



**GREENER EALING LIMITED**

**MEETING OF THE BOARD OF DIRECTORS**

**WILL BE HELD AT 13:00 ON THURSDAY 18<sup>th</sup> NOVEMBER 2021, BY MS TEAMS**

AGENDA

Item No.	Agenda Title	Lead	Action	Paper/Verbal
1.	Apologies for Absence	MB	Information	
2.	Declarations of Interest (in respect of items on the agenda)	MB	Information	
3.	Minutes of the meeting held on 16 <sup>th</sup> September 2021	MB	Approval	(3)
4.	Matters Arising			
4.1	Action Log	MB	Information	(4.1)
<b>Governance</b>				
5.	HR Update			
	<ul style="list-style-type: none"> <li>• 2021 Staff survey</li> <li>• Working ex-offenders – reintegration project</li> </ul>	BG	Information	(5a)
		JH	Approval	(5b)
<b>Strategy, Project &amp; Operations</b>				
6.	MD Report	KOL	Information	(6)
7.	Consolidated Performance Report including HSEQ and Transport	KOL	Information	(7)
8.	Risk Management Report	KP	Information	(8)
	- Detailed review of risk register with revisions			
9.	Finance Update	KP	Information	(9)
10.	CSR Policy	BG	Approval	(10)
<b>Board Forward Plan</b>				
11.	Board Forward Plan	KOL/JS	Approval	(11)



12. Any Other Business MB Information

13. Date of next meeting: 3 February 2022 Information

Present:	Mike Boulton	MB	Chair and Director
	Alison Reynolds	AR	Director
	Kieran Read	KR	Director
Attendees:	Kevin O’Leary	KOL	Interim Managing Director, GEL
	Bill Gilmour	BG	Head of HR and Comms, GEL
	Katarina Pohancenikova	KP	Head of Finance, GEL
	Helen Harris	HH	Director of Legal and Democratic Services, LBE
	Lucy Taylor	LT	Shareholder Representative, LBE
	Dipti Patel	DP	Director of Place Delivery, LBE
	Jo Steel / Lizzie Purewal	JS/LP	Waterstone/Bridgehouse Company Secretaries (minutes)

Apologies:

**GREENER EALING LIMITED (“GEL”)  
MINUTES OF THE BOARD OF DIRECTORS’ MEETING  
HELD AT 13:00 HOURS ON THURSDAY 16<sup>th</sup> SEPTEMBER 2021 BY MS TEAMS**

<b>Present:</b>	Mike Boulton	Chair and Director	<b>MB</b>
	Alison Reynolds	Director	<b>AR</b>
	Kieran Read	Director	<b>KR</b>
 <b>In attendance:</b>	Kevin O’Leary	Interim Managing Director, GEL	<b>KOL</b>
	Bill Gilmour	Head of HR and Comms, GEL	<b>BG</b>
	Katarina Pohancenikova	Head of Finance, GEL	<b>KP</b>
	Earl McKenzie	Assistant Director Street Services, LBE	<b>EM</b>
	Lucy Taylor	Executive Director of Place, LBE – Shareholder representative	<b>LT</b>
	Jamie Hope	Collections Manager, GEL (Observing)	<b>JH</b>
	Jo Steel	Bridgehouse Company Secretaries (minutes)	<b>BHCS</b>

**1. Apologies for Absence**

1.1 MB welcomed those present, and there were no apologies for absence.

**2. Declarations of Interest**

2.1 There were no conflicts of interest regarding items on the agenda.

**3. Minutes of the last meeting – 1<sup>st</sup> July 2021**

3.1 The minutes of the last meeting were **approved** with no changes.

**4. Matters arising and Actions from the previous Board meeting**

4.1 The Board discussed and **noted** the summary update of matters arising from the previous Board meeting. There were no outstanding items that were not on the agenda.

**Governance**

**5. Register of Directors’ Interests**

5.1 The Directors reviewed and **approved** the Register of Directors’ Interests, noting that there were no new interests to be authorised by the Board.

**6. HR Update**

**6.1 Induction Policy**

6.1.1 BG introduced the policy and advised that the policy would facilitate consistent onboarding of new staff members and provision of information as well as enabling sufficient monitoring of performance in initial months.

6.1.2 AR asked how comprehensive training was for new starters on customer service skills and dealing with members of public. BG advised that the induction included detailed training on the company’s vision and values which included training on customer service. KOL added that there was also a specific company objective on revamping and improving interactions with customers, so this was also picked up in wider business plan.

KR asked whether some training was mandatory before a new starter started the job. BG confirmed that some training elements needed to be undertaken before staff were placed on the frontline, with other elements ongoing through the first few months.

6.1.3 The Induction policy was reviewed and **approved** by the Board.

## 6.2 Probation Policy

6.2.1 Subject to a minor amendment raised by BG (“review meetings taking place at following intervals” replaced with “monthly review meetings”), the draft Probation policy was reviewed and **approved** by the Board.

## 6.3 Sickness Policy

6.3.1 BG introduced the changes suggested to the policy previously approved in March 2020. The changes would allow GEL to recover sick pay in cases where workers were able to claim compensation from third parties for injuries.

The suggested changes to the Sickness Policy were **approved** by the Board.

## 7. Workforce Profile – Equalities and Monitoring Report

7.1 BG presented the latest monitoring report. The Board noted that:

- Better data was now available and showed better diversity levels than previous reports.
- There had been a slight increase in female representation, from a relatively low base.
- There had been no increase in the number of female HGV drivers with one having since left the company and another joining.
- Of females currently working for GEL, 50% were office based, and 50% in operations, of whom most were on Grade 1 payment.
- The workforce remained predominantly of white origin. There had been low turnover in staff with many long serving staff members with over 5 years’ service. There was better diversity amongst office-based staff in the company.
- Longer term objectives included actions to seek to increase ethnic diversity.
- Three individuals had been hired through the Government’s “Kickstart” scheme.
- KOL commented that although progress was slow, there had been some improvements albeit from a relatively low base point. GEL would continue to work towards its goals and would explore ideas on how to improve the company’s diversity amongst staff.

The Board **noted** the monitoring report.

## Strategy, Project and Operations

## 8. Managing Director’s report

8.1 KOL presented his report commenting that it had been a challenging period, given the HGV driver and other essential worker shortages. A full review of the contract and delivery would soon be underway by the Council as per the condition within the Cabinet Report that

agreed the GEL business plan. GEL had provided the Council with information on the absorbed costs and efficiencies made by GEL to date, as part of the review.

In parallel, KOL would start a review of the services contract with EM.

- 8.1.2** *Pay award* - An initial meeting with the union was disappointing with only one steward in attendance. GEL had finally seen the GMB contract which would be a starting point for discussions. A further meeting was scheduled for 23rd September which would hopefully be better attended.

An initial pay increase of 1% had been made and subsequently rejected. Further offers had not yet been made, and GEL was in discussion with the Council's Director of HR.

- 8.1.3** *Gunnersbury Park Grounds Maintenance Contract* – The community interest company had approached GEL to ask if it would be interested in this interim job following inefficiencies from the previously selected contractor, prior to tendering for the full-term contract in March 2022. The interim contract was priced at £100k and GEL started work on 11 September, with KP leading on finalising the commercial terms.

The Board **noted** this first significant piece of non-Ealing Council related work for the company.

- 8.1.4** *Collection route optimisation project* – had been affected by the overall operating circumstances so progress had been slower than hoped, however, there had been reasonable improvements in the circumstances.

- 8.1.5** *Staff*– the staff survey had been launched and the team looked forward to receiving the results and reviewing progress against the Workforce Strategy. Results would be presented to the Board in November.

*Training* – a training facilitator had resigned, citing a long commute as a factor, steps were being taken to find a suitable replacement.

- 8.1.6** *Reputational concerns/Budget overspend* - KR asked whether the Board should be concerned about potential reputational damage to GEL from within the Council, with both overspending in environmental services and customer service showing as red. He commented that these factors would presumably play into the efficiency/delivery review being conducted by the Council.

KOL and EM advised that it needed to be made clear to the Council that the overspend was not a case of GEL overspending but was as a result of the budget provided by Council not being sufficient to meet the business plan as agreed by Cabinet. This needed to be properly articulated and would be addressed in the review. KOL had provided the absorbed costs and efficiencies made by GEL and EM was putting this together with the outlook of year one and to date, highlighting GEL's performance, opportunities, and the ability of GEL to assist the Council in meeting its responsibilities. EM added that this would be looked at separately from the Council's inhouse FE1 Saving programme as local authority trading companies needed to be treated differently, as there were implications for tax treatment etc.

There was a lot of work to be done to ensure that the figures and review were accurate, and this would not be rushed to fit in with the FE1 programme. It would be end of October before the information was ready. At present there was a disconnect between the business plan and budget setting process. The service needed to be properly aligned and validated to ensure sufficient funding to meet the objectives set by Cabinet. The contract included the requirement for Council to inform GEL on the funding provision for the following year by end October.

## **9. Market Supplement for HGV Drivers**

### **9.1** KOL presented the report for the Board to consider approving a temporary supplementary increase for HGV drivers (subject to Council funding).

The Chair began with praise for the management for being able to keep services running in a very difficult operational environment over the summer but conceded that, going forward, a decision would need to be made between paying drivers more resulting in an ongoing cost to the Council or a reduction in front line services.

KOL advised that the current hourly pay rate for GEL's HGV drivers was £13.25p.h. In the current market, with HGV drivers being in high demand, it was felt that a supplementary payment of £1 per hour on a retention basis, payable as a lump sum 6 months in arrears, would help retain and attract drivers. This would be paid for core hours and not used in any overtime calculations. It was felt that it could aid retention when grouped with other reasons drivers choose to work with GEL (Familiarity of job and workmates; local working; preferable work hours; identification with GEL ethos.)

It was noted that although the supplement would be given as a temporary measure, it was unlikely that it would be withdrawn in future due to market volatility and the risk of resignations.

The Board was asked to consider whether to approve the supplement.

### **9.2** AR asked whether KOL felt that a £1 increase would be enough to retain staff and, whether GEL should make it clear to the Council that some of the increased costs of paying a supplement could be offset by the reduction in recruitment and training costs.

KOL admitted that £1 was probably not enough to stem all staff losses, as despite GEL having a reputation as a good local employer, neighbouring Hillingdon was also a local employer, paying more providing temptation for some to move there. However, it could be enough to convince those to stay who wanted to work locally within Ealing and enjoyed working for GEL.

In terms of hidden costs of recruitment, KOL confirmed that it was very expensive to recruit HGV drivers as for every 4 or 5 taken on a training programme, 2 or 3 wouldn't make it so there would be cost savings if the supplementary increase encouraged drivers to stay.

### **9.3** AR commented that there had been previous issues where London Local Authorities luring staff away from other authorities with better benefits packages, which resulted in a London-wide agreement to equalise pay and not seek to lure staff. Would this be something that could be considered in waste management. The chair commented that given the rates paid across London, this could result in Ealing/GEL having to pay even higher rates, there

was also the difficulty of competing with commercial companies who would not be bound by such arrangements.

KR commented that a decision would need to be made sooner rather than waiting for service levels to deteriorate further. He asked whether GEL needed to advise the Council what a reduction in service would look like, should more drivers be lost. KOL advised that the loss of just one vehicle, would impact thousands of residents which would have severe knock-on effects to resident satisfaction rates and complaints made to the Council etc.

- 9.4** It was considered whether the decision needed to be made after the outcome of the Council's review of GEL's contract and its own internal spending review, with EM advising that, unless it was considered an emergency situation, a decision would need to wait for the outcome of the reviews, as approval would create an ongoing financial commitment for the Council. He asked whether the cost could be absorbed in the meantime.

