan facility.

KP asked the Board to approve the rollover of the £552k for the next three months, which was **approved** by the Directors. This would avoid needing to repay the loan in early August 2020. If the loan facility is finalised, the money market loan will be repaid.

Following a comment from KR, KP advised that monthly management reports were being prepared and would be brought to the next Board meeting for tracking financial information. This will include the year-to-date, actual, budget and full year forecast figures and commentaries on any variances. KP cautioned that the next meeting would only have one month of actual data to present.

MB asked if there were any concerns regarding the payroll. KP assured the Board that the Payroll Manager had set up a four-day payment period, and should there be any issues, it can be switched back to LBE to pay staff with GEL being recharged.

9. Board Forward Plan

9.1 The Board reviewed and approved the Forward Plan, included in the meeting pack.

KOL advised that as GEL was moving into an operational phase and so some linking will be needed with the business plan. This will allow the Board to monitor the key objectives, which was welcomed by the Directors.

10. Any Other Business

There were no items of any other business

11. Date of next meeting

MB confirmed that the date of the next meeting had changed from 11th August to 13th August 2020

There being no other business, the meeting closed at 16:00.

Signed

Date

Chair of the Board

GREENER EALING LTD - ACTION LIST

Minute Reference	Action items arising from minutes	Officer	Due By	Comments	Status
Actions arising from 14th July 2020					
5.3	Disciplinary – to update the gross misconduct section, to reference bringing the “LBE and other customers” as well as GEL into disrepute.	WG	Aug 20	The Policy has been amended and now reads: “Bringing GEL, or its client, The London Borough of Ealing, or other customers, into disrepute.”	Complete
7.1	Go Live Update – to pass on the thanks to GEL staff, from the Leader of Council, Cllr Julian Bell for the smooth transition.	KOL	Aug 20	This will be included in the next newsletter to staff.	Complete
Actions arising from 23rd June 2020					
12.2	Draft business plan <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	Awaiting details on loan rate and update on State Aid position from Council.	In progress
Actions arising from 28th May 2020					
7.1.2	Greener Ealing Ltd – Mobilisation Plan Board Update – Once the changeover had taken place and was running well further communication would be made to residents. To discuss with AR any communication with residents prior to circulation.	KOL/AR	Aug 20	Awaiting update on comms from Council.	In progress
Actions arising from 23rd April 2020					
6.1	Whistleblowing Policy – To amend the policy in line with the comments received at the meeting.	KO/MB/BCS/HH	May 20	Awaiting final sign off from legal services - To agree amendment to include escalation to the Council’s Director of Legal and Democratic Services.	In progress

Actions arising from 3 RD February 2020					
7.1	Induction –suitable operational elements to be included in the director induction (inc. depot visits/directors review of draft service specification.) KOL to arrange.	KOL	When Covid 19 restrictions allow	The team are working on an Induction event for directors including Depot visit, for delivery when Covid-19 restrictions allow.	In progress <i>(Event Postponed until further notice)</i>
11.1	Memorandum of Understanding – HH and KOL to work together to create a MOU on dealing with disputes.	KOL/HH	Mar 20	KOL to discuss further with HH and Gary Alderson.	In progress

(KO) Kevin O’Leary

(MB) Mike Boulton

(CN) Chris Neale

(JA) John Arnold

(KR) Kieran Reid

(HH) Helen Harris

(KP) Katarina Pohancenikova

(BCS) Jo Steel / Lizzie Purewal

(DT) Daniella Toma

(WG) Bill Gilmour

(AR) Alison Reynolds

Company Number: 12136927

GREENER EALING LTD (THE 'COMPANY')

**WRITTEN RESOLUTION OF THE DIRECTORS OF
GREENER EALING LIMITED PURSUANT TO THE ARTICLES OF ASSOCIATION**

Pursuant to the authority given by the Company's Articles of Association, we, the undersigned, being all the directors for the time being of the Company entitled to receive notice of a meeting and who would be eligible to vote on the following business if proposed at a meeting of directors, hereby RESOLVE:

GREENER EALING SAVINGS ACCOUNT

Following receipt of the Lloyds Bank Deposit Rate Sheet and in order to manage the Company's savings, IT WAS RESOLVED:

- (i) To approve the opening of a deposit account for Greener Ealing Ltd with Lloyds Bank.
- (ii) That the following officers of the Company be and are hereby authorised, jointly and severally, to open a deposit account on behalf of the company and be appointed as signatories to the account:

Full Name: Kevin O'Leary
Full Name: Katarina Pohancenikova

IT WAS NOTED:

- (i) THAT bank deposits have a £10,000 minimum and have no charge for use.

DocuSigned by:

7D987137316F4E5...
Signed **MIKE BOULT**
DIRECTOR
Date: 24-Jul-2020 | 16:41 BST

DocuSigned by:

2AC06D817EFE43E...
Signed **ALISON REYNOLDS**
DIRECTOR
Date: 28-Jul-2020 | 10:32 BST

DocuSigned by:

DFB5F420279F49C...
Signed **KIERAN READ**
DIRECTOR
Date: 27-Jul-2020 | 15:27 BST

Company Number: 12136927

LOCAL AUTHORITIES: Deposit Rate Sheet

Valid: 19/06/2020 - 06/08/2020

**INDICATIVE PRICING
THESE ARE FIXED DEPOSITS AND CAN NOT BE BROKEN**

	GBP		USD		EUR
	£10K-£5M	£5M+ - £50M *	\$10K - \$5M	\$5M+ - \$50M	€10K+
3 MONTH		0.10%	Requests for pricing to be referred.	Requests for pricing to be referred.	Requests for pricing to be referred.
6 MONTH		0.15%			
9 MONTH		0.20%			
12 MONTH		0.30%			
18 MONTH		0.30%			
24 MONTH		0.31%			
FIXED DATE: 10/12/2020		0.15%			
FIXED DATE: 06/07/2021		0.30%	Not available	Not available	Not available
Markets Call	0.05% (Rate = BoE Bank Rate 0.10% - Margin 0.05%)				
Monthly Bonus (LB Only)	0.06% ((Rate = BoE Bank Rate 0.10% - Margin 0.00%) plus 0.05% bonus where applicable)		0.25% (Rate = Fed Rate 0.25% + Margin 0.0%)	0.35% (Rate = Fed Rate 0.25% + Margin 0.10%)	Not available
32 Day Notice	0.20% (Rate = BoE Bank Rate 0.10% + Margin 0.10%)				
95 Day Notice	0.30% (Rate = BoE Bank Rate 0.10% + Margin 0.20%)				
175 Day Notice	0.31% (Rate = BoE Bank Rate 0.10% + Margin 0.21%)		Not available		

* 5,000,001 and above are at discretion

Report Title	Board Meeting Dates for the rest of 2020		
Meeting	Greener Ealing Board Meeting		
Date	13 August 2020	Agenda Number	5.
Type of Report	For approval		
Author	Jo Steel can be contacted on jo@bhcsecretaries.co.uk		
Background	Recommendation to change the Accounting Reference Date for the company.		

Background

When considering the governance arrangements for GEL at the beginning of the year, it was suggested that the Board would need to meet monthly up until just after mobilization and then move to meeting every other month as the number of decisions and approvals required reduced. The MD and Chair have discussed and feel this is the right time to move to bi-monthly meetings, which will still allow sufficient oversight of operations and performance by the Board but also enable the Operational Team to focus on delivery.

Recommendation

It is therefore recommended that the Board **agree** to the following meeting dates for the remainder of 2020. The dates are designed to enable sufficient time for up to date Financial information to be presented to the Board:

- W/C 19 October 2020 – *preferably Thursday 22 October*
- W/C 14 December – *preferably Thursday 17 December*
- AGM – an AGM will take place in either November or prior to the Board meeting in December (TBC) – the AGM will be straightforward as it will be approving the pre-operational accounts.

The MD will circulate a short update briefing to Board members in September and November so that Board members are kept up to date.

Daniella Toma will be in touch with Board members to find a suitable time/date for the Board meetings.

In addition, the Chairman has asked the MD to review who needs to attend Board meetings going forward and this will be confirmed in due course.

