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# Delivery of Cleaning Services

## February 2020 - Business Case

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## 1.0 Executive Summary

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### 1.1 Executive Summary

This Business Case will show how Coalo will mobilise, deliver and manage the cleaning services on behalf of London Borough of Hounslow (LBH). Coalo are a wholly owned company of LBH and have been successfully delivering a variety of services on behalf of the Council for almost three years.

### 1.2 Background

The current cleaning service is being provided by Nviro under a contract which ends on 31<sup>st</sup> August 2020. This Business case outlines our approach and intention to successfully deliver the cleaning service provision for LBH commencing 1<sup>st</sup> September 2020.

The current contract value exceeds £1,000,000 per annum, with a workforce consisting of a combination of full- and part-time employees, many of whom may have the right to transfer to Coalo under TUPE regulations. In delivering the cleaning service for LBH we will ensure that the service delivery model is underpinned by our four key priorities:

- Quality
- Value
- Reliability
- Service

These priorities will ensure that LBH will be able to realise cost savings whilst Coalo provides a quality offering for all occupiers, service users and employees. This will be reinforced by a robust governance approach that details a full suite of performance measures and targets which will be reviewed jointly by LBH and Coalo.

This Business case is based on delivering the agreed service specification for approximately 50 Buildings, comprising of Libraries, Schools and Council buildings.

### 1.3 Our Business Model

Since April 2017, when Coalo were first formed by LBH, we have successfully grown in size and scope of works delivered from the original package of planned works and a workforce of 95 staff to our current service offering of Planned, Responsive and Grounds Maintenance with a work force

of 300 staff. Our annual revenue has also grown from £14,000,000 in 2017/18 to a projected turnover of £23,000,000 for 2019/20 million. During this period of growth, we have successfully insourced, under TUPE, 200 employees and various work streams with a value of £ 9 million pa.

Our track record in insourcing new work streams and the consequential TUPE-transfer of associated staff, has been successful in improving delivery of the insourced service, providing improved value for money, with a seamless transition during the mobilisation period.

#### 1.4 Shared benefits of Coalo delivering Cleaning services

There are a variety of added benefits for both Coalo and LBH that will be realised with the cleaning service being undertaken by Coalo, some of which are detailed below:

- As a wholly owned company all surplus generated from our operational activities are returned to the Council either in the form of a shareholder dividend or in efficiency savings for the Council commissioning department.
- In addition to the cost model above, which retains cash value for the Council, since inception Coalo has demonstrated the ability to reduce cost and deliver a quality service which would enable directly realisable benefits from the cleaning contract
- There is an undeniable advantage in service delivery being provided by Coalo for works that have been historically outsourced which is derived from the fact that, as a Council-owned company, we have a certitude that our financial security mitigates us from any weakness which may arise as a result of shareholder pressures impacted by the macro-economic business model that is specific to privately-owned companies.
- The benefit above also provides a reassurance that operational performance is consistently high and in line with targets as LBH are able to strategically influence Coalo, if needed, to deliver Council imperatives.
- Coalo share not just a common heritage and culture with LBH but we also operate the same systems and procedures for financial, computing and governance. This ensures that there are no hinderances with back-office systems interfacing or additional costs being required to integrate applications which may impact on the savings realised and the surplus generated for return to LBH.

- An additional work-stream being included within the service-offering for Coalo further enhances Coalo's opportunities for external growth opportunities by enabling Coalo to bid for cleaning contracts, using the contract with LBH as a spring-board to tender for similar Contracts within London, thereby further increasing the potential external revenue opportunities for the Council.

## 1.5 Key Assumptions

We have made the following Key Assumptions to produce the costings and aspects of our delivery model. These assumptions are listed below:

- We have assumed 2.5% as an annual uplift in line with information derived from the projected RPIX for Q2 – 2020 (when the contract starts) as detailed on the OBR website
- We have included a 3% efficiency based on the information detailed in section 5.8
- We have assumed a value for ad-hoc charges reflecting historical spend.
- We have based cleaners' salaries in line with the London Living wage
- Vehicle costs are based on procurement and servicing by Vehicle Fleet Maintenance (LBH)
- All IT hardware and devices are sourced from LBH
- We have not allowed for any depreciation in plant or equipment
- We have assumed that we use Liberata to undertake payroll and pay transactional tasks
- We have produced the contract mobilisation costs as a budget estimate, as we do not have enough detail to calculate an accurate cost

It has been necessary to make the above assumptions for this business case as it is not possible to obtain actual detail and information from Nviro. We are unable to commence meaningful discussions with Nviro until the decision to transfer the contract has been ratified by Council.

An example of above is that whilst we know how many employees are on the contract, we do not know detail of their roles, hours of work, or their terms of employment. Such information will only be available once we have detailed TUPE information; in the absence of detailed data we have therefore made appropriate assumptions.

It should also be noted that we have not been able to test many of these assumptions as we have not been supplied or advised of any detailed actuals. In light of the lack of detailed actuals the testing for our assumptions has been primarily based on our experience in delivering transactional services (38000 responsive repairs per year and £14 million worth of planned works and leading a workforce of 300 employees, and of mobilising large-scale projects).

## 1.6 Demobilisation Plan (Nviro)

To support our mobilisation plan, access to the “demobilisation” process agreed between Nviro and LBH will aid a more seamless transition for staff and operations. This process should indicate and set -out the approach which Nviro will be taking during their exit process of the contract e.g.

- TUPE arrangements
- How Nviro will be managing “legacy” works including all “works in progress”
- What plant equipment belongs to Nviro and what belongs to LBH
- Any warranty periods associated with works carried out
- Safe and compliant management of confidential information in line with GDPR regulations
- Details of how Nviro will be disposing of confidential waste
- How Nviro will transfer any contract specific process, operational details, address, historical operational details on work etc to LBH

Whilst not having any of the above would not significantly impact our mobilisation plan, if any of the information above is available it would be beneficial for this to be shared with Coalo.

## 2.0 Mobilisation to deliver Cleaning Service

### 2.1 Mobilisation approach

Our preferred approach in delivering the cleaning service will be based on the following mobilisation plan. The details included within this plan are based on our knowledge of the current service provision and will be finalised once we have increased clarity from Nviro regarding any TUPE implications and the anticipated scope of works.

### 2.2 Three stages

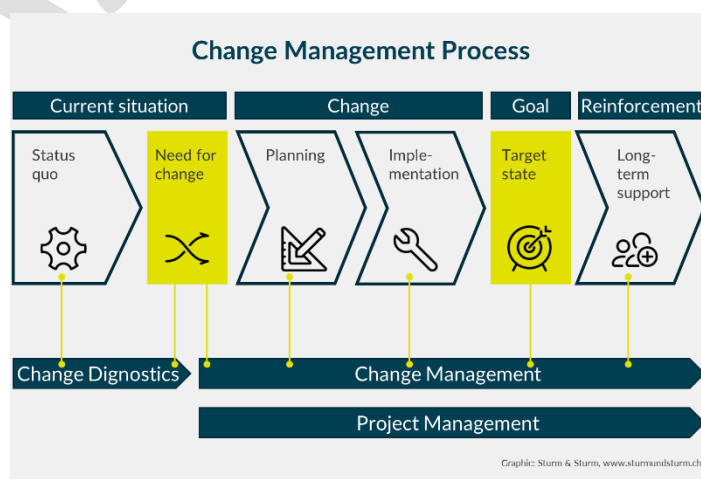
Our mobilisation process is based on three stages for implementation:

- Pre-mobilisation
- Harmonisation
- On-Boarding.

