



Greener Ealing Ltd

Business Plan – 2024/25

Contents

- 1. Foreword from Mike Boulton, Non- Executive Director and Chair of Greener Ealing Ltd.**
- 2. Executive Summary**
- 3. Introduction and Background**
- 4. Overall progress since 2020**
 - 4.1 Performance -**
 - 4.2 Value for Money**
 - 4.3 Apprenticeships and Social Value**
 - 4.4 Sustainability**
- 5. Financial overview 2024/25**
- 6. Greener Ealing Ltd. Key Objectives for 2024/25**
 - 6.1 Restructure Organisation for Parking and future growth.**
 - 6.2 Deliver Parking Contract**
 - 6.3 Deliver Council Savings for 2024/2025**
 - 6.4 Subject to further due diligence mobilise Trade Waste Service for 1 October 2024**
 - 6.5 Vehicle Maintenance options appraisal and procurement for July 2025**
 - 6.6 Fleet and Plant Replacement Programme**
 - 6.7 Reviewing the options for further Greener Ealing growth particularly third-party external opportunities.**
- 7. Conclusions**

List of Appendices

- A. Cash Flow Statement – Forecast 2024/25**
- B. GEL Organisation Chart 1.2.2024**



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

Dear Reader,

GREENER EALING BUSINESS PLAN 2024/25

Welcome to the Greener Ealing Business Plan for 2024/25. This is an exciting year for the company as it takes on a major new contract with Ealing Council for Parking Enforcement. I know that staff have worked incredibly hard over the past 12 months to prepare for this and we are looking forward to mobilisation and beyond in supporting the Council to achieve its Transport and Parking objectives.

Our main contract continues to perform well and all the 2023/24 efficiency savings agreed by the Council, amounting to £379k were fully delivered by the team. For 2024/25, in support of the Council's challenging financial position, we have been asked to deliver cost savings of over £656k mainly from the street cleaning area and I know the team has been working hard to put plans in place to make this happen.

This year's business plan includes a high level review of Greener Ealing's progress since 2020 and sets out where we stand in terms of overall value for money - as well as some comments on our success in generating social value from the contract.

Greener Ealing Ltd. is in a strong position and is well placed to grow further with the Trade Waste service now a distinct possibility for future growth.

My thanks as ever to the Greener Ealing Board which has seen some personnel changes over the past year with the addition of Joanna Pavlides and Kerry Stevens. Thanks to the management team for their ongoing support and finally, as ever, thanks to the frontline staff for all the work that they do in terms of service delivery and whose efforts are the bedrock of Greener Ealing's success.

Yours faithfully

MIKE BOULT
CHAIR GREENER EALING LTD
February 2024

2. Executive Summary

This is the Greener Ealing Business Plan for 2024/25. 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 this financial year. We include an outline financial forecast to March 2025.

We have revised our key objectives for 2024/25 based on what has been achieved in recent years, what remains to be done and the changing agenda as the Council considers the transfer of new services to Greener Ealing. We have retained the three overarching Strategic Objectives (SOs) as set out below.

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 plan covers:

- The financial forecast for 2024/25.
- Forecast cashflows for 2024/25.
- Confirmation of the GEL Mission Statement and the Vision and Values for the company.
- A look at recent performance and high-level benchmarking
- The key objectives/workplan for the Managing Director and his/her management team for 2024/25
- A brief commentary on each of the key objectives.
- Priorities for the year including the mobilisation of the Parking Enforcement Contract with effect from 1st April 2024.
- Establishing an agreed timetable that recognises the capabilities and capacity available within the organisation to successfully mobilise and deliver new services, in particular the possibility of a transfer of the Trade Waste Service from the Council in October 2024.
- Delivering efficiencies identified by the Council for 2024/25 and working closely with our client to meet their requirements.
- Continuing to raise the GEL profile locally and within the sector.

3. Introduction and background

This is the Business Plan for Greener Ealing Ltd (GEL) for the period 1st April 2024 to 31st March 2025. Greener Ealing Ltd is Ealing Council's wholly owned Local Authority Trading Company (LATCO).

