



GREENER EALING LIMITED

MEETING OF THE BOARD OF DIRECTORS

WILL BE HELD AT 13:00 ON THURSDAY 3rd FEBRUARY 2022, 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 18 th November 2021	MB	Approval	(3)
4.	Matters Arising			
4.1	Action Log	MB	Information	(4.1)
Governance				
5.	HR Update	BG	Information	
	• Children and Vulnerable Adults Provisions	BG	Approval	(5a)
	• Cycle to work scheme	BG	Approval	(5b)
6.	Corporate Governance			
	• Whistleblowing Policy	KOL/LP	Approval	(6)
Strategy, Project & Operations				
7.	MD Report	KOL	Information	(7)
8.	Greener Ealing Carbon Reduction Plan	MA	Approval	(8)
9.	Review of progress against 2021/2022 Business Plan	KOL	Information/ Comment	(9)
10.	Business Plan and Budget 2022/23	KOL	Information/ Comment	(10)



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|--------------------|--|--------|-------------|------|
| 11. | Consolidated Performance Report including HSEQ and Transport | KOL | Information | (11) |
| 12. | Risk Management Report | KP | Information | (12) |
| 13. | Finance Update | KP | Information | (13) |
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| Board Forward Plan | | | | |
| 14. | Board Forward Plan | KOL/JS | Approval | (14) |
| 15. | Any Other Business | MB | Information | |
| 16. | Date of next meeting: 7 April 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
	Earl McKenzie	EM	Assistant Director Street Scene
	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 18th NOVEMBER 2021 BY MS TEAMS**

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

1. Apologies for Absence

1.1 MB welcomed those present and advised that apologies had been received from Kieran Read.

2. Declarations of Interest

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

3. Minutes of the last meeting – 16th September 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. HR Update

5.1 Staff Survey

5.1.1 The Board noted the summary results from the second staff survey circulated with the Board pack prior to the meeting. It noted the following outcomes:

- An increase of 8% in the response rate for 2020;
- 70% of respondents agreed strongly or partly that the work allocated to them was reasonable (down from 80% in 2020);
- 79% were happy with the hours they worked (down from 86% in 2020).
- 62% felt valued in their role (down from 69% in 2020).
- 66% felt proud to work for GEL and 63% would recommend it as a good place to work.

5.1.2 Despite some reduction in ratings, the team were pleased with the overall high scores, especially after what had been a very challenging year.

It was encouraging that staff had noted that pay, quality of equipment and morale were the three most improved things under GEL notwithstanding that there would always be room for improvement.

5.1.3 The survey showed increased levels of stress or anxiety, which was unsurprising given the challenging year where the pandemic and driver shortages had all played a part. As a result of this particular result, BG and his team had met with the Council's Occupational Health Team and it had been agreed to refresh the internal communications on the Employee Assistance Programme, to ensure that staff were aware of this support. It had also been made clear that the HR team were available to offer support to all employees experiencing work related stress and anxiety.

5.1.4 Overall, BG had been happy with the feedback with the results enabling GEL to prioritise areas for improvement over the coming year.

5.1.5 AR asked whether there were particular teams or work areas that had suffered the increased stress and anxiety or whether it had increased across the board. BG advised he would analyse this part of the data and report back.

BG

5.1.6 MB commented that although there was some disappointment in the score reductions, the results were positive overall. He asked whether the survey allowed for individual comments. BG advised that some comments had been received and he would work through these, as he had last year, and report back to the Board any key observations or patterns identified.

BG

5.2 Working ex-offenders reintegration project

5.2.1 Jamie provided an overview of the proposal and highlighted the following:

- The project would involve working with Novus Charity Creating Foundations for Change by offering meaningful employment to ex-offenders within Ealing.
- One of the charity's objects was to try to reduce the high rates of reoffending, by supporting ex-offenders to find meaningful employment. Presently, only 17% find employment within one year of release.
- The proposed project would provide an opportunity for GEL to make a positive change and potentially enable a positive ripple effect by offering structured opportunities to carefully selected ex-offenders.
- The project would sit well within GEL's values and ethos.
- Offering employment and apprenticeships opportunities through the pilot programme could also help GEL with current labour shortages.

5.2.2 How the pilot would work:

- Novus would identify candidates according to criteria stipulated by GEL. For risk purposes, all those with sexual offence convictions would be excluded from the candidate pool. There would also be an effective interview process in place.
- Fixed term contracts of three months would be awarded to successful candidates, to ensure that the placement was the right fit for all parties.
- On successful completion of the fixed term, permanent contracts could be awarded.

- Cost of the programme would be covered by existing approved budgets and opportunities for possible government support funding were also being investigated.

5.2.3 Following the presentation, the Board was asked to approve the pilot scheme, with the intention for JH to present to the Board in six months' time to provide an update on progress.

5.2.4 The Board discussed the programme and made the following comments and observations:

- The Board agreed that this was a very interesting initiative that would sit well within the company's values.
- Resourcing – the Board commented that the individuals placed under the programme would likely require significant support and asked how this would be managed and whether there was sufficient resource available to ensure its success.
- JH confirmed that mentoring and buddying would be provided, with JH himself mentoring the first group of candidates. He was confident that this could be managed within existing time and cost constraints.
- LT asked whether the programme could prioritise opportunities for local residents. JH confirmed that this had been included within the criteria, setting a preference for local residents as this often helped with reliability. Although candidates from outside the borough would not be excluded, Novus had been asked to prioritise anyone who was from or living in LBE.
- LT further commented that the Council's Employment and Skills service may be able to support with sign posting to available grants and sources of income for the programme. JH agreed to speak with them.
- EM reiterated that it was a fantastic initiative but the key to success would be ensuring sufficient support for the candidates. He asked whether the structure and management of the programme had been developed. JH advised that the framework for supporting the individuals had not been put in place but was in progress. He reiterated how important it was to ensure that the support was in place both short and long term in order for it to be successful.
- JS suggested that JH speak with Novus about whether they could provide any management materials, documents or resources to help with support once candidates had been placed.
- JH confirmed that initially he hoped to place five candidates; three in waste management and two in street cleansing, ensuring that these vacancies were within budget. MB cautioned against starting with five, as from experience, the support required was often underestimated. It was agreed, therefore, to start with three candidates.

JH

5.2.5 The Board **approved** the pilot programme. KOL thanked JH for all his hard work on the initiative, which had initially been considered in response to the HGV driver shortage. The Board would look forward to an update in due course.

Strategy, Project and Operations

6. Managing Director's report

6.1 Progress remained slow in some outstanding management matters such as the ongoing Council review into GEL's first year. Dialogue was ongoing but there had yet to be meaningful discussion around numbers. It was hoped that meetings would be set up with Council colleagues in the coming weeks.

6.2 Services Agreement Review

Reasonable progress had been made with positive meetings held regarding the Household Waste Recycling Centre service specification and the Street Cleansing Service specification. Meetings were scheduled for Street Cleansing (part two), Waste Collections with Grounds Maintenance and Housing. Important commercial matters regarding annual price uplift and the budget setting had not yet been discussed.

6.3 HGV driver shortage

There had been a slight abatement in shortage with two new recruits, but it remained a significant challenge to the business. Following agreement from the Council to fund the hourly uplift (which would be paid in arrears in April 2022), it was hoped this would assist with retention of current drivers.

6.4 Elderly and Disabled Persons Gardening Contract

It was looking likely that this small out of scope contract would be awarded to GEL by the Council's Housing Department.

6.5 Council's Companies Board (CoCo)

KOL had recently attended and presented ideas to the CoCo for considering GEL 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 growth aspirations. The presentation was received positively and KOL had since had a positive meeting with the Director of Finance and the Head of Procurement to explore the idea more fully and hopefully move the matter forward.

6.6 The Board had questions and noted the report.

7. Consolidated Performance Report – including HSEQ and Transport

7.1 KOL highlighted the following:

- Good overall progress on performance.
- **Collections** - performance was particularly encouraging given the well documented driver shortages.
- **Street cleansing** – reasonable overall with increased positive performance in October, although there had been a reduction in the number of inspections due to client-side pressures. GEL would be assisting the Council will inspections going forward.
- **Grounds Maintenance and Parks** – scores had improved but further work was required to bring them up to higher levels and meetings had been undertaken with client-side colleagues. The Parks Quality Indicator was new and would be subject to an urgent review over the winter period. It was recognised that there was a need for the KPI to reflect the general public and officer perception of Ealing's Parks, which was more positive than the current scores indicated. KOL acknowledged that for the first 15 months of the contract, the priority had been to improve performance of waste collections, and following much improvement in this area,

there would be greater focus on Grounds Maintenance and cemeteries going forward.

- **Complaints** - had been impressively low for the month of October, reflecting the improvement to service standards.

7.2 The dashboard circulated in the Board pack contained some additional suggested performance indicators where there had been gaps until now and asked the Board to approve these.

The only gap remaining was a CO2 target for reduction. GEL was currently working to achieve ISO 14001 (Environmental Management standard) with the second stage inspection due between Jan-March 2022. It was hoped that a meaningful target could be approved at that time.

The Board **approved** the suggested performance indicators.

7.3 The Board discussed the performance dashboard and made the following comments and observations:

- EM asked whether a CO2 baseline could be provided taking account of where Amey had been at the close of their contract and the improvements made by GEL to date, as there had been considerable improvements in terms of reduced idling time etc. KOL advised that it should be possible to work out an approximate baseline and would ask Mick Aherne to provide using the vehicle types and mileage to provide an indicative figure.
- EM commented that in terms of general performance the Council was very pleased with GEL's performance in an extremely challenging operational environment. The Council was very happy with how the service was being delivered and had been impressed with GEL's reliability, responsiveness to failures, openness and transparency.
- AR added that from a Contact Centre standpoint, there had been a massive drop in contacts from the customers on waste management in particular, reflecting a much improved service. Some days there had been less than 200 calls per day which was unheard of.

KOL/MA

7.4 The Board **noted** the report and thanked KOL and the team for their continued hard work.

8. Risk Management

8.1 The Board reviewed the new style Risk Register and Report. KP advised that the risk level had changed for some of the risks. The Board noted the following high-level (red) risks:

1. Agency staff usage
2. Overtime working
3. Sickness absence
4. Budget misalignment
5. Rising costs of Fuel
6. HGV Driver situation

Risks 4, 5, and 6, were discussed in detail:

8.2 Budget misalignment

- Budget misalignment in financial year 2021/22 had been estimated at £723k with a concern that this could rise to £1.5m in 2022/23. GEL continued to seek and discuss operational efficiencies with Council colleagues, but it was obvious that efficiencies alone would not be able to sufficiently reduce the gap.
- The only solutions therefore were an increased level of funding or a reduction in service going forward, which would need to be decided by the Council.
- MB advised that either way, a decision was needed urgently as with just four months left to the beginning of the next financial year, the budget and/or a reduction in service would take time to effectively plan. MB asked LT as Shareholder Representative for her comments.
- LT acknowledged that there had been a significant misalignment between the funding provided and the business plan proposed by GEL. EM was continuing to look at efficiencies and once that task was completed, LT would meet with Ross Brown (RB) to look at solutions. This would depend on how much of the gap remained following the efficiencies review. Decisions on increased funding or reduction to services would possibly require Council Member decision, timing for which would need to be factored in.
- There was also the option of exploring further funding and income opportunities through the CoCo Board.
- EM added that he hoped to complete the efficiencies review by 26th November, after which discussions would be arranged with LT and RB. It was acknowledged that a way forward needed to be agreed in the next few weeks to ensure enough time before the year end.

8.3 Increased Fuel Costs

- GEL's bulk fuel price had increased by 29% since the start of the contract in July 2020.
- From a budget perspective the 21/22 budget price per litre was £0.930 and the latest cost per litre was £1.175 per litre giving an 26% increase in cost.
- The 21/22 USLD fuel budget usage per week was 15,100 litres, and the actual average weekly USLD is 13,200 litres, which equated to a projected differential of some 1,900 litres.

Actions taken so far:

- Carbon reduction relating to vehicle excessive idling was delivering demonstratable savings, albeit relatively minor in value being achieved.
- Ongoing in-service optimisation of core operational services was being undertaken, with an expectation of reduced fuel usage in elements of the trade and garden waste collection activities.

8.3.1 The Board was asked to consider the strategy should the cost of fuel continue to increase, and the current contingency be used. Longer term options to be considered included the reduction in core service provision, operating at budget deficit for the provision of fuel/revised provision, significant change in collection methodology to support fewer operational vehicles or significant change in vehicle fuel technology, which could also require extensive depot infrastructure changes.

8.3.2 MB commented that externally, the main option was to enter a hedging arrangement on fuel price, but this was unlikely to be a viable option for GEL as in general, such an arrangement would lock GEL into a higher fuel price. Options were therefore extremely limited and would have to be managed through the budget process.

8.3.3 KOL advised that there was a possibility to manage the increase through the pricing mechanism in the service agreement which allowed for increases over a certain level to be absorbed by the Council through its own contingency budget. EM added that this had been highlighted as an emerging pressure within the ongoing contract review along with driver shortage and other inflationary pressures and would therefore be factored into the funding-gap discussions.