Recognising these three distinct stages is designed to ensure that delivery is consistent throughout the mobilisation process: a brief summary of each phase is provided below:

#### 2.21 Pre-mobilisation

This stage covers the period from Cabinet agreement for Coalo to undertake the work to two months prior to delivering the service. In identifying the main drivers for a successful mobilisation and implementation project we would be applying our change management process which guides our approach when successfully delivering change projects. (See figure included on “Change management process”)



The mobilisation includes various factors to be implemented prior to delivering the service. The majority of these are undertaken prior to starting the contract and include:

- Establishing a mobilisation team.
- Undertaking TUPE engagement
- Agreeing KPI suite and governance arrangements
- Development of a Stake-holder map and identification of expectations

The above are just some of the aspects that will be included in the detailed mobilisation plan. Once this Business Plan has achieved cabinet approval a more detailed mobilisation plan will be created and jointly reviewed.

## 2.22 The pre-mobilisation process

Nviro currently employ full-time and part-time staff on the cleaning contract, however numbers are approximate and cannot be qualified until we commence more detailed discussions with Nviro.

Our mobilisation plan will be led by the nominated mobilisation manager who will be leading the mobilisation team consisting of:

- Head of HR
- Business process manager
- SHEQ manager
- Project manager
- Finance support

We are anticipating that there will be a transfer of the workforce currently employed by Nviro in delivering this contract which will necessitate an extensive TUPE exercise, a process in which Coalo has significant experience. (See 1.2 in this paper). It is envisioned that a minimum of five group meetings will be required, to be held at various locations across the borough, each lasting at least two hours, in order that Coalo management can:

- Inform the Nviro workforce of the background, future plans, ethos and approach of their new employer, and Coalo's relationship with the Council.
- Detail our approach to staff retention, development and management.
- Explain the transitional arrangements to reassure staff who may be feeling unsettled about the "step into the unknown"
- Detail how the transfer will be seamlessly achieved.
- Answer any questions from the Nviro workforce



- Obtain the documentation (RTW, etc) and information (bank details, address, emergency contact details, etc).
- Collate sizing information for new uniform.
- Take photographs to ensure all staff have Coalo IDs prior to go-live.

During the TUPE process we will continue frequent engagement with all staff to ensure they are kept informed to maximise buy-in and minimise apprehension and anxiety.

As part of our mobilisation we will write to the managers of all properties in the portfolio to explain the change of supplier, to introduce Coalo, to set out how we intend to manage the transition from Nviro to Coalo and articulate our vision for the future of the cleaning service. We will also allude to the range of other services which we are able to offer to start the upselling process. We will also write to all sites in the borough that have ceased using the service to inform them of the services that we will be able to offer should they be considering changes in their current supply chain.

Coalo staff will arrange to visit every site to introduce Coalo as the new cleaning contractor to the staff responsible for each property. During the course of the visits we will obtain copies of the site-specific schedules of works for every property in order that we can commence the process of creating site-specific schedules of work, quantify plant, equipment and tool requirements, for issue to the incoming workforce and review costs against works. This task will need to have been completed by the end of June to fit in with the requirements of the schools, allow adequate time to prepare work schedules and programme staff.

These visits will also be used for Coalo to formulate the requirements for tools, plant, equipment and consumables that will be needed to ensure the staff are adequately equipped to provide the highest quality of service-delivery.

A list of tools appropriate for the volume and nature of work at each site will be prepared and purchased for retention on site. Depending on the scope of works this could include stepladders, hop-ups, brooms, mops, buckets, squeegees, trolleys etc.

Plant and equipment requirements will be determined by the nature, extent and frequency of work at each property, as this will determine the need to retain equipment on site for daily use, or to transport equipment from site to site where periodic use is deemed more appropriate. Equipment may include vacuum

cleaners; floor sweepers, buffers and polishers (both manual and ride-on), pressure washers and similar.

Uniform and PPE will be procured for this contract. It is envisaged that initial allocation of dual-branded uniform will include three polo shirts, one sweatshirt and one tabard, with additional clothing being provided to the managerial staff and the mobile team.

Four vans will be required to service the contract, one each for the manager and two mobile supervisors, and one for the Emergency Response Team. Vehicles best-suited for the work being undertaken in delivering this service are short-wheelbase vehicles such as the Citroen Berlingo or similar. All vans will be dual-branded, Coalo and LBH, in line with the existing fleet.

During the procurement process every consideration will be given to the environmental impact of our delivery and reducing the carbon footprint created by our activities.

As the pre-mobilisation period progresses we recognise the need to work closely with Nviro to ensure continuity of service throughout the transitional period, with specific focus on works that are required in schools during the latter stages of the pre-handover period – the majority of schools have a deep clean undertaken in August during their summer closedown.

The following table illustrates the schedule of activities that will accompany the whole mobilisation process.

#### **Outline Mobilisation programme**

Process	Outcome	Responsibility	Date
Acceptance of Business Plan	Cabinet approval for Coalo to be awarded responsibility for delivering the cleaning service for LBH	LBH	By 31/03/20
Pre contract award discussions	Finalise contract details and award. Agree high-level project implementation plan content, timelines and milestones.	LBF Facilities Management/Coalo	by 17/04/20
Vehicle specification	To develop spec for branded, contract-specific vehicles for contract start	LBF VFM/Coalo	by 17/04/20
Project planning	Develop and complete project mobilisation and implementation plan	Coalo	by 17/04/20
Site visits	Client re-assurance and relationship-building; obtain specification and site familiarisation.	Coalo/customers	20/04/20 to 30/06/20
Pre-start	Preparation of works schedules and, where necessary, re-negotiation with premises staff.	Coalo	20/04/20 to 30/06/20
Contract handover	Meetings between Nviro and Coalo to commence, facilitate and complete handover.	Coalo/Nviro	20/04/20 to 31/08/20
Procurement	Machinery/plant/tools/uniform purchase	Coalo	by 31/07/20

IT	Procurement and set up of PDAs/tablets/laptops.	Coalo	20/04/20 – 14/08/20
IT	Setting up of email addresses/logins/accesses	Coalo	01/08/20 – 14/08/20
TUPE consultation	Meetings with affected staff	Coalo/Nviro	30/06/20 – 14/08/20
Receipt of TUPE staff information from Nviro	All relevant staff information, payroll, training records, etc, etc	Nviro	by 03/08/20
Set up of TUPE staff on payroll	Obtaining staff details (address/NoK/bank/right to work, etc)	Coalo	30/06/20 to 14/8/20
Recruitment	To replace staff who decide not to accept transfer or who have left Nviro prior to transfer.	Coalo	31/07/20 to 04/09/20
Staff induction and training	Production of ID badges, company inductions, H&S training, issue of uniform and PPE	Coalo	17/08/20 – 04/09/20
Contract start	Commence service delivery	Coalo	01/09/20

## 2.23 Harmonisation

This phase of the mobilisation process involves running the new service and beginning the change from mobilisation to becoming our normal “Business as usual” work stream. During this phase transfer of knowledge and processes takes place from the mobilisation manager to the Senior Operations Manager who will be responsible for overseeing the eventual delivery of this work-stream