Report Title	Change of Accounting Reference Date		
Meeting	Greener Ealing Board Meeting		
Date	13 August 2020	Agenda Number	6.
Type of Report	For approval		
Author	Jo Steel can be contacted on jo@bhcsecretaries.co.uk		
Background	Recommendation to change the Accounting Reference Date for the company.		

Background

In March 2020 the Board agreed to change the accounting reference date (ARD) for the Company to 30 June 2020 to cover the non-trading period for the company, with a subsequent change to 31 March 2021 to bring each annual accounting period in line with the Council's financial year. The Council approved this approach. Therefore, this paper is to action the subsequent change of the ARD to 31 March.

Recommendation

It is recommended that the Board **agree** to shorten the current accounting period to end on 31 March 2021 (instead of 30 June 2021). Once actioned, this will require a set of accounts to be provided for the period 1 July 2020 to 31 March 2021 (the filing date for which would be 31 December 2021).

The Board is asked to **approve** the recommendation to change the accounting reference date to 31 March and to shorten* the current accounting period to end on 31 March 2021.

**Legal note: Although a Company may only extend an accounting period once during a 5 year period, there is no limit to the amount of times a Company can shorten it's accounting period.*

Report Title	GEL Corporate Social Responsibility Statement		
Meeting	Greener Ealing Board Meeting		
Date	13 August 2020	Agenda Number	7.
Type of Report	For approval		
Author	Jo Steel can be contacted on jo@bhcsecretaries.co.uk		
Background	<p>It has become best governance practice for companies to adopt a Corporate Social Responsibility Statement laying out its commitment to social matters such as its relationship with employees, clients, customers and suppliers; and its approach to Health & safety, the environment and wider community.</p> <p>The Statement is supported by and linked to other policies for example H&S and HR policies.</p> <p>The Statement should be reviewed at least annually with details on how the commitments have been carried out in practice. It is good practice for the Directors to include information on its CSR statement in its Report & Accounts.</p> <p>The Board is asked to Review and Approve the draft CSR Statement which has been drafted by Jo Steel with input from Kevin O’Leary and Bill Gilmour.</p>		

GREENER EALING LTD (GEL) Corporate Social Responsibility Statement
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1. Introduction

Corporate Social Responsibility (**CSR**) basically means being a good corporate citizen and describes business behaviours that not only deliver commercial objectives and meet legal requirements but also have a positive social impact. GEL desires to run its business responsibly and align business strategy with CSR goals so as to have a significant and positive impact both on the business itself and the communities in which GEL operates.

2. CSR at GEL



Greener Ealing Ltd (GEL) is a Local Authority Trading Company which has been set up to deliver high-quality sustainable waste, recycling, street cleaning, grounds maintenance and associated services in a socially responsible and environmentally friendly way, on behalf of the London Borough of Ealing, its residents and other service users. The prosperity of our business and of the communities within which we operate requires a commitment to the sustainable management of our activities. We have therefore developed a policy that affects and enhances all areas of our business.

We wish to adopt and commit to the principles and practices set out below.

3. Our People

We 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 GEL. 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 expect our employees to respect each other and work with us to create an environment free from discrimination

We operate a meritocracy, where all employees are recognised and rewarded on the basis of their performance, effort, contribution and achievements.

We aim to source local people to join our team where possible in order to boost the local economy.

Offer apprenticeships to 16-24 year olds to help deliver our services.

4. Customers and Residents

We aim to build strong relationships with all our customers and other stakeholders and are committed to delivering a service that is consistent, responsive and reliable.

We aim to have the highest professional and ethical standards and will be honest, open and transparent in all our dealings with customers.

5. Suppliers

We aim to create and maintain strong relationships with key suppliers and contractors.

We aim to choose suppliers that share our ethos in relation to employment practices, quality and environmental controls. This will be communicated to all suppliers and potential suppliers.

6. Health & Safety

We will adopt the highest level of Health Safety and Wellbeing practices in all of our



operating activities and will seek continually to improve them We have a current and effective written health and safety policy that is regularly reviewed and updated.

7. Environment

We are committed to ensuring that Greener Ealing has the smallest possible environmental footprint to support the Council's aim to achieve carbon-neutral status by 2030

We are aware of our environmental impact as a business and have taken and continue to take appropriate steps to mitigate that impact, including setting environmental objectives and targets, implementing procedures and providing training so employees and contractors understand their environmental responsibilities and can seek to improve our environmental performance.

We have invested in a new fleet of trucks to help build on the Borough's recycling rate, which is the second highest in London.

8. Community

We are committed to identifying and promoting opportunities for community involvement throughout the lifecycle of our contract, so as to create a positive image of GEL and our client, the London Borough of Ealing.

As part of this, we will invite employees (or groups of employees) to identify an area where GEL could make a demonstrable contribution to supporting the communities in which we work. Examples may include helping out at youth or community centres, painting / updating community facilities, etc. All such nominations will be considered carefully and, where approved, each selected employee can take a paid "Gel Community Day" (GCD) to undertake the chosen activity.

9. Commitment

To help ensure that we are meeting our CSR commitments, the Board will include an annual review of this statement within its Annual Report and Accounts.

Report Title	Data Protection and General Data Protection Regulation (GDPR) Update		
Meeting	Greener Ealing Board Meeting		
Date	13 August 2020	Agenda Number	8.
Type of Report	For noting and approval		
Author	Jo Steel can be contacted on jo@bhcsecretaries.co.uk		
Background	<ol style="list-style-type: none"> 1. Update on voluntary registration with ICO 2. An update on compliance steps taken 		

Voluntary Registration with the ICO

At the March 2020 Board meeting, the Board was advised that GEL did not need to register with the Information Commissioner’s Office (ICO) as it would only be processing data for the purposes of core business (which includes staff administration and advertising, marketing and public relations in connection with your own business activity).

Following discussion, it was decided that the Board should voluntarily register with an annual cost of £60 per annum. However, the £60 per annum fee applies to organisations with fewer than 250 employees and with GEL’s numbers since rising to 330, GEL would need to pay a Tier 3 fee of £2900 per annum, a significantly higher fee.

Given the very high cost of registration, it is **recommended** that GEL **does not proceed** with voluntary registration. Furthermore, given the nature of GEL’s business, it is unlikely that it will need to process data for purposes beyond its core business in the future and so it is unlikely that compulsory registration will apply unless there is a change to the registration rules.

Please note that compliance with GDPR and the Data Protection Act is unaffected by the matter of registration and so the business must still take all appropriate steps to ensure compliance. As advised in March, Greener Ealing will largely be holding employee related data (with most resident date anonymised), and therefore is considered relatively low risk in terms of compliance.

Compliance Steps

Bridgehouse is working with the GEL team and the Council’s Information Governance Team to provide the following by the end of August:

1. A GDPR User Manual to support the previously agreed Policy containing the procedures and legal requirements to assist with practical compliance.
2. Privacy Notices are in the process of being drafted to be added to the GEL website.
3. A Record of Data Processing Activities.
4. The SLA with the Council includes ongoing support with Data Protection and FOI matters from the Council's Information Governance Team.

The Board is asked to **note** the above update on compliance.

Report Title	Managing Directors Report – Update and Way Forward		
Meeting	Greener Ealing Board Meeting		
Date	13 August 2020	Agenda Number	9.
Type of Report	For noting/Approval/Information		
Author	Kevin O’Leary - Kevin can be contacted on olearyk@greenerrealg.co.uk		
Background	<p><i>This report looks at the immediate workplan for Greener Ealing following mobilisation. It discusses immediate short-term issues to be addressed with Ealing Council and discusses the way forward for the medium term in respect Business Plan Objectives which the Board agreed would be addressed in the period from July 2020 to March 2021. These include:</i></p> <ul style="list-style-type: none"> • <i>Workforce Strategy</i> • <i>Management Structure</i> • <i>Review of Operational Services</i> • <i>Health and Safety</i> • <i>Communications and Marketing Plan</i> <p><i>The report proposes a series of Board reports with indicative dates to monitor progress and for key decisions.</i></p>		

Introduction

This report provides an update on current activities for GEL. This includes an update on issues we need to address in the very near future and short/medium-term activities in particular work on the 2020/21 Business Plan objectives agreed earlier this year.