8.4 Shortage of HGV Drivers

- Actions taken to date to reduce the risk included: open market recruitment, internal training of existing staff, introduction of benefit package.
- It was acknowledged that the ongoing risk would be discussed in the same way as the increased fuel risk – that it would need to be addressed within the increased funding/reduced service options facing the Council.

8.5 The Board **approved** the risk register and was happy that the new style report focussed on the key risks and further improved effective discussion.

9. Finance – update

9.1 KP highlighted the following:

Current position and forecast

- At 31 October the draft net surplus showed a surplus against budgeted loss of £285k. The positive variance included additional revenue from contracts on grounds maintenance, street cleaning and kickstart funding.
- There had been a significant saving on budgeted interest payments as there had been non draw downs on loans in the in first seven months.
- Additional staffing, pension and subcontract costs were offset in revenue.
- Full year forecast had been updated to forecast the projected loss due to current cost pressures not originally known (increased fuel price, driver shortage etc)
- The next forecast to 31 December 2021 would reflect the increased control on cost spending and would be reported at the next meeting.

9.2 Draft budget 2022/23

- A prudent approach had been taken on costs and assumed that increased costs would be fully absorbed by GEL until confirmed by the Council. Increased costs included inflation at 2.5%, increased national insurance contributions, fuel and insurance price increases etc.

9.3 2019/20 Accounts

- The Council was seeking separate legal advice to check treatment of original revenue start-up costs to ensure no breach of State Aid rules.
- Provisional capital and stock start-up costs had been agreed along with the proposed treatment of such i.e. Council would invoice GEL, which would then draw down on the approved loan in order to pay the invoice.
- It was anticipated that the 2019/20 would be ready to approve and sign next week. The Board **delegated** the approval and signature of the 2019/20 accounts to MB.

9.4 Premises Lease

- The lease had still not been signed and remained under licence to occupy. The rent and service charges had been estimated at £1.2m
- AR commented that this had been going on for a long time and it was disappointing that no further progress had been made.
- KOL that the issues seemed to be around the complicated set of activities onsite, and that he had been advised three weeks prior that the lease was nearly ready but was not yet forthcoming. It had been a frustrating matter and any assistance from council colleagues to progress it would be appreciated.

9.5 2020/21 Accounts

- Audit was underway within initial testing completed and first draft submitted to auditors. GEL had been advised that there was a national shortage of auditors but had been assured that the accounts would be ready on time.
- Accounts needed to be filed by 31 December to ensure avoidance of another set being overdue. The proposed AGM date of 16th December would remain.

9.6

- **Credit card limit** – following the temporary increase in limit to £30k to pay for vehicle tax liabilities, this had been reduced back to £5k with direct debit arrangements set up for future vehicle tax liabilities.
- **Acton HWRC site closure** –EM was concerned about the suggestion of financial losses for GEL, given the reasons for closing the site. He did not think there should be any negative impact and would get some more background before picking up with KP outside of the meeting.

10. CSR Statement 2021

10.1 The Board reviewed the suggested Corporate Social Responsibility Statement for 2021 noting the actions taken and aspirations.

The Board **approved** the CSR Statement.

11. Board Forward Plan

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

12. Any Other Business

12.1 There was no other business.

13. Date of next meeting: 3 February 2022

13.1 MB thanked those present and closed the meeting at 14:00.

Signed

Chair of the Board

Date

GREENER EALING LTD - ACTION LIST – 3 February 2021

Minute Ref	Action items arising from minutes	Officer	Due By	Comments	Status
Actions arising from 17th December 2020					
8.3.5	Finance update – To circulate the draft financial statement when available at the end of January 2021.	KP		19/20 GEL Accounts signed and filed in December 2021	CLOSED
Actions arising from 16th September 2021					
15.1	AGM – To prepare for an AGM at some point in December, to ensure the accounts were filed on time.	BHCS	Dec 2021	AGM scheduled 1st March 2022	OPEN
Actions arising from 18th November 2021					
5.1.5	Staff Survey – To analyse the data to determine if there were particular teams or work areas that had suffered the increased stress and anxiety or whether it had increased across the board.	BG		The reports of stress seem to be consistent across the company, with at least 42% in all areas. The EAP profile will be raised, and other mechanisms of support will be considered.	CLOSED
5.1.6	Staff Survey – To work through individual comments and report back to the Board any key observations or patterns identified.	BG		Most of the comments relate to pay or driver pay, plus PPE, amenities and comms (make it easier to ask a question). We have Blink and “ask Kevin”, amongst other methods. We are looking again at amenities.	CLOSED
5.2.4	Working ex-offenders reintegration project – To speak with the Council’s Employment and Skills service regarding support with sign posting to available grants and sources of income for the programme.	KOL/JH		BG to follow up with the LBE training team and support Jamie with funding question. Will report back to the board in 6 months.	CLOSED
7.3	Consolidated Performance Report – including HSEQ and Transport – To determine an approximate CO2 baseline, using the vehicle types and mileage to provide an indicative figure.	KOL/MA		Included within the carbon reduction plan at agenda item 8.	CLOSED

(KO) Kevin O'Leary

(MB) Mike Boulton

(AR) Alison Reynolds

(KR) Kieran Reid

(MA) Mick Aherne

(HH) Helen Harris

(KP) Katarina Pohancenikova

(BHCS) Jo Steel / Lizzie Purewal

(WG) Bill Gilmour

(JH) Jamie Hope

Report Title	GEL – Children and Vulnerable Adults Provisions		
Meeting	Greener Ealing Board Meeting		
Date	3 February 2022	Agenda Number	5a.
Type of Report	For Approval		
Author	Bill Gilmour can be contacted on gilmourw@greenerrealting.co.uk		
Background	<p>To discuss and approve the Children and Vulnerable Adults Provisions, which have been drafted to clarify the measures that we will take to ensure the safety and wellbeing of children and vulnerable adults, particularly in parks and school grounds,</p> <p>We acknowledge that primary responsibility for these matters are the preserve of specialist teams within the Council(s). Our intention is to take what practical steps we can, to define our expectations of our front-line staff, whilst working closely, where required, with specialist colleagues.</p>		

Background

We acknowledge that the front-line nature of our services means our employees will frequently be required to interact directly with service users and may – particularly in parks and school grounds - encounter children and vulnerable adults.

This matter was highlighted during our recent tender process for additional works (Gunnersbury Park) during which the client requested details to be provided on how we will deal with such interactions. Having considered the matter carefully, we have drafted the Children and Vulnerable Adults Provisions, to clarify the measures that we will take to ensure the safety and wellbeing of children and vulnerable adults, particularly in parks and school grounds,

We will work closely with colleagues in both London Boroughs of Ealing and Hounslow, and refer any matters of concern - involving for example, homeless or vulnerable adults or children our staff encounter in the parks – on to them.

GEL's front-line staff will be asked to report any concerns through line-managers in the first instance.

Conclusion

The Board is invited to approve the Children and Vulnerable Adults Provisions.

CHILDREN AND VULNERABLE ADULTS PROVISIONS

1. Introduction

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.

We acknowledge that the front-line nature of our services means our employees will frequently be required to interact directly with service users and may – particularly in parks and school grounds - encounter children and vulnerable adults. With this in mind, we believe it is important that all our Grounds Maintenance staff have been subject to background checks to demonstrate their suitability for the role(s).

During our recent tender process for additional works, the client requested details to be provided on how we will deal with such interactions. We believe that given our general level of skills, expertise and in acknowledging the specialist nature of this work that we are best placed as a means of providing information and/or making contact with the respective agencies in the local authorities concerned. We will work closely with colleagues in the London Borough of Ealing and if successful with our interest in Gunnersbury Park with the London Borough of Hounslow. Any matters of concern - involving for example, homeless or vulnerable adults or children our staff encounter in the parks will be referred to their specialist teams. We will ensure our frontline teams are made aware of this obligation.

GEL's front-line staff will be asked to report any concerns through line-managers in the first instance.

2. Recruitment Process

To ensure that we attract candidates who will represent the Company positively and recognising the specific nature of our front-line services, we will require all applicants for work in our Grounds Maintenance department to undergo a background disclosure check, under the Disclosure and Barring Service (DBS).

If a background check reveals that an applicant is not suitable, the offer of employment will be withdrawn by the Company and the applicant will not be employed.

Existing employees may also be required to provide a satisfactory disclosure check. If they are unable to provide a satisfactory disclosure check, or refuse to undertake a disclosure check, the Company will consider the options for redeployment into any available job roles that do not require a DBS check.

3. Disciplinary Action

GEL expects that all employees will be of good character and represent a positive image of the Company at all times.

If any allegations are made concerning any GEL employee, the matter will be investigated in line with the Company's Disciplinary procedure. Abuse of service users is regarded by the Company as an act of gross misconduct which may result in summary dismissal.

4. Further Information

Anyone requiring further information on the above should contact GEL's HR Department in the first instance: Bill Gilmour, Head of HR and Comms, on Gilmourw@greenerealing.co.uk or Jyoti Sharma, HR Adviser, on Sharmaj@greenerealing.co.uk

Report Title	GEL – Cycle to work scheme		
Meeting	Greener Ealing Board Meeting		
Date	3 February 2022	Agenda Number	5b.
Type of Report	For Approval		
Author	Bill Gilmour can be contacted on gilmourw@greenerailing.co.uk		
Background	<p>To discuss and approve the adoption of a cycle to work scheme through CycleScheme.</p> <p>This is widely used employee benefit and will allow GEL employees to purchase bicycles and cycling accessories through a tax break over a 12 month period.</p> <p>Such schemes are good for health and wellbeing and In line with the Green agenda of the Council.</p>		

Background

During the past year, HR has been contacted by operatives seeking information on employee benefits, one of which being a cycle to work scheme.

Cycle to work schemes are common in many organisations as they enable employees to obtain bicycles and cycling accessories from their employer, whilst spreading the cost over a 12-month period and saving money through a tax break. The LBE currently offers a cycle to work scheme through CycleScheme.

Details of the Scheme

The government is inviting employers to promote cycling as it encourages physical activity, which in turn improves health and wellbeing. It is also a cheaper and greener mode of transportation, in line with our objective to assist the council to achieve carbon neutral status by 2030.

Employees can save 25-39% on the price of a bike and accessories as the scheme is based on salary sacrifice: - the payment is deducted from gross salary, so the employee pays less Tax and NI, and GEL reduces its NI contribution.

The eligibility criteria for an employee to participate in the scheme are:

- Permanent contract
- Have more than 1 year's service

We propose that the maximum amount an employee may claim is £1,000.



The scheme requires the employee to visit their local bike shop/online, decide what they want to purchase, and then apply via the CycleScheme website. GEL would then review the request and, if the employee is eligible, the application will be approved and processed by HR. Deductions will be made from salary once the employee has received the bike/equipment.

The hire period will last 12 months and any employee leaving during this time will be obliged to pay the remaining salary sacrifice amount in full, from net pay - i.e. without any tax exemptions.

Conclusion

We believe this is a positive initiative, for the reasons stated and likely to be popular with the workforce. If approved, we would aim to begin the GEL cycle to work scheme from the new financial year, April 2022/23.

The Board is invited to approve this initiative.

Report Title	Review of Whistleblowing Policies		
Meeting	Greener Ealing Board Meeting		
Date	3 February 2022	Agenda Number	6.
Type of Report	For noting and approval		
Author	Jo Steel can be contacted on jo@bhcsecretaries.co.uk prior to the meeting. (Please refer any questions to Lizzie Purewal during the meeting)		
Background	1. To review the following policies to check they are working in practice: a) Whistleblowing Policy		

Annual Review of Whistleblowing Policy

The purpose of the review is to advise whether any changes are to be made to the policy due to changes in legislation or best practice. We also look at whether the policy is working in practice, and are being adhered to, which will also help identify if any changes are required.

The Whistleblowing Policy has been reviewed and **no recommended policy changes** are required at this time.

There have been no reports of whistleblowing in the last 12 months, and so it is not possible to review whether the policy is working in practice. We recommend that the Whistleblowing Policy is re-circulated or employees reminded of its existence on a cyclical basis, to ensure that employees are aware of what to do should the need to blow the whistle arise.

The Policy is included at **Appendix A** for information.

Jo Steel
Bridgehouse Company Secretaries

WHISTLEBLOWING POLICY

Summary

Greener Ealing strives to achieve exemplary standards of service and ethical behaviour in all its activities, consequently, we encourage employees to pass on information concerning any wrongdoing (or suspected wrongdoing). This includes any instances of misconduct, suspected misconduct, malpractice or illegal acts by employees or members of the public relating to services they receive from Greener Ealing. To be covered by whistleblowing law, an employee who makes a disclosure must reasonably believe that they are acting in the public interest. We have developed our whistleblowing policy, so employees know what to do if they have any concerns and Directors are clear about their responsibilities relating to any allegations or suspicions raised.

‘Employees’ - For the purpose of this policy, the term ‘employees’ includes all employees, staff seconded to Greener Ealing from the London Borough of Ealing (“the Council”), directors, agency staff, consultants, volunteers and trainees and contractors.