The potential cost could be £150k and so it was agreed that this was not a cost that could continue to be absorbed by GEL.

GEL felt that the situation was critical, and that the decision could not be delayed to the next financial year. With GEL unable to absorb the cost, and unable to continue to deliver the same services without some action being taken, it was agreed that the decision was not GEL's in isolation.

- 9.5** The reality was that, despite the ongoing contract and spending review, there was an in-year situation that needed to be dealt with. The money would be spent, either as a GEL trading loss (if additional costs were absorbed elsewhere in the budget), or as a reduction in services delivered, or as a cost of replacing drivers (which could also possibly lead to a reduction in services in the meantime), all of which would have an impact on the Council either financially or reputationally.

AR asked whether due to the extenuating circumstances, increased costs could be partly covered by the various Covid grants available to local authorities. EM agreed to investigate this option although noted that such grants could only apply to in-year costs and would not cover ongoing commitments.

EM

- 9.6** It was agreed that whether the decision was made as an emergency in-year decision, or waited for the outcome of the reviews, was a decision for the Council. GEL would need to advise the Council of the immediate implications for agreeing or delaying the approval of a supplement.

The GEL Board therefore **agreed** to the supplementary increase in principle, and delegated KOL to liaise with the Council on implications of inaction, funding approval and next steps.

KOL

## **10. Consolidated Performance Report – including HSEQ and Transport**

- 10.1** KOL highlighted the following:

- Garden waste collection continued to be below target but was much improved on June and July targets. Improvement looked to continue in September.
- Street cleansing fell below target for the first time as a direct result from moving resource to prioritised collections. KOL had agreed additional resource to try to bring within target.

- Joint inspection of parks had improved to 61% from 31%, as the wet weather conditions resulted in fast growing grass but an ability to cut it.
- Complaints down to 48 for August, although it was thought that the holiday season contributed to the reduction as well as action taken to improve the service.
- Targets had not yet been agreed for those highlighted yellow and would be brought to the Board in November for approval.
- This would include for number of contaminated loads, which affects Council's overall recycling rates.

KOL

**10.2** KOL highlighted recent concerns around Greenford transfer station in the last month where there were three instances of fires within the Dry Mixed Recycling, one leading to a serious disruption on the M25. There seemed to be a pattern of problems occurring every second Thursday. This most recent instance was due to an old laptop battery being included in the household recycling. Actions were being taken to change the way such waste was sorted. Discussions were in progress with the Council about other ongoing issues with Greenford transfer station.

**10.3** KR queried why performance targets for recycling on GEL's target dashboard were not aligned with the Council's targets. GEL's performance showing green for 58.7%, whereas the Council's recycling target was showing red at 48% against a target of 58%.

KOL clarified that GEL did not report against the Council's indicator as the rates for household recycling were not sub-contracted to GEL. GEL reported on what it recovered from the recycling centre, not on the amount of recycling created by households. Improving recycling rates was a matter for the Council and not GEL, although GEL would of course assist with messaging if requested to do so. This was a frustration for GEL as some commentators on social media had used the Council's recycling rate reduction as an indicator that GEL was not fulfilling its obligations, which was not the case.

**10.4** The Board **noted** the report.

## **11. Risk Management**

**11.1** The Chair highlighted some concerns around the risk register, including whether the register was truly reflecting and addressing underlying issues.

He wanted to ensure that the register could be used as a meaningful tool for the Board to review and monitor risk and it seemed that some risks, for example the current issues around HGV driver retention, were showing as medium whereas conversations today indicated a higher risk score.

JS added that the Board could explore an alternative risk approach where, instead of showing a risk assessed with no controls (in reality, very few risks were met with no controls) and an assessment of risk after controls were put in place (residual risk), risks were assessed as they were *currently* (with or without controls) and a target risk assessment with a target date (i.e. what the risk would be at a future point once additional mitigations were added). Her concern with the current approach was that it was not clear to the Board what the risk assessment was as of today.

It was agreed that KOL would further review the risk register and scoring mechanism to better reflect the residual risk. He added that discussion around the register and risks needed to be more prevalent in management discussions. **KOL**

## **12. Finance – update**

### **12.1** KP highlighted the following:

- The overall draft financial position to 31 July was a surplus of £98k against a budgeted loss of £104k, largely due to positive variances in turnover, operating costs, and interest payments.
- The treatment of start-up costs continued to cause an issue with the finalising of the 2019/20 accounts. There was a concern over the revenue start-up costs of £730k which had been approved by Cabinet, but which the auditors advised should be treated as a capital contribution rather than a revenue cost. GEL had sort advice from Department of Business, Energy, and Industrial Strategy, but this was not forthcoming. However, it was believed that a solution to finalising the accounts had been found, with it likely that the revenue start-up costs would be absorbed by the Council (as there was no ability for it to recharge) and capital costs absorbed by GEL. The Board would be updated in due course.
- Fines for delayed filing of accounts and the delayed corporate tax return were being incurred because of the delay. JS added that although the fines were financially relatively small, there could be reputational impact and affect to credit score as a result of ongoing delayed accounts.
- 2020/21 accounts – the audit for the following accounts could not be conducted until an opening balance had been agreed (through finalising the 2019/20 accounts), although KP had been providing the required information for the next set of accounts to the auditors so some work could begin.
- There had been no further progress on finalising the lease agreement, but KOL continued to put pressure on the Ealing Property Team to resolve the matter. There was a concern that GEL would be subject to a space reduction due to the decant of Perceval House, which would create considerable problems given that GEL was already restricted on space.
- Loan finances – the Debenture had been signed and registered with Companies House, with the loan facility agreements now in place and ready to be drawn upon. GEL had not yet drawn down from the facility.
- The Board noted the company card credit card spend for June and July.

**12.2** KR queried the current forecast noting that it was currently showing it to be as per budget, which seemed unlikely. KP advised that the forecast had not yet been updated due to the uncertainty around the opening balance for the year as well as the outstanding decision on HGV driver uplift. She hoped that the opening balance would be confirmed by the next meeting, as well as progress on the driver uplift, which would enable an accurate forecast to be presented to the next Board meeting.

## **13. Financial Regulations**

**13.1** The Board reviewed the changes made to the Financial Regulations following the changes recently approved to the scheme of delegation.

The Board **approved** the Financial Regulations.

**14. Board Forward Plan**

**14.1** The Board **noted** the plan, which had no changes

**15. Any Other Business**

**15.1** **AGM** – JS advised that an AGM to approve the 2020/21 accounts would usually take place in November in time for filing by 31 December. It was noted that this would be a difficult deadline to meet, as the finalising of the audit could not be undertaken until the opening balance was agreed as part of the 2019/20 audit. Instead, GEL would prepare for an AGM at some point in December, to ensure the accounts were filed on time. **BHCS**

**14. Date of next meeting: 18 November 2021**

**14.1** There being no other business, MB thanked those present and closed the meeting at 14:30.

Signed

Chair of the Board

Date

DRAFT

**GREENER EALING LTD - ACTION LIST – 18 November 2021**

Minute Ref	Action items arising from minutes	Officer	Due By	Comments	Status
<b>Actions arising from 17<sup>th</sup> December 2020</b>					
8.3.5	<b>Finance update</b> – To circulate the draft financial statement when available at the end of January 2021.	<b>KP</b>		Update awaited from auditor	<b>OPEN</b>
<b>Actions arising from 16<sup>th</sup> September 2021</b>					
9.5	<b>Market Supplement for HGV Drivers</b> – To investigate whether due to the extenuating circumstances, increased costs could be partly covered by the various Covid grants available to local authorities.	<b>EM</b>	<b>Nov 2021</b>	Agreed by the Council, to be implemented.	<b>CLOSED</b>
9.6	<b>Market Supplement for HGV Drivers</b> – To liaise with the Council on implications of inaction, funding approval and next steps	<b>KOL</b>	<b>Nov 2021</b>	Agreed by the Council, to be implemented.	<b>CLOSED</b>
10.1	<b>Consolidated Performance Report – including HSEQ and Transport</b> – Targets had not yet been agreed for those highlighted yellow and would be brought to the Board in November for approval.	<b>KOL</b>	<b>Nov 2021</b>	Update in Board pack	<b>CLOSED</b>
11.1	<b>Risk Management</b> – To further review the risk register and scoring mechanism to better reflect the residual risk.	<b>KOL</b>	<b>Nov 2021</b>	Update in Board pack	<b>CLOSED</b>
15.1	<b>AGM</b> – To prepare for an AGM at some point in December, to ensure the accounts were filed on time.	<b>BHCS</b>	<b>Dec 2021</b>	Date set for December	<b>OPEN</b>

(KO) Kevin O’Leary

(MB) Mike Boulton

(AR) Alison Reynolds

(KR) Kieran Reid

(EM) Earl McKenzie

(HH) Helen Harris

(KP) Katarina Pohancenikova

(BHCS) Jo Steel / Lizzie Purewal

(WG) Bill Gilmour

<b>Report Title</b>	Staff Engagement Survey 2021		
<b>Meeting</b>	Greener Ealing Board Meeting		
<b>Date</b>	November 2021	<b>Agenda Number</b>	5a
<b>Type of Report</b>	For Noting		
<b>Author</b>	<b>Bill Gilmour</b> can be contacted on <a href="mailto:gilmourw@greenerrealing.co.uk">gilmourw@greenerrealing.co.uk</a>		
<b>Background</b>	<p>The results of GEL’s first staff Engagement Survey (September 2020) were reported, in summary form, as a section within the Communications Strategy - which was approved by the Board at the December 2020 meeting – and reported separately with supporting data to the April 2021 Board.</p> <p>This is our second staff Engagement Survey. It builds on our earlier work and affirms our intention to better understand our staff so that we can work with them to deliver our Vision.</p>		

### Introduction

As a new company, our 2020 staff survey provided a useful reference point regarding levels of engagement and how staff feel about working for GEL.

This is our second staff Engagement Survey. It builds on our earlier work and affirms our intention to better understand our staff, so that we can work with them to deliver our Vision. (Supporting data is attached).

Positive points to note are:

- 198 responses were received – this was approximately 58% of the workforce, an increase of 8% in the response rate for 2020.
- 70% of respondents agree strongly or partly that the work allocated to them is reasonable (down from 80% last time).
- 79% were happy with the hours they work (down from 86% last time).
- 62% feel valued in their role (down from 69% last time).
- 66% feel proud to work for GEL and 63% would recommend it as a good place to work.

On the downside, around 46% (up from 43%) respondents reported that they felt increased levels of stress or anxiety. We are taking this on board and will make additional efforts to reassure staff through the EAP and mental Health champions, that support is available.

We are mindful that this has been a difficult year for a lot of people in the UK, and the service has certainly felt the pressures with staff working flexibly to fill any gaps, often with overtime working.

The timing of the survey (September / October) coincided with ongoing negotiations over pay and driver pay in particular. This may have affected the engagement scores.