This is GEL's fifth Business Plan following mobilisation in July 2020. GEL has made good progress since mobilisation and has faced a wide range of operating challenges over the period including the pandemic, the HGV Driver crisis, and wider economic challenges. GEL has managed to maintain high levels of performance throughout and looks forward with confidence to extend the range of services provided over the next year or so.

It is worth just confirming the GEL mission, vision and core values agreed in 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
- Committed
- Collaboration

The creation of GEL was and 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. We are now at a point in time where the Council sees Greener Ealing as a viable option to provide new services outside of the core environmental services contract.

4. Overall Progress since 2020

It is worth pausing to reflect on GEL's contribution to the Council in terms of overall service delivery, performance, and value for money and we should also highlight the achievement of ISO accreditations for Health and Safety, Quality and Environmental Management. Fundamentally, we believe that overall performance has been improved since 2020 that we can demonstrate value for money and that GEL is making a significant contribution in terms of social value.

4.1 Performance on KPI's

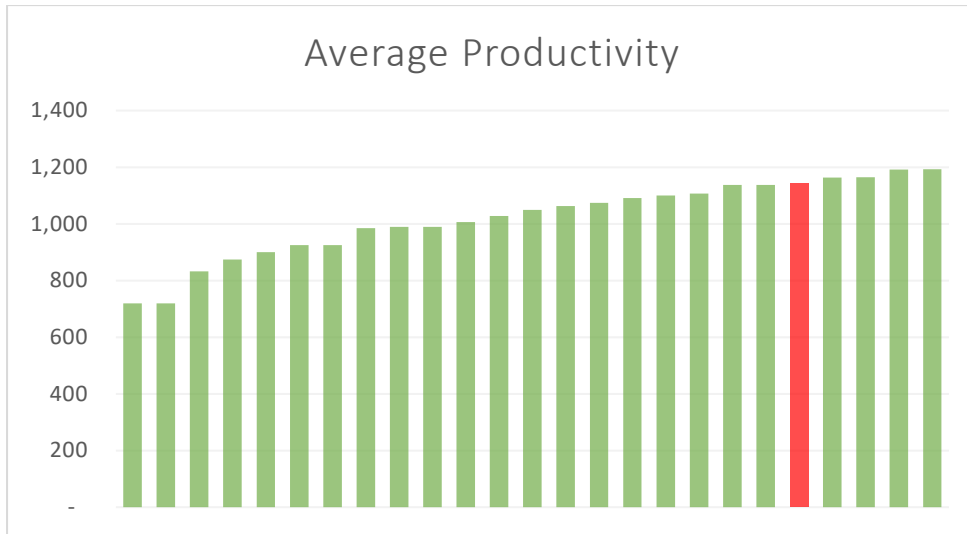
The table below sets out performance against our main contract KPIs as can be seen there has been significant improvement cross most indicators. Most significant is the reduction in Customer Complaints – from a monthly average of 170 in 19/20 to just 9 in 23/24.

KPI	Target	19/20 Amey	20/21 GEL	21/22 GEL	22/23 GEL	23/24 GEL
Missed Rectification %	100% within 24 Hours	73%	91%	100%	100%	100%
Right First Time %	-	99.84%	99.95%	99.96%	99.97%	99.96%
Assisted Missed Collections	Zero	30	9	10	9	10
Missed per 100k by Service						
<i>Refuse</i>	< 100	263	56	42	45	47
<i>Recycling</i>	< 100	284	57	35	40	35
<i>Food</i>	< 100	114	44	47	40	35
<i>Garden</i>	< 100	578	158	233	35	92
Bulky Waste Service	100%	94%	99%	92.00%	98.89%	98%
Number of Complaints	-	170	167	62	27	9
Flytips SLA	95%	96%	84%	95.00%	98.16%	92%
Combined Streets A & B Inspection %	85%	67%	81.10%	91.92%	94.79%	91.73%