Employees who make a disclosure reasonably believing in the public interest that:

- (a) a criminal offence has been committed, is being committed or is likely to be committed,
- (b) acts that have been committed could damage the organisation’s reputation,
- (c) a person has failed, is failing or is likely to fail to comply with any legal obligation to which they are subject,
- (c) a miscarriage of justice has occurred, is occurring or is likely to occur,
- (d) the health or safety of any individual has been, is being or is likely to be endangered,
- (e) the environment has been, is being or is likely to be harmed, or
- (f) information tending to show any matter falling within any one of the preceding paragraphs has been, or is being deliberately concealed

are protected by law under the Public Interest Disclosure Act 1998 from any detriment and/or victimisation for raising their concerns.

Employees of Greener Ealing’s partners and contractors are also encouraged to follow these procedures in the course of their business with Greener Ealing and to raise any concerns with the relevant managers. Any such partners and contractors will also be asked to publicise this procedure to their employees.

Our Standard

This policy should be referred to when employees have concerns that the interests of Greener Ealing or related individuals are at risk due to (and this is not an exhaustive list):

- Criminal and other activities, suspected or ongoing, which may break the law
- Disregard for Greener Ealing's rules, policies and procedures
- Acts which may endanger anyone's health and safety.

Any employee who raises a concern, and the Director who investigates it, will suffer no detriment as a result. Greener Ealing will not tolerate harassment, victimisation or other ill treatment of a whistleblower and will treat this as a serious disciplinary offence to be dealt with under appropriate disciplinary procedures (including, where appropriate the Council's disciplinary procedures). If you believe that you have suffered ill treatment, please inform a Director immediately and if the matter is not resolved it should be escalated using our grievance procedure.

Employees must not threaten, intimidate or retaliate against whistleblowers in any way. Anyone who behaves in this way will be subject to disciplinary action. Employees should be aware that in certain circumstances the whistleblower could have the right to sue them personally for compensation in an employment tribunal.

- An employee can raise concerns verbally or, preferably, in writing.
- Any concerns will be dealt with promptly.
- Concerns should be raised with the Managing Director (Greener Ealing): or the Council's Director of Legal and Democratic Services.
- Frivolous or malicious complaints that are known to be without substance may result in formal disciplinary action

This policy does not preclude employees from raising their concerns with relevant bodies (such as the Health and Safety Executive or the police) outside the organisation but is intended to resolve any concerns swiftly.

Managing Director's Responsibilities

The Managing Director must:

- escalate any concerns raised to the Council's shareholder representative where

there is potentially a wider impact on the Company or the Council's reputation;

- act promptly and fairly on any concerns raised;
- make sure that this policy is the most relevant to consider the employee's concerns rather than a grievance, disciplinary or other procedure;
- support and help the employee to pursue their concerns;
- maintain confidentiality throughout the process;
- as far as possible, withhold the identity of the employee who has raised the concerns, if the employee has so requested. (In some situations directors may be obliged to disclose the name of the employee who has raised concerns, in which case this should be discussed with the employee first);
- keep the employee informed of progress in investigating and resolving their concerns;
- advise the employee that they have the right to bring a trade union representative or a colleague to any meetings under this policy;
- implement any actions/recommendations arising from the investigation into the employee's concerns;
- not allow the employee to suffer any harm as a result of raising their concerns; and
- investigate anonymous complaints as far as reasonably practicable.

Employee's Responsibilities

Employees should:

- raise concerns (verbally or in writing) in confidence with the Managing Director (or to the Council's Director of Legal and Democratic Services if it is inappropriate to raise the concerns with a Director) as soon as possible.
- never carry out their own investigation;
- help with any investigation into their concerns, including attendance at meetings, replying to requests for information, and providing signed statements as appropriate;
- immediately pass on any evidence to the investigating person;
- follow the published whistleblowing procedures (below);
- act honestly and in good faith when raising and pursuing concerns through this policy; and
- advise the investigating person if they have a personal interest (in addition to any perceived public interest) in the matters under investigation.

Employees are encouraged to raise whistleblowing concerns via this policy rather than going straight to external bodies. Reporting concerns to the press or on social

media, for example, may seriously undermine any investigation into the issues of concern. Further advice can be obtained from the Company Secretary.

Procedure for raising concerns

Step 1

1. The employee may raise their complaint, detailing the issues of concern, verbally but preferably in writing to:
 - the Managing Director; or
 - to the Chair of the Board;

or if the employee wishes to raise the matter outside of the GEL management structures:

- to the Council's Director of Legal and Democratic Services.

The person selected above will become the investigating person for the purposes of the procedure.

2. The investigating person will confirm that the employee's concerns fall within the scope of this procedure and, if not, are referred under the right procedure.
3. The investigating person will meet the employee urgently and gather as much information as possible.
4. The investigating person will assess what action is necessary to investigate and respond to the employee's concerns. They will undertake to write to the employee within five days of the meeting summarising the employee's concerns and advising them of the proposed course of action. This will include the timescale within which the investigation will be completed.
5. When considering the action needed to investigate and address the employee's concerns, the investigating person may seek advice and direction from appropriate people within the organisation who will usually be the Company Secretary and/or an external advisor. The employee will be informed in writing of the outcome of the investigation.
6. We hope that this policy will enable employees to feel able to voice whistleblowing concerns openly. However, should an employee wish to raise

their concern in confidence, we will make every effort to conceal their identity. If it is necessary for anyone investigating a concern to know the identity of the employee concerned, we will discuss this with them first

Step 2

1. The employee may proceed to step 2 and refer their concerns directly to the Council's Director of Legal and Democratic Services (or if the Council's Director of Legal and Democratic Services has been involved in step 1, then Council's Head of Internal Audit who has not been involved) if they:
 - remain dissatisfied with the response in step 1; or
 - have not received a response to their concerns within the specified timescales set out in step 1.

2. The Council's Director of Legal and Democratic Services / Council's Head of Internal Audit will take appropriate action such as:
 - Reviewing the investigation;
 - Assuming responsibility for an investigation in progress;
 - Initiating an investigation

3. The Council's Director of Legal and Democratic Services / Council's Head of Internal Audit will advise the employee in writing about action taken to progress the investigation with anticipated timescales and/or their decision relating to any further information supplied by the employee.

Step 3

Anonymous disclosures

Greener Ealing does not encourage employees to make disclosures anonymously as without the opportunity to obtain further information proper investigation is more difficult or even impossible. It is also more difficult to establish the credibility of any allegations. Whistleblowers who are concerned about possible reprisals if their identity is revealed should approach their manager, senior manager or, in exceptional cases, the Council's Director of Legal and Democratic Services and appropriate measures can then be taken to preserve confidentiality.

If you are in any doubt, you can seek advice from Protect, the independent whistleblowing charity, which offers a confidential helpline. Their contact details are:

Helpline: 020 3117 2520



Email: whistle@protect-advice.org.uk

Web: <https://protect-advice.org.uk>

Report Title	Managing Directors Report		
Meeting	Greener Ealing Board Meeting		
Date	3 rd February 2022	Agenda Number	7.
Type of Report	For noting		
Author	Kevin O’Leary – olearyk@greenerEaling.co.uk		
Background	<p>This report provides a brief summary on overall progress over the last two months and highlights key issues.</p> <p>We continue to face a difficult operational environment. The Covid variant Omicron has impacted on sickness levels over the last few months and we have seen some increase in absence but not to the extent that we had anticipated. The HGV Driver shortage remains an issue but the depth of resilience and support from within the business has allowed us to manage the situation and we have been able to deliver a high level of performance in all priority areas with all services delivered.</p> <p>The Board is asked to note the report.</p>		

Introduction

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

Christmas working and catch up

The turn of the year is always a challenging period especially for the waste collection services with the extended holiday period disrupting the usual collection days. This year the added impact of the Covid Omicron variant has provided a further challenge with greater numbers of staff reporting infections. The senior team has been meeting on a regular basis throughout the period and I am pleased to report that we have been able to continue with all priority services. We have relied heavily on the Streets Teams and on our Collections Supervisors to Drive Refuse Collection Vehicles on

many occasions. This is not ideal and does cause difficulties with their core duties but on balance this extra level of resilience does allow services to be delivered. This has been a real team effort with support from all parts of the business including our support teams in Compliance and Transport and our suppliers such as Go Plant to ensure that these essential services were delivered over the holiday period.

Ealing colleagues have reported reduce demand in the contact centre compared to previous years and no major issues of concern were reported.

All collections resumed normal collection schedules on 24th January.

Ealing Council Review of GEL first year

The Councils review of our first year has been addressed via the Cabinet report due to be considered on 9th February. We have provided performance and financial information as previously reported in September. The report itself is very positive about GEL, the mobilisation and subsequent performance. The good news is that we have an agreed financial position with the Council and a greater understanding of the pressures for 22/23 as reported elsewhere on this agenda.

Services Agreement Review

We have reached the end of the first stage of this review and need to consolidate the variations across all service specifications. There has been a delay over the holiday period but we will pick this work up again moving into February and March.

Gunnersbury Park Tender submission

The Board will recall that we were asked to provide a short-term Grounds Maintenance service to the Gunnersbury Park CIC for the period September 2021 to early April 2022. We have since submitted a tender for the long term 3-year contract and are currently waiting for feedback from the CIC. Our tender offered the client a comprehensive service including innovations on electric equipment, including a flatbed electric vehicle for litter collection and other activities on the contract. We have also offered options for sustainable treatments for green waste arisings by use of a new shredder. We will also utilise this across the wider contract.

We will provide a verbal update at the meeting on the outcome.

Other issues

Grounds Maintenance Software - as part of aspirations to digitise the entire business and following our discussions with Ealing over Parks performance we have turned our attention to the needs of the Grounds Maintenance teams. The current operation relies on spreadsheets and paper-based systems and needs to be brought into line with other areas. We are in the midst of evaluating the options which include an extension of Whitespace which we use on Collections and Streets.

We have been advised that we have been successful in our 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. We are now awaiting formal notification from the Council. We anticipate a 1st April commencement date.

Local Government Chronicle (LGC) Awards 2022

We have entered GEL in the LGC Awards with an application in the Environmental Services Category. The criteria indicates that it is permissible for a Council owned company to make an application. We think we have a good story to tell given the difficult circumstances around mobilisation. This coupled with the performance improvements and other innovations we think will make a strong application.

Conclusions

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

The agreement of the GEL Business plan and associated financial matters is a major step forward and will allow us to focus on other priorities such as growth and greening the business.

Kevin O'Leary
Interim Managing Director
27th January 2022

Greener Ealing Limited (GEL)

Report Title	Carbon Reduction Plan		
Meeting	Greener Ealing Board Meeting		
Date	3 rd February 2022	Agenda Number	8.
Type of Report	For approval		

Introduction

This report proposes a Carbon Reduction target for 2022 of 126 tonnes equivalent to 7% of our emissions for 2021. A supporting action plan is included.

We have reviewed the London Borough of Ealing (LBE) **Climate and Ecological Emergency Strategy** as the basis for the plan which is primarily focused on reducing the local tail pipe emissions of the operational vehicles and transport that we employ to deliver the scope of Environmental services to LBE. We have also included a wider set of measures that by their nature are more difficult to measure but these will ensure we take a more comprehensive view of environmental matters through our workforce and our suppliers.

In order to reach the Net Carbon Neutral targets of LBE by and those especially for Waste, the GEL Compliance team are working with our Operations teams and appropriate external agencies/suppliers to plan an achievable reduction of some 15% of our annual measured CO2 and associated PM10 emissions over a 24month period to support the specific aims detailed in the Climate and Ecological Emergency Strategy below:

LBE WASTE TARGETS

- W3.1. By 2030 to have reduced emissions from operations associated with local authority collected waste by 15% from 2020 baseline 3000 tonnes of CO2.
- W3.2. All heavy vehicles to run on alternative fuels or electric by 2030.
- W3.3. All light vehicles to be electric by 2026

GEL are conscious that all types and uses of energy, and the production/manufacture of materials, and especially with large items such as Heavy Goods Vehicles (HGV) have a significant “Well to Wheel” carbon footprint. Which may mean that although the local tail pipe emissions of a fully electric or alternative fuel HGV support local Net Carbon reduction targets in relation to air quality, there still will be a significant element of Carbon emissions to the work being carried out.

Our approach to carbon reduction needs to reflect a broader approach to the overall reduction in emissions rather than a wholesale change of technology, especially in relation to alternative fuels where in some respects the end of life environmental legacy of some of the components and materials is unknown at present. As we progress our carbon reduction plan will also look at our direct and indirect supply chain as well as staff home to work travel arrangement

GEL Co2 Output (vehicle fleet)

At present all GEL operational vehicle and plant items are at the latest European Emission Standards EURO 6 (vehicle) or Tier 111 (plant) specification and are fully compliant with the latest Greater London Ultra Low Emissions Zone (ULEZ).

All road registered vehicles and plant items draw fuel from bunkered fuel station at the Greenford Depot utilising our Triscan fuel management system, which provides an accurate record of fuel draw and associated CO2 emissions. In addition all long term hire vehicles are fitted with Masternaut telematics systems which record actual specific fuel consumption linked to the on board vehicle Engine Control Unit(ECU) systems.