In general though, despite the challenging times, there is some cause for optimism:

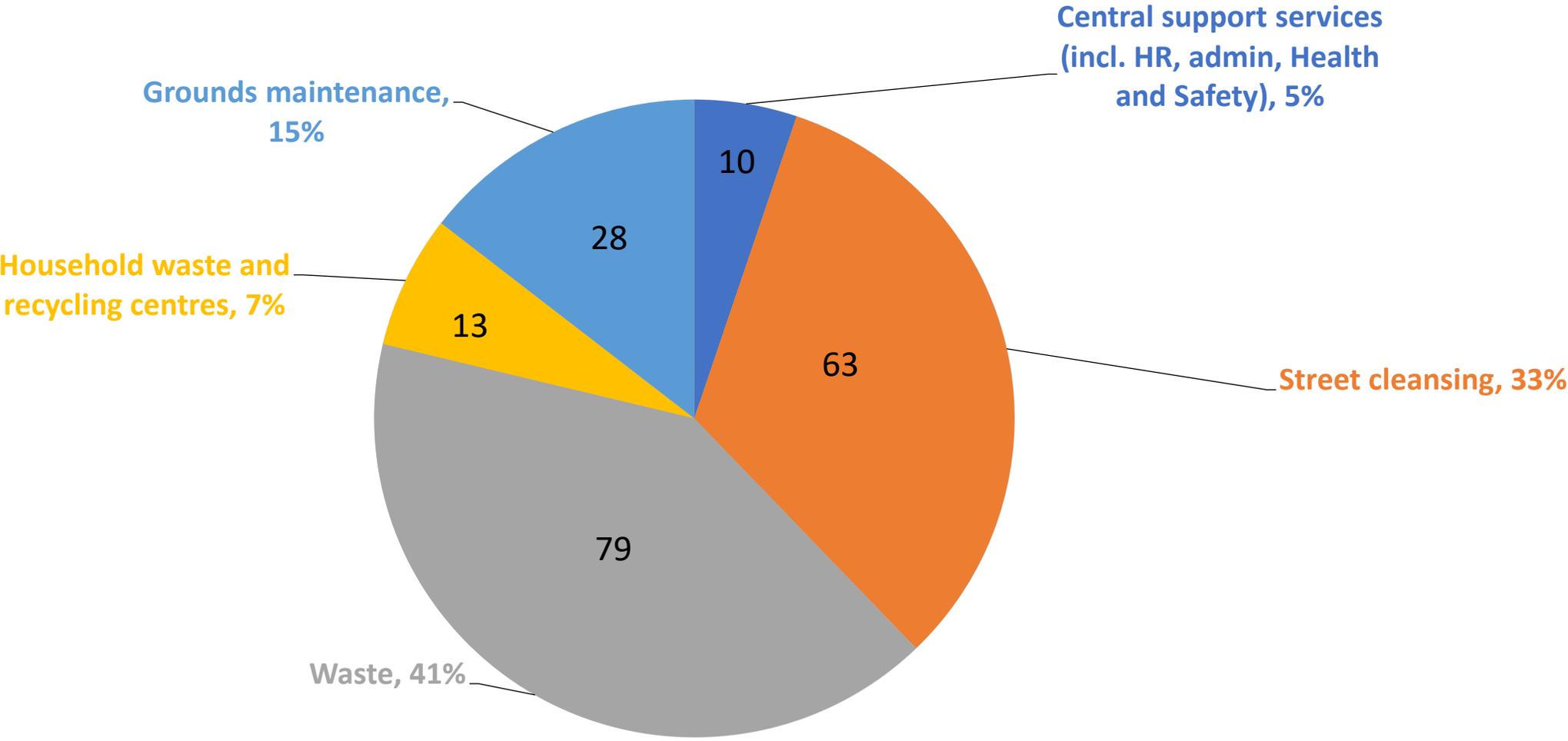
- It is encouraging that staff have noted that pay, quality of equipment and morale are the three most improved things under GEL but we accept that there is always room for improvement.
- Our Employee of the Month competition remains popular and we continue to look for ways to celebrate achievements and build engagement.
- 51% of respondents did so via our online communication app, Blink, which we launched in April 2021. 42% regard it as very useful, and 92% agree it is useful to some degree. We currently have 214 active users.

# Employee Engagement Survey 2021 - Greener Ealing Ltd (GEL)

- Monday, November 01, 2021
- Completed Responses - 198

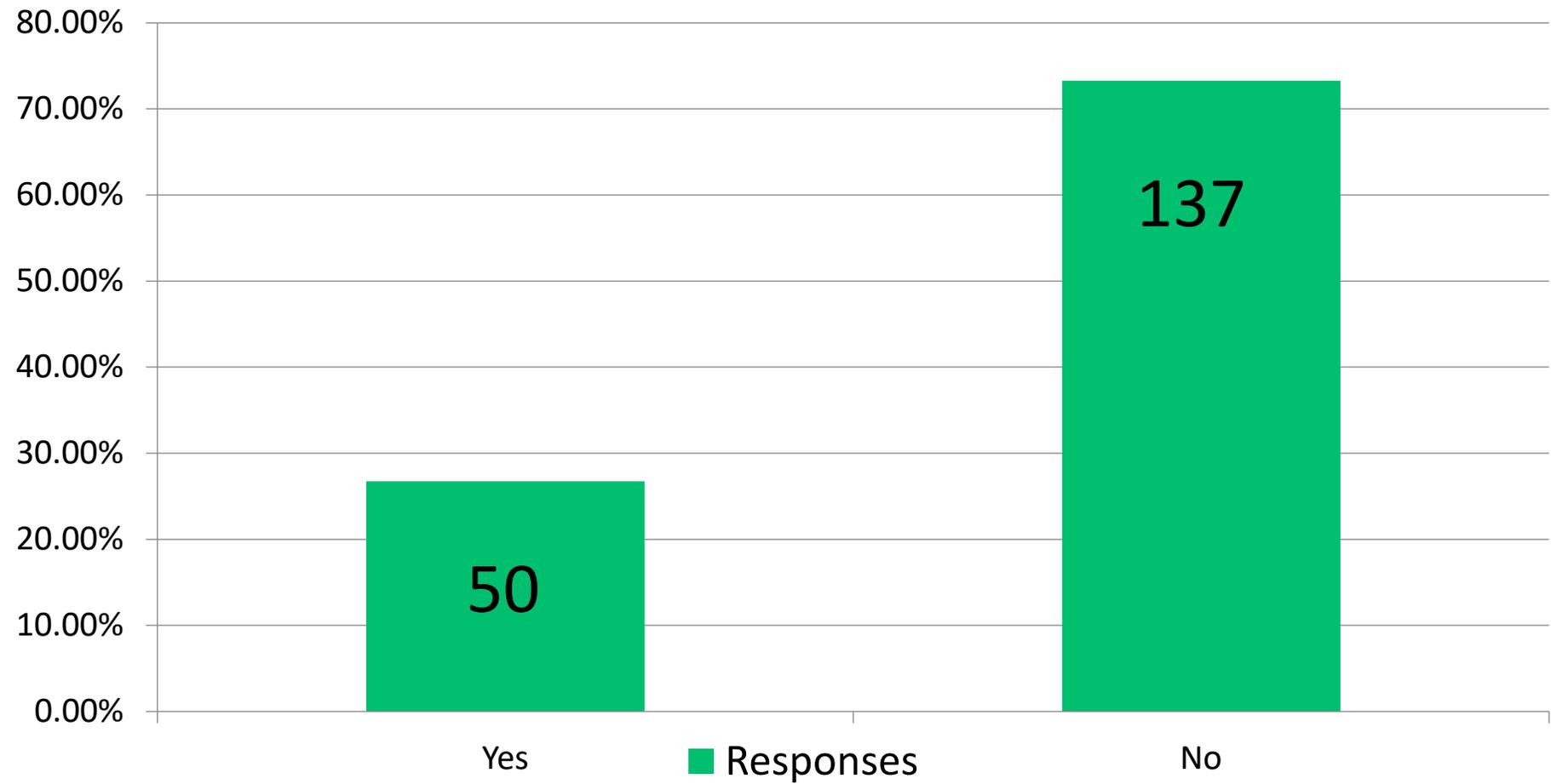
# Q1: Which team do you work in:

Answered: 193 Skipped: 5



# Q2: Do you line manage other colleagues?

Answered: 187 Skipped: 11



### Q3: To what extent do you agree or disagree with the following statements?

Answered: 179 Skipped: 19

	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Don't know / Can't say	
I feel valued for my role	33.71%	60	27.53%	49	19.10%	34	8.43%	15	7.30%	13	3.93%	7
I know what I need to do to be successful in my role	57.71%	101	29.14%	51	6.29%	11	3.43%	6	1.14%	2	2.29%	4
I understand the support available to enable me to get my job done	44.07%	78	35.59%	63	9.04%	16	3.39%	6	6.21%	11	1.69%	3
I have access to the correct tools/ equipment to do my job	47.75%	85	29.78%	53	10.11%	18	3.93%	7	7.87%	14	0.56%	1
I have access to appropriate PPE equipment	52.54%	93	27.12%	48	9.60%	17	5.65%	10	3.95%	7	1.13%	2

### Q4: To what extent do you agree or disagree with the following statements?

Answered: 178 Skipped: 20

	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Don't know / Can't say	
The work allocated to me is reasonable	32.20%	57	38.42%	68	10.73%	19	9.60%	17	7.34%	13	1.69%	3
I am often required to do more with less resources	25.57%	45	29.55%	52	22.16%	39	10.23%	18	7.39%	13	5.11%	9
I am happy with the number of hours I work	53.67%	95	25.42%	45	11.86%	21	5.65%	10	2.82%	5	0.56%	1
I often feel stressed at work	14.20%	25	31.82%	56	24.43%	43	13.07%	23	14.77%	26	1.70%	3

## Q5: To what extent do you agree or disagree with the following statements?

Answered: 176 Skipped: 22

	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Don't know / Can't say	
I find it easy to ask my line manager for help	52.27%	92	28.41%	50	8.52%	15	2.27%	4	6.25%	11	2.27%	4
My line manager recognises that speaking openly about problems in the workplace provides an opportunity to improve things	45.45%	80	27.27%	48	9.09%	16	6.82%	12	7.39%	13	3.98%	7
I seek constructive feedback from my line manager	38.64%	68	25.57%	45	19.32%	34	6.25%	11	5.68%	10	4.55%	8
I trust my line manager to act in my best interests	47.16%	83	27.27%	48	11.36%	20	3.41%	6	5.11%	9	5.68%	10
I feel line managers/supervisors treat all employees equally	36.93%	65	25.00%	44	11.36%	20	8.52%	15	14.20%	25	3.98%	7
I find it easy to ask my colleagues for help	45.66%	79	32.95%	57	10.40%	18	5.20%	9	3.47%	6	2.31%	4
I regularly receive positive feedback from colleagues, when I do a good job	29.14%	51	30.29%	53	16.57%	29	10.29%	18	9.14%	16	4.57%	8
I feel like co-workers give each other respect	28.74%	50	46.55%	81	10.34%	18	6.90%	12	4.60%	8	2.87%	5

## Q6: To what extent do you agree or disagree with the following statements?

Answered: 173 Skipped: 25

	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Don't know / Can't say	
Management keeps me informed about what is happening at GEL	28.32%	49	36.99%	64	14.45%	25	8.09%	14	8.09%	14	4.05%	7
Communication with management is a two way process	34.88%	60	35.47%	61	14.53%	25	6.40%	11	6.40%	11	2.33%	4
I am given opportunities to express my opinion	31.98%	55	31.98%	55	19.19%	33	9.30%	16	5.23%	9	2.33%	4

## Q7: Have you used any of the following channels of communication?

Answered: 172 Skipped: 26

	Yes I've used this channel		I've never used this channel	
Blink	51.48%	87	48.52%	82
Website/intranet	44.03%	70	55.97%	89
Newsletter	41.51%	66	58.49%	93
Team meetings	55.42%	92	44.58%	74
Line manager	68.26%	114	31.74%	53
Word of mouth (talking to other colleagues)	75.90%	126	24.10%	40