## 2.24 Mobilisation On-Boarding

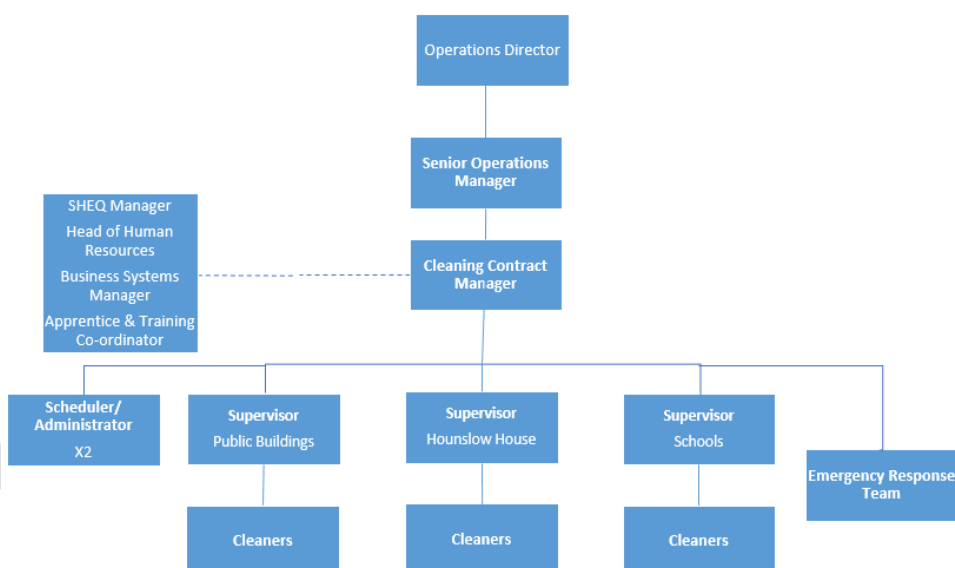
This phase describes the final process of mobilisation which is completed once the mobilisation phases of pre-mobilisation and harmonising have been completed. The sign-off is based on key measures being agreed and met between the Council commissioning team and the Mobilisation manager and the Senior Operations manager who will be accountable for the contract now that it has been successfully mobilised.

## 3.0 Operational Delivery

### 3.1 Organogram for delivery

The following Organogram illustrates how we will propose the cleaning contract is led and delivered. The roles and designated functionalities are based on various assumptions we have made about the current level of resources and scope of works.

Coalo Structure for delivery of the  
London Borough of Hounslow Cleaning Contract



### 3.2 Role definitions

Indicated next to the role is the anticipated amount of time that the specific role will spend on the contract.

**Operations Director (5% of time on this contract)**, based at Ashmead Road Depot in Feltham, holding overall responsibility for the operational and strategic success of this contract. With over 30 years' experience managing works in public and commercial properties, in addition to social housing, the OD will manage the Senior Operations Manager (SOM), overseeing the delivery and performance of the contract, managing the strategic relationship with the London Borough of Hounslow, attending quarterly and annual governance meetings, and providing board-level oversight of the project.

**Senior Operations Manager (10 – 15% based on contract)**, based at Ashmead Road, will have day-to-day responsibility for ensuring that the strategic operational deliverables are achieved. Leading at strategic level, reporting in to the Operations Director, the Senior Operations Manager will oversee performance, monitor and managing compliance with KPIs and SLAs and commercial probity of

The contract, attending senior level governance meetings, building and developing relationships with stakeholders, monitoring and managing performance and using management information to work with the Contract Manager to identify service improvements and efficiencies.

**Contract Manager (100% dedicated on the contract)**, a mobile position based at Hounslow House, with specific responsibility for the delivery of service to Hounslow House, managing the three supervisors responsible for the teams of staff undertaking the hands-on delivery across the contract. The Contract Manager will be the main point of contact for the service, leading on the borough-wide day-to-day delivery of all cleaning and janitorial services, ensuring KPIs and SLAs are achieved on a daily, weekly, monthly and annual basis at all sites. Responsible for maintaining standards to the highest level and that all staff receive training appropriate for the roles held and tasks undertaken, including the provision and use of Personal Protective Equipment. At operational level, being the first point of contact for the Corporate Contract Manager and the LBH Facilities Management Team for all day-to-day issues.

**Supervisor responsibilities– general (100% dedicated on the contract)**, Developing a thorough understanding of the service specification pertaining to each site, and ensuring that the specification is always met or exceeded. Monitoring performance through regular inspection regimes and reporting on KPI and SLA compliance to the Contract Manager. Ensuring that plant and equipment is maintained to meet all manufacturers and legislative requirements, arranging for repair and/or servicing as necessary. Ensuring staff have all appropriate training, Personal Protective Equipment, Uniform, plant, machinery and equipment to complete tasks competently and safely. Managing staff to ensure enough trained labour is available to fulfil our contractual obligations. Resolving local issues and reporting to the contract manager to ensure early trend identification and implementation of effective corrective action.

**Supervisor - Hounslow House. (100% dedicated on the contract)**, to liaise with the Coalo Contract Manager and key personnel based at Hounslow House to ensure that daily tasks and routines are completed in line with service specifications, that the cleaning team are appraised of any special requirements, *ad hoc* attendances, areas requiring additional focus, and to ensure timely and appropriate resolution of one-off issues. To co-ordinate additional staffing

requirements to ensure all client expectations and requirements are met or exceeded. To ensure task-allocation is appropriate to the resource used to deliver the requisite work.

**Supervisor – Libraries and Public Building (100% dedicated on the contract),** managing the team of operatives providing services to the portfolio. Responsible for building a comprehensive knowledge of all sites and developing good working relationships with key personnel. To identify opportunities for service development and improvement and liaise with site personnel and Coalo management to introduce agreed changes.

**Supervisor – Nurseries, Schools, Academies and Colleges (100% dedicated on the contract),** managing the team of operatives providing services to the portfolio. Responsible for building a comprehensive knowledge of all sites and developing good working relationships with key personnel. To identify opportunities for service development and improvement and liaise with site personnel and Coalo management to introduce agreed changes.

**Scheduler/Administrators x 2 (100% dedicated on the contract),** responsible for the daily scheduling of work onto our electronic Works Management System, raising purchase orders, recording spend, liaising with the internal and external suppliers with regard to the supply and provision of goods and services. Taking calls from customers, raising *ad hoc* orders and assisting in the resolution of issues. Providing administrative support to the operational delivery team.

**Janitorial and cleaning operatives (100% dedicated on the contract),** responsible for hands-on service delivery across the portfolio of properties. Working individually or in teams to undertake the jobs and tasks determined in each site-specific service schedule. Work is allocated via PDAs, phones and/or tablets, and staff record attendance and completion on these devices.

**Emergency Response Team (100% dedicated on the contract),** a mobile team to respond to *ad hoc* unplanned requests for services that are not covered as part of the standard service specification, and provide back-up to cover unplanned absence, or the requirement for additional work to prepare for planned one-off events or occasions.

Along with the designated and dedicated staff listed above to lead and deliver the contract, there will also be occasions when the following staff /roles may be required. These staff are based at our depot located at Ashmead and will be used by the cleaning contract on an “as required” basis.

**SHEQ Manager, (5% dedicated on the contract),** based at Ashmead Road is responsible, company-wide, for Health & Safety, Environment and Quality. With significant experience in delivering a wide range of site-based works, including cleaning and facilities maintenance.

The SHEQ Manager, in addition to providing oversight and monitoring of H&S, Environmental and Quality Management compliance on the contract, is driving Coalo's programme to achieve accreditation to ISO9001:2015, ISO14001:2015 and ISO45001:2018, and maintaining the standards and performance that was recognised with the **RoSPA Gold Award in 2019**. The SHEQ manager will be assisted by an H&S Site inspector (20%) who will undertake site visits and assist in the investigation and recording of incidents and accidents, and in training and inducting staff.