When looking at existing GEL fuel use, we have extrapolated from the last major change in the contract in 2017 when the Alternative Weekly Collection (AWC) was put into place, giving an estimated reduction of some 17.64% from the onset of the GEL contract in 2020

Conversion Factor Co2 per litre DERV	2.62	
Fuel Draw litres Diesel via Triscan 2021 (all vehicles)	691687	1812219.94 Kg of Co2
Estimated 2017 AWC model Fuel Draw litres	840000	2200800.00 Kg of Co2
Estimated Amey to GEL reduction		17.64%

Alternative Fuels

GEL when reviewing and evaluating routes to carbon reduction have looked at fuel hierarchy in terms of both local tail pipe emission and base value of each unit of fuel in terms of carbon emissions and have used the information provided in **UK Government Green House Gas (GHG) Conversion Factors for Company Reporting**

So, when looking at Electrically powered vehicles for example which represent Zero tail pipe emissions there are tables available for carbon footprint calculations dependent upon vehicle type.

Activity	Type	Unit	Battery Electric Vehicle		
			kg CO ₂	kg CH ₄	kg N ₂ O
Vans	Class I (up to 1.305 tonnes)	tonne.km	0.19322	0.00060	0.00116
		km	0.03941	0.00012	0.00024
		miles	0.06343	0.00020	0.00038
	Class II (1.305 to 1.74 tonnes)	tonne.km	0.24917	0.00077	0.00149
		km	0.05492	0.00017	0.00033
		miles	0.08839	0.00027	0.00053
	Class III (1.74 to 3.5 tonnes)	tonne.km	0.23442	0.00073	0.00140
		km	0.07685	0.00024	0.00046
		miles	0.12368	0.00038	0.00074
	Average (up to 3.5 tonnes)	tonne.km	0.24885	0.00077	0.00149
		km	0.05497	0.00017	0.00033
		miles	0.08847	0.00027	0.00053

Other factors which have a considerable bearing on which route to take for alternative fuel vehicles is the provision and type of infrastructure required to store/provide/generate alternative fuels in both a depot and readily available secured commercial supply manner

As is the cost of either converting or changing vehicles to suit alternative fuels which may be prohibitive or in the case of battery construction evolution a possible situation whereby changes in technology may cause a redundancy issue with chosen technology

At present GEL view electrically powered vehicles as the optimal alternative fuel, with existing fossil fuels and the use of Internal Combustion Engines (ICE) as being at the lowest level of fuel hierarchy, as such we have ordered a fully electric Materials Handler machine for the HWRC operation

We are engaged with suppliers in relation to both Hydrogen as a fuel and the use of Hydrogenated Vegetable Oil (HVO), which is produced through the hydro-processing of vegetable oils and fats. There is both a claimed “Well to Wheel “and a 10% reduction in the amount Co2 produced per litre of HVO used, GEL are working with HVO aligned vehicle manufactures to put into place a trial and evaluation of this fuel type

Carbon Offset

GEL are fully aware that even if a number of the vehicle fleet can from the LBE target be converted to Electric vehicles that we will still need to operate the majority of our HGV with existing ICE technology up to and possible beyond 2030 even with a phased in replacement or conversion of existing HGV fleet to electric power.

Our estimations for our core waste collection fleet after a program of vehicle and operational optimisation is that we would still generate an amount of CO2 of up to 1500 tonnes per annum which with a local area based replanting of trees would cost approximately £26k per annum to offset.

Planned approach to Carbon Reduction

Source	Planned carbon reduction projects 2022/2023
Energy use - fuel	<ul style="list-style-type: none">• Reducing vehicle movement through improved planning of works and service delivery, and wider roll-out of monitoring technology• Reducing vehicle emissions through green driver training, vehicle optimisation and campaigns to encourage reduced vehicle idling• Reducing consumption through the use of energy-efficient kit and appliances, including light-emitting diode (LED) lighting; heating and cooling systems; and efficient Information Technology• Continuing to transition our fleet and plant to low carbon fuels, such as electric and hydrogen, to replace our Short Term Hire (STH) fleet with alternative fuel vehicles as the technology develops by end of 2023
Waste generated - Operations	<ul style="list-style-type: none">• Reducing and designing out waste• Working with Collections teams to introduce a more sustainable method of waste collections which may involve the

simultaneous collection of more than one material stream at a time.

- In response to the Environment Bill, we will work closely with LBE colleagues on the generation of services options including CO2 emissions forecasts within the modelling

Business travel and commuting

- Continuing transitioning to flexible working, with increased use of technology and introduction of workforce travel plan to increase use of cycle to work and public transport

Upstream – fuel and energy

- Reducing our fuel and energy consumption
- Leasing energy-efficient premises and equipment.

Upstream – transportation and distribution

- Innovating with our supply chain to source materials local to our activities, reducing distribution mileage.

Purchased goods/services – contractor emissions/goods

- Reviewing and developing new capture systems, where relevant, to ensure the robustness of our supply chain emissions
- Reducing carbon emissions through design of low carbon services
- Engaging with our supply chain to reduce their travel and fuel use, supporting their transition to low carbon-fuelled fleet and plant.

GEL Fleet Carbon Reduction Action Plan 2022

In order to help meet the LBE objective in reduction in baseline Co2 reduction, we have looked at measures using both route/round and vehicle optimisation and we are looking to implement and measure the proposed Co2 savings of 7% > 15% in 2022/2023 period below:

POTENTIAL Co2 REDUCTION PROPSALS			
1	On Pad Idling reduction (already implemented)		
	In Place and has reduced CO2 by 200kg p/w by anti-idling on pad		
	This is a total reduction of	10400.00 Kg of Co2	Co2 SAVING 0.59
2	Potential Optimisation linked to amalgamation of vehicle rounds (under review with Waste Collection team)		
	Reduction of 1 complete 26t RCV round would reduce fuel use of average 11333KM at 1.488 litres per KM which equates to 16773 litres of fuel and 43944.84kg of Co2		
	Saving from Direct Operational Co2	43945.00 Kg of Co2	
			Co2 SAVING 2.49
3	Potential reduction in fuel use for ECO Driving and ECU resetting (Non HGV Vehicles)		
	Reduction of 10% of Non RCV fuel	31773.26 Kg of Co2	
			Co2 SAVING 1.80 %
4	Potential 1 mile per day per vehicle saving though route optimisation		
	Average RCV does 587 miles per month	587 * 48 vehicles =	28176 miles 98052.48 Kg of Co2
	If 1 mile less per day = 567 miles per month	567 * 48 vehicles =	27216 miles 94711.68 Kg of Co2
		Annual saving difference *12	40089.60 Kg of Co2
			Co2 SAVING 2.27%
5	Theoretical change in frequency of compactions (still to be evaluated and confirmed)		
	Average RCV collects 1200 bins, doing 600 compactions		
	600 compactions uses 9.96L of diesel	Average RCV uses 35.2 L of diesel a day, with 28.3% of it being for compaction	
	If we lower compactions to 300 per day, (once every 2 lifts) we lower fuel usage to 30.22L per day saving 5 litres per vehicle		
	5 litres *48 Vehicles * 240 operational days equate to 57,600 litres and associated saving of Co2		
			150912.00 Kg of Co2
			Potential Co2 SAVING 8.56

Saving from reduction in Rounds	2.49
Savings from 1 mile optimisation	2.27
Savings from Eco driving/ECU settings	1.80
Vehicle Systems Optimisation	TBC
Savings from Idling on pad	0.59
Total	7.00%
Remaining Co2 (tonnes)	1496.750
Cost to offset using UK tree planting per tonne	17.40
Cost of remainder offset	£26,043.45

In addition to the above GEL will be working with our and LBE supply chain to replace out a as many as possible of our existing 23 short term hire vehicles with alternative fuel (electric) powered vehicles to further reduce our local tail pipe carbon emissions

On the LBE target W3.2. All heavy vehicles to run on alternative fuels or electric by 2030 , GEL are engaged with vehicle manufacturers and suppliers on both future provision of new fully alternative fuel vehicles, and the possibility of converting a number of the existing HGV fleet to be fully electric prior to their planned replacement date

Report Title	Review of Progress against 2021/22 Business Plan		
Meeting	Greener Ealing Board Meeting		
Date	3 rd February 2022	Agenda Number	9.
Type of Report	For noting		
Author	Kevin O’Leary – olearyk@greenerealing.co.uk		
Background	<p>This report updates the Board on performance against the strategic and supporting key objectives set in the Business Plan for 2021-22.</p> <p>GEL has three overarching strategic objectives:</p> <p><u>A - To deliver contracted services in line with the Service Agreement including the specification and key performance indicators</u></p> <p><u>B - To deliver contracted services within the agreed budget for 21/22</u></p> <p><u>C- To prepare Greener Ealing for future growth. By embedding the organisational culture, systems and processes that will position Greener Ealing to pursue commercial opportunities over the medium to long term.</u></p> <p>There are nine supporting key objectives listed below which are the means by which GEL looks to achieve the strategic objectives. This report reviews and comments on progress against each individual objective. It should be noted that various measures e.g., training, digital programs & communication, all address more than one key objective.</p> <p>Overall, so far it has been a good year and our expectations at this stage of the year are that we will the achieve the strategic objectives A and B above with operating costs within budget and good contract performance. In addition we have made good progress against strategic objective C with some modest growth in our overall income outside of the core contract.</p> <p>The operational environment was very challenging give the HGV Driver shortage and the ongoing issues due to the pandemic.</p> <p>The Board is asked to note the report and assessment of progress against the 21/22 Business Plan Objectives.</p>		

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

KO8	Greening Greener Ealing – a plan for CO2 reduction
KO9	Going for Growth – a business development strategy

KEY OBJECTIVE 1 – Workforce Strategy - ongoing delivery

The strategy is based on Greener Ealing’s core values, the **4 Cs**

- Customer First
- Collaboration
- Caring
- Commitment

Quoted from the business plan 22/22:

“We will therefore aim to develop a workforce who are positive ambassadors, committed to good customer service; who are flexible, engaged, highly skilled and competent; who understand our values and who are proud to work for Greener Ealing.

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

To date this strategy has been delivered through various key processes. There have been two pay reviews carried out in consultation with the workforce, represented by the GMB union. The first achieved simplification and transparent fairness ensuring that staff are paid the same rates for the same roles at the same time as improving pay levels to the London Living Wage as a minimum; the second review has taken pay levels above the Living Wage minimum baseline.

Blink, a contract-wide communication app has been rolled out so that frontline employees can communicate directly with managers, and vice versa, in real time thus enabling strong engagement at all levels. Staff are encouraged to raise any concerns with the management team, and the HR team are available to support staff with individual issues. Take-up is over 200 members of staff, there is more work to be done in increasing staff numbers and supporting appropriate usage.

The MD, Kevin O’Leary, delivers an office based monthly contract briefing and carries out regular visits to the frontline staff. There is an Employee of the Month award which is announced at the monthly briefing and posted on Blink. There is also a monthly contract newsletter which is available in hard copy (paper!) as well as posted digitally on Blink

There have been two annual staff surveys with 50% participation in 2020 and 58% in 2021 – these surveys help measure the success of the workforce strategy at the same time as being part of the engagement process; they also indicate areas that require further attention eg general levels of stress experienced by people in the current environment. The staff surveys have been reported in more detail to the board elsewhere.

The entire workforce have also had full induction refresher training which includes GEL’s core values – the **4 Cs** as noted above. This program also forms part of achieving **KO2**

To date the strategy has been effective and can be regarded as successfully delivered, but it is in the nature of this that it will remain an area that requires constant focus – our people are our most important asset.

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

Quoted from the business plan 21/22:

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

Progress against this objective can be assessed through the following areas:

The customer journey has been improved by changing policy with crews expected to empty bins regardless of where presented at the property, and customer complaints addressed rather than a default rebuttal.

As noted above in **KO1**, there has been a full induction refresher training program rolled out across the entire workforce which includes the core value of “Customer First”.

IT has been strengthened across the contract enabling better service delivery through ability to view, measure and manage frontline performance in real time. Specifically the Whitespace system is used on the collection service, and has just been introduced on the street cleansing service. There are plans to introduce a comparable IT system on the grounds maintenance service, with two software packages currently under review.

Service delivery KPIs have been agreed with the client and introduced on all service streams. These are reported weekly and monthly to the client. Service metrics are also viewed on a daily basis by the management team. Key measures such as missed bins, particularly those listed for assisted collection, and customer complaints all demonstrate significant improvements over the first 18 months of the contract. This has occurred against a backdrop of the national driver shortage and COVID related impacts.

The performance is reviewed at the regular client meetings and there has been a generally favourable view of progress in this area. There is still some way to go in some elements of the grounds maintenance service and this is subject to current review both in fit-for-purpose KPIs, and delivery against them.

Overall, there has been measurable success in achieving **KO2** as can be seen from the KPI led monthly performance reports, low level of customer complaints, and client feedback.

KEY OBJECTIVE 3 – Operational Services – a programme for change

Quoted from the business plan 21/22:

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

- *Food Waste Collections*

- *Trade Waste Collections*
- *Garden Waste Collections*
- *Red Routes*
- *Overtime Working*
- *Narrow Access Collections*
- *4-day working week for collections*

All areas have had analysis, in most instances down to a detailed level.