## Q8: To what extent do you agree or disagree with the following statements?

Answered: 158 Skipped: 40

	Very useful		Quite useful		Moderately useful		Slightly useful		Not useful at all	
Blink	41.86%	36	27.91%	24	15.12%	13	6.98%	6	8.14%	7
Website/intranet	37.14%	26	31.43%	22	20.00%	14	7.14%	5	4.29%	3
Newsletter	20.31%	13	34.38%	22	25.00%	16	17.19%	11	3.13%	2
Team meetings	42.86%	39	30.77%	28	20.88%	19	4.40%	4	1.10%	1
Line manager	49.56%	56	23.89%	27	16.81%	19	6.19%	7	3.54%	4
Word of mouth (talking to other colleagues)	42.40%	53	35.20%	44	12.00%	15	6.40%	8	4.00%	5

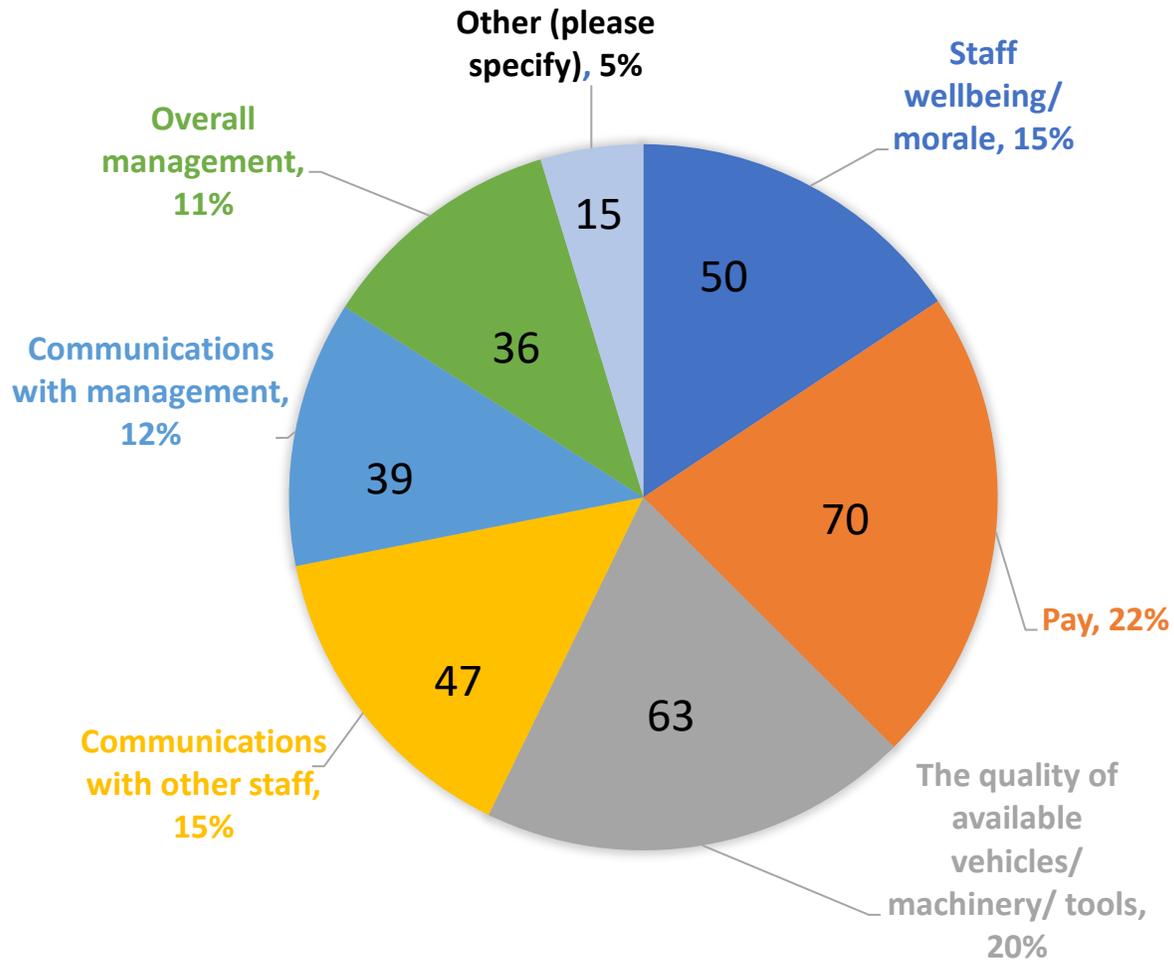
# Q9: To what extent do you agree or disagree with the following statements?

Answered: 169 Skipped: 29

	Strongly agree		Somewhat agree		Neither agree nor disagree		Somewhat disagree		Strongly disagree		Don't know / Can't say	
Greener Ealing has a vision for the borough that motivates me	20.12%	34	35.50%	60	23.67%	40	8.28%	14	5.92%	10	6.51%	11
I feel proud to work for GEL	26.79%	45	39.29%	66	19.64%	33	5.36%	9	4.17%	7	4.76%	8
I would recommend GEL as good place to work	24.40%	41	38.69%	65	19.64%	33	6.55%	11	5.36%	9	5.36%	9
I see the possibility for positive career growth in this organisation	21.30%	36	31.95%	54	19.53%	33	12.43%	21	10.06%	17	4.73%	8
I see myself working here in 2 years time	42.01%	71	21.89%	37	19.53%	33	2.37%	4	4.14%	7	10.06%	17