**Head of Human Resources (5% dedicated on the contract)** responsible for the processes and procedures used by Coalo to ensure compliance with all legislation and regulation pertaining to the employment of our staff, with an HR Business Partner (100%) undertaking the day-to-day HR functions.

This team will manage the TUPE of existing staff from Nviro into our workforce, a process which has already been successfully completed twice with the original transfer of employees from the planned divisions into the newly-formed Lampton Facilities Maintenance 360 in 2017, and the subsequent transfer of the Responsive and Grounds Maintenance teams into LFM360.

**Business Systems Manager (5% dedicated on the contract)** , responsible for the provision of appropriate IT hardware to staff, loading the relevant software suited to the needs and requirements of each role, training staff in the use of the hardware and associated programmes, recording the allocation of equipment and ensuring all IT-related issues are resolved at the earliest opportunity.

**Finance (5% dedicated on the contract)**, setting up accounts for new suppliers; reviewing and issuing purchase orders; receipt, processing and payment of invoices received; review of Coalo costs against applications for payment to ensure accuracy; issue of invoice to LBH and receipt of payment. Working with the Senior Operations Manager and Contract Manager on the collation and review of financial and commercial information to ensure accuracy, financial and commercial probity; the preparation of Finance reports for internal review and for sharing with clients and contractors as appropriate at the relevant meetings.

### 3.3 Works management, delivery performance and reporting

Coalo currently uses a cloud-based works-management software package to receive, issue, manage and report on orders received, works undertaken and SLA/KPI-compliant delivery.

Bespoke schedules will be prepared for each property in our portfolio, detailing every area of each building and the works to be done in that area. Our system will allow us to upload daily,



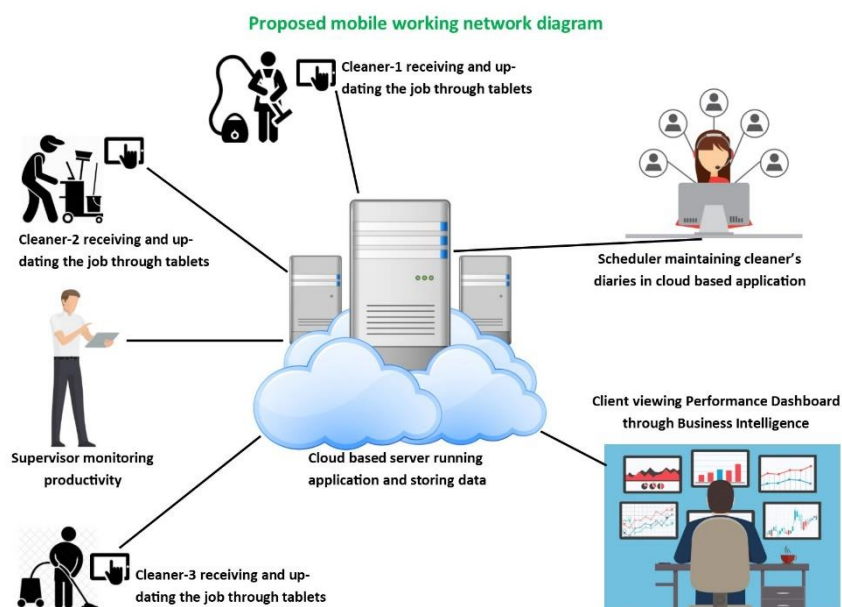
weekly and monthly cleaning schedules detailing the tasks to be done during each attendance. The jobs and tasks uploaded are used to schedule, appoint, record and manage the works undertaken by our operatives and contractors. Works schedules are accessed by our supervisors and operatives using PDAs, phones and tablets, with real-time reporting of attendance and completions with comment or photographs and documents where appropriate for retention against the order record.

Contractors have portal access, with orders being issued through the portal, and attendance, supported by photographs and document are reported back via the same system. All contractor records are held and managed in the same way as those of our direct staff.

Work undertaken over and above the specification can be recorded and evidenced on the system. *Ad hoc* jobs can be raised as necessary, and allocated, recorded and reported on in the same manner.

Data is reviewed and analysed by Workstreams managers to identify performance improvement opportunities, by senior managers as part of their review process, and for the production of internal performance reports. The Senior Management Team use data from these reports to benchmark performance against similar organisations.

The following illustration shows how our Cloud Based system will support the operational delivery for the cleaning contract including all the anticipated inputs and approach to scheduler the works at individual sites.





## 4.0 Governance

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### 4.1 Governance

To maintain appropriate levels of performance, stake-holder satisfaction and to support visibility of our delivery model the following elements of contract governance are proposed.

### 4.2 Performance reports

To underpin our approach in achieving excellent quality and sustainable improvements to service and value we will be producing a suite of performance “trackers” which will be generated via our cloud-based IT application (illustrated in 3.2). Reports of differing detail and complexity will be generated weekly, monthly, quarterly and annually as required for operational, contractual and strategic meetings. The suite of management reports will be designed in collaboration with customers and our client, using service specifications, SLAs and KPIs as performance measures, with particular regard to customer satisfaction.

### 4.3 Performance management

Performance information will be RAG-rated in accordance with delivery against KPIs and SLAs with explanatory notes and be prefaced with a narrative commentary reviewing service delivery, highlighting areas of interest and detailing improvement measures.

### 4.4 Contract meetings

Contract oversight and governance will be delivered through regular scheduled meetings with structured agendas which will include, as a minimum, a review of performance reports, service improvement initiatives, customer satisfaction and Health and Safety. Content will be determined by level served by the meeting and the attendees.

Regular meetings at all levels are essential in ensuring communication is clear and evidenced, that working practices are transparent and collaborative, that performance is in line with, or above, expectations and identify opportunities for continuous improvement.

It is envisaged that meetings will be held in accordance with customer and client requirements, and these will be underpinned by the regular site visits and meetings undertaken by managerial and supervisory staff who will address any day-to-day issues which can, if required, be escalated for discussion at the scheduled meetings. The following details our proposed meeting schedules and escalation route. The meetings will have their own “terms of reference” (TOR) and be focused in two key areas - Operational and Strategic business activities.

#### 4.41 Operational level meetings

- Weekly for Hounslow House (Coalo, contract manager and supervisor and client manager)
- Weekly or bi-weekly for other sites, in line with client or customer requirements. (Coalo, contract manager and site supervisors)
- Monthly (Coalo, contract manager and Senior Operations manager with LBH Facilities Management Team)

#### 4.42 Strategic Level

- Quarterly (Coalo, Senior Operational manager and Operations Director with senior management of LBH)
- Annual Contract review (Coalo, Managing Director, Operations Director with LBH Exec Director for Service and Assistant Director for Service)

Information to be provided at quarterly strategic-level reviews will cover, as a minimum:

- Cost of agreed variations
- Detail of any queried costs
- Expenditure against budget
- Forecast spend profile for year
- Actual performance against target
- Communication
- Client and customer satisfaction
- Complaints, and defect resolution
- Health and Safety metrics
- Environmental impact mitigation
- Innovations for operational performance

#### 4.43 Context for the annual review

An Annual Operational Review will be presented on or around the anniversary of the contract, with a strategic commentary supported by high-level KPI and financial reports which could include a distillation of the information provided quarterly, and any other metrics deemed to be of use.