Background

The mobilisation has been successful, and we must now turn our attention to the future. The immediate workload can be broken into a number of parts:

- Service Delivery or Business as Usual – against our service agreement
- Consolidation – making sure our systems and processes are working
- Client Relationship and management
- Business Plan Objectives Phase 1– to be delivered by March 2020
- Business Plan Objectives Phase 2- commencing January 2021 and delivery by July 2021

Service Delivery

The basic frontline services appear to be running well. Early evidence suggesting a reduction in complaints and reasonable Ealing client satisfaction. We must continue with business as usual whilst we embed our own culture and ways of working in the organisation as well managing the levels of change required in the way the contract operates.

As you will see from the Operations report all services are now running well and are at the least delivering at the same levels as our predecessor. We have made some minor changes, for example, we are piloting revised street cleaning arrangements in Southall with a move back to barrow beats in residential roads. So far this has worked well but we will keep under review. We inherited a real problem with weed growth throughout the borough and have agreed a plan with Ealing to address this and extra teams started on 3rd August. The work includes a ward by ward, street by street removal programme over a six-week period. It is anticipated that this extra resource will roll into the leafing period for September/October. This needs to be finalised with Ealing.

The easing of Covid 19 lockdown has led to increased usage of Parks with litter a major issue. Ealing has agreed to extra resources to assist.

Consolidation of systems and processes

On the face of it our business systems are working well. We need to make additions to Business World to obtain greater functionality and ensure that this works for the business. Our HR system Itrent has been fully implemented and training on this and Absentia our attendance management system has been rolled out.

There have been teething problems with the Whitespace software these are being resolved. We need to ensure that we are maximising our use of the systems capabilities as of technology will be key moving forward in the management of services like ours.

Client Relationship Management

We have several outstanding matters that need to be resolved with Ealing Council in respect of the Service Agreement that were deferred prior to the go live date. These include – agreeing KPIs and monitoring arrangements, to be concluded within 6 months of contract start and the provision of a Business Continuity Plan for the end of September. The preparation of a Service Delivery Plan for 21/22 – this should naturally follow any organisational changes we make over the coming months.

The client team has proposed two layers of Partnership meeting. Firstly, at a high level between myself, the Operations Manager, Jack Linton and the Director of Place Delivery, Dipti Patel and her Lead Officer, the Assistant Director, Earl McKenzie. This group will meet monthly starting in September. An operational group will meet on a fortnightly basis and can escalate any issues to the Partnership meeting.

I have also agreed to a third forum which will concentrate specifically on Customer Contact issues and will include back office leads for Customer Support from the Council and GEL. This group has been set up to improve communications between GEL, Client and the Councils Contact centre. It will review complaints both numbers and type and will ensure that IT interfaces between the parties are operating well. There have been one or two issues in the start-up.

Business Plan Objectives

Phase One priorities – July 2020 to March 2021:

KO1	Workforce Strategy
KO2	Management Structure
KO3	Operational Services Review
KO4	Health and Safety
KO5	Communications and Marketing

KO1 Workforce Strategy

We have made a good start on this with Board approval to the Strategy in May 2020. Our first priority has been to try and change the tone and style of engagement with the workforce. Regular communications either directly or via the newsletter is and will be our preferred approach. I have held two all management and support staff briefings and these will continue on a monthly basis. I have been on a number of visits across all services and engaged with frontline staff. I have asked the team to consider how we engaged directly with all staff but this is not easy given the operational constraints.

We will launch Apprenticeship opportunities for LGV Driving and Waste Operative this month and will report back to the Board on this.

We have introduced an Employee of the Month Award – with our first winner being Anna Kierminski from Street Cleansing.

We are also planning a short staff survey to get staff views and establish a baseline.

We plan a Recruitment exercise to fill vacant roles in all frontline services as we are relying heavily on Agency staff at present.

I have also asked the team to introduce strict establishment controls, so we keep a grip on headcount.

We have made good progress on the pay negotiations with the GMB and should be in a position to recommend a package to the Board very soon. This may require a separate written resolution if there is the possibility of a lengthy delay in making payments to staff but a full report will come to the October Board.

Apprenticeship Programme Report October 2020

Pay Report October 2020

Workforce Strategy Update December 2020

KO2 Management Structure

There are a number of considerations to take into account in this review. I will be consulting widely on options with staff and other stakeholders. I would like to conclude this as soon as possible although things are working at present, we do have issues to address with a number of Acting up roles that need to be resolved and we need to remove any uncertainty for staff. I would hope to bring a proposed new structure back to our next meeting.

Management Structure Board Report October 2020

KO3 Operational Services Review

The Business Plan identified the following areas for investigation:

- Route optimisation – balancing workloads across the refuse and re-cycling rounds
- Trade waste collections
- Food Collections
- Narrow Access refuse collection rounds
- Review of street cleansing

It was agreed that any savings would be effective from April 2021, although if we can safely introduce change before we will. This work has now commenced and is being led by Jack Linton. The review will be wider than the initial list presented above. An initial report will be presented to the next Board meeting, but I would ask the Board to consider an informal meeting to consider the options in more detail and to allow for a greater understanding of the issues.

Initial Operational Review Outline Options Report - October 2020

Final Report December 2020

KO4 Health and Safety

Again, work has commenced in this area. This is being led by Sandra Hewey. In the meantime, the report elsewhere on this agenda should give the Board assurance that Health and Safety matters are being taken seriously by the business and that systems and processes are in place to ensure this. The Board will recall that the Business Plan included in Phase 2 an objective to integrate Health and Safety and Environmental and Quality Management. After further consideration and discussion with colleagues I think it makes sense to bring this work forward and draw up proposals for this sooner rather than later. So in effect we will start work on KO6 earlier than planned.

Progress Report on all HSEQ matters - December 2020

KO5 Marketing and Communications

This area has probably received the least attention to date and needs to be addressed. We have some short-term issues to address including the ongoing internal communications, fleet livery and establishing a website. A more detail plan will include full stakeholder and market analysis and segmented tactical methods for our overall marketing and communications approach. A report will come to the October meeting of the Board.

Marketing and Communications Strategy – October 2020

Non-Executive Directors Induction

The Board will re-call that we had planned an Induction session which had to be postponed due to the lockdown. We would like to suggest that we reconvene this session, most likely at Greenford Depot and that we use it to also explore some of the more complex issues raised in the workplan above. If the Board is in agreement, we can propose some dates.

Conclusion

The report provides an overview of current GEL matters and signposts the way forward on the initial Business Plan Objectives and sets out the strategic workplan for the management team. These future reports will be fed into the forward plan.

Kevin O’Leary
Interim Managing Director Greener Ealing Ltd
7th August 2020

Report Title	Finance Update – August 2020		
Meeting	Greener Ealing Board Meeting		
Date	13 August 2020	Agenda Number	11.
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 The overall position for the month of July is a deficit of £46.9k against a budgeted surplus of (£2.5k). 2. Lease Finance The subleases from the Council to Greener Ealing are due to be signed in next couple of days for the vehicles available for delivery. 3. Loan Finance The money market loan of £0.552m has been rolled over for 3 months, pending the loan agreement. 4. Bank Update Greener Ealing Ltd opened a deposit account with Lloyds Bank in order to manage the Company’s savings. <p>Recommendations: We would like to request the Board approves a credit card facility for Greener Ealing to be owned by the GEL Managing Director.</p>		

1. Month End

This is the first month end since GEL went operational on the 5th July 2020. As a newly established business, the company is facing many challenges and risks in the first few months. Whilst we are in the mobilisation phase, we are still assessing the financial impact of the risks, some of which are not fully identified or awaiting final decisions from the Council. The GEL management team would like to stress there is still a lot work to be done in order to put controls in place and finalise the financial position. Some of the issues not reflected in July results are:

- Revenue Start Up costs
- Treatment of Capital Start Up costs
- Staff Holiday Accrual / Covid -19 impact
- State Aid implication
- Covid-19 vehicle short term hire