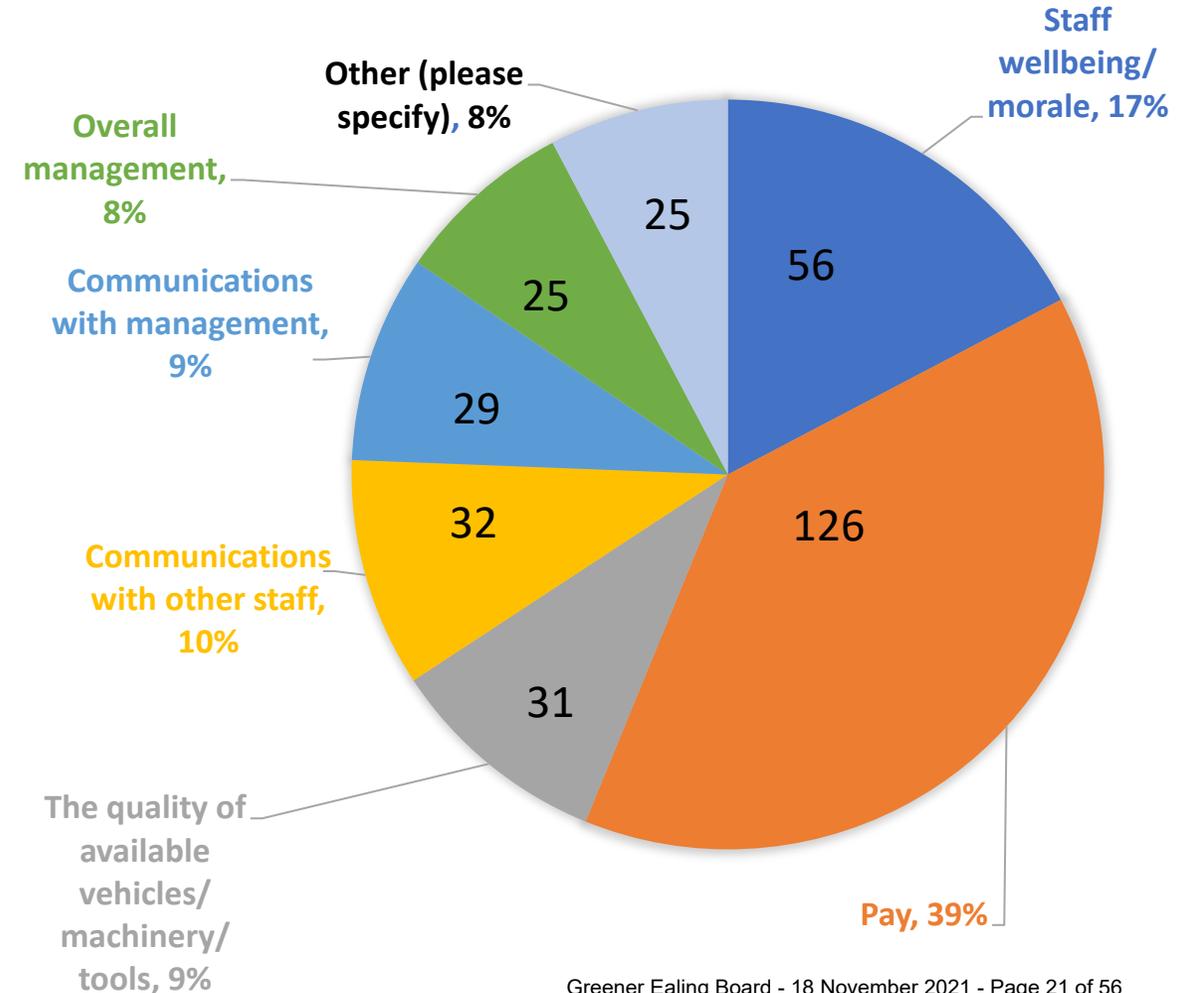
Answered: 159 Skipped: 39

### Q10. WHICH OF THE FOLLOWING HAVE IMPROVED UNDER GEL?



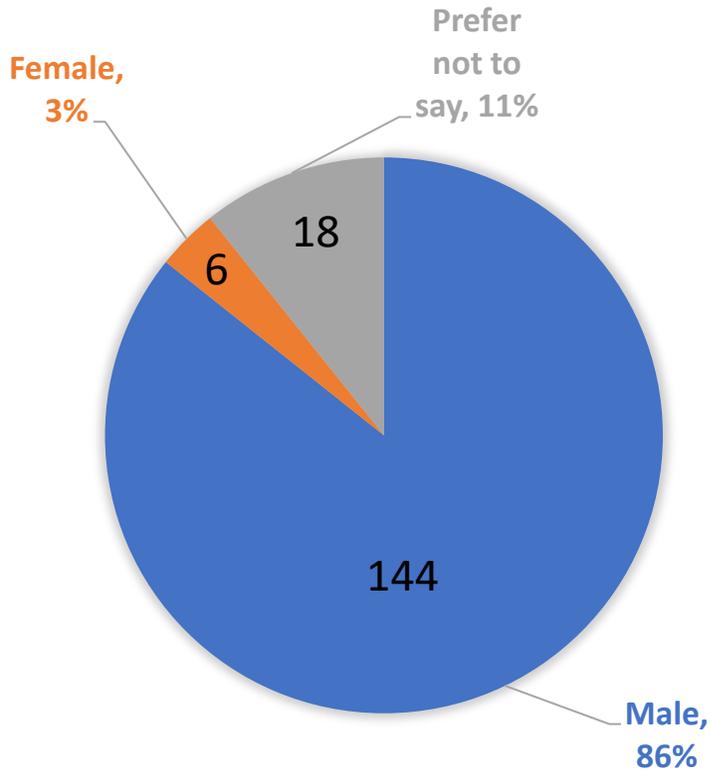
Answered: 165 Skipped: 33

### Q11. WHICH OF THE FOLLOWING DO WE STILL NEED TO IMPROVE?



Answered: 168 Skipped: 30

**Q12. ARE YOU...**



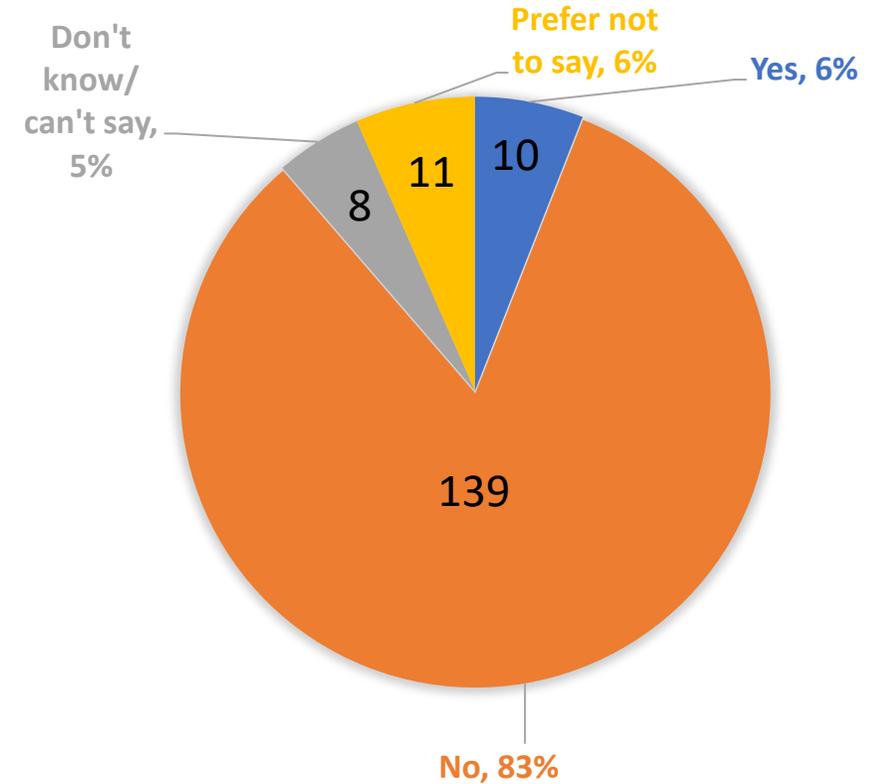
**Q13. What is your age group?**

Answer Choices	Responses	
Under 18	0.00%	0
18-24	2.37%	4
25-34	13.61%	23
35-44	20.12%	34
45-54	30.77%	52
55-64	21.30%	36
65+	2.96%	5
Prefer not to say	8.88%	15

Answered: 169 Skipped: 29

Answered: 168 Skipped: 30

**Q14. DO YOU CONSIDER YOURSELF TO HAVE A DISABILITY?**



# Q15: Which ethnic group do you consider you belong to?

Answered: 164 Skipped: 34

Answer Choices	Responses	
White - English, Welsh, Scottish, Northern Irish, British	36.59%	60
White - Irish	4.88%	8
White - Gypsy/Irish Traveller	0.00%	0
White - Other	28.05%	46
Any other White background	2.44%	4
Mixed/ multiple ethnic groups - White and Black Caribbean	3.05%	5
Mixed/ multiple ethnic groups - White and Black African	2.44%	4
Mixed/ multiple ethnic groups - White and Asian	0.61%	1
Any other Mixed/ multiple ethnic background	1.22%	2
Asian/ Asian British - Indian	4.88%	8
Asian/ Asian British - Pakistani	0.00%	0
Asian/ Asian British - Bangladeshi	1.22%	2
Asian/ Asian British - Chinese	0.00%	0
Any other Asian background	1.22%	2
Black/ African/ Caribbean/ Black British - African	4.27%	7
Black/ African/ Caribbean/ Black British - Caribbean	4.27%	7
Any other Black/ African/ Caribbean background	1.22%	2
Other ethnic group – Arab	0.00%	0
Any other ethnic group	3.66%	6
Prefer not to say	0.00%	0

# Employee Engagement Survey 2021 - Greener Ealing Ltd (GEL)

- Monday, November 01, 2021
- Completed Responses - 198

---

# Working with ex-offenders

Jamie Hope

Operations Manager (Collections)

GEL Board 18<sup>th</sup> November 2021

# Re-integration: Context

---

## Why is this a good idea?

- The estimated cost of crime to society in England and Wales is around £60 billion, of which around 18% is due to re-offending by recent prisoners
- Behind each statistic is a victim of a crime having a far-reaching negative ripple effect
- GEL has a critical shortage of HGV drivers and shortages in other areas
- There is an opportunity for GEL to make a positive change and produce a positive ripple effect by offering structured opportunities to carefully selected ex-offenders
- This potentially represents a win/win for GEL and ex offenders

# Novus: Expert Partner re-integration of Ex Offenders

---

## A Charity - years of experience

- GEL are working with Novus Charity Creating Foundations for Change by offering meaningful employment to ex-offenders within Ealing in the Environmental sector
- GEL Values – we want to base everything on these:
  - **Customer comes first** - remembering our purpose and doing the very best for the people we serve.
  - **Collaborative** - with workmates and others.
  - **Caring** - about the health safety and welfare of our employees.
  - **Committed** - to delivering services, to innovation, tackling problems and finding better ways of working.

# Pilot Programme: Purpose

---

## A chance to test what might work

- Only 17% of ex-offenders manage to get a job within a year of release.
- Re-offending will occur if we do nothing
- Our pilot programme will to enable people to change by giving opportunities of employment and apprenticeships to make a medium term contribution to labour shortages at GEL
- This will help reintegration back into our community and bring back productive members of society.

# Pilot Programme: Terms

---

- Proper risk assessments to be conducted
- Careful selection of candidates
- Collaboration with HR on policy and contract development
- Fixed term contracts - 3 months, ensuring right fit for all parties
- Permanent contracts - on successful completion of fixed term, full- time contracts may be awarded
- Apprentice schemes: investing in wider range of schemes to benefit all parties
- Opportunities for possible government support funding are being investigated
- Exact terms to be agreed by Kevin, Katie and Bill

# Conclusions

---

- There is an opportunity for GEL to work with Novus and the prison establishment so that:
  - Risk of re-offending will be very likely reduced for successful applicants
  - A medium term contribution to labour shortages will be made to GEL
- Terms of the pilot programme are being carefully defined

# Recommendations

---

The GEL Board is asked to agree:

1. That the board agree to the pilot programme being developed on terms to be agreed by the CEO, CFO and HRD
2. That support of the specialist charity, Novus, is enlisted
3. Any possible government financial support is investigated
4. That a progress report be presented to the board in approximately in 6 months

<b>Report Title</b>	Managing Directors Report		
<b>Meeting</b>	Greener Ealing Board Meeting		
<b>Date</b>	18 <sup>th</sup> November 2021	<b>Agenda Number</b>	6.
<b>Type of Report</b>	For noting		
<b>Author</b>	Kevin O’Leary – olearyk@greenerEaling.co.uk		
<b>Background</b>	<p>This report updates the Board on our overall progress over the last two months and highlights key issues.</p> <p>We continue to face a difficult operational environment. Despite this we have been able to sustain the performance in key priority areas from the low points of earlier in the year.</p> <p>The HGV Driver shortages remains an issue, but we are also now seeing difficulties in the recruitment of general labouring staff e.g., to help with the leafing season.</p> <p>BSI Quality Assurance first stage Inspection has been done and was a huge success and puts us in a strong position moving forward for full stage two assessment. This will take place in the first quarter of 2022. The scope at present is management, collections, and streets. HWRC and Grounds Maintenance. This is a significant milestone, and I would like to record my thanks to Sandra Hewey for her efforts to date.</p> <p>The Board is asked to note the report.</p>		

## Introduction

This report sets out for the Board the key issues that Greener Ealing has been addressing over the last few months and provides a brief update on other matters of interest.

## **Ealing Council Review of GEL first year**

I reported at the last meeting on the Council's intention to undertake a review of GEL's first year. We have provided performance and financial information as previously reported in September but at this stage there has been no formal feedback from the Council and therefore little to report back to the Board. We were anticipating that the review itself would open the door to joint discussions about the 22/23 budget, but this too has not yet happened. Our Finance team has prepared an initial draft budget for next year (see Finance paper on this agenda). This has been based on the 2019 initial Cabinet Reported base budget plus 2.5% inflation as per our approach for this year's budget 21/22. We have adjusted for known pressures including HGV pay and fuel, but we have not yet had the opportunity to understand the Council's overall position.

## **Services Agreement Review**

We are making reasonable progress on this with positive meetings held regarding the Household Waste Recycling Centre service specification and the Street Cleansing Service specification. We have further weekly meetings now scheduled for Street Cleansing (part two), Waste Collections with Grounds Maintenance and Housing to be follow. Important commercial matters regarding annual price uplift have not yet been discussed.

## **Pay Award 2021**

This has now been fully implemented with all staff on new rates and pay backdated to April 2021.

## **Other issues**

The **HGV Driver** pressures continue but we are getting by. We have offered pay parity from day one to any incoming Agency Drivers and the hourly rate increases for existing Drivers is now being accrued and will be paid in April as agreed.

I have opened a dialogue with the Council on Xmas working and anticipated impacts of Driver shortages – and the possibility of suspending lesser priority services. I have not had a formal response from the Council at the time of writing but I do know that the matter is being considered.

The results of 2021 **Staff Survey** appear elsewhere on this agenda.

The **Blink** communications app continues to grow with now over 215 staff signed up.

**Leafing Season** – we are currently in the midst of the autumn leaf fall with the added pressures that this brings to the street cleaning team. Early reports suggest that the seasonal plans are working well despite the difficulties we have experienced this year in attracting labour for this work.

Following on from the Gunnersbury Park contract success reported in September we are currently in discussions with Ealing's Housing Department regarding their **Elderly and Disabled Persons Gardening Contract**. It is outside of the Services

Agreement and can be awarded directly to GEL without any breach of procurement regulations, if we can agree on price with the client. I hope to be able to provide a verbal update to the Board at the meeting. I have also met with colleagues from the Housing Department about wider opportunities for additional work on Estates.

In a similar vein to the above discussions, I recently attended the **Council's Companies Board (CoCo)** and presented ideas to the Board on considering GEL, as an option, at the early stage in the Council's Procurement process. This approach was made in line with our agreed strategy to seek internal Ealing Council opportunities to support our growth aspirations. The Board received the presentation positively and welcomed my input. I now have a meeting arranged with the Director of Finance and the Head of Procurement to explore the idea more fully. I will keep the GEL Board informed on progress.

### **Conclusions**

Another very busy period. GEL has been operationally sound despite the challenges.

A good result on our BSI Inspection and an opportunity to talk with the Council about growth has opened. We will hopefully be able to report at the meeting on some further additional work via Housing colleagues.

At a senior level our ongoing focus needs to be on the financial planning and budget process for 2022/23 and beyond with colleagues from Ealing.

**Kevin O'Leary**  
**Interim Managing Director**  
**18<sup>th</sup> November 2021**

<b>Report Title</b>	Combined Performance Report including HSEQ & Transport		
<b>Meeting</b>	Greener Ealing Board Meeting		
<b>Date</b>	18 <sup>th</sup> November 2021	<b>Agenda Number</b>	7.
<b>Type of Report</b>	For noting		
<b>Author</b>	Kevin O’Leary – olearyk@greenerealing.co.uk		
<b>Background</b>	<p>This report updates the Board on performance against internal and external KPIs over the last month and provides commentary.</p> <p>The revised format incorporates information across a broad range of indicators giving a more comprehensive view of the whole business. Client facing targets have previously been agreed with LBE.</p> <p>Provisional internal targets for 21/22 and beyond based on our first year’s performance have been populated in the table and highlighted in amber to identify them. Board approval is sought for these GEL internal targets at this meeting.</p> <p>The target for CO2 emissions has not yet been set and is of significant importance from an environmental perspective. This will be assessed on the back of the ISO 14001 certification process.</p> <p>We will continue to develop the presentation of the data in order to highlight exceptions or particular issues. The commentary has been condensed where possible with comment primarily by exception. The intention is that the table is the primary information source.</p> <p>October continues to be busy with various work streams in progress and a continuation of challenging operational problems from the previous period that the team is still dealing with.</p> <p>The Board is asked to note the report and to approve the Internal Targets for 21/22.</p>		

## **GEL Combined Monthly Performance Report October 2021**

### **October Performance - Operations**

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

GEL continue to follow government guidelines as Covid-19 restrictions have been relaxed. Covid-19 remains a potential issue which will be monitored. This is likely to be the case for some time to come.