#### 4.44 Meeting strategy in Year One

In addition to the quarterly reviews, we would also propose that in the first year of the contract we would have a formal monthly contract performance meeting to identify opportunities for reducing costs whilst improving performance, as well as ensuring that performance and costs are in line with agreed targets.

#### 4.5 Cost model

Our proposed approach for Invoicing will be undertaken monthly, with baseline works invoiced on a one twelfth basis, and all additional works costed and listed by site, using a consolidated application for payment to LBH. This will provide transparency of process, and it is expected that financial and commercial governance will be demonstrated through monthly meetings with the LBH Facilities Management Team.

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## 5.0 Financial cost model

### 5.1 Summary

This business case has detailed the costs and make-up for the following:

- Mobilisation costs (section 5.4 and contract costs in appendix 4)
- Contract charges (detailed in Appendix 4 and in elements of this section of the business case as well as indicated in section 2 Mobilisation approach and section 3 Operational delivery)
- Ad –Hoc charges (indicated in Contract costs in appendix 4)
- Efficiency savings (detailed in appendix 4 and section 5.8)

Based upon the contract data supplied by LBH, the following provisional contract value and potential savings, for the five years from 1 September 2020, are set out below:

**Table: Provisional contract value and potential savings**

	Yr 1:- 1 Sep to 31 March - (7 months)	Yr 2:- 1 Apr to 31 March - (12 months)	Yr 3:- 1 Apr'22 to 31 March'23 - (12 months)	Yr 4:- 1 Apr'23 to 31 March'24 - (12 months)	Yr 5:- 1 Apr'24 to 31 March'25 - (12 months)	TOTAL
<b>FINANCIAL COST MODEL</b>						
<b>CONTRACT YEAR</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>5 Years</b>
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Total Contract Value</b>	<b>1,002</b>	<b>1,469</b>	<b>1,507</b>	<b>1,546</b>	<b>1,587</b>	<b>7,111</b>
<b>TOTAL COSTS</b>	<b>963</b>	<b>1,427</b>	<b>1,464</b>	<b>1,502</b>	<b>1,541</b>	<b>6,899</b>
<b>Savings (Profit returned back to Shareholders:</b>	<b>38</b>	<b>42</b>	<b>43</b>	<b>44</b>	<b>45</b>	<b>212</b>
<b>Net Margin</b>	<b>3.81%</b>	<b>2.84%</b>	<b>2.84%</b>	<b>2.84%</b>	<b>2.85%</b>	<b>2.98%</b>

(Note 1: Cleaning of Hounslow House glass not included in this service)

(Note 2: Contract sum above excludes additional works and consumable)

The potential savings scheduled are predicated on the existing private sector provision being carried out at a net margin of more than 3%, which Coalo will not need from 2022/23. In addition, Coalo will seek to further reduce charges by improving efficiency and through the introduction of new technology.

### 5.2 Basis of calculation

No cost data or site-specific schedules have been received from LBH or Nviro, the current incumbent; the amounts scheduled above are based solely on provisional contract value data

supplied by the client, LBH, with an uplift of 2.5% per annum for increases in the London living wage.

#### 5.21 Value of contract

The value above is based upon provisional contract information (see Appendix 3) supplied by the LBH Client. Of this c45% relates to the provision of cleaning services to schools. Individual schools can decide to opt-out of Council-led service provision. The potential savings scheduled above assume that the total value of schools' provision remains at current levels for the full five-year period.

### 5.3 Service specification

It is expected that general standards delivered by Coalo will be in accordance with BICSS' Cleaning Standards Specification Table (Appendix 1) and the existing service specification (Appendix 2). No site-related work schedules or specifications have been made available for the preparation of this paper. Should Coalo be awarded this contract, additional work will be undertaken during the pre-mobilisation phase to establish a precise service specification for each site, resource requirements and the type and volume of plant, tools, equipment & supplies required to deliver the service.

### 5.4 Mobilisation Costs

In line with the requirement for establishing this contract it will be necessary to fund our initial costs/outlay for the following:

- Plant
- Communication
- ICT hardware
- Vehicles
- Tools
- Branding
- TUPE meetings (Hall hire, resources)
- Mobilisation team

The mobilisation requirement is standard for any contractor undertaking this work and these costs are typically referred to within our sector as mobilisation costs and will either be charged upfront or recovery will be spread over the life of the contract. It has not been possible to test the budget as we require more detailed information from the incumbent (Nviro). Unfortunately, until the decision to transfer the cleaning contract across to Coalo has been finalised this information will not be forthcoming. We have therefore based the mobilisation costs on our own

experience gained in transferring over 95 employees with a budget of £ 6 million during the transfer of Responsive repairs and ground maintenance from LBH to Coalo.

It should be noted that upfront funding for mobilisation costs will be charged directly to the cleaning contract as, being a wholly owned company of LBH, Coalo do not have any access to reserve funding or additional capital to support mobilisation costs. However, it is anticipated that these costs will be returned as increased margin through the duration of the contract as they will not be annualised and it may be possible, through the duration of the contract, that efficiency savings (detailed in section 5.8) may be offer additional to contribution towards this.

Unfortunately, due to detailed information from Nviro not being forthcoming (see preceding paragraph) The efficiency savings have not been tested as clearly Coalo need to be running the contract to realise the level of savings and based on our anticipated improvements to the service detailed in section 5.8.

## 5.5 Funding

No additional working capital funding has been assumed, barring funds required to cover mobilisation costs prior to contract commencement, to be provided by LBH. Contractual payments for running the service are made on the basis of monthly payments in advance. There will also be payments for “Ad-Hoc” works on receipt to the client of variation orders (process to be defined between Coalo and LBH whilst the service is being mobilised)

## 5.6 Existing delivery

In the absence of data from the current incumbent, it has been assumed that:

- the service currently being provided meets client performance requirements (i.e. no additional staff are required); and,
- the existing incumbent is retaining a net margin of more than 3%, in line with the wider marketplace

## 5.7 Risk analysis

Identified risks, with mitigation and analysis, have been included in the Risk Register (Appendix 5). Many of the risks cannot be accurately quantified until we have had detailed discussions with Nviro, but we have included anticipated mitigation plans that can be developed to address this issues prior to becoming a problem for delivery.

The key financial risk is that the incumbent's cost-base or margin differs from market expectations which will limit Coalo's ability to realise potential savings but can only be determined once a detailed due diligence has been carried out as described above (see 'Service specification') In order to produce the cost model table in 5.1, we have assumed a recognised sector margin for this type of contract as being 3%. We have used this margin as representing the element of the contract cost which is available to return to the client. Making an assumption of 3% cannot be tested as contractors are not forthcoming detail of net margins, however as a result of our staff experience and an awareness of the sector (costs and efficiencies) we are confident with the assumption that this contract would deliver a minimum of a 3% net margin.

## 5.8 Efficiency Savings

Coalo has significant, experience in successfully delivering high-volume, low value works to properties in the London Borough of Hounslow. The transferable competencies and skills which Coalo have, and will apply to this cleaning contract, will facilitate a reduction in downtime, and improve efficiency and productivity.

We anticipate based on our experience in managing and delivering a transactional delivery model as well as managing significant responsive jobs that we will be able to deliver a minimum of a 3% efficiency saving. The elements that will contribute to this saving are detailed below.