Efficiencies are possible with the food waste service but have been put on hold pending the completion of the current client led promotion and expansion of this collection stream which may increase the workload beyond the level sustainable with the optimisation.

On the trade service the planning has been completed to optimise the collection pattern from 3 crews down to 2 crews. It is anticipated that this can be implemented when the operations team are no longer firefighting driver and Covid related staff shortages.

The garden waste service has already been optimised and now operates with 3.5 crews, down from 4 originally. It should be noted some inevitable teething issues have been compounded by client IT problems which have resulted in a clear-all policy.

The Red Routes service was successfully reorganised early in the life of the contract and is now delivered by 2 crews operating in standard shift hours rather than at enhanced premium rates plus 2 supervisors. The saving has been reinvested in providing a second All Zones crew, needed to achieve service standards.

Overtime working remains under continual scrutiny – some progress has been achieved by replanning rounds to be completed by an additional crew working a standard shift rather than using crews on overtime operating at the least effective part of their working day. This saving has been offset by the operational pressure created by the driver shortage, often necessitating the use of ad hoc overtime to maintain service standards. This remains an area of significant cost and requires constant vigilance to exert control.

The narrow access service has been reorganised by the collections operations team and is now part of the standard operating model for collections.

We have had a preliminary look at some options for a 4-day working week on collections but these will remain on the back burner until there is a sufficiently reliable supply of drivers to ensure service stability.

The program for change has delivered on 4 of the areas originally identified, and has the planning completed to carry out 2 of the remaining 3 when it is appropriate to do so. The final option is likely to remain in the background for the immediate future. **KO3** has been met, there is a program for change, and it is currently being enacted.

KEY OBJECTIVE 4 – HSEQ – 4 (a) Gap Analysis and training plan

Quoted from the business plan 21/22:

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

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

Gap analysis was completed in 2021 with BSI and there is now an Integrated Management System in place. There is a full set of Health & Safety documentation with policies, procedures, risk assessments and safe systems of work – these have been made accessible to the management team and will be briefed to staff. Alcumus (H & S software platform) is in daily use to record events/incidents/inspections across the contract and provide reports. The training program is managed through Alcumus and training records held on the platform. HSEQ reports are provided to the management team for review at the regular fortnightly meetings and any significant interim issues raised on an immediate basis with the operational managers and MD as appropriate. Health & Safety forms an integral part of the full refresher induction training which has been delivered to all staff in 2021. The **KO4(a)** objective of gap analysis and training plan has been met.

KEY OBJECTIVE 4 – HSEQ – 4 (b) Quality Assurance accreditations

Quoted from the business plan 21/22:

“It was agreed in the 20/21 Business Plan to adopt a total quality management (TQM) approach enshrining health and safety, environmental and quality policies. The target date for delivery is summer 2021.”

As part of a total quality management approach, the contract is on target to achieve **ISO9001** (quality) + **ISO14001** (environmental) + **ISO45001** (health & safety) accreditations for the Collections and Street Cleansing services in 2022. Working with BSI, initial audits have been carried out in October 2021 with the second set due in early summer 2022. It is these audits that will determine the formal accreditation to the 3 standards and good progress has been achieved in the work to meet the required levels. It is also anticipated that the Grounds Maintenance and HWRC services will be accredited in 2023. **KO4(b)** has been met, there is a TQM approach in place and the process to meet and attain the accreditation standards is well advanced.

KEY OBJECTIVE 5 – Data Analysis and Performance management

Quoted from the business plan 21/22:

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

It is currently possible to look at daily performance for Collections, covering key metrics like missed bins, and also the Street Cleansing service to see monitoring standards. This enables focussed performance management. Anybody from supervisor level right up to MD, is able to look at daily performance on both of these frontline services. A suite of KPIs has been agreed and is reported to the management team and client on a weekly and monthly basis. There are also individual collection crew performance reports available on a monthly basis.

There is still work to do on the Grounds Maintenance service both in terms of providing a balanced set of KPI's, and the ability to track performance in a timely manner. At this stage monitoring reports are provided with a time lag that does not support effective performance management. This area is receiving focus to address these issues over the next quarter.

Areas still requiring development are supervisor performance dashboards with RAG status for all service delivery streams and the HWRC operation.

The vehicle telematics system has enabled improved (i.e.reduced) idling time which is environmentally important as well as a cost saving measure. There are also reports which show performance on vehicle inspections and crew checks via Alcumus.

Overall there are various different dashboards and as yet it has not been possible to integrate all the data from the different areas of the contract into one unified, accessible dashboard – this is an ambitious target for the management team. Delivery of **KO5** is significant but not yet complete and will remain a core focus.

KEY OBJECTIVE 6 – Communications Strategy – implementing action plan

Quoted from the business plan 21/22:

- *Deliver clear, easily understood information supporting GEL's objectives to internal and external stakeholders.*
- *Create and maintain effective communication channels with the workforce to support staff engagement.*
- *Implement a dynamic website as our primary source of information*
- *Develop the GEL brand and key messages through the use of social media*
- *Communicate effectively to support and enhance relationships with the GEL Board, Ealing Council, residents, businesses, community groups and other stakeholders.*

There has been strong progress on the communication strategy. There is a live GEL website plus related Twitter and LinkedIn accounts set up. Blink (workforce coms mobile phone app) is used for staff to enable communication from bottom to top and vice versa. The MD delivers a monthly briefing update live to all office based staff including supervisors, this is available on Blink as a powerpoint presentation and includes the regular 'employee of the month' award. There is also a monthly contract newsletter which is provided in hard copy and posted on Blink and the GEL website. There are regular meetings with the client at various levels and including the contract performance meeting.

This key objective **KO6** has been successfully met, however it will always be an important part of GEL's ongoing strategy.

KEY OBJECTIVE 7 – Going Digital

Quoted from the business plan 21/22:

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

The process of going digital has embraced various platforms for different functions.

On the operational service delivery front Whitespace has been used to manage the Collection service from the contract commencement. It has now also been implemented to manage the Street Cleansing service at the start of this calendar year.

Two software packages (PSS and Whitespace) are currently being reviewed with a view to managing the Grounds Maintenance service digitally.

Alcumus is in use as the HSEQ platform to manage health, safety and quality. Masternaut vehicle telematics and CheckedSafe Compliance Management System are used to manage the fleet and related compliance requirements.

Blink is in use as a workforce-wide platform for staff communication and engagement. It has been taken up by over 50% of the workforce so there is a need to promote it further to engage the remaining staff.

As can be seen, GEL have already, and are continuing to embrace a move to digital working across all areas of the contract. This remains an ongoing target and there is a desire to make the digital contract environment as seamless as possible ie integrating different systems.

KO7 has been met in several areas but there is still some work to do to digitise the entire contract – adding GM and the HWRC, and cross-platform integration are particular goals.

KEY OBJECTIVE 8 – Greening Greener Ealing – a plan for CO2 reduction

Quoted from the business plan 21/22:

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

The use of Masternaut telematics has supported a reduction in vehicle idling time as noted above in **KO5**. This has resulted in a drop in CO2 emissions.

The transport and compliance team have embarked on a CO2 reduction program with targets and an action plan. There is a comprehensive, ambitious plan in place with specific targets across a range of impacts engendered by the operation of this contract. The plan takes its lead from the London Borough of Ealing (LBE) **Climate and Ecological Emergency Strategy** and has identified specific, measurable actions to be taken in the operation of the vehicle fleet and in the management of operational service delivery. These actions have the potential to achieve the LBE target of 15% CO2 reduction within the next two years and when combined with a possible carbon offset program of tree planting can deliver a net neutral CO2 impact for the GEL operation. The **GEL Carbon Reduction Plan** is presented as a separate report to the Board.

The plan also includes consideration of the CO2 impact of waste generated, business travel and commuting, upstream fuel and energy, upstream transportation and distribution, purchased goods/services. **KO8** has been met and the subsequent actions are in train to be implemented.

KEY OBJECTIVE 9 – Going for Growth – a business development strategy

Quoted from the business plan 21/22:

“There is an expectation that the new company will look to trade externally. At this point in time it is difficult to assess the future opportunities that Greener Ealing may be able to exploit. The absolute priority is to transition the services into the new Company and consolidate and improve existing service delivery.”

The services have been successfully transitioned, consolidated and improved. GEL is now taking prudent small steps to trade externally with the initial interim operation of the Gunnersbury Park contract whilst a formal tendering process has been undertaken. GEL have submitted a bid for the full contract and await the outcome. Other successes include extra work for the Housing



Department for their Elderly and Disabled Gardening Contract and for Children's Services for Playground Inspections. The business development strategy is in its infancy and necessarily consists of looking for small work packages as GEL gradually builds capacity. **KO9** has been met so far but this is an ongoing aspiration requiring further development.

SUMMARY

GEL have successfully achieved **KOs 1, 2, 3, 4(a), 4(b), 6, 8** and **9**. There has been significant delivery of elements of **KOs 5** and **7** with some further work to complete these. All the key objectives remain live for 22/23 as part of a dynamic and evolving set of objectives.

Report Title	GEL Business Plan 2022/23		
Meeting	Greener Ealing Board Meeting		
Date	3rd February 2020	Agenda Number	10.
Type of Report	For approval.		
Author	Kevin O’Leary – Kevin can be contacted on olearyk@greenerrealg.co.uk		
Background	<p><i>This report sets out the Business Plan for 2021/22. It is a refresh of last year’s plan with the core objectives have been retained and developed on accordance with the progress made during 21/22.</i></p> <p><i>The Business Plan for 22/23 was agreed by the Councils Senior Leadership Team in January and will be presented to elected members at the Councils Cabinet meeting on 9th February with a recommendation for approval.</i></p> <p><i>The plan confirms the following:</i></p> <ul style="list-style-type: none"> • <i>The GEL Financial Forecast and budget for 2022/23</i> • <i>Cash flow forecast for 22/23</i> • <i>The three overarching Key Strategic Objectives</i> • <i>The nine supporting objectives.</i> <p><i>The Board is asked to note that the GEL Financial considerations in the Business Plan have been the subject of detailed analysis with Ealing Council Officers and represent a positive outcome in terms of agreed income and an understanding of the cost pressures that the business faces from a Council perspective.</i></p> <p><i>The Board is asked to approve the final Business Plan for 2021/22.</i></p>		

Greener Ealing Ltd

Business Plan – 2022/23

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

Dear Reader,

GREENER EALING BUSINESS PLAN 2021/22

I am delighted to introduce Greener Ealing's Business Plan for 2022/23.

This is our third such plan in a very short space of time. We have included in this year's plan a look back at our achievements in 21/22 - there are many highlights to celebrate during what was again another year of challenges.

We have continued to deliver frontline services to an improving standard and have been delighted with the progress that has been made. This was a difficult year with the ongoing issues associated with the pandemic combined with the national crisis of the HGV Driver shortage. This presented a unique set of circumstances that the team had to contend with. It has been good to see the Ealing has been one of a handful of Boroughs that has not had to withdraw any of its priority services and my thanks go out to all the staff that have made this happen.

This plan for 2022/23 is in part a refresh of the plan agreed last year and looks forward to working beyond the boundaries of the core contract with the Council. We have seen some successes with the Gunnersbury Park contract and additional work for the housing department, but we want this to grow both within the Council and within the borough with new customers.

We are also looking forward to supporting the Council on its Climate Change Strategy and having recently agreed Carbon reduction targets for the business.

As ever I am grateful to my colleague Non-Executive Directors Kieran Read and Alison Reynolds - for their insight and expertise. We all look forward to making further sustainable improvements for the residents and businesses of Ealing.

Finally, a big thank you to our workforce, who have once again managed to deliver first rate services in what have been very challenging circumstances.

I recommend this plan to you.

Yours faithfully

**MIKE BOULT
CHAIR GREENER EALING LTD
January 2022**

2. A welcome from Ealing Council - Councillor Deirdre Costigan, Deputy Leader and Cabinet Member for Climate Action

Dear Colleagues,

I am thrilled as the Cabinet Member for Climate Action to welcome the Greener Ealing 22/23 business plan.

Ealing Council has been delighted with the progress and major improvements that the company has made in the last couple of years, and we are looking forward to the next stages of what we all hope will be a period of growth for the business.

I was particularly pleased last year that GEL and the trade unions were able to improve pay beyond the LLW for those on the lowest scales. This has been built into this plan and will help this group of staff to meet the ever-increasing cost of living in London.

I am also excited to see Greener Ealing's commitment to reducing Carbon emissions through its carbon reduction plan.

Fundamentally though Greener Ealing has improved services it provides to our residents in the last 18 months, and I look forward to this continuing.

Finally, I hope to be able to establish a good working relationship with the Greener Ealing Board and to getting out and about to meet with frontline staff.

Your faithfully

Councillor Deirdre Costigan

Deputy Leader and Cabinet Member for Climate Action

January 2022

3. Executive Summary

This is the Greener Ealing Business Plan for 2022/23. As with previous iterations we have built on the objectives that were agreed in the previous year and set out the challenges for GEL for the coming years. We include an outline financial forecast to July 2025.