Overall performance continues to improve and is now close GEL’s normal level on Collections, with Parks also showing further signs of recovery after a challenging six months. Details are addressed in individual service commentaries.

The national HGV driver shortage will remain the key determinant for performance across the contract for the foreseeable future as the different service streams support Collections to ensure that core services are delivered consistently without detriment to residents. GEL continue to work on building resilience of driver availability over the longer term, but it should be noted that the measures in place are only just able to keep current numbers steady. There is regular churn as drivers leave and are replaced. This is a significant and ongoing threat to delivery of the entire contract.

### **Collections – Commentary**

- As previously reported, the national shortage of HGV Drivers remains the key cause of service delivery challenges. Covid related impact is however lessening. GEL continue to work on longer term solutions including training existing staff to become drivers, and incentivising staff to promote the recruitment of drivers externally. No change from previous months.
- Missed collections are all within target range, indicative of stable, reliable service delivery despite operational pressures.
- Garden Waste performance is stable.
- Missed Assisted numbers have reduced for the second month in a row.

### **Street Cleansing - Commentary**

- First time A+B performance for October was 98% - a marked improvement on September scores.
- The service continues to be a primary support to Collections and this is reflected in the quality scores for services such as Bulky Waste and Container Deliveries.
- The leafing program started during the month of October.

### **HWRC - Commentary**

- Visitor numbers have dropped further as is to be expected at this time of year.
- October recycling rate at 58%, marginally higher than September.
- Preparations are underway for the closure of Acton in November.

### **GM & Cemeteries - Commentary**

- Joint inspection of parks – scores are improving with September at 64.41% and October at 69.88% but further work is required to bring them up to higher levels. Following client-side input there is focus on this aspect of the contract with joint meetings planned. The Parks Quality Indicator is new and will subject to an urgent review over the winter period. It is recognised that there is a need for the KPI to reflect the general public and officer perception of Ealing's Parks which is more positive than the current scores indicate.
- Cemeteries have recently been inspected and whilst the score of 75% is higher than the parks score, more work is also needed to improve this.

### **Complaints**

- The complaints for October are impressively low at 29 for the month. This is a reassuring reflection of the work done by operational teams to maintain service standards during a sustained period of challenge caused by the driver shortage.

### **October Internal KPIs**

- Internal KPIs remain reasonably consistent, with some points to note.

- Safety standards are stable and there has been an encouraging increase in reporting close calls – a leading indicator of focus by staff on the safety of their work environment.
- Sickness is slightly lower.
- Staff turnover is consistently high, reflecting the competition for drivers across the industry.
- ER cases were high for the month.

## **October Performance – HSEQ & Transport Support Services**

### **HSEQ**

- HSEQ provision good during the period, minimal Covid impact.
- GEL remains aligned to latest local and national Government & WISH Covid guidance.
- Where practicable, staff still encouraged to spend part of week working from home.
- No RIDDORS in the period.
- Use of Alcumus (via BLINK) for reporting and monitoring /audit purposes has increased.
- Further development of Alcumus system will focus on stock management and paperless PPE ordering system
- HSEQ and Training team working on Stage One BSI audit of ISO 9001, 14001, & 45001 accreditations for Management, Waste, and Streets.
- Stage Two of BSI audit planned for first quarter 2022, then scope to be extended to include HWRC and Grounds Maintenance.
- Full refresh of training induction for all staff has commenced, completion planned for end November 2021.
- Work on Fire Management processes, in liaison with LBE.
- Discussions ongoing between GEL, LBE, and West London Waste Authority to look at interim and longer-term solutions for tipping and transfer of recycle.

### **Transport**

- Transport Provision in-line with operation requirement.
- Accidents increased in October but damage related spend has remained within budget.
- Despite driver shortage, GEL remain compliant with Operator Licence conditions.
- No issues with fuel deliveries - currently close to capacity (two weeks supply).
- Significant week on week increases in fuel price, but this has slowed over recent weeks (see detail in risk register document).
- Reduced vehicle idling at depot with lower CO2 output and fuel consumption; this will now be expanded to encompass vehicles outside depot environment on a service-by-service basis.
- GPLFS have met the contractual KPI requirements; there is an emphasis in the next period on end of season maintenance activities associated with GM equipment which will closely monitored by the Transport team.
- The effects of Covid and Brexit on parts supply has lessened in the period but will be kept under review.
- GEL continue to engage with LBE on the provision of electric vehicle charging points in the depot but there is still no clear picture of when or where these will be installed.
- Given the uncertainty of charging infrastructure GEL have not committed to ordering any electric powered vehicles, and we have seen a recent increase in both price and build times communicated from our prospective suppliers.
- The possible impact upon operations with expansion of the Greater London ULEZ area in October 2021 is being reviewed and has not presently caused any significant concerns.

## GEL - Overall Dashboard

Indicator	Target	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
Missed Rectification %	100% within 24 Hours	99%	100%	99%	100%	100%
Right First Time %	-	99.91%	99.95%	99.95%	99.95%	99.96%
Assisted Missed Collections	Zero	27	10	18	9	6
Missed per 100k by Service						
<i>Refuse</i>	< 100	77	48	38	62	35
<i>Recycling</i>	< 100	60	37	31	42	26
<i>Food</i>	< 100	60	67	72	60	54
<i>Garden</i>	< 100	1092	300	274	63	86
Streets A&B Inspection %	85%	82.18%	85.62%	68.01%	72.77%	98.16%
Flytip Clearance	95%	99%	99%	97%	99%	99%
Flytips Reported	Report Actuals	1203	1146	1127	1054	767
Bulky Waste Service	100%	79%	100%	99%	99%	79%
No of Container Requests	-	1953	1705	1839	1519	1315
Container Delivery %	100%	96%	100%	99%	96%	89%
Parks Quality	95%	50.00%	31.43%	61.54%	64.41%	69.88%
Cemeteries Inspections	95%					75.00%
HWRC Materials Recovered	-	366t	396t	429t	433t	312t
HWRC Visit Numbers	Report Actuals	9732	12025	14178	12121	10319
HWRC Recycling Rate %	TBA via Service Agreement	54.92%	58.24%	58.78%	57.79%	58.46%
Customer Complaints	<100	146	110	48	50	29
RIDDORS	0	0	0	0	0	0
No Lost Time Incidents	<3	2	2	0	0	1
Lost Time Incidents	0	0	1	0	1	2
Close Calls	Report Actuals	44	24	9	26	31
Vehicle Incidents	<7	15	4	3	3	8
VOR (Daily Average)	<5	4.31	4.52	5.56	4.75	4.57
Fuel – DERV (Litres)	TBA	58,778	59,745	57,170	62,735	56,090
Fuel – Gas Oil (“red” litres)	TBA	5138	5640	4030	3834	3530
CO2 – kg	TBA	156,796	159,376	152,507	167,352	149,625
Total Vehicle Idling Time (hrs)	<140	160	110	123	132	126
Vehicle Availability	95%	100%	100%	100%	100%	100%
MOT Pass Rate	98%	99%	100%	100%	100%	100%
Average Sickness %	<4%	6.31%	6.05%	5.95%	5.38%	4.62%
ER Cases	<5	1	2	1	3	6
Staff Turnover	Report Actuals	3	4	6	5	6
YTD Actual	-	£35,571	£98,342	£21,248	£46,105	TBC
FY Forecast	-	£84,231	£84,231	£84,231	£175,666	TBC
Additional Revenue	-	£58,471	£59,291	£42,398	£77,543	TBC

<b>Report Title</b>	GEL Risk Management – Risk Register		
<b>Meeting</b>	Greener Ealing Board Meeting		
<b>Date</b>	18 November 2021	<b>Agenda Number</b>	8.
<b>Type of Report</b>	For Approval		
<b>Author</b>	Katarina Pohancenikova		
<b>Background</b>	<p>The key objective of this paper is to establish and maintain a robust approach to identification and understanding of risks the company is facing. The GEL Board and senior management are committed to maintain the long-term health of the company in terms of quality-of-service provision, achievement of objectives, financial stability and management of resources. The Company aims to control and mitigate risks through the adoption of suitable system to identify, assess and manage level of risk that can be born without serious permanent damage to the Company.</p> <p>At the Board’s request this report looks in more detail at the currently identified risks and control measures in place and considers improvements taking into consideration first year of company full operations.</p> <p>The risks identified as “High” require Board <b>approval</b> for further actions and contingency plan/strategy to be implemented or indeed consideration of escalation from the Board directly to the Council as there is a risk that services may be impacted.</p> <p>The current high level or red risks include:</p> <ul style="list-style-type: none"> <li>• Agency staff usage</li> <li>• Overtime working</li> <li>• Budget misalignment</li> <li>• Rising costs of Fuel</li> <li>• Sickness absence</li> <li>• HGV Driver situation</li> </ul> <p>The Board is invited to comment on these and the current mitigations. The management team view is that the Budget mislignment, Fuel costs and Driver situation are of the highest order priority.</p>		

GEL risk appetite has been set as follows:

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

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

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

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

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

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

Risks and mitigation measures are compiled in our risk register. By setting control measures, the risks are being monitored and reported on a regular basis.

As the time progresses and the company completed its first full year of operation, the Board and management have a better view of the risks. Based on current knowledge and market situation, we would like to present to the Board this report and suggest adding new risks.

Following risks and mitigation measures were agreed at the start of the company going operational:

### **Business continuity**

#### **Increased agency staff usage beyond normal levels - HIGH**

The risk is monitored on a monthly basis by producing agency spend report by operational services and reviewing sickness absence data.

*Increase in agency cost is classified as high risk due to various internal and external elements affecting the business, mainly sickness and holiday absences. Management is concentrating on monthly absence reconciliation and reviewing services deployment.*

*The company is exploring agency market and ensuring suitable providers are on board in any event.*

### **Financial management performance**

#### **Excess use of overtime (beyond normal levels) - HIGH**

The risk is reviewed on a weekly basis by producing service trackers by reason type and hours used.

*Forecast for financial year 21/22 assumes 18% increase on overtime mainly due to HGV drivers' issues. The current overspend is covered by efficiency savings but further overtime cost increase will have a significant impact on company's financial position.*

### **Budgetary management and control**

#### **Budget misalignment - HIGH**

GEL Finance team investigate and point out on any budget misalignment between GEL activities and LBE provisions

*Budget misalignment in financial year 21/22 has been estimated at £0.723k. GEL reports any budget gaps to the Council with breakdowns of costs and efficiency implemented.*



### **Recruitment and Retention**

#### **Brexit workforce impact - LOW**

The right to work requirements for EU citizens after Brexit and confirmation of EU settlement status are reviewed on a regular basis.

*At present not a high risk as workforce is all compliant to latest regulations, may become an issue if legislation changes on existing EU workers employed by GEL.*

### **Budgetary management and control**

#### **Brexit impact on Fleet - Medium**

The risk is reviewed by monitoring the market situation, impact on supply chain and ensuring the business deals with potential issues in advance and have contingency plan in place.

*Initial issues were primarily directly linked to Brexit disruption of goods inwards due to revised customs/trade processes and checks on incoming part supplies, which now seem to have reduced, where possible GEL has arranged with subcontractors/suppliers to increase holdings on key items.*

### **Financial losses**

#### **Insurance claims - Medium**

This is a specific risk in relation to training and health and safety compliance. The company need to ensure that staff operate in such a way as to reduce the likelihood of insurance claims against GEL.

This risk also covers additional Fire and Flood risk review being included as part Zurich renewal quote.