The introduction of our electronic Works Management System, Service Connect, will:

- Improve data capture to ensure all additional works which are required, although outside the site-specific schedule of works, are charged on to the relevant customer.
- Improve communication and reduce downtime resulting from manual transfer of information through phone calls or paper-based documentation.
- Reduce administration costs as attendance, works descriptions and evidence of works (photographs, etc.) can all be uploaded directly to the system, obviating the requirement for handling hard-copy documentation.
- In the event of requiring agency/temp labour we will be using our existing agency providers where we have agreed preferential rates.
- The purchasing power of Coalo will be used to leverage cost-savings in the procurement and purchase of tools, plant, equipment, materials and consumables

- Our expertise in cleaning voids and graffiti offers resilience when required for this cleaning contract

Until we are running this contract it will not be possible to guarantee the net margin, however as indicated above we are very confident based on our experience and the factors detailed above that we will achieve our forecasted margin of 3%

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## 6.0 Safety, Health, Environmental and Quality management

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### 6.1 Enterprise Risk Management (ERM)

In order to effectively identify and manage business risk and opportunities Coalo has adopted an enterprise risk management approach as part of our Integrated Management System which meets the requirements of ISO9001:2015, ISO14001:2015 and ISO45001:2018. Risk is defined as any potential event which could prevent the achievement of an objective. It is measured in terms of impact and likelihood. Risks arise as much from the likelihood that an opportunity will not happen, as it does from the threat or uncertainty that something bad will happen.

Our policy is to identify, analyse and respond appropriately to all risks. The risk responses selected within this cleaning contract are determined by the appetites and tolerances for risks. These will vary over time according to the specific business objectives, for example strategic, operational or asset protection.

Identified risks will have a strategy for managing depending upon the risk profile and will be one of five:

- |             |   |
|-------------|---|
| 1. Prevent  | Take steps to avoid the occurrence.                                     |
| 2. Mitigate | Steps taken to reduce either the likelihood of an occurrence or impact. |
| 3. Exploit  | Steps taken to leverage opportunities.                                  |
| 4. Transfer | Steps taken to shift the loss or liability to third parties.            |
| 5. Accept   | Informed decision to accept both the impact and the likelihood of risk. |

A Risk Management spreadsheet will be developed for this contract during the pre-mobilisation phase, which separately identifies the overall Corporate and specific Operational risks to be recorded

### 6.2 Application of the Coalo “Enterprise Risk Management” process

Within Coalo we will be applying the ERM risk model (detailed above) to this cleaning contract by reviewing each of the following sequential steps.

1. IDENTIFY the key risks within the cleaning contract
2. ANALYSE the potential impact and likelihood of risks

3. RESPOND to risks by considering existing controls as well as selecting, prioritising and implementing appropriate actions
4. MONITOR the internal and external environment for potential changes to risks and ensure that risk responses continue to operate effectively
5. REPORT on risks and the status of risk responses adopted

The effectiveness of risk management and control measures for this contract will be regularly reported to and acted upon by the Senior Management Team and Board. In addition, periodic independent review will be made through continuing assessment by BSI, conducted to verify compliance with the ISO standards.

### 6.3 Health & Safety Management

Coalo has a robust, effective Health & Safety culture requiring all staff to be trained and competent to perform their roles in line with industry best practice. Our policies and processes providing the foundation for this ethos were externally recognised in July 2019 with the award of the **RoSPA (Royal Society for the Prevention of Accidents) Gold Award**.



Compliance is managed by our Safety, Health, Environment & Quality Manager, audited by our H&S Inspectors and Supervisors, monitored and reviewed by the Senior Management Team and reviewed at Board-level.

#### 6.31 Operational application of Health & Safety

All posts have role descriptions detailing essential and desirable skills, experience and qualifications required to undertake duties commensurate with that post. Qualification and training needs for every post are reviewed by Senior Management working with our H&S, HR and Training departments to ensure that all role descriptions reflect statutory, legislative, regulatory and professional standards. The majority of site-based roles are categorised as requiring either a basic or enhanced DBS check prior to appointment and during employment. This will be a specific requirement for the cleaning contract.

#### 6.32 Health & Safety planning approach

Our H&S planning process includes detailed requirements covering the qualifications and training required by each employee; this information is maintained on our cloud-based software. Expiration dates for H&S training are recorded, and the software sends text and

email notifications to managers ensuring training is booked and completed within appropriate time-scales.

We also include within our planning process annual appraisals for all staff, which includes a training-needs review leading to a personalised training programme tailored to each employee designed to maintain and develop staff in accordance with their own and company, needs and aspirations. Progress is monitored during regular 1-2-1s.

#### 6.4 Risk and Method statement management

Staff receive formal training on company-approved Risk and Method Statements which cover all work activities, detailing how works are to be undertaken and control measures needed to ensure the safety of staff and public. Should Coalo be successful, our SHEQ Manager and Senior Operations Manager will undertake pre-start visits, including meetings with LBH staff and operatives, to produce site-specific risk assessments, method statements (RAMS), and where applicable, safe systems of work (SSOW). The reviews will be carried out in conjunction with the staff who may be harmed by the hazard to ensure the identified control measures are suitable and sufficient to provide the level of precaution required and follow the HSE guidance for the 5 steps to risk assessment model. The accompanying illustration shows the elements included within the risk assessment process.

The evaluation of the risks will be via a 5 x 5 risk matrix where the axis are severity and likelihood, in all cases the existing risk for each hazard will be calculated and then recalculated as the residual risk following the identification of the control measures.



## 6.5 Personal Protective Equipment

Each site included within the cleaning contract scope will have its own site-specific Risk and Method Statements, which will list the Personal Protective Equipment (PPE) deemed essential for each task and the risks and control measures for all COSHH (Control of Substances Harmful to Health) materials used. All staff are trained in the correct use and selection of the PPE and COSHH required in every situation. Coalo provides all PPE necessary for the tasks they undertake and the tools, machinery and products they are using in executing works. Training is delivered to all staff on the correct, safe use of machinery and products by competent persons using a suite of training courses, manuals and working instructions where appropriate. The staff have regular meetings which incorporate Toolbox Talks, safety briefings and updates.

## 6.6 Dynamic risk assessments

It is anticipated that supervisors and some operatives will complete dynamic risk assessments for each job. This gives the ownership of risk to staff and supports them in the decisions that they make, particularly in high risk or evolving situations. This shows they can make decisions about their own workplace as each site is different; Our Dynamic risk assessment approach was presented to **Andrew Kingscott, The HSE's National Head of the Public Administration, Education and Voluntary (PAEV)**, during an onsite H&S day where we were given the opportunity to inform the HSE around our policy and practice, with a view to shaping not only legislation but also practice and policy promoted (and enforced) by the HSE, by presenting our best practices that can be taken forward by the HSE as national best practise.

## 6.7 Site safety checks

We will be implementing a process of regular scheduled and unscheduled site audits to validate compliance, identify non-conformance and monitor the effective delivery of continuous improvement, this is supported by Senior Management and the SHEQ Manager also undertaking unscheduled audits. Site audit reports are tracked within our Audit Schedule with each audit item scored. The scoring methodology is subjective and is based upon the format of 1 being poor and 10 being excellent:

## 6.8 Accidents and Incidents reporting

Continual improvement actions are tracked through a Continual Service Improvement Plan and monitored for trend analysis by the SHEQ Manager and reported via the Management Review Meetings through to contract meetings.

In line with the current processes accidents and incidents are managed within Coalo through the use of the LBH Info Exchange system and reported monthly using the Health and Safety Incident Summary to provide management information and trend analysis of the incidents. All incidents are reviewed by the SHEQ Manager and where necessary formal investigations are carried out to identify root cause and prevent a re-occurrence.