As in 21/22 we have set nine key objectives, these are structured beneath our three overarching Strategic Objectives (SOs).

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

To deliver contracted services within the agreed financial targets.

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

The document comments on the following areas as Greener Ealing approaches its second anniversary in July 2022.

The plan covers:

- The financial forecast for 22/23.
- Forecast cashflows for 22/23.
- Confirmation of the GEL Mission Statement and the Vision and Values for the company.
- The key objectives/workplan for the Managing Director and his/her management team for 22/23 – 9 objectives are proposed.
- Achievements during 21/22 and the impacts of the HGV Driver shortage and the Pandemic
- Restates our commitment to going digital with a focus for 22/23 on consolidating new back-office arrangements for Street Cleansing and a specific focus on the Grounds Maintenance Service for the coming financial year.
- As ever critical to Greener Ealing's success will be its workforce. A refresh of the 2020 Workforce Strategy is proposed.
- Growing the Business – finding new work will be a feature of 22/23

GEL Business Plan 22/23

- An action plan for carbon reduction following the agreement of a carbon reduction target.

4. Introduction and background

This is the Business Plan for Greener Ealing Ltd (GEL) for the period 1st April 2022 to 31st March 2023. Greener Ealing Ltd is Ealing Council's wholly owned Local Authority Trading Company (LATCO).

This is GEL's third Business Plan following mobilisation in July 2020.

Our mission is:

To deliver high quality environmental services

Our vision is:

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

Our Core Values remain as our 4Cs:

- Customer comes first
- Caring
- Commitment
- Collaboration

The creation of GEL continues to be an exciting opportunity to develop an organisation that works closely with the Council and fully reflects the Council's values and beliefs. The company has now established a public service ethos at its core with service delivery its main priority. GEL treats its employees in a commensurate manner, and we are seeing the benefits for residents with improving service delivery and reliability.

5. Progress in 21/22

During 21/22 development work has continued all fronts and some highlights are listed below:

Ongoing Board meetings - the Board has met throughout 2021.

Performance – overall contract performance has been good and customer complaints have reduced.

Vehicle maintenance – Go Plant our vehicle maintenance provider has continued to provide GEL with good service.

Pandemic – we have operated throughout the various stages of the Covid Pandemic and maintained all priority services. Following an agreed Business Continuity Plan with Ealing Council we have managed to maintain essential services to residents.

HGV Driver shortage – this proved to be a challenge throughout the year and is an ongoing pressure. An increase in the financial package to GEL Drivers was agreed in 2021 to help with staff retention. Ealing was able to provide all priority services throughout this period.

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

Carbon Reduction – we estimate a 17% reduction in carbon emissions comparing the GEL diesel usage to the estimated mileage at the last known major contract change.

Training Academy – established an in-house Training academy the team delivers all staff induction and a variety of key training packages for frontline staff.

Weeding Programme – introduced new operational arrangements to combat weed growth in the borough.

Pay Structure – agreed a new pay deal with the GMB which moved our lowest paid staff beyond the London Living Wage minimum.

Operational Reviews – we continue a programme of reviews of all service areas.

Employee of the Month - introduced from August 2020 and has continued.

Blink – introduced Blink and innovative communications app that allows us to talk to all employees and receive their views in return.

Staff Survey – conducted second GEL staff survey in October 2021

Equalities and Diversity – Three specific equality measures have been agreed:

- i. To get an accurate baseline of equalities information.
- ii. To increase the number of female HGV drivers employed on contract
- iii. To increase the number of female employees across the workforce generally.

Health and Safety – Established Compliance management function to incorporate and focus the delivery of HSEQ across the business, including the provision and delivery of GEL specific vehicle and driver training schemes. Development of Alcumus HSEQ platform and establishment of Quality Management programme to support the accreditation process for BSI quality standards on which we anticipate success in the first quarter of 22/23.

Growth - winning new work – GEL has made some good progress. New work has come from the Councils Housing Department and Children's Social Services. Externally, and following an approach from the Gunnersbury Park CIC we have provided Ground Maintenance Services to Gunnersbury Park for a short-term contract and are currently bidding for this work for a 3 year contract.

6. Financial Overview

Greener Ealing management has undertaken a full review of the company's costs for the next financial year in comparison to the updated forecast for the current financial year 21/22 as set out in the table below:

	BUSINESS PLAN	
	2021-22	2022-23
<i>Contractual Service Income - Scheduled Works</i>	(21,616)	(22,088)
<i>Contractual Service Income - Non-Scheduled Works</i>	(859)	(27)
Other income	(597)	(716)
Turnover	(23,072)	(22,831)
Staffing costs	12,305	13,383
Agency Costs	2,133	1,507
Other staffing costs	247	254
Total staffing costs	14,685	15,144
Other Direct Costs	792	460
Depreciation & Amortisation	217	231
Vehicle Costs	4,511	4,794
Plant Costs	429	471
Property Costs	1,272	1,313
Communications	6	4
ICT Costs	256	281
Service Recharges	53	52
Professional Fees	424	395
Operating costs	7,958	8,000
OPERATING DEFICIT/(SURPLUS)	(429)	312
Net funding costs	16	77
NET DEFICIT/(SURPLUS) BEFORE TAX	(412)	389
Corporation Tax	78	-
NET DEFICIT/(SURPLUS) AFTER TAX	(334)	389

Greener Ealing business plan costs are based on the following assumptions:

- Turnover: 2.5% inflation assumed on all revenue income
 - Starting position 22/23 annual core contract value of £22.088m reduced for Acton HWRC saving (initial contract value £21.121m for 12 months)
 - Non-core income for works outside of the contract including salary recharges. As the level of additional works for 22/23 is not known at this point, we have not allowed for any additional income and costs for the works.
 - Other Income represents extra depot rental charge than originally budget, premises sublease to Go Plant. Other Income also includes statutory pressures to be recharged to the Council such as the HGV market supplement agreed in 2021 (£145k) and the statutory National Insurance increase (£161k) which is effective from April 2022.
- Staffing Costs: actual FTE salaries and indirect costs with 2.5% inflation applied. This is a major risk with inflation currently running at a much higher level (see below). Every effort will be made to contain this. Costs also include additional 4 days leave for staff agreed by AMEY and LGPS which have previously been absorbed by the business.

- The figures also include a provision for further operational costs (overtime) to ensure service delivery in the light of any further problems with HGV Driver recruitment. We have not assumed additional income from the Council for this and will seek to absorb this but wish to highlight this as a potential pressure.
- We have provisionally agreed a 1% efficiency saving for 22/23 (£224k) – this is not shown in the figures above.

- Operating Costs: reflect current understanding of the arrangements with increased depot rental charge and provision for potential insurance cover increase. The costs excluding depreciation/ amortisation have been increased by 2.5% inflation.
- Funding Costs: In order to comply with the new Subsidy Control measure (formerly State Aid) the assumed interest rate is 8.88% against original budget of 3.5%. Business Plan assumed interest rate of 8.88% applied to £1.1m loan facility.

Every effort is being made to contain costs within the required limits as part of our risk management approach. However, it is certain that there may be unforeseen cost pressures. Management has already identified some of the emerging cost pressures listed below and will be looking to recover these unavoidable costs from the Council:

- Fuel - price set at £1.26 (£1.51 incl. VAT) with any increase above the set price will directly affect company bottom line results
- Insurance - the company can cover up to 10% increase in insurance costs
- Overtime – direct impact of HGV drivers’ issues with the core services not being affected
- Employee Pay Award - staffing costs increased by 2.5% on annual basis. The CPI rose by 4.2% in the last 12 months to October 2021 and the Bank of England project that the CPI will exceed 5.0% by March 2022
- HGV Training – estimated annual costs of £30k for 10 HGV drivers

GEL Transfer Pricing Position

GEL has instructed company tax advisors PwC to outline the transfer pricing position and the implications if the return achieved by GEL is below the “arm’s length” position. PwC conducted a review of GEL to understand its functional profile (i.e., the functions it undertakes, assets owned, and risks managed) and following the review, PwC conducted a benchmarking study to identify the operating margins earned by similar third party companies providing similar services. The benchmarking study provided the following results:

Weighted Average Operating Margin (2016-2020)						
Comparable set	Companies	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile
	18	0.23%	1.21%	2.94%	5.32%	8.91%

From a transfer pricing perspective, an operating margin within the interquartile range is typically considered "arm's length" (i.e. akin to a return that would be earned by a third party) and therefore GEL would be expected to earn a return between 1.21% and 5.32% in order to demonstrate that income provided by GEL is in accordance with the arm's length principle. Whilst ideally GEL would earn a return within this range on an annual basis, if this is not possible then at a minimum, it would be expected to earn a return within this range over the life of the agreement with the Council.

If GEL earns an operating margin below 1.21%, there is a risk that, under enquiry, HMRC could assert that the return is not arm's length and therefore impute an adjustment to a position within the interquartile range which would have the result of increasing the taxable profits (and therefore the tax due). Whilst it should be pointed out that the practical risk is reasonably low given the transactions between the Council and GEL are UK-UK, given the Council is not a tax paying body, the risk is slightly higher than if this was a transaction between two UK corporates for which an adjustment would have a net nil impact from a UK corporate tax perspective.

In addition, in event of challenge by HMRC, a penalty may be due if HMRC considers an incorrect return is made and a business has been careless or negligent in establishing the arm's length basis for a return. The penalties range from 30% to 100% of potential lost tax revenue depending on the type of inaccuracy (i.e. carelessness to deliberate concealment). The preparation of contemporaneous transfer pricing documentation to demonstrate that GEL has made its returns on the basis that the terms of connected party transactions were considered to be arm's length can help to mitigate these penalties.

7. Greener Ealing – Business Objectives for 2022/23

KO1	Workforce Strategy – a review and refresh for 22/23
KO2	Customer comes first – ongoing work
KO3	Operational Services – a continuing programme for change
KO4	HSEQ – conclude the current work plan. Extend scope to GM and HWRC. Apply for Freight Operators recognition Scheme (FORS) Accreditation by March 2023.
KO5	Data Analysis and Performance management
KO6	Communications Strategy – implementing action plan
KO7	Going Digital – emphasis on Grounds Maintenance
KO8	Greening Greener Ealing – implement CO2 action plan.

KO9	Going for Growth – a business development strategy
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KEY OBJECTIVE 1 – Workforce Strategy – a review and refresh for 22/23

We will review and refresh the existing Workforce Strategy during the next 12 months ensuring that it is still relevant and updating this where it is needed.

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

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

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

We have made good progress over the last 18 months or so with the Workforce Strategy and will continue with this as a driver for culture change. Using our core values as the basis for the strategy we expect to make further progress in 22/23 following a review and refresh of the strategy. We will of course, fully involve all employees during this review.

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

This was a new objective in 21/22 that underwrites our first value – Customer comes first. We will take measures to ensure that our customers and key stakeholders are central to everything that we do. We like to think that we have improved the customer experience in this last year the evidence suggests so, with, for example, complaints much reduced from our starting position.

We can now analyse the performance information in greater detail, but we still need to retain this workstream as a key objective for 22/23 as we search for a greater level of understanding. We will continue to address this through the assessment of customer journeys, staff training, IT, measurement of KPIs including complaints and complaint resolution, analysis of performance data, focus groups, stakeholder engagement, client feedback.

KEY OBJECTIVE 3 - Operational services a programme for change carried forward from 21/22

We will implement further service efficiencies where these can be identified. We made reasonable progress in 21/22 but this was hampered by the HGV issue and the pandemic.

Moving forward and as part of this year's business plan we have offered the Council a 1% efficiency saving for 22/23.

KEY OBJECTIVE 4 - Health and Safety and Environmental and Quality Assurance

Work in this area is now at an advanced stage and we expect to receive full accreditations in the first quarter of 22/23 for ISO 9001 Quality Management System, ISO Environmental Management System and ISO45001 Occupational Health and Safety. Currently the services in scope are Collections and Street Cleansing. This has been a challenge and excellent progress has been made.

We now propose that the entire business including Grounds Maintenance and the HWRC is covered by March 2023.

We also propose to seek the Freight Operations Recognition Scheme (FORS) accreditation this year with a target of March 2023. We will assess at what level Bronze, Silver or Gold in due course. Typically, organisations make initial applications at the entry level, Bronze but our systems may support a more ambitious initial assessment.

KEY OBJECTIVE 5 - Data analysis and Performance improvement

Reasonable progress in this area in 2021 but we still need to make better use of the systems that are available to us to better understand the business and our performance. For example, better use of the telematics system has assisted with improved or reduced idling in the depot, thus reducing CO2 emissions.

This was a new objective in 21/22 and is still relevant for the coming year as we seek greater understanding and look to integrate systems to achieve a fully comprehensive performance dashboard across the GEL. We anticipate being able to analyse activity at an individual and area or team basis. Helping us to identify performance or service design issues. The ambition is to be able to create a record of all activities and measure these against performance requirements, targets.

KEY OBJECTIVE 6 – Communications Strategy- ongoing but emphasis on growth

This objective is still relevant, but we will change the emphasis to marketing GEL especially to Council customers and Businesses in Ealing and surrounding boroughs.