Greener Ealing Ltd Statement of Comprehensive Income (£'k)

	Year-to-Date			Full Year		
	Actual	Budget	Variance	Forecast	Budget	Variance
Net Service Income	(1,598.6)	(1,584.1)	(14.5)	(15,841.1)	(15,841.1)	-
Other income	-	-	-	-	-	-
Turnover	(1,598.6)	(1,584.1)	(14.5)	(15,841.1)	(15,841.1)	-
Net staffing costs	789.9	849.6	(59.7)	8,494.4	8,494.4	-
Other staffing costs	301.2	215.3	85.9	2,153.0	2,153.0	-
Total staffing costs	1,091.1	1,064.9	26.3	10,647.4	10,647.4	-
Depreciation & Amortisation	30.3	30.3	-	303.0	303.0	-
Vehicle Costs	343.2	331.6	11.5	3,316.4	3,316.4	-
Plant Costs	25.7	26.3	(0.6)	262.7	262.7	-
Property Costs	99.4	65.2	34.2	652.3	652.3	-
Communications	2.0	2.0	0.0	17.8	17.8	-
ICT Costs	9.7	9.7	-	87.7	87.7	-
Professional Fees	44.0	45.9	(1.9)	413.0	413.0	-
Operating costs	554.3	511.0	43.2	5,052.9	5,052.9	-
OPERATING DEFICIT/(SURPLUS)	46.8	(8.2)	55.0	(140.8)	(140.8)	-
Interest receivable	-	-	-	-	-	-
Interest payable & other financing costs	0.1	5.7	(5.5)	56.2	56.2	-
Net funding costs	0.1	5.7	(5.5)	56.2	56.2	-
NET DEFICIT/(SURPLUS) BEFORE TAX	46.9	(2.5)	49.4	(84.6)	(84.6)	-
Corporation Tax	-	-	-	-	-	-
NET DEFICIT/(SURPLUS) AFTER TAX	46.9	(2.5)	49.4	(84.6)	(84.6)	-

The overall position for the month of July is a deficit of £46.9k against a budgeted surplus of (£2.5k). Key variances relate to additional staff costs due to mobilisation and additional works £11.8k and property costs higher than allowed for £34.2k.

2. Lease Finance

There are 3 outstanding schedule leases where the vehicles are expected to be delivered in August.

Schedule	Vehicle Description	Schedule Total	Actual Annual Rental	Lessor	Awarded Supplier
B	Transit & 2 Panel Vans	£49,400.43	£7,511.83	RCB	Trust Ford / Drive Vauxhall
I	Beavertails	£324,313.38	£45,718.46	RCB	Motus
M	26T RCV's	£638,633.10	£115,458.48	TPLL	Faun Zoeller

The subleases from the Council to Greener Ealing are due to be signed in next couple of days for the vehicles available for delivery.

3. Loan Finance

The Council provided a money market loan of £0.552m for the period of one month with an expiry date of 5th August 2020. GEL has asked Council to roll over the loan for another 3 months at 0.25% interest rate, pending the loan agreement.

The Council Legal team have written to the Department for Business, Energy & Industrial Strategy (BEIS) seeking advice on state aid exemptions. Depending on the advice, the Council will need to liaise with their treasury advisors to agree the wording of the loan.

4. Bank Update

GEL opened a deposit account with Lloyds Bank on 30th July 2020 in order to manage the Company's savings with the current interest rate 0.05%.

GEL successfully submitted and paid the first BACS Supplier and BACS Payroll payments.

We would like to ask the Board to approve a credit card facility for Greener Ealing to be owned by GEL Managing Director.

Report Title	Post Mobilisation Operational Update		
Meeting	Greener Ealing Board Meeting		
Date	13 August 2020	Agenda Number	12.
Type of Report	For noting/Information		
Author	Jack Linton can be contacted at lintonj@greenerEaling.co.uk		
Background	<p>This report updates the Board on the first month of operations. It includes notes from the local Operations Managers following mobilisation and gives more an operational view of the challenges, hopefully this will give the Board a greater understanding of the mobilisation on the ground compared to the preparatory work in the lead up:</p> <ul style="list-style-type: none"> • <i>Service overview</i> • <i>Collections</i> • <i>Street Services</i> • <i>Grounds Maintenance</i> • <i>Household Waste and Re-cycling Centres</i> 		

Introduction and Service Overview

The contract went through the demobilisation/ mobilisation from Amey to Greener Ealing weekending 4th/5th of July 2020. As has already been noted by the Board this resulted in a relatively smooth transition.

A few issues presented themselves in the first few days mainly around Transport. The detailed commentary below sets this out.

As we are in the first month of the new contract there is still little data to go on as new systems bed in. Future updates will include more detail across all services.

For the Collections Service during July, we took the raw data that the contract had relating to missed collections which showed an 86% completion rate. Considering the workforce were currently undergoing familiarisation with new equipment and IT systems this was reasonable, however we expect to see increases in the completion rates during August. Customer complaints and Ealing client satisfaction remained high throughout the month and there was a good was good response from our workforce.

Street Cleansing and Ground Maintenance have coped well with the change over and are working well. The HWRC is currently dealing with Covid 19 related site restrictions – reduced opening hours and reduced vehicles on site. This has led to queuing and some difficult customer interactions, but the staff have coped well with this.

Collections Services – Domestic and Communal Refuse & Recycling, Garden Waste, Food Waste, Trade Waste etc

Week 1 – Highlights

- Issues with the Short-Term Hire (STH) Fleet this caused delays.
- Domestic rounds were delayed, and overtime needed to complete work plus the help of the support round RR16.
- Communal services were delayed across the board as the hired vehicles would only lift two of the five types of communal bins. A subsequent decision to issue the new vehicles to these teams helped to improve things.
- The trade teams were also affected as the hired vehicle issued to them, didn't have rear or mid steer which initially caused several access issues.
- The four teams that require 70/30 split body vehicles (School, FAS, ENH1-2) where only three were caused a slight issue, this was resolved by alternating one of the three between Flats recycling 1 and 2, alternately collecting the flats food each week. This seemingly has worked without any complaints of non-communal food collections.
- The introduction of the new Whitespace Software was a challenge in this first week.

Week 2 -Highlights

- The second week improved especially as we understood the hired fleets limitations – allocations were tailored in accordance with need and vehicular constraints.
- The new owned assets were starting to arrive in batches which was reducing the need to use hired vehicles thus reducing the number of mechanical breakdowns.
- Lockdown restrictions being eased started to increase holiday requests adding a future pressure as we had to take on new agency staff.
- A new induction process was put in place in order to expedite the on-boarding process for Agency staff.

- Delays reduced in this week and the service managed to complete schedules for the week.

Week 3 – Highlights

- More new vehicles arrived meaning we could off hire STH vehicles.
- For the Supervisors this week was challenging as new systems and process were being put into place for HR and absence management.
- Whitespace software and crew engagement improving and is proving to be of great assistance.
- Service delivery and performance improved.

Week 4 -Highlights

- With now 62% of the Waste Collection teams in new 20 Plate assets provides stability and confidence when deploying teams that breakdowns is less likely.

Other comments - we now need to look to the future and address the round imbalances. We have plenty of ideas and options.

Once the full fleet arrives would be the time to move forward with optimisations.

A fully optimised service will almost eliminate the need for overtime.

The Operation has manager has introduced an area based approached to local supervision.

Street Cleansing

It was a difficult start for Street Cleansing with vehicle deliveries and familiarisation for staff on new equipment. For example, due to supplier and DVLA delays we had no mechanical broom sweeping machine support.

In all 39 teams out of 43 were fully deployed (Monday – Friday) during week 1.

Not deployed were:

- Large Mechanical Sweeper Driver – Due to delay in DVLA registration

- A40 cleanse driver – Due to driver redeployment to collections
- Kingdom Enforcement Drivers – Due to drivers' redeployment to HWRC sites (Covid 19 Contingency plan) and 7.5t cage tippers had not been delivered.

All other services were deployed and fully staffed. Apart from the very first Monday there was no shortfall in the basic street cleansing work achieved/completed compared to the previous week under Amey.