## 6.9 Environmental

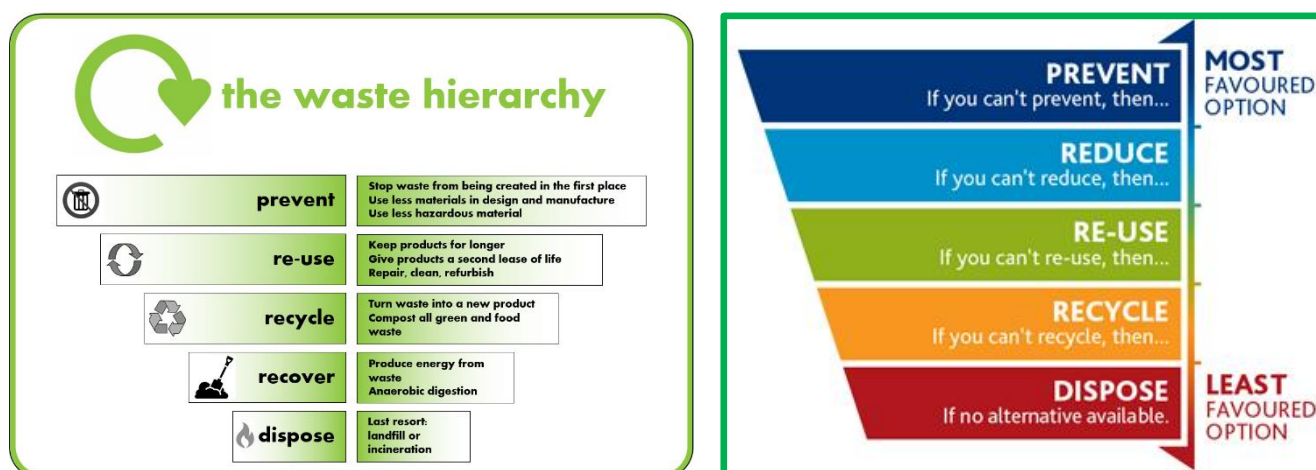
Since becoming a council-owned limited company in 2017 Coalo has committed to a holistic approach to environmental sustainability, reviewing every activity to identify and implement process changes and improvements that positively impact the environment.

The environmental management processes we have developed forms part of an Integrated Management System meeting the requirements of ISO9001:2015, ISO14001:2015 and ISO45001:2018. Our programme shows certification to ISO9001:2015 projected for early 2020, with ISO14001:2015 accreditation scheduled for late 2020. Accreditation will evidence the robustness, sustainability and effectiveness of the processes Coalo has implemented to record and monitor all aspects of our operations to ensure minimal environmental impact and engender continuous improvement.

The nature of the cleaning contract determines that substances will be used to complete tasks that may fall under the Control of Substances Harmful to Health Regulations 2002 (COSHH). As part of the ongoing contractual review process and Coalo COSHH procedures, Coalo will review the COSHH in use across the contract with reference to the site Health & Safety Files to identify if there are less harmful substances available that meet the requirements of the contract and introduce these into the relevant sites with the updated training necessary for the staff and other persons affected.

## 6.10 Waste control

Each type of the 41 properties within this contract will have waste streams that are particular to that type of property and how it is used, Coalo will review the waste streams and how they are managed to identify if there are opportunities for improvements within the waste hierarchy as per the two illustrations below.



## 6.11 Quality Management System

To ensure that our organisation can fully meet the needs of our customers Coalo has committed to introducing a systematic and process driven approach to managing our business by the implementation of a UKAS accredited Quality Management System (QMS) standard, ISO9001:2015 which will be certified by BSI projected for early 2020. The QMS will also be developed to be compliant to both ISO14001:2015 the Environmental Management System and ISO45001:2018 the Health and Safety Management Standard that has replaced OHSAS 18001 to allow for integrated audits against all three standards which follows the SHEQ (safety, health environment and quality) format. This approach will provide a single Quality, Environmental and Health & Safety policy that meets the requirements of these standards and current regulatory requirements.

## 7.0 Shared Benefits for LBH & Coalo

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### 7.1 Benefits

The following details what the anticipated benefits will be resulting from in-sourcing this contract to Coalo

### 7.2 Expertise & competence;

- Coalo have a proven track record of delivering property repairs with a 100% Overall customer satisfaction rating on planned works in 2018/2019.
- Coalo have a proven track record of contract mobilisation; we have successfully managed recent growth when we took Responsive Repairs and Grounds Maintenance into our organisation.
- There are potential synergies in providing cleaning services alongside our existing repairs services. Which can be leveraged once we have commenced delivering the contract.
- As well as a proven track record in Property services delivery, we have a senior management team that has high-level operational experience in managing large scale cleaning and facilities management contracts for public buildings and customer facing properties, supporting clients such as the Atomic Weapons Authority (AWE), Rail Track, National Air Traffic Service (NATS) and many major retail brands as well as schools.

### 7.3 Risk management and resilience;

- We are specialists in Health and Safety with high level knowledge of legislative and statutory regulations in relation to health and safety in relation to maintenance, construction and electrical regulations ensuing complete compliance. We have a SHEQ manager and have recently been **awarded ROSPA Gold**.

### 7.4 Alignment with councils aims

- We are an ethical company aligning ourselves to similar terms and conditions of LBH and we have a strong social value strategy, which benefits the residents of Hounslow.
- Along with the council we have the shared aim, to minimise contractors as much as possible and where possible keep everything in house. Coalo is wholly owned by LBH and is not just another contractor and should therefore be the contractor of choice.



- Any surplus or efficiencies generated directly benefits LBH and does not leave the Council
- At Coalo we provide exciting opportunities for individuals seeking to gain trade skills and qualifications accredited by the industry leaders. We recognise Apprenticeships and their benefits supports to nurture workforce and embed skills development, increases staff morale and career pathways as well as widening participation into professional roles.
- We already have aligned ICT systems so that we can receive an update jobs electronically, which allows bespoke communication, which you would not get from a third-party supplier.

#### 7.5 Supporting growth;

One of the guiding principles for the establishment of Coalo has been to generate revenue for LBH by undertaking work in the private sector as well as working directly for LBH. Awarding this contract will support us in our growth aspirations and allow us to bid for further contracts both within schools to provide repairs services as well as tendering for further cleaning contracts within the private sector and the wider public sector. Such growth will provide further revenue for LBH.

#### 7.6 A Total Solution;

- Having cleaning services as part of our contract portfolio will allow us to provide Total Facilities Maintenance (TFM). This is an attractive prospect for many clients and having a TFM solution as part of our service delivery will allow us will increase our prospects and opportunities for further growth and thus further revenue for LBH.
- A total solution approach will be applied to this contract, which means that in addition to cleaning we will be able to offer maintenance repairs and remedial works to building fabric without any delay as we have extensive competence and skills in all aspects of building maintenance.
- Coalo can provide an integrated solution whereby customers can benefit from Coalo expertise, volume savings and simplified management processes. Taking the risk and complexities out of managing facilities maintenance.
- Non-core overhead services taken out of your hands, allowing LBH to focus on core business activities.
- One point of contact for all your infrastructure and support services
- Access to staff, expert in managing soft and hard FM services if required.



- Expertise in using the latest equipment and technological solutions. We have recently installed an Electronic end-to-end job management providing real-time information and comprehensive management information, allowing improved resource allocation, and more cost-effective and efficient service-delivery. Maintenance operatives are used to using mobile solutions.
- We have the back-office management skills in place to manage this contract in a more cost-effective way, offering better value for money.