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

- events as well as engagement surveys and other digital opportunities. We will also
- design and deliver targeted campaigns to help us to achieve our goals.

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

KEY OBJECTIVE 7 – Greener Ealing Digital Strategy

We continue to make progress on this agenda with the roll out of Whitespace scheduling system to Streets. This will improve our understanding of the business and resource needs and the overall performance. We are also actively considering software to allow us to schedule and monitor grounds maintenance work which will provide more robust data for our customers and management information for the business.

The Blink communications app has been successful in helping us to talk to staff at all levels throughout the organisation – to individuals, teams, or companywide.

Our Health and Safety system Alcumus has now been developed to provide training records and to extended manage stock controls.

This objective needs to be considered together with objective 5.

KEY ACTION 8 – Greening Greener Ealing – Carbon Reduction Plan

Ealing Council has declared a Climate Emergency and aims:

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

As a key supplier to the Council, GEL has agreed a Carbon reduction plan. This is supported by a comprehensive action plan that will support the Council's aspirations. The plan addresses:

- **Energy**
- **Waste**
- **Business Travel and Commuting**
- **Procurement and supply chain analysis**

In the meantime, we have estimated a 17% carbon reduction in GEL's first year of operations based on the new fleet versus last known estimates of our predecessor. We have also made excellent initial progress on vehicle emissions via route optimisation and work

with our Drivers encouraging reduced or no vehicle idling using Masternaut our telematics system which provides detailed vehicle data analytics.

The plan takes its lead from the London Borough of Ealing (LBE) **Climate and Ecological Emergency Strategy** and has identified specific, measurable actions to be taken in the operation of the vehicle fleet and in the management of operational service delivery. These actions have the potential to achieve the LBE target of 15% CO₂ reduction within the next two years and when combined with a possible carbon offset programme of tree planting can deliver a net neutral CO₂ impact for the GEL operation. NB This needs careful research and is a possibility at this stage.

The **GEL Carbon Reduction Plan** is presented as a separate report to the GEL Board.

For completeness and to embrace the wider impact of Greener Ealing outside of the Council's stated objectives the plan also includes consideration of the CO₂ impact of waste generated, business travel and commuting, upstream fuel and energy, upstream transportation and distribution, purchased goods/services.

KEY OBJECTIVE 9 – Business Development – a strategy for growth

Some small signs of progress during a difficult year. Our strategy to explore Ealing opportunities needs to be accelerated. We have had some small successes which is good with Housing and Social Services Departments and some positive early discussions with the LBE procurement lead. Discussions with Housing are now taking place on a regular basis to explore whether there is any fit with GEL as a supplier for their needs. We have recently tendered for work with the Gunnersbury Park CIC for whom we are delivering a short term service at present.

Our overall approach below:

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

We will seek to exploit opportunities via our third-party relationships and will seek to commercialise these if possible.

We will also look to put our Training Academy on more of a commercial footing in 2022. We believe we are uniquely placed to offer training for example, to other Ealing departments where there are similar needs especially Health and Safety or Manual Handling Training or Transport/Driver advice or monitoring.

8. Summary and Conclusion

Last year was a challenging year. Hopefully we can now look forward and anticipate a more stable operating environment for the year ahead with a reduction in Covid related interference and a more stable recruitment situation for HGV Drivers.

Our immediate ambitions will be to finish work on some of the key building blocks identified in 21/22 which have been in part delivered but stalled by the impact of external pressures. We will then focus on a number of key activities as set out in our list of objectives but with an emphasis on:

- **greening the business**
- **growing the business**
- **continuing the search for operational efficiencies**

This plan will form the basis for 2022/23 work programme for Greener Ealing Ltd.

Kevin O’Leary

Interim Managing Director

Greener Ealing Ltd

January 2022

Appendix A

Cash Flow Statement – Forecast 2022/23

Category Description	30/04/2022	31/05/2022	30/06/2022	31/07/2022	31/08/2022	30/09/2022	31/10/2022	30/11/2022	31/12/2022	31/01/2023	28/02/2023	31/03/2023
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Opening Balance	2,000	1,438	1,654	1,655	1,294	1,431	1,399	988	1,244	1,439	1,016	1,158
INCOME												
Cash receipts	2,212	2,285	2,212	2,285	2,285	2,299	2,285	2,212	2,285	2,285	2,067	2,682
SubTotal	2,212	2,285	2,212	2,285	2,285	2,299	2,285	2,212	2,285	2,285	2,067	2,682
EXPENDITURE												
Operational	(620)	(607)	(687)	(614)	(712)	(754)	(627)	(575)	(615)	(544)	(544)	(643)
Salaries	(993)	(948)	(997)	(887)	(926)	(1,043)	(881)	(879)	(954)	(962)	(879)	(1,023)
Leases (Vehicle & Plants)	(192)	(192)	(192)	(192)	(192)	(192)	(192)	(192)	(192)	(192)	(192)	(192)
SLA payments	(4)	(4)	(10)	(4)	(4)	(10)	(4)	(4)	(10)	(4)	(4)	(10)
Landlords payments	(119)	(119)	(119)	(119)	(119)	(119)	(119)	(119)	(119)	(119)	(119)	(236)
PAYE (NIC/TAX/PENSION)	(172)	(166)	(173)	(156)	(162)	(180)	(156)	(155)	(166)	(168)	(155)	(177)
Other cash payments (CT/VAT)	(641)	-	-	(641)	-	-	(685)	-	-	(689)	-	-
Bank Charges/Interest	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
SubTotal	(2,741)	(2,036)	(2,178)	(2,613)	(2,116)	(2,298)	(2,664)	(1,925)	(2,058)	(2,677)	(1,893)	(2,281)
FINANCING COSTS												
Interest payable	(7)	(7)	(7)	(7)	(7)	(6)	(6)	(6)	(6)	(6)	(6)	(6)
Interest receivable	-	-	-	-	-	-	-	-	-	-	-	-
Loan drawdowns	-	-	-	-	-	-	-	-	-	-	-	-
Loan repayment	(26)	(26)	(26)	(26)	(26)	(26)	(26)	(26)	(26)	(26)	(26)	(26)
SubTotal	(33)	(33)	(33)	(33)	(33)	(32)	(33)	(32)	(32)	(32)	(32)	(32)
TOTAL CASH	1,438	1,654	1,655	1,294	1,431	1,399	988	1,244	1,439	1,016	1,158	1,527

Report Title	Consolidated Performance Report including HSEQ & Transport		
Meeting	Greener Ealing Board Meeting		
Date	3 rd February 2022	Agenda Number	11.
Type of Report	For noting		
Author	Kevin O'Leary – olearyk@greenerealing.co.uk		
Background	<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>Internal targets for 21/22 and beyond based on our first year's performance were agreed at the last Board meeting and are now part of the KPI table.</p> <p>As indicated at the last Board meeting a GEL Carbon Reduction Plan contains is presented elsewhere for Board noting and approval completes the full set of indicators for the Board to monitor.</p> <p>Parks quality and Cemeteries inspections have been removed from the current table while work is done with the client to calibrate and align the performance metrics so that they convey useful information.</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>December was busy with various work streams in progress and challenging operational problems including the emergence of the Omicron variant and the continued driver shortage that the team is still dealing with.</p>		

GEL Combined Monthly Performance Report December 2021

December Performance - Operations

This report covers data from August to December, and commentary on the overall December performance of GEL including the HWRC site at Greenford. GEL continue to follow government guidelines as Covid-19 restrictions change. Covid-19 remains a live issue which is monitored. This is likely to be the case for some time to come, the sudden emergence of the Omicron variant illustrates the volatile nature of the pandemic.

Overall performance has been strong in a difficult time and is now at GEL's normal level on Collections and Streets, with Parks improving gradually. Details are addressed in individual service commentaries.

The national HGV driver shortage is a continuing issue as reported previously. The other service streams, Streets in particular, maintain their support of Collections to ensure that core services are delivered consistently without detriment to residents. Despite GEL's sustained remedial measures noted below, this remains a significant and ongoing threat to delivery of the entire contract.

Collections – Commentary

- HGV driver shortage - 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 low despite operational pressures. That statement doesn't really do adequately justice to the remarkable consistency and quality demonstrated during a time when many other local authority services have had to reduce service levels.
- Garden Waste performance is good, as one would expect at a time of year when there is not much to collect.
- Missed Assisted numbers are low for a contract of this nature although higher than GEL aspire to!

Street Cleansing - Commentary

- First time A+B performance for December was 94% - an improvement on the already acceptable November scores.
- The service continues to be a primary support to Collections and this is reflected in the quality scores for the Bulky Waste service and Container Deliveries. The December number for Bulky Waste is also a result of a phasing error when the service pattern changed – it is not an accurate reflection of service quality.
- The leafing program is now in a quieter period as is normal at this time of year.

HWRC - Commentary

- The Acton site closed permanently in November.
- Visitor numbers were low as expected in December.
- The recycling rate was disappointingly low at 54%, obviously this is affected by the nature of the waste presented.

GM & Cemeteries - Commentary

- The parks inspection score of 70% is indicative of the fact that, as previously noted, the Parks Quality Indicator is new and the subject of 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.
- GEL recognise that there is also a need to improve service capacity in the Parks.

Complaints

- The complaints for December are very low at 30 for the month, matching October's performance. Again, this is reflection of the work done by operational teams to maintain service standards during this difficult period of Omicron and the driver shortage.

December Internal KPIs

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

- Safety standards are still stable, although there was a disappointing decrease in reporting close calls – a leading indicator of focus by staff on the safety of their work environment.
- One lost time incident in the month.
- Vehicle incidents on the high side, meriting focus.

December Performance – HSEQ & Transport Support Services

HSEQ

- HSEQ provision good during this period, some Covid impact from the Omicron variant.
- GEL remains aligned to latest local and national Government & WISH Covid guidance.
- Where practicable, staff were still encouraged to spend part of week working from home.
- No RIDDORs in the period.
- Stock management and paperless PPE ordering system now live on Alcumus.
- HSEQ and Training team working on Stage Two BSI audit of ISO 9001, 14001, & 45001 accreditations for Management, Waste, and Streets, planned for April 2022.
- Full refresh of training induction for all staff completed and the first internal HGV driver candidate has finished training and is now a qualified LGV C licence holder.
- Training focus for 2022 includes both Eco Driving in support of proposed CO2 reduction plans, and mandatory CPC refresher training for HGV drivers.
- Work still continuing 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 recyclate.
- Issues over Transfer Station infrastructure raised with LBE.

Transport

- Transport Provision in-line with operation requirement – no change.
- Accidents increased in November but went down slightly in December.
- Despite driver shortage, GEL compliant with Operator Licence conditions – no change.
- Fuel price stabilised.
- Further reduced vehicle idling across the contract with lower CO2 output and fuel consumption.
- GPLFS continue to meet contractual KPI requirements; emphasis in the next period on end of season maintenance activities associated with GM equipment which will closely monitored by the Transport team – no change.
- The effects of Covid and Brexit on parts supply has lessened in the period but some issues with supply of tail lift components due to supplier moving out of UK.
- LBE Facilities are not currently looking to support the provision of electric vehicle charging points in the depot so GEL are looking at alternative solutions to supply electric vehicle charging capacity. This has implications for the GEL Carbon Reduction Plan.

GEL - Overall Dashboard

Indicator	Target	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Missed Rectification %	100% within 24 Hours	99%	100%	100%	100%	100%
Right First Time %	-	99.95%	99.95%	99.96%	99.96%	99.97%

Assisted Missed Collections	Zero	18	9	6	7	5
Missed per 100k by Service						
<i>Refuse</i>	< 100	38	62	35	35	31
<i>Recycling</i>	< 100	31	42	26	37	25
<i>Food</i>	< 100	72	60	54	41	32
<i>Garden</i>	< 100	274	63	86	94	31
Streets A&B Inspection %	85%	68.01%	72.77%	98.16%	88.90%	94.50%
Flytip Clearance	95%	97%	99%	99%	98%	100%
Flytips Reported	-	1127	1054	767	731	664
Bulky Waste Service	100%	99%	99%	79%	93%	64%
No of Container Requests	-	1839	1519	1315	1161	609
Container Delivery %	100%	99%	96%	89%	88%	97%
HWRC Materials Recovered	-	429t	433t	312t	289t	276t
HWRC Visit Numbers	Report Actuals	14178	12121	10319	9487	7235
HWRC Recycling Rate %	TBA via Service Agreement	58.78%	57.79%	58.46%	57.14%	54.34%
Customer Complaints	<100	48	50	29	56	30
RIDDORs	0	0	0	0	0	0
No Lost Time Incidents	<3	0	0	1	1	0
Lost Time Incidents	0	0	1	2	0	1
Close Calls	Report Actuals	9	26	31	21	8
Vehicle Incidents	<7	3	3	8	11	8
VOR (Daily Average)	<5	5.56	4.75	4.57	4.80	4.24
Fuel – DERV (Litres)	TBA	57,170	62,735	56,090	57,896	53,227
Fuel – Gas Oil (“red” litres)	TBA	4030	3834	3530	3223	2655
CO2 – kg	TBA	152,507	167,352	149,625	155,443	141,988
Total Vehicle Idling Time (hrs)	<140	123	132	126	125	116
Vehicle Availability	95%	100%	100%	100%	100%	100%
MOT Pass Rate	98%	100%	100%	100%	100%	99%
Average Sickness %	<4%	5.95%	5.38%	4.62%	4.14%	6.13%
ER Cases	<5	1	3	6	5	3
Staff Turnover	Report Actuals	6	5	6	7	5
YTD Actual	-	£21,248	£46,105	£40,077	£90,886	TBC
FY Forecast	-	£84,231	£175,666	£155,743	£24,416	TBC
Additional Revenue	-	£42,398	£77,543	£288,630	£231,829	TBC



Report Title	GEL Risk Management – Risk Register		
Meeting	Greener Ealing Board Meeting		
Date	3 February 2022	Agenda Number	12.
Type of Report	To Note		
Author	Katarina Pohancenikova can be contacted on pohancenikovak@greenerrealting.co.uk		
Background	<p>Following the Board meeting in November 2021 and the discussion around GEL risk register presentation, this paper provides an update on the new risks or measures the company faces since the last update.</p> <p>The Risk Register is attached as a separate excel file for ease of review.</p>		



Budgetary management and control

Budget misalignment - HIGH

GEL Finance team to ensure budget misalignment does not occur 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.