The fly tip removal team were having IT related in Cab connection issues this meant they had to return to the depot to swap devices several times, per day. This affected their overall efficiency and ability, to close down work. That could not be completed, within the 24-hour SLA. This had to be completed the following day.

One of the legacy issues that has impacted on GEL due to Covid is the extent of weed growth throughout Zones 3, 4 and 5 (Deep cleanses). This was an on-going issue for Amey due to their contractor being stood down during lockdown. Arrangements have now been agreed with the Council to allow GEL to address this

Grounds Maintenance

July 4th-5th All Supervisors in to assist with new deliveries of vehicles/plant etc. Also, for any collections of outstanding Amey items.

Playgrounds reopened this weekend following Government advice. We assisted with removing locks/signs etc.

Week 1 - Only services deployed this week were litter teams and burials.

New plant and equipment were arriving daily, this had to be catalogued and each individual piece of equipment had to have an asset number etched into it, this was very time consuming.

Teams were waiting for familiarization training on the new mowers/tractors before they could be deployed.

Toilet cleaners from the agency were employed at the two major parks in the Borough- Walpole Park and Northalt Fields. This will be ongoing throughout the summer.

Week 2 - Able to deploy ride on mowers so grass cutting rounds commenced again. Start to get feedback regarding the petrol trimmers, operatives concerned over suitability for the task. All shrubs rounds deployed apart from two based on the old schedules.

Charging points for batteries is an issue, we have 130 batteries, specialist areas for charging will be made available be in due course, for now we are using all available.

After the high number of Covid 19 related burials numbers have now decreased compared to a month ago.

Week 3 -Training on the larger tractors occurred on the 21st so larger cutting units were deployed from the 22nd to back up the other ride on mowers.

All services deployed apart from two shrub rounds; this may not be an issue if we are to work differently within housing sites. More litter operatives deployed over the weekend.

Streets Deployed 10 Eurobins in five sites for us to assist with litter/fly-tipping.

Huge increase in people using the parks since the start of the pandemic – Ealing has requested extra staff to cope with this.

Household Waste and Re-cycling Centres (HWRC)

Both sites Greenford and Acton were and are still operating under COVID-19 conditions.

Greenford currently allow 10 vehicles to unload at a time and Acton 3 vehicles at a time, operating hours are from 8am till 4pm although queues are closed at both sites at 3.30pm this allows vehicles onsite enough time to unload and for both sites to be clear of vehicles by 4pm.

We still have the services of Kingdom Enforcement Officers at both sites and this helps us greatly by them controlling vehicle movement outside of the sites.

Both sites still dealing with large volumes of vehicles 7 days a week, this could be down to HWRC's in neighbouring boroughs now operating a booking system or are closed certain days of the week.

Ealing now looking at similar booking system, but no date has yet been set.

Compactor unit at Acton HWRC is not in use due to it being unsafe. Alternative arrangements are now in place but we are unable to get the weights in the bins because the waste is not being compacted so we are now having to get the general waste bins emptied on a daily basis compared to every other day, this could cause for the site needing to be closed more often during the day due the more bins having to be emptied more frequently.

All staff are happy at both sites.

Conclusion

All in all, it has been a very smooth transition from Amey to GEL. This report hopefully gives the Board an appreciation of the types of issues that the operational teams have faced as we make the transition to a more stable operating environment.

Report Title	Health Safety Environment and Quality (HSEQ) Report		
Meeting	Greener Ealing Board Meeting		
Date	13 August 2020	Agenda Number	13.
Type of Report	For noting/Information		
Author	Sandra Hewey can be contacted on HeweyS@greenerrealting.co.uk		
Background	<p>This report updates the board on HSEQ within GEL it covers an overview of arrangements to provide assurance to the Board that HSEQ matters will be robustly managed. The report covers the following:</p> <ul style="list-style-type: none"> • Account Event Reporting-Weekly Account Required Information • Interim Event Reporting • Alcumus Up-date • Quality Assurance • HSEQ- Weekly HSEQ Tracker • Manager/Supervisor Focus • COVID Secure -Status, • Wellbeing- RTW CEVP • GEL End of Month HSEQ Data <p>The Board is asked to note that there will be significant activity in this area of work over the coming months as we integrate new Risk Assessments and Safe Systems of Work into GEL.</p>		

1. Event Reporting

Weekly Required Information produced for completion and submission by all Operations Managers. This promotes inclusion, communication and service commitment to all spheres of Health and Safety including quality assurance and possible environment issues. We encourage ownership by the respective service department to examine all trends and behaviours locally outside of company expectations and “act upon” all learnings.

Weekly Required Information

Information Required	Head Count	RIDDOR	NLTE	LTE	Events	Vehicle Event	Driver Induction	Driver Refreshers	Environmental Events	Regulatory Bodies	Agency Leavers	FTE Leavers
<i>(Breakdown Agency/FTE figure using the "Comments" Function) -Right click-New Note</i>	Employees with in your operating department	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations	No lost time Events	Lost time Events)	Events with the potential to cause harm	Provide Detail	New Starters Agency/FTE	Due to vehicle event-Damage/other	Possible damage to the surrounding environment	HSE / EA/ POLICE visit	Highlight reasons for departure	Highlight reasons for departure
SERVICE	20	Nil	1	1	1	1	4	1	1	1	1	1
COLLECTIONS												
GM												
HWRC(GREENFORD)												
HWRC(ACTON)												
STREETS												
TRANSFER STATION												
ADMIN												
<i>NB: Please use "Comments" function</i>												

Whilst populating the below a “what happened” commentary must be included. Where vehicle events are recorded this is cross referenced with Transport for enhanced accuracy.

Weekly Required Information

Information Required	Head Count	RIDDOR	NLTE	LTE	Events	Vehicle Event	Driver Induction	Driver Refreshers	Environmental Events	Regulatory Bodies	Agency Leavers	FTE Leavers
<i>(Breakdown Agency/FTE figure using the "Comments" Function) -Right click-New Note</i>	Employees with in your operating department	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations	No lost time Events	Lost time Events)	Events with the potential to cause harm	Provide Detail	New Starters Agency/FTE	Due to vehicle event-Damage/other	Possible damage to the surrounding environment	HSE / EA/ POLICE visit	Highlight reasons for departure	Highlight reasons for departure
SERVICE	20	Nil	1	1	1	1	4	1	1	1	1	1
COLLECTIONS												
GM												
HWRC(GREENFORD)												
HWRC(ACTON)												
STREETS												
TRANSFER STATION												
ADMIN												
<i>NB: Please use "Comments" function to evidence detail required</i>												