*The work carried out as part of the BSI accreditation process and Business Refresh inductions will help support the way in which operatives work aligned to their specific training and Health and Safety Compliance.*

*We do need full sight of confirm depot lease to clarify our responsibilities and to confirm out assigned operating demise, at that point the elements outlined by the Zurich best practice in Fire and Flood document need to be reassessed.*

### **Loss or damage of assets**

#### **Wear and tear costs to fleet - Medium**

Monthly monitoring report to identify areas/vehicles, number of vehicles is prepared and presented to the senior management team. Any defects are reported by company maintenance provider - Go Plant Fleet Services (GPLFS)

We have also introduced a training and induct for drivers to reduce likelihood of irresponsible vehicle usage resulting in wear and tear. This includes ensuring only those trained to operate vehicles.

In addition to above, weekly report monitoring drivers' behaviour linked to the Telematics software is being produced.

*We have not seen any significant increase in the level of either reportable insurance or in-service damages over the last period, and the defect management and rectification process is working reasonably well with GPLFS at present.*

*There is a concern that GPLFS are having difficulty in maintaining core levels of Managerial and Engineer resource, which may have an impact as vehicle fleet enters in second full operational year.*

### **Budgetary management and control**

#### **Increased cost of fuel - HIGH**

The risk is monitored by monthly fuel spend report, reviewed by service delivery, performance/efficiency and making changes as appropriate in light of increased fuel costs.

Carbon reduction measures being undertaken, including review of operational mileage and excessive vehicle idling

*Increased cost of fuel is now seen as a **High Risk** underpinned by extremely volatile energy supply market and factors relating to both Covid 19 and Brexit, which has seen our own bulk fuel price increase 29% from contact start point in July 2020*

*The planned control measures relating to the measurement and management of fuel use are in place across the contract, and the first phase of Carbon reduction relating to vehicle excessive idling is delivering demonstratable savings, albeit relatively minor in value being achieved.*

*Ongoing in-service optimisation of core operational services is being undertaken, with an expectation of reduced fuel usage in elements of the trade and garden waste collection activities.*

*From a budget perspective our 21/22 budget price per litre is £0.930 and our latest cost per litre is £1.175 per litre giving an 26% increase in cost.*

*Our 21/22 USLD fuel budget usage per week is 15,100 litres, and our actual average weekly USLD is 13,200 litres, which equates to a projected differential of some 1,900 litres.*

*Should the cost of fuel rise by further 5% and the contingency be used there are a number of short and longer term options that will need to be reviewed and potentially implemented these being:*

- *Reduction in core service provision as presently delivered*
- *Operating at budget deficit for the provision of fuel/revised provision*
- *Significant change in collection methodology to support fewer operational vehicles being deployed*
- *Significant change in vehicle fuel technology, which may also require extensive depot infrastructure changes*

### **Budgetary management and control**

*Sickness absence resulting in various and significant operational and financial continuity issues* - **HIGH**

Monthly sickness monitoring by operational/business area and time of year is prepared and reviewed.

We also ensure that any compliance with relevant government regulations and guidance concerning COVID-19 are followed.

*Sickness absence is closely linked to some of already mentioned risks. 21/22 forecast assumes 8 days of sickness per employee for grades 1 to 4 (operatives, loaders, drivers). Any further increases in days will have an impact on company's financial results.*

### **Budgetary management and control**

*Inclement weather or other environmental/health disaster* - **LOW**

Contingency planning to mitigate the impact financially and reputationally from inclement weather affecting service delivery is in place.

*Existing climate change and long-term forecast of weather patterns does not indicate a significant additional risk to operations that is not covered off by the existing GEL BCP.*

### **Recruitment of HGV Drivers**

*Inability of agency providers and/or GEL to recruit and retain HGV Drivers - leading to service disruption* - **HIGH**

To eliminate this risk, we seek to recruit GEL Drivers directly from the open market; reduce dependency on agency for this type of employee; establish a pool of (No) HGV Drivers from: 1. External Recruitment, 2. Internal training of existing GEL staff, 3. Consider employment benefit package for HGV Drivers.

*In addition to measures being taken to directly employ/training of HGV Drivers GEL has engaged with LBE to develop training opportunities for unemployed local residents utilising section 106 funding and the HGV training mechanism in place with GEL suppliers*

*However this still remains a high risk area and similar to the risk around fuel price the following measures may need to employed:*

- *Short term reduction in core service provision as presently delivered in line with GEL BCP*
- *Operating at budget deficit for the provision of HGV drivers if we increase rates beyond market baseline to retain and attract HGV drivers*
- *Significant change in collection methodology to support fewer operational vehicles being deployed*

*The current number of HGV drivers required to deliver the full range of contract services is 54.*

- *Collections x 48 HGV*
- *Street Cleansing x 4 HGV*
- *HWRC x 2 HGV*

*GEL currently have 55 qualified HGV drivers of whom 5 are agency. There are also 4 Supervisors and 1 Manager who hold HGV licences – these are a last resort option because use of them results in a significant fall in service quality and diminished ability to manage service recovery.*

We believe that robust controls and measures are in place given the risks the company is facing. By identifying the main risks and mitigating the impact, the company is ensuring that it can carry on its operation and deliver the service it has agreed to provide with no major disruptions.

While reviewing the company risk register and going through individual risks, we have identified additional risks that might have potentially an impact on the company future financial and operational stability:

➤ **Stakeholder funding reduction**

This risk can be mitigated by establishing regular communication channels with the stakeholder. The company should also start looking at the potential investment opportunities outside of the main stakeholder requirements.

➤ **Failing to establish in new fields, areas**

The control measure to mitigate this risk is to prepare a thorough review of potential investment opportunities with implementing the worst-case scenarios outcome.

➤ **Non-compliance with H&S**

GEL has its in house H&S team that is experienced in providing guidance and advice across the business.

➤ **Risk of major service failure / reputation damage**

The risk can be mitigated by creating Contingency Plan updated on a regular basis.

➤ **Data breach / fraud**

Regular training, ensuring everyone understands importance of data protection compliance.

➤ **Number of SMT staff leaving in a short space of time**

Creating a friendly work environment where staff is recognised accordingly for their efforts and motivated to stay. Setting up an effective appraisal with personal development goals.



<b>Report Title</b>	Finance Update – November 2021		
<b>Meeting</b>	Greener Ealing Board Meeting		
<b>Date</b>	18 November 2021	<b>Agenda Number</b>	9.
<b>Type of Report</b>	To Note		
<b>Author</b>	Katarina Pohancenikova		
<b>Background</b>	<p><b>Executive Summary</b> This report notes:</p> <ol style="list-style-type: none"> <li><b>1. Month End</b> Greener Ealing draft net surplus shows a positive variance of (£285k).</li> <li><b>2. 2022/23 Budget</b> Draft GEL budget for financial year 2022/23</li> <li><b>3. Outstanding Finance Issues</b> The unresolved finance issues with the Council are: Start-up costs treatment, Financial Accounts for year ending 30<sup>th</sup> June 2020, premises lease agreement.</li> <li><b>4. Financial Accounts for year ending 31<sup>st</sup> March 2021</b> Update on the audit</li> <li><b>5. Loan Finance</b> No drawdowns up to date in financial year 2021/22.</li> <li><b>6. Bank Update</b> Company credit card spend.</li> </ol> <p><b>Recommendations:</b></p> <p>To note the overall draft financial position to 31<sup>st</sup> October 2021.</p> <p>To note the draft 2022/23 Budget</p>		

**1. Month End**

	October YTD			Full Year		
	Actual	Budget	Variance	Forecast	Budget	Variance
Net Service Income	(13,024)	(12,765)	(259)	(22,320)	(21,773)	(547)
Other income	(289)	(167)	(122)	(511)	(287)	(225)
Turnover	(13,314)	(12,932)	(381)	(22,831)	(22,059)	(772)
Staffing costs	7,100	7,351	(251)	12,625	12,471	154
Agency Costs	1,408	959	449	2,068	1,437	631
Other staffing costs	141	141	0	245	242	3
Total staffing costs	8,649	8,451	198	14,938	14,150	788
Other Direct Costs	512	374	138	682	547	135
Depreciation & Amortisation	119	139	(20)	206	238	(32)
Vehicle Costs	2,573	2,734	(162)	4,531	4,684	(153)
Plant Costs	248	234	14	433	403	30
Property Costs	684	688	(4)	1,272	1,187	84
Communications	4	-	4	5	-	5
ICT Costs	164	110	54	288	188	100
Service Recharges	28	129	(101)	60	224	(164)
Professional Fees	293	196	97	532	324	208
Operating costs	4,624	4,605	19	8,010	7,797	213
<b>OPERATING DEFICIT/(SURPLUS)</b>	<b>(41)</b>	<b>123</b>	<b>(164)</b>	<b>117</b>	<b>(112)</b>	<b>229</b>
Net funding costs	1	122	(121)	39	197	(158)
<b>NET DEFICIT/(SURPLUS) BEFORE TAX</b>	<b>(40)</b>	<b>245</b>	<b>(285)</b>	<b>156</b>	<b>84</b>	<b>72</b>

The overall draft financial position to 31<sup>st</sup> October 2021 is a surplus of (£40k) against a budgeted loss of £245k. Key variances relate to:

- Turnover favourable variance of (£381k) as a result of non-contractual work provided: (£111k) Grounds maintenance including Gunnersbury Park contract; (£79k) pass through costs – rechargeable bins/bags; (£24k) Weighbridge replacement; (£46k) Leafing; (£58k) Waste, (£30k) streets cleansing; (£15k) salary recharge; (£11) additional rental recharge; (£7k) Kickstart funding;
- Staffing costs adverse variance of £198k due to (£97k) staff costs; (£17k) life insurance; (£7k) Apprenticeship; £27k PPE; £56k pension costs; £59k subcontractor costs; £177k relating to additional works offset in revenue
- Operating costs adverse variance of (£19k)
  - (£148k) Vehicle and plant saving on insurance; fuel; repairs & maintenance and hire costs
  - (£101k) Service recharges & business rates not required
  - (£20k) Depreciation & Amortisation year-end adjustments
  - (£4k) Property Costs savings
  - £58k ICT and Communications due to additional H&S software reporting requirements and licences; in cab device repairs
  - £97k Professional fees include additional consultancy fees; publications; subscription offset by savings on training
  - £138k Other Direct Costs for grounds subcontractors; streets survey; rechargeable bags, bins and weighbridge repairs
- Funding costs positive variance of (£121k) as a result of no loan being drawn down in 2021-22 financial year

The full year forecast has been updated and currently showing a loss of £156k against originally budgeted loss of £84k. The forecast reflects the current financial challenges and relating cost pressures that were not included in budget provision such as shortage of HGV drivers; increase in fuel/diesel price and currently known recharges from the parent company. GEL management is introducing further cost controls from December 2021 that should be reflected in the future months financial results and will be presented to the Board in the next meeting.

## 2. 2022/23 Budget

GEL management has undertaken a full review of the company's costs for the next financial year and would like to present the first draft as set out in the table below:

2022-23 Budget	
Net Service Income	(22,203)
Other income	(410)
Turnover	(22,613)
Staffing costs	13,551
Agency Costs	1,507
Other staffing costs	254
Total staffing costs	15,312
Other Direct Costs	460
Depreciation & Amortisation	208
Vehicle Costs	4,834
Plant Costs	471
Property Costs	1,313
Communications	4
ICT Costs	281
Service Recharges	72
Professional Fees	360
Operating costs	8,002
<b>OPERATING DEFICIT/(SURPLUS)</b>	<b>700</b>
Net funding costs	54
<b>NET DEFICIT/(SURPLUS) BEFORE TAX</b>	<b>754</b>

Since beginning of this financial year, GEL has been facing numerous financial pressures that will continue to the future years. The company 2022/23 budget is based on the following assumptions:

- 2.5% inflation
- HGV driver supplement
- ERNI increase by 1.25%
- Fuel price increase by 10%
- Insurance increase by 10%
- HWRC core income reduction £100k

There are numerous cost areas where we have taken a prudent approach assuming the costs will be fully absorbed by GEL till we await Council's confirmation.