***UPDATE:** It is now anticipated that the Cabinet will agree the GEL Business Plan on 9th February and that GELs income expectations will largely be met. However, the company business plan is showing a budgeted loss of £389k for financial year 2022/23. As we have adopted a cautious approach and including the emerging pressures and highlighted to the Council that these may need to be recovered from the Council. We will present a management action plan to the Board in April in order to contain/absorb the pressures.*

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.

***UPDATE:** GEL is encountering parts supply issue for component supplies for our vehicle Tail-lift systems, where the manufacturer has now transferred outside of the UK.*

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 contract 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.

***UPDATE:** Information relayed by LBE to GEL seems to indicate that LBE Facilities Management service are no longer looking to support any GEL electric vehicle charging installations.*

Therefore GEL will have to resort to direct contact with electrical infrastructure suppliers and look at potential other mean of providing charging to our planned electric vehicle procurement. This will have an impact on the Carbon reduction measures outlined in our 2022 Carbon reduction plan

Non-compliance with H&S

Failure to comply with regulations - MEDIUM



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

UPDATE: *A great deal of work is still being undertaken is liaison with LBE to review/implement updated Fire management protocols and processes, especially in relation to the depot fuel station. This is an outstanding area of concern where we appear to be unable to reach agreement with LBE on the detail and scope of required measures to operate and refuel the bunkered fuel tanks and this may require input from an external agency in order for us to resolve this issue.*



Report Title	Finance Update – February 2022		
Meeting	Greener Ealing Board Meeting		
Date	3 February 2022	Agenda Number	13.
Type of Report	To Note		
Author	Katarina Pohancenikova		
Background	<p>Executive Summary This report notes:</p> <ol style="list-style-type: none"> 1. Month End Greener Ealing draft net surplus after tax shows a positive variance of (£420k). 2. 2022/23 Budget Draft GEL budget for financial year 2022/23 3. Outstanding Finance Issues The unresolved finance issues with the Council are Start-up costs treatment and premises lease agreement. 4. Financial Accounts for year ending 31st March 2021 Update on the audit 5. Loan Finance No loan drawdown up to date in financial year 2021/22. 6. Bank Update Company credit card spend. <p>Recommendations:</p> <p>To note the overall draft financial position to 31st December 2021.</p>		

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

	December YTD			Full Year		
	Actual	Budget	Var	Forecast	Budget	Var
Net Service Income	(17,013)	(16,404)	(610)	(22,475)	(21,773)	(703)
Other income	(426)	(215)	(211)	(597)	(287)	(310)
Turnover	(17,439)	(16,619)	(821)	(23,072)	(22,059)	(1,013)
Staffing costs	9,044	9,360	(315)	12,305	12,471	(166)
Agency Costs	1,871	1,179	693	2,133	1,437	696
Other staffing costs	186	181	4	247	242	6
Total staffing costs	11,101	10,720	382	14,685	14,150	535
Other Direct Costs	696	435	262	792	547	245
Depreciation & Amortisation	159	179	(20)	217	238	(22)
Vehicle Costs	3,360	3,513	(152)	4,511	4,684	(173)
Plant Costs	319	299	20	429	403	25
Property Costs	878	885	(6)	1,272	1,187	84
Communications	5	-	5	6	-	6
ICT Costs	182	141	41	256	188	67
Service Recharges	35	168	(133)	53	224	(171)
Professional Fees	334	248	85	424	324	100
Operating costs	5,969	5,868	101	7,958	7,797	161
OPERATING DEFICIT/(SURPLUS)	(369)	(31)	(338)	(429)	(112)	(316)
Net funding costs	1	153	(152)	16	197	(180)
NET DEFICIT/(SURPLUS) BEFORE TAX	(368)	122	(490)	(412)	84	(496)
Corporation Tax	70	-	70	78	-	78
NET DEFICIT/(SURPLUS) AFTER TAX	(298)	122	(420)	(334)	84	(418)

The overall draft financial position to 31st December 2021 is a surplus after tax of (£298k) against a budgeted loss of £122k. Key variances relate to:

- Turnover favourable variance of (£821k) as a result of non-contractual work provided: (£257k) Leafing programme; (£229k) Grounds maintenance including Gunnersbury Park contract; (£182k) pass through costs – rechargeable bins/bags; (£71k) Waste, (£38k) streets cleansing; (£22k) salary recharge; (£15k) additional rental recharge; (£14k) Kickstart funding; £7k HWRC
- Staffing costs adverse variance of £382k due to (£192k) staff costs; (£22k) life insurance; (£9k) Apprenticeship; £39k PPE; £59k subcontractor costs; £72k pension costs; £435k relating to additional works offset in revenue
- Operating costs adverse variance of (£101k)
 - (£133k) Service recharges & business rates not required
 - (£132k) Vehicle and plant saving on insurance; fuel; repairs & maintenance and hire costs
 - (£20k) Depreciation & Amortisation year-end adjustments
 - (£6k) Property Costs savings
 - £45k ICT and Communications due to additional H&S software reporting requirements and licences; in cab device repairs
 - £85k Professional fees include additional consultancy fees; publications; subscription offset by savings on training
 - £262k Other Direct Costs for grounds subcontractors; streets survey; rechargeable bags, bins and weighbridge repairs

- Funding costs positive variance of (£152k) as a result of no loan being drawn down in 2021-22 financial year

The full year forecast has been updated and is currently showing a profit after tax of £334k against an original budgeted loss of £84k. Although this is a welcome improvement it is a result in part of circumstances outside of our control and one should not conclude that there are ongoing underlying profits available in the contract. This also further underlines the volatility in delivering these services. The change has been brought about by a number of factors. (i) The original budget/forecast assumed a loan drawdown of £197k this has not yet materialised as this matter has not been resolved with the Council. (ii) Our October forecast included pessimistic assumptions regarding adverse winter weather, continuing Covid and HGV Driver shortage impacts. We have been lucky with the weather and our resilience in managing the HGV and Covid impacts has further helped to improve the overall financial situation.

Management continues exert tight controls on expenditure and review services with further costs control measures introduced that may bring more benefits in the near future.

2. 2022/23 Budget

GEL budget for the next year is presented in the GEL Business Plan:

	BUSINESS PLAN	
	2021-22	2022-23
<i>Contractual Service Income - Scheduled Works</i>	(21,616)	(22,088)
<i>Contractual Service Income - Non-Scheduled Works</i>	(859)	(27)
Other income	(597)	(716)
Turnover	(23,072)	(22,831)
Staffing costs	12,305	13,383
Agency Costs	2,133	1,507
Other staffing costs	247	254
Total staffing costs	14,685	15,144
Other Direct Costs	792	460
Depreciation & Amortisation	217	231
Vehicle Costs	4,511	4,794
Plant Costs	429	471
Property Costs	1,272	1,313
Communications	6	4
ICT Costs	256	281
Service Recharges	53	52
Professional Fees	424	395
Operating costs	7,958	8,000
OPERATING DEFICIT/(SURPLUS)	(429)	312
Net funding costs	16	77
NET DEFICIT/(SURPLUS) BEFORE TAX	(412)	389
Corporation Tax	78	-
NET DEFICIT/(SURPLUS) AFTER TAX	(334)	389

We continue to use a prudent approach in setting 22/23 budget. As a result of this the financial outcome for budget year 22/23 is a loss of £389k.

The key elements contributing to the increases between 21/22 and 22/23 can be summarised as below:

- £242k Overtime due to HGV driver shortage – we have assumed additional overtime to be incurred due to continuous HGV driver shortage



- £260k Staffing costs – despite making some savings on the labour costs in 21/22 with very limited knowledge on future market, pandemic and weather circumstances for the next financial year, we have assumed full staff deployment in the next year budget.
- £70k Repairs & Maintenance – more repair costs incurred as a result of fleet and plant ageing
- £66k Training – with the assumption of pandemic being under control, we are hoping to get the staff on required training programmes
- £60k Insurance premium increase of 10%
- £60k Interest payable on the capital start up cost loan
- £43k Other

The statutory pressures such as National Insurance increase and HGV drivers market supplement are included in the 22/23 figures and we will be recovering these from the Council.

We are working on a management plan to close the gap of £389k to bring the company to a better financial position. This will be presented to the Board in the next meeting.

3. Outstanding issues

GEL management is awaiting 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 (£703k) – 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 (£930k) – submitted capital spend 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 (£161k) - submitted PPE spend with GEL using working capital loan facility to finance the costs.
- The rent and service charges for 2021/22 have been estimated at £1.2m with no further progress on finalising the lease agreement.

Company Financial Accounts for financial year ending 30th June 2020 were filed with Companies House in December 2020. GEL Corporation tax return for the same financial year was filed with HMRC also in December 2020.

4. Financial Accounts for financial year ending 31st March 2021

GEL audit for financial year ending 31st March 2021 is delayed due to the auditor's nationwide shortage issues and prioritising Council's other subsidy accounts. We have agreed with the auditors on a new timeline to complete the audit by 21st February 2022. GEL AGM has been rescheduled to 1st March 2022.

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 November to December 2021:

Expense Type	£	Comments
DVLA Vehicle tax	605	Annual vehicle tax
Other Expense	742	Stationery, postage, vouchers
Tools	2,231	Tools & materials
PCN Fines	509	Penalty charge notice
Other Fines	750	Companies House fine
Transport for London	90	Street Operatives Oyster card top up
	4,928	

Greener Ealing Ltd - Board Forward Plan 2022-23

Date of Meeting	Standing Items	Governance	Strategic	Finance	Performance Management/ Operations/Specific Project Updates
7 Apr 2022	<ul style="list-style-type: none"> • Apologies • Declarations of Interest • Minutes of Meeting • Matters Arising <ul style="list-style-type: none"> - Circular Resolutions • HR Update • MD Report • Performance Report <ul style="list-style-type: none"> - H&S Update - incidents / accidents - Operations Update - Transport Update • Risk Management <ul style="list-style-type: none"> - Risk Register • Forward Plan 	<ul style="list-style-type: none"> • Anti-Bribery Gift and Hospitality Policy (<i>approved Feb 2021</i>) • Risk Management (<i>approved Feb 2021</i>) • Freedom of Information Policy (<i>approved Feb 2021</i>) • Equality and Diversity Policy review (<i>final objectives approved Feb 2021</i>) • Final 2022/23 Business Plan and Budget • Contract Procedure Rules 		<ul style="list-style-type: none"> • Finance Update 	<ul style="list-style-type: none"> •
Jun 2022	<ul style="list-style-type: none"> • Apologies • Declarations of Interest • Minutes of Meeting • Matters Arising <ul style="list-style-type: none"> - Circular Resolutions • HR Update • MD Report • Performance Report <ul style="list-style-type: none"> - H&S Update - incidents 	<ul style="list-style-type: none"> • Anti- Fraud Policy (<i>approved April 2021</i>) • Health and Safety (update approved April 21) • Data Protection Policy and Handbook (updated and recirculated April 2021) • Environmental Policy (approved April 2021) 	<ul style="list-style-type: none"> • Working ex-offenders reintegration project Update (first presented in Nov '21) 	<ul style="list-style-type: none"> • Finance Update 	<ul style="list-style-type: none"> •

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	<ul style="list-style-type: none"> / accidents - Operations Update - Transport Update • Risk Management <ul style="list-style-type: none"> - Risk Register • Forward Plan 	<ul style="list-style-type: none"> • Quality Policy (approved April 2021) 			
Aug/Sept 2022	<ul style="list-style-type: none"> • Apologies • Declarations of Interest • Minutes of Meeting • Matters Arising <ul style="list-style-type: none"> - Circular Resolutions • HR Update • MD Report • Performance Report <ul style="list-style-type: none"> - H&S Update - incidents / accidents - Operations Update - Transport Update • Risk Management <ul style="list-style-type: none"> - Risk Register • Forward Plan 	<ul style="list-style-type: none"> • Scheme of Delegation (update approved 01/07/2021) 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Finance Update 	<ul style="list-style-type: none"> •