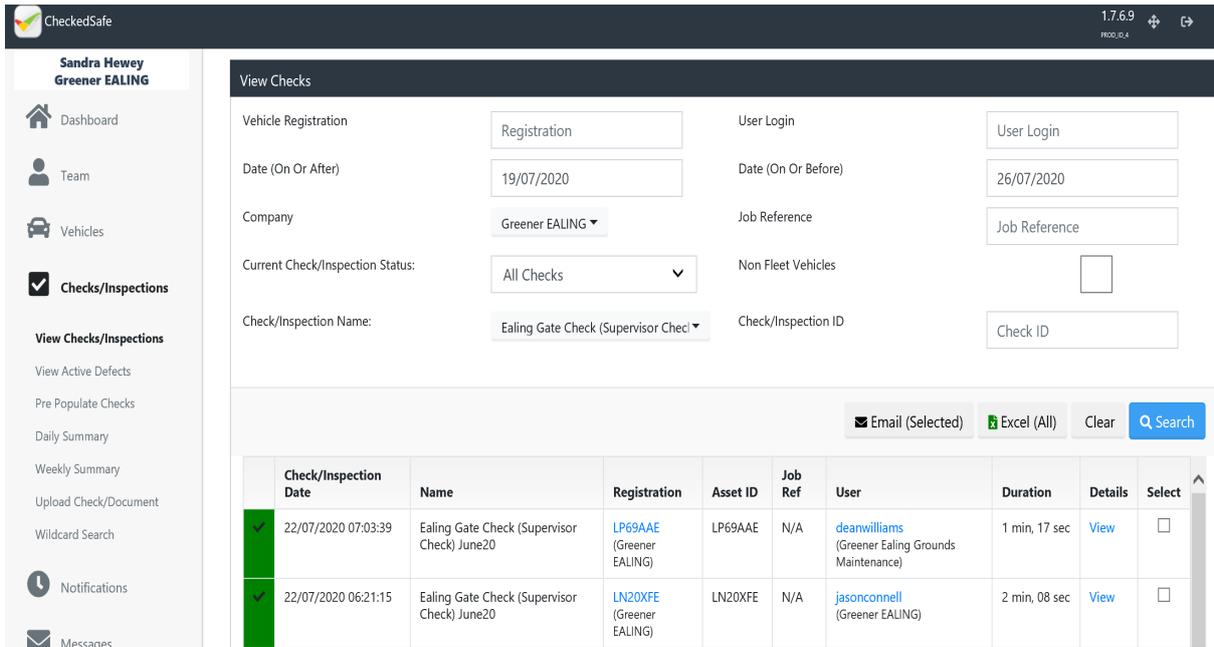
2. Interim Event Reporting

To encourage accuracy we have produced an Interim Event reporting Form to capture real-time day event data.

Whilst we await the final detail for the new Alcumus Event reporting system roll-out it is imperative that we record all events. Where there is potential to cause any harm we need understand trends and learn from events.

4. Quality Assurance

We will be developing a quality management system for verifying that our service level meets the required specifications for our customer expectations. We also undertake Inspections & Gate checks via the Checkedsafe app. This also allows us to depict trends and analyse culture, engage with staff on behavioural safety, reporting and road risk behaviours.



View Checks

Vehicle Registration: User Login:

Date (On Or After): Date (On Or Before):

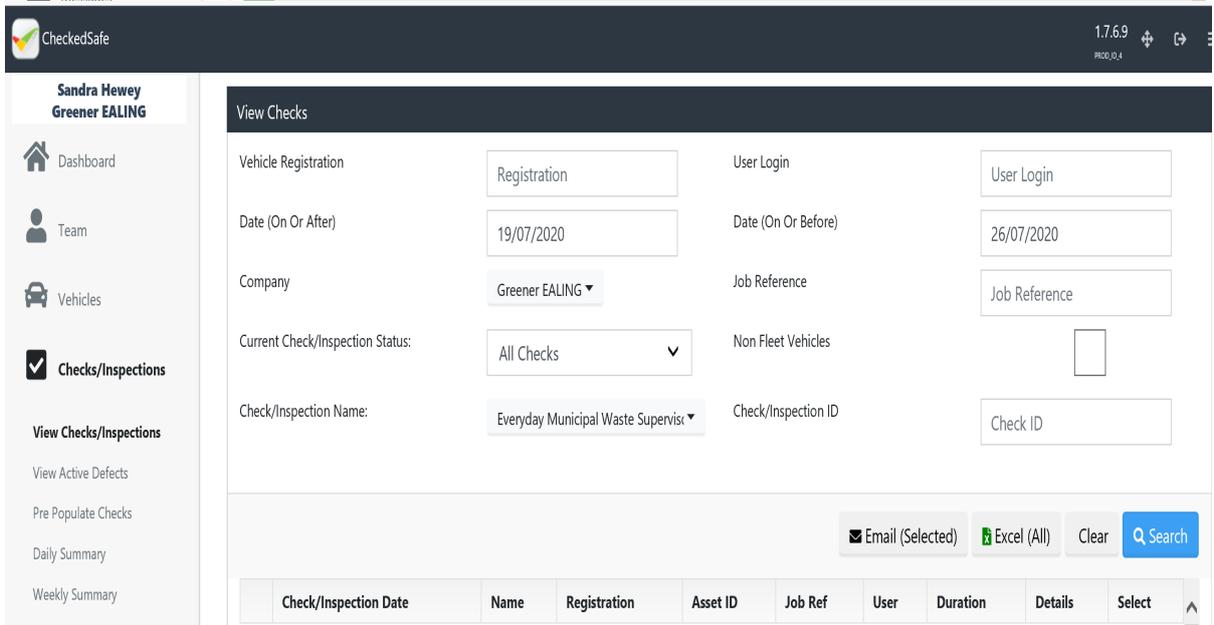
Company: Job Reference:

Current Check/Inspection Status: Non Fleet Vehicles:

Check/Inspection Name: Check/Inspection ID:

Email (Selected)
 Excel (All)

Check/Inspection Date	Name	Registration	Asset ID	Job Ref	User	Duration	Details	Select
22/07/2020 07:03:39	Ealing Gate Check (Supervisor Check) June20	LP69AAE (Greener EALING)	LP69AAE	N/A	deanwilliams (Greener Ealing Grounds Maintenance)	1 min, 17 sec	View	<input type="checkbox"/>
22/07/2020 06:21:15	Ealing Gate Check (Supervisor Check) June20	LN20XFE (Greener EALING)	LN20XFE	N/A	jasonconnell (Greener EALING)	2 min, 08 sec	View	<input type="checkbox"/>



View Checks

Vehicle Registration: User Login:

Date (On Or After): Date (On Or Before):

Company: Job Reference:

Current Check/Inspection Status: Non Fleet Vehicles:

Check/Inspection Name: Check/Inspection ID:

Email (Selected)
 Excel (All)

Check/Inspection Date	Name	Registration	Asset ID	Job Ref	User	Duration	Details	Select
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5. HSEQ

The **Weekly HSEQ Tracker** ensures total capture of all the events within the business. This enables transparency of service/departments in respect of Audit & Inspection scheduling with guidance on the expectations of event reporting, Inspections and Gate check requirements for the respective departments. We also have sight of FTE/Agency inductions keeping further controls on cost.

Account-G.E.L.	Ave Headcount (GEL & Agency)	Joiners-FTE/Agency	Leavers-FTE/Agency	RIDDORs	LTEs	NLTEs	Total Injuries	Events	E Variance	Event Ratio (CC/Emp. No)	Environmental Incident	Environmental Event	Property Damage	Vehicle Damage	Interactions with Regulatory Bodies	VLT's	Gate Checks	Supervisor Crew Inspections	Driver Inductions	Drivers Refreshers	Open Alcumus Actions	Overdue Alcumus Actions
ADMIN	2	0	0	0	0	0	0	2	7%	1.000	0	0	0	0	0	0	0	0	0	0	0	0
COLLECTIONS	135	0	0	0	0	0	0	0	0%	0.000	0	0	0	3	0	0	2	5	0	0	0	0
GM	81	0	1	0	1	1	2	2	9%	0.025	0	0	0	0	0	0	6	7	2	0	0	0
HWRS(GREENFORD)	12	0	0	0	0	0	0	0	0%	0.000	0	0	0	0	0	0	0	0	0	0	0	0
HWRC(ACTION)	3	0	0	0	0	0	0	0	0%	0.000	0	0	0	0	0	0	0	0	0	0	0	0
STREETS	94	1	0	0	0	0	0	0	0%	0.000	0	0	0	0	0	0	0	0	1	0	0	0
TRANSPORT	1	0	0	0	0	0	0	0	0%	0.000	0	0	0	0	0	0	3	0	0	0	0	0
TRANSFER STATION	2	0	0	0	0	0	0	0	0%	0.000	0	0	0	0	0	0	0	0	0	0	0	0
Totals	330	0	0	Nil	Nil	Nil	2	4	16%	1.025	Nil	Nil	Nil	3	Nil	0	11	12	3	Nil	0	0

Event Reporting numbers	Gate Checks	Driver Inductions
10% of headcount per operating department	Logged on CheckedSafe - with any associated defects / actions	New Inductions (highlight FT or Agency)
	Minimum of 20% fleet per operating department	Refreshers (highlight reasons for)
	A comprehensive sample of all vehicles and services deployed	
	Account inspection / audit plan to show this	
	Log of gate check events (days) with comments on vehicle numbers	
VLT(Visual Leadership Tour)	Supervisors Crew Inspections	
All Managers -Respecting Social distancing rules	Supervisors and Operations Managers	
At least 1 per week- logged on Alcumus - with any associated actions	Logged on CheckedSafe - with any associated defects / Actions	
Account inspection / audit plan to show this	Each crew visit should trigger an inspection	
KEY:	Account inspection / audit plan to show this	
RIDDOR-RIDDOR - Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013		
LTE-Lost Time Events		
NLTE-No Lost Time Events		

6. Manager/Supervisor Focus

In conjunction with our 4 C's and Manager/Supervisor participation, we are introducing **GEL "Visible Leadership Tours"**.