## 7.7 Customer service;

As part of the mobilisation for this contract we will be looking to introduce a customer advocate role to pick up on all issues with in the contract, liaise with the operational delivery team, perform trend analysis and generate KPIs.

### 7.71 Formal Complaints / Member Queries

Any new complaints / Member queries could be resolved using the existing LBH Complaints Policy approach and channelled through via CXM and LAGAN CRM applications. There would be no new learning curves with this approach.

The current repairs complaints team can also act as back up support to the new advocate and resolve any build-up of any potential complaints or member queries. This contingency would ensure continuity of service and delivery within LBH SLA timescales

Complaint investigations could proceed using the existing format of approach by contacting complainants by telephone / e-mail within 24 hours of receiving a complaint in order to establish rapport and ownership. Following this, the internal investigation can take place via the complaints team and by using the resource supports in place. To close out, the case could further be discussed with the complainant with proposed solutions and finally a Stage 1 response letter sent.

## 7.8 Performance Management & Reporting;

Pre-defined reporting periods with bespoke KPI metrics could be implemented from inception.

A Customer Service & Complaints Performance meeting could be scheduled at regular intervals or for the purpose of efficiency could be incorporated into the existing monthly LBH Complaints meeting forum where individual cases, trend analysis and learning lessons are applied

## 8.0 Social Value

### 8.1 Social Value;

Our aim is to improve the social, economic and environmental wellbeing of the area where we operate. To add value for money – balancing price with quality, service, and economic, environmental and social benefit to achieve overall value for money.

Social Value is at the heart of our existing business plan and is to be used alongside existing Coalo policies and procedures.

Social value impacts our business in three main areas, these are (1) **Economic** (2) **Social** and (3) **Environmental**.



### 8.2 Social Value applications

Within the cleaning contract we will be looking at developing a social value strategy that incorporates aspects of our corporate social value strategy. This will mean that we will be pursuing opportunities to add value for LBH as well as the Client groups of Schools, Hounslow House, Libraries and Council buildings to enhance our operational model in delivering service, this will incorporate the following activities:

- Reviewing our material supply chain for cleaning materials to be sourced locally
- Identifying potential opportunities for rolling out “return to work” opportunities for unemployed residents within Hounslow
- Reviewing opportunities for offering apprenticeships and development opportunities for existing staff that may TUPE across as part of the mobilisation of the contract
- Sourcing “low impact” cleaning chemicals for use within all areas of the contract
- Offering career opportunities for staff employed on the cleaning contract within the wider Coalo group

### 8.3 Our Social achievements

At Coalo we have a strong social value ethos and we have undertaken many social value initiatives and partnered with numerous community groups across Hounslow delivering projects to improve the environment and inspire community involvement, including:



- Partnering with Food Box, a local charity providing food and other services for poor and vulnerable residents.
- Working with residents, our Ground Maintenance team entered ten estates and four sheltered schemes for the 2019 London in Bloom Awards. We are working with the office of the Mayor of Hounslow on plans to double the entries for next year.
- Partnering with residents on the Redwood Estate in Hounslow, we built a kitchen garden and are providing instruction on growing produce which is being used by the Cranford Community College community kitchen project, which provides cookery classes for vulnerable resident and young parent groups.
- Partnering with Feltham Community Development group, clearing and preparing an area within the Highfields Estate creating a communal garden for residents.
- Working with Hounslow Urban Gardens to create planting schemes in built-up areas where historically there have been no facilities.
- Working with the LBH Cleaner Greener team on creating twelve wild-meadow areas on estates
- Partnering with Abundance London in the creation of a Wildlife Garden on Devonshire Road.

### 8.4 Apprenticeships and staff development;

Coalo's extensive apprenticeship and training programme, headed by our Apprentice and Training Co-ordinator, uses a rolling workforce review to identify future skills shortages, offering apprenticeships as part of our succession planning.

Our establishment of 20 apprentices, mainly in construction trades across various Workstreams, have 35 trained mentors guiding them to qualification. Our pathway for graduating apprentices offers Improvers Contracts, developing skills with ongoing mentorship, setting targets which are recognised with salary increments; on completion we offer full-time, permanent employment.

We have received external recognition for our scheme when one of our apprentices was a finalist in the 2019 London Borough Apprenticeship Awards.

We also offer adult apprenticeships, with seven members of staff currently working towards a variety of qualifications.

Coalo work with Spark (National Work Experience Service) and local schools programme managers to offer office-based work experience opportunities to young residents. This encourages residents within the area to witness how the council operates and encourages them to plan their future at the council or elsewhere. Coalo also partook in the Apprenticeship week between, 4-8<sup>th</sup> March 2019 and delivered a talk on Women in Construction and how they are supported within the trade. This is something that we are planning to do on a yearly basis.

#### 8.5 Inclusivity and employment for all

Coalo have developed various initiatives to reinforce our approach to inclusive employment opportunities. We are currently working in collaboration with local Partners (MIT, Local Job centre, local community) in hosting talks with the objective of introducing our business to the local community and explaining the “Women into Trade” program to them, we also work with a local college MIT skill, who are our training provider. MIT is an Ofsted accredited college/training provider who have a record of apprentices achieving successful qualifications and are affiliated with Women in Construction. MIT skills also offer flexible learning. In addition, we are also working with an independent Non-Profit Membership Organisation Women in construction. This organisation is supported by local councils and training organisations to promote gender equality in construction.

Membership of the Women into Trade initiative is part of our Corporate Social Responsibility strategy; our latest intake of apprentices included three mature women aspiring to trade careers.

As well as encouraging women into trades Coalo is also working with the local community via the job centre to offer youth’s apprenticeship schemes and work trials.

Coalo has been certified in disability confidence. As a Disability Confident Committed Employer, we have committed to:

- Ensure our recruitment process is inclusive and accessible
- Communicating and promoting vacancies

- Anticipating and providing reasonable adjustments as required
- Supporting any existing employee who acquires a disability or long-term health condition, enabling them to stay in work.

8.6 Improved health and well-being for staff;

All staff that transfer across to Coalo from Nviro will have the benefit of working for an organisation that has a robust and comprehensive Mental Health and Well-being strategy. At Coalo we have been partnering with The Heart of Hounslow / NHS for our well-being sessions, we have also been working with the local gym – Fusion leisure as part of our well-being days.

We conduct regular Mental Health and Wellbeing tool box talks (a minimum of 5 per year). The staff newsletter has a regular standing item 'spotlight on well-being', which has different messages each month. We aim to have at least 10 articles on mental health and well-being in the staff newsletter per year.

End

The name Coalo - simply means 'sustain and nurture' in Latin - which is what we do.

We SUSTAIN and NURTURE positive relationships within our communities and with all our customers and employees.

As an organisation this focus on **SUSTAIN** and **NURTURE** perfectly dove-tails with our corporate goals which are based on increasing our focus for social value whilst at the same time offering excellent service delivery for the benefit of all our stake-holders and generating income for the London Borough of Hounslow.

Customer satisfaction is what we do, demonstrated by our consistently high customer satisfaction scores delivered by our dedicated and committed teams of skilled tradesman and staff.

We provide an award-winning service that exceeds targets and is above industry standards.



## Coalo Ltd

Ashmead Road Depot | Ashmead Road | Feltham | Middlesex | TW14 9NN

T: 020 8583 4106 E: [info@Coalo.co.uk](mailto:info@Coalo.co.uk)

W: [www.Coalo.co.uk](http://www.Coalo.co.uk)

Registered as a Company in England and Wales, No. 10432434

VAT No. 263 0467 15