### **3. Outstanding issues**

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

- Start-up costs treatment
  - Revenue start-up costs – provisional agreement between GEL and the Council to absorb the revenue start-up costs by the Council based on legal advice obtained by GEL. Council is seeking a separate advice from their legal team to ensure state aid rules were followed.
  - Capital start-up costs – submitted capital spend of £930k being reviewed by the Council. The Council has decided to charge capital start-up costs and transfer title to GEL with GEL using fixed capital loan facility to finance these costs.
  - Stock start-up costs - submitted PPE spend of £161k with GEL using working capital loan facility to finance the costs.
  
- Company financial results for year ending 30<sup>th</sup> June 2020

The delay in finalising GEL 19/20 accounts was due to the treatment of £736k start-up costs which were approved by the Council to be treated as revenue costs. Deloitte concluded that majority of the costs appear to be in a relation to the company set up costs or non-contract specific costs that are not revenue in nature and wishes to treat the costs as capital equity. There was a risk that the proposed treatment could result in a breach of state aid rules.

GEL has been liaising with the company external legal advisors – Anthony Collins to advise on the state aid issue and they confirmed that the start-up costs fall foul of the state aid regime. Based on the legal advice, we have now agreed that revenue start-up costs up to the amount of £705k will be absorbed by the Council.

The Council has decided to take a separate legal advice from their legal advisors and waiting for their response.

We are also waiting for PwC, GEL tax advisors to submit 2019/20 Corporation tax return
  
- The rent and service charges for 2021/22 have been estimated at £1.2m with no further progress on finalising the lease agreement.

### **4. Financial Accounts for financial year ending 31<sup>st</sup> March 2021**

GEL audit for financial year ending 31<sup>st</sup> March 2021 is underway with GEL AGM scheduled on 16<sup>th</sup> December 2021. The auditors mentioned numerous times that they are experiencing a nationwide shortage of people but no further details were disclosed. We understand that 2019/20 accounts will need to be signed first before we can proceed with signing 2020/21 accounts.

We will update the Board closer to the date on any issues.

### **5. Loan Finance**

GEL current cash position is stable, and we have not drawn down on any of the loan facilities.

## 6. Bank Update

GEL Company credit card spend for August to October 2021:

<b>Expense Type</b>	<b>£</b>	<b>Comments</b>
DVLA Vehicle tax	7,060	Annual vehicle tax
Other Expense	1,041	Stationery, postage, vouchers
Tools	777	Tools & materials
Community contribution	749	Food bank, books for schools
PCN Fines	620	Penalty charge notice
GM Fuel	319	Fuel for plants
Training	299	Management training
Transport for London	90	Oyster card top up
	<b>10,955</b>	

<b>Report Title</b>	Corporate Social Responsibility Statement 2021		
<b>Meeting</b>	Greener Ealing Board Meeting		
<b>Date</b>	18 November 2021	<b>Agenda Number</b>	10.
<b>Type of Report</b>	For Approval		
<b>Author</b>	<b>Jo Steel</b> can be contacted on <a href="mailto:jo@bhcsecretaries.co.uk">jo@bhcsecretaries.co.uk</a>		
<b>Background</b>	<i>To approve the Corporate Social Responsibility Statement 2021</i>		

### Introduction

In August 2020, GEL approved its first Corporate Social Responsibility Statement. As the company had only just begun trading, the statement was an ‘aspirational’ one, generally advising on the actions that GEL would like to take.

The statement has now been updated to include actions that have been taken as well as the general aspirations of the business in terms of social responsibility. The statement will be updated annually to include actions and results in the preceding year.

The statement is a chance to ‘show off’ the various actions taken by the company to support the local community, reduce its negative environmental impact, and support its people. To that end, the statement can be used as a PR piece as well as be referred to in the company’s annual accounts, if desired.

The changes have been highlighted on the statement, and the Board is asked to approve the 2021 statement.

# CORPORATE SOCIAL RESPONSIBILITY STATEMENT 2021

---

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. Greener Ealing Limited (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.

## CSR AT GEL

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 are therefore committed to making an annual Corporate Social Responsibility Statement which details the steps we have taken and plan to take, to positively enhance all areas of our business.

We have adopted and commit to the principles and practices set out below.

## 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. We do this by advertising in local publications, and where we use external agencies, we ask them to seek local candidates where possible.

We offer apprenticeships to 16-24 year olds to help deliver our services, via the Government's Kickstart scheme which helps employers like GEL, by providing funding for them to create job placements for 16 to 24 year olds, who are at risk of long term unemployment. During 2020/21 we have hired four individuals through this scheme.

## 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.

## 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.

We will make every effort to support the local Ealing economy using where possible local suppliers to support our Business.

## HEALTH AND SAFETY

We have adopted 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.

## 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.

During 2021, we have worked to achieve a significant reduction in our CO2 emissions through a targeted programme, working with drivers, to reduce vehicle idling time as well as improving driver performance in regard to braking, acceleration, cornering, and speed, all of which help improve vehicle efficiency and reduce emissions.

GEL is currently working towards ISO 14001, which maps out a framework for GEL to follow an effective environmental management system. Attaining such standard will help ensure that our environmental impact is being effectively measured and improved. Stage One Inspection has been successfully completed and environmental targets will be agreed as part of the Stage two Inspection between January and March 2022.

---

Revision	Date	Amendment	Content owner	Mandated by
First issue	August 2020		Jo Steel	Kevin O'Leary

---

## COMMUNITY

We are committed to identifying and **pursuing** 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 invite employees (or groups of employees) to identify areas where GEL could make a demonstrable contribution to supporting the communities in which we work. **We will also consider requests for involvement brought to us from customers and local residents.** Examples may include helping out at youth or community centres, or painting / updating local 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.

**Our criteria for supporting community requests are:**

- **Generally, initiatives should have a significant and positive impact both on the business itself and the communities in which GEL operates;**
- **The organisation/project should be based in the local area – within the confines of the London Borough of Ealing;**
- **The organisation/project should be for the “public good”, with either a clear benefit to the local community or a clear “green/environmental” focus;**
- **It should offer us the opportunity to promote GEL positively, as an integral partner to the local community.**

The following represent a snapshot of Community initiatives undertaken by GEL during 2020 and 2021:

- **Trees for Cities: in December 2020, a team carried out a tree planting programme on one of the Borough’s biggest housing sites at Northolt Park housing (Race Course).**
- **Springhallows College: In June 2021, our team gave a makeover to a piece of overgrown land transforming it into a glorious garden area for staff and students.**
- **Mindfood: In July 2021, our team provided new wood-chipping paths at Clevely Crescent allotments, to assist this small, local charity which helps support those suffering from mental health difficulties by teaching food-growing and sharing tips and techniques to improve wellbeing.**

## COMMITMENT

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

Revision	Date	Amendment	Content owner	Mandated by
First issue	August 2020		Jo Steel	Kevin O’Leary

## Greener Ealing Ltd - Board Forward Plan 2021

Date of Meeting	Standing Items	Governance	Strategic	Finance	Performance Management/ Operations/Specific Project Updates	
<b>3 Feb 2022</b>	<ul style="list-style-type: none"> <li>• Apologies</li> <li>• Declarations of Interest</li> <li>• Minutes of Meeting</li> <li>• Matters Arising                             <ul style="list-style-type: none"> <li>- Circular Resolutions</li> </ul> </li> <li>• HR Update</li> <li>• MD Report</li> <li>• Performance Report                             <ul style="list-style-type: none"> <li>- H&amp;S Update - incidents / accidents</li> <li>- Operations Update</li> <li>- Transport Update</li> </ul> </li> <li>• Risk Management                             <ul style="list-style-type: none"> <li>- Risk Register</li> </ul> </li> <li>• Forward Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Whistleblowing report (policy approved 17/12/20)</li> <li>• Draft 2022/23 Business Plan and Budget</li> <li>• Contract Procedure Rules</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Finance Update</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	
<b>7 Apr 2022</b>	<ul style="list-style-type: none"> <li>• Apologies</li> <li>• Declarations of Interest</li> <li>• Minutes of Meeting</li> <li>• Matters Arising                             <ul style="list-style-type: none"> <li>- Circular Resolutions</li> </ul> </li> <li>• HR Update</li> <li>• MD Report</li> <li>• Performance Report                             <ul style="list-style-type: none"> <li>- H&amp;S Update - incidents / accidents</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Anti-Bribery Gift and Hospitality Policy (<i>approved Feb 2021</i>)</li> <li>• Risk Management (<i>approved Feb 2021</i>)</li> <li>• Freedom of Information Policy (<i>approved Feb 2021</i>)</li> <li>• Equality and Diversity Policy review (<i>final</i>)</li> </ul>			<ul style="list-style-type: none"> <li>• Finance Update</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

## Greener Ealing Ltd - Board Forward Plan 2021

Date of Meeting	Standing Items	Governance	Strategic	Finance	Performance Management/ Operations/Specific Project Updates
	<ul style="list-style-type: none"> <li>- Operations Update</li> <li>- Transport Update</li> <li>• Risk Management                             <ul style="list-style-type: none"> <li>- Risk Register</li> </ul> </li> <li>• Forward Plan</li> </ul>	<p><i>objectives approved Feb 2021)</i></p> <ul style="list-style-type: none"> <li>• Final 2022/23 Business Plan and Budget</li> </ul>			
<b>Jun 2022</b>	<ul style="list-style-type: none"> <li>• Apologies</li> <li>• Declarations of Interest</li> <li>• Minutes of Meeting</li> <li>• Matters Arising                             <ul style="list-style-type: none"> <li>- Circular Resolutions</li> </ul> </li> <li>• HR Update</li> <li>• MD Report</li> <li>• Performance Report                             <ul style="list-style-type: none"> <li>- H&amp;S Update - incidents / accidents</li> <li>- Operations Update</li> <li>- Transport Update</li> </ul> </li> <li>• Risk Management                             <ul style="list-style-type: none"> <li>- Risk Register</li> </ul> </li> <li>• Forward Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Anti- Fraud Policy (<i>approved April 2021</i>)</li> <li>• Health and Safety (update approved April 21)</li> <li>• Data Protection Policy and Handbook (updated and recirculated April 2021)</li> <li>• Environmental Policy (approved April 2021)</li> <li>• Quality Policy (approved April 2021)</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Finance Update</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

## Greener Ealing Ltd - Board Forward Plan 2021

Date of Meeting	Standing Items	Governance	Strategic	Finance	Performance Management/ Operations/Specific Project Updates
<b>Aug/Sept 2022</b>	<ul style="list-style-type: none"> <li>• Apologies</li> <li>• Declarations of Interest</li> <li>• Minutes of Meeting</li> <li>• Matters Arising                             <ul style="list-style-type: none"> <li>- Circular Resolutions</li> </ul> </li> <li>• HR Update</li> <li>• MD Report</li> <li>• Performance Report                             <ul style="list-style-type: none"> <li>- H&amp;S Update - incidents / accidents</li> <li>- Operations Update</li> <li>- Transport Update</li> </ul> </li> <li>• Risk Management                             <ul style="list-style-type: none"> <li>- Risk Register</li> </ul> </li> <li>• Forward Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme of Delegation (update approved 01/07/2021)</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Finance Update</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>