The 4 Cs:

- **Customer Come First** - Remembering purpose and doing our very best for the people we serve
- **Collaborative** - Working with our workmates and others-working together
- **Caring** - About Health, Safety, Welfare and Wellbeing of our employees
- **Committed** - To delivering services, to innovation, tackling problems and finding better ways of working.

Visible Leadership Tours:

- **Visible** - Leaders, Directors and Senior Managers, spending time with our employees, to understand the risks faced on a day-to-day basis.
- **Leadership** - Setting the right example where time is specifically allotted to focus on safety.

- **Tour** - A visit of learning in which several employees are visited with Manager/Supervisor.

7. Covid Secure Status

- All Staff/Operatives will undertake awareness training through the Covid-19 Toolbox Briefing.
- All visitors to site will undertake Covid Secure Visitor Induction
- Covid 19 GEL Bounce back plan rolled out across all sites/depots.

8. Wellbeing

Health Assured are our chosen health and wellbeing provider for our staff. Providing personal confidential advice from a free 24/7 counselling, legal & information line to critical incident advice. There is also a health and wellbeing mobile app which provides an enhanced set of wellbeing tools and engaging features. There is supported by a wellbeing calendar which focuses on a variety of topics on a monthly basis throughout the year.

Mental health matters

It is important that we ensure we have appropriate mental health and wellbeing support in place and that all employees, including managers, are able to access it easily when they need to. We have three fully trained Mental Health First Aiders (MHFA) in the business as well as an employee assistance programme (EAP) with free 24/7 365-day dedicated helpline. This support is vital to help our workforce stay productive, safe and well.

Wellbeing- Covid-RTW

Managing a safe return to work after lockdown

The world of work has dramatically changed since the lockdown was introduced in March 2020. Whereas there are concerns that some employers may not have fully organised vital professional health assessments, necessary to identify and implement additional measures that may be needed to protect the clinically extremely vulnerable group, GEL has identified these concerns with collaborative intelligence from our Occupational Health Providers and systematic updated materials.

- Guidance for Managers (Medigold)
- Covid-19 - Clinically Extreme Vulnerable Person (CEVP) RA
- Supporting the return to work of Extremely Clinically Vulnerable Employees
- Covid Return to Work Discussion form
- Considerations: BAME

We have also introduced a Mandatory Office Requirements RA for completion of the “Premises Duty Holder” for all GEL locations. This system formulates the integral slice of our Covid Secure workplace Promise:



COVID-19 Secure Workplace 2020

This workplace has followed the Government's guidance on managing the risk of COVID-19

-  We have carried out a **COVID-19 risk assessment** and shared the results with the people who work here
-  We have **cleaning, handwashing and hygiene procedures** in line with guidance
-  We have taken all reasonable steps to **help people work from home**
-  We have taken all reasonable steps to **maintain a 2 metre distance in the workplace**
-  Where people cannot be 2 metres apart, we have done everything practical to **manage transmission risk**

Employer: _____ Date: _____

Your Health & Safety Rep: _____

Covid -19 has proven its fluidity over the last few months, thus regular RA's in line with WISH-The Waste Industry Safety and Health Forum / HSE and Government guidance, are undertaken.

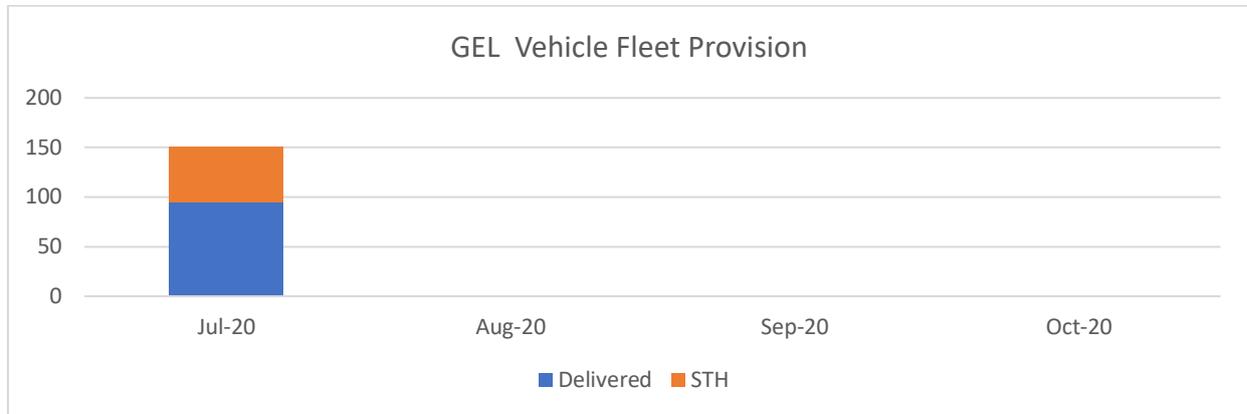
9. GEL End of Month HSEQ Data

Service/ Department	GEL-Event Data July 2020	Jul-20
Admin	July 2020-	Monday 6th 13th 20th 27th
	Events Recorded	Tuesday 7th 14th 21st 28th
	Total =3	Wednesday 1st 8th 15th 22nd 29th
		Thursday 2nd 9th 16th 23rd 30th
Grounds	Jul-20	Friday 3rd 10th 17th 24th 31st
	Events Recorded:	Saturday 4th 11th 18th 25th
	Total= 2	Sunday 5th 12th 19th 26th
HWRC	Jul-20	
	Events Recorded:	
	Total=Nil	8/7/2020-Driver reversed into west London waste barrier-Manager Review and appropriate sanction required
Streets	Jul-20	9/7/2020-Driver reversed cracked reversing sensor on stationary bin-D&A tested-Neg-
	Events Recorded:	Managers Review and Open Case-Driver in breach of reversing policy
	Total= Nil	Loss Time Event Driver on ride on mower clipped an overhanging branch whilst cutting,branch broke and hit him on the head Reported to Supervisor who advised a visit to A&E,they recommended he rest for a day which he did do
Transport	Jul-20	
	Events Recorded:	No Loss Driver/operative after adjusting blades on mower stumbled,causing his forearm to come into contact with cylinder blades
	Total=	Time This resulted in cuts to his forearm,treated via first aid kit at the end of the day
Transfer Station	Jul-20	Close Call 3 X MOP permitted access without scrutiny from security
	Events Recorded:	
	Total=Nil	
W/ Collections	Jul-20	
	Events Recorded:	
	Total=2	

GEL	
Total Events recorded July 2020	
3 x Close Calls	
1 x LTE-(1 day)	
1x NLTE	
2 x Vehicle Damage	

Report Title	Fleet Provision and Transport Compliance		
Meeting	Greener Ealing Board Meeting		
Date	13th August 2020	Agenda Number	14.
Type of Report	For noting/Information		
Author	Mick Aherne can be contacted on AherneM@greenerealing.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>Update on vehicle and driver management systems</i> • <i>Overview of vehicle/plant maintenance provision</i> • <i>Operator's license compliance status</i> • <i>Provision and use of fuel</i> 		

GEL Vehicle and Plant Provision – July 2020



Vehicle deliveries of new Fleet have been moderately impacted by Covid 19 and Short-Term-Hire (STH) has been utilised to enable operational frontline services to have their required vehicle availability

Information from manufactures/suppliers indicates that all core operational vehicles should be delivered by end of September, with specification of replacement (electric) supervisor vehicles still to be finalised

Training has been delivered by the manufactures of new RCV vehicles using a mixture of traditional and electronic provision, utilising `Train the Trainer` methodology, which has been well received

Vehicle and Driver Management Systems

Where possible GEL Transport Compliance is utilising electronic paperless vehicle and driver systems to manage both vehicle and driver compliance functions.

The initial set up of these systems has necessitated an additional element of administrative work for the Transport Team over the mobilisation period, which should reduce as the new fleet is fully delivered

The fleet systems are used to support daily and weekly operational and management reports, with the following key systems in place:

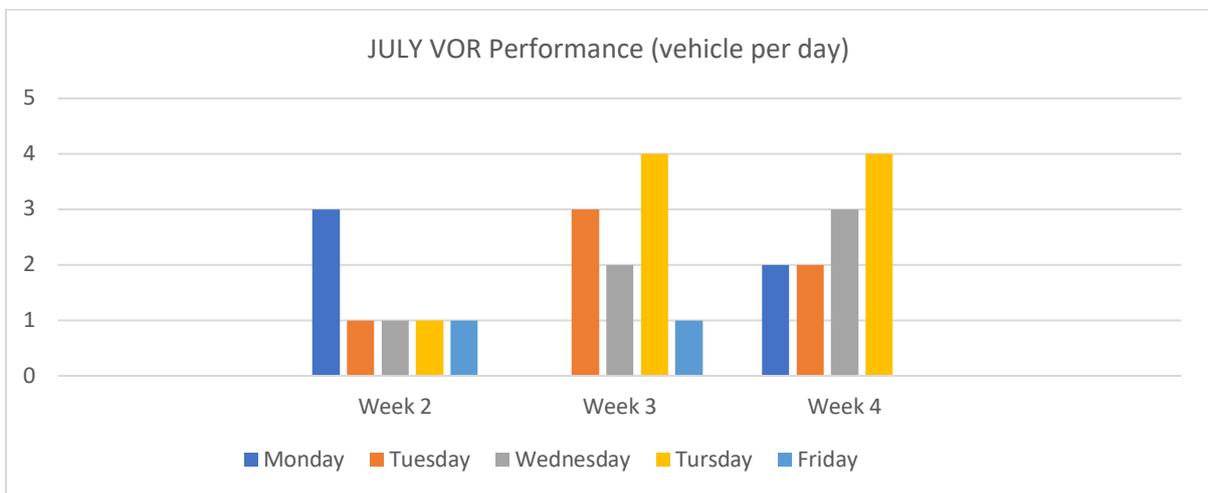
System	Scope	Status
FTA Vision	Driver and Vehicle Tachograph management system	Operational
Checked Safe	Digital driver and supervisor vehicle inspection system	Operational
Operator Licence	Online management of Operator Licence	Operational
Triscan	Fuel Management System	Operational
Insurance MID	Management of vehicles on Zurich Insurance system	Operational
Licence Bureau	Electronic Driver Licence checks	Operational
Vehicle CCTV	Vehicle 360 Camera recording system	Operational

Vehicle and Plant Maintenance Provision

Outsourced provision of both vehicle and plant maintenance has been provided from commencement of new contract by Go Plant Fleet limited (GPFL) for both new fleet and STH vehicles

Performance of GPFL during mobilisation period has been good, but we are seeing an increased level of Vehicle Off Road (VOR), primarily for warranty related items to vehicle bodies/bin-lift components and systems

Information provided on weekly reports is used to support management of fleet maintenance and reason for repair analysis which is linked to operational department cost centres.



Operator Licence Compliance Status

GEL Operator licence OK2030744 has an allocation of 75 vehicles, which when these vehicles are tested for MOT or have a roadside Inspection with DVSA, the information from these encounters is then utilised to create an Operator’s Licence RAG status report

At the start of the contract MOT testing has not commenced, and GEL have not received any roadside Inspection by DVSA. Going forward a RAG report will form part of monthly Transport Compliance reporting.

Driver risk management will form a key part of the process involved in gaining accreditation to the Freight Operator Recognition Scheme (FORS).

The GEL Transport and HSEQ team have engaged with the Joint Approvals Unit for Periodic Training (JAUPT) recognised driver training providers to formalise a GEL specific range of Driver Certificate of Professional Competence (DCPC) driver training scheme.

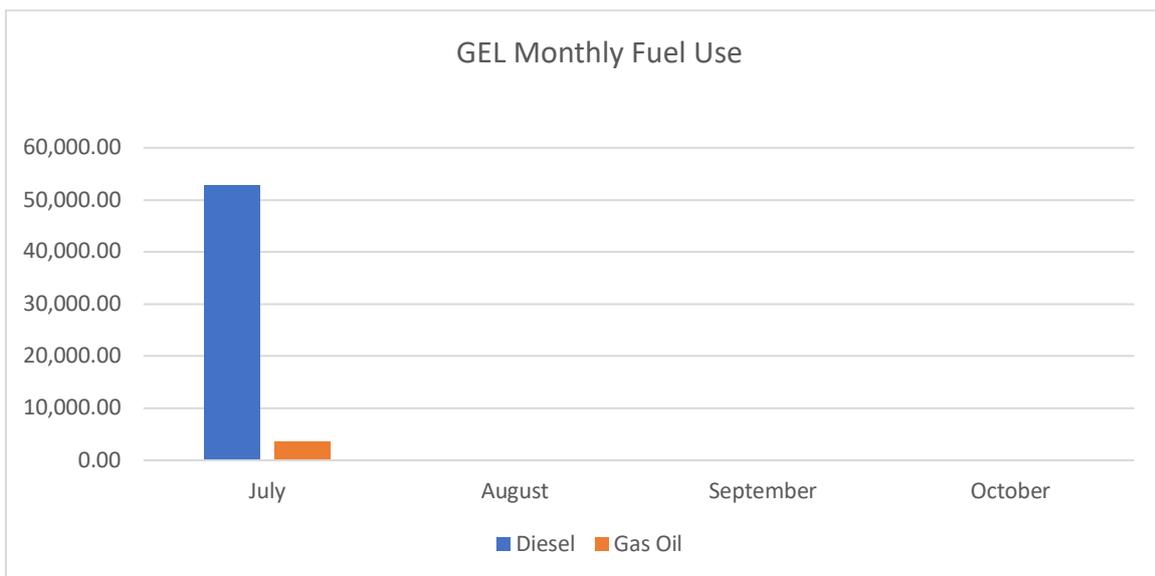
The programme will utilise the mandatory annual DCPC training hours to support delivery in conjunction with operational specific `toolbox` talks and a scheme of regular driver assessment based on both time frequency, and for cause application.

Provision and use of Fuel

GEL has a bunkered fuel supply at Greenford Depot for both Diesel and Gas Oil, and separate smaller Gas Oil only bunkered supply at the Acton Grounds Maintenance depot, supported with business continuity fuel cards if required

A new web based Triscan Fuel Management system fitted on 06-07-2020 to the Greenford fuel system, with 150 fuel vehicle allocation tags,

Weekly monitoring of fuel usage supported with standard system reports, has supported an initial delivery program of 15,000 litres per week, with local ordering based on latest weekly fuel price for each purchase order.



Mick Aherne
Senior Fleet and Compliance Manager
5th August 2020

Greener Ealing Ltd - Board Forward Plan 2020

Date of Meeting	Standing Items	Governance	Strategic	Finance	Performance Management/ Operations/Specific Project Updates
Oct 2020	<ul style="list-style-type: none"> • Apologies • Declarations of Interest • Minutes of Meeting • Matters Arising • Circular Resolutions • H&S Update – incidents / accidents • Risk Management • Managing Director’s Report • Forward Plan 	<ul style="list-style-type: none"> • HR Update – including remaining employment policies • Equalities & Diversity Policy • Preparation for AGM • Environmental (carbon reduction) Policy 	<ul style="list-style-type: none"> • Annual Community Plan • KPIs - Actions to fulfil the Business Plan requirements – including agreeing reporting requirements going forward (i.e. what the Board would like to see at each meeting) • Communications and Marketing Plan 	Finance Report	<ul style="list-style-type: none"> • Initial Review of Operations and Management Structure • Performance update