4.2 Value for Money

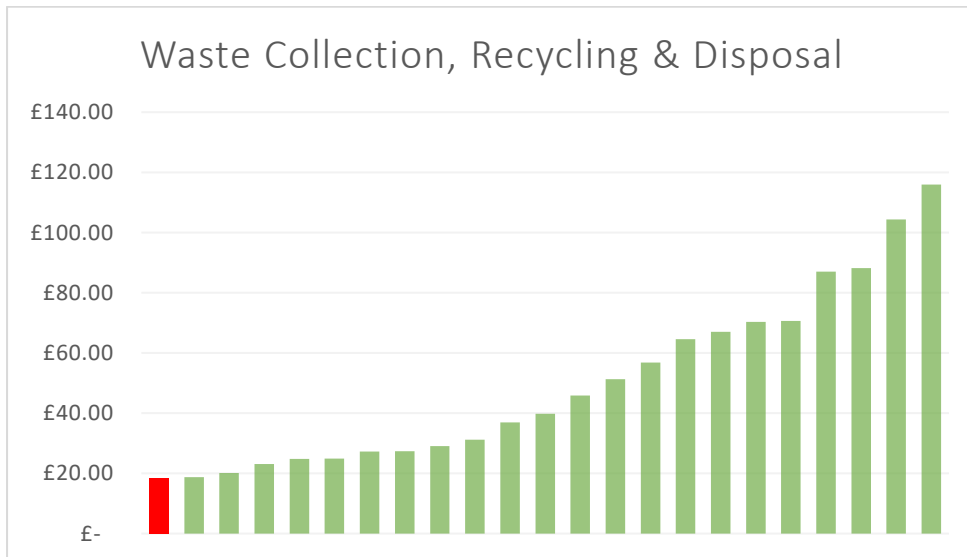
We have included charts below that highlight Ealing and/or GEL's performance against other authorities. These are Collections Teams' Productivity, Cost of Waste Collection, recycling and Disposal, Street Cleansing and Parks and Open Spaces. Ealing performance and costs compare favourably to the data set.

Table 1. Average collections productivity (source Plan B data sets)



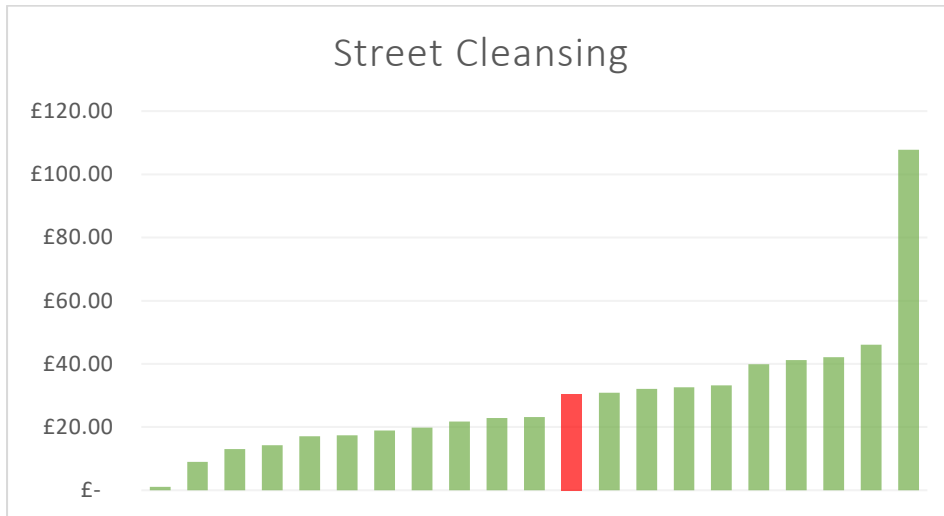
The Greener Ealing service is Authority 20 in the graph above and shown in red. The graph indicates that Greener Ealing’s performance compares favourably against the other service providers and is within the upper quartile of the 25 authorities included within the analysis.

Table 2 – Overall cost per head of population (Source *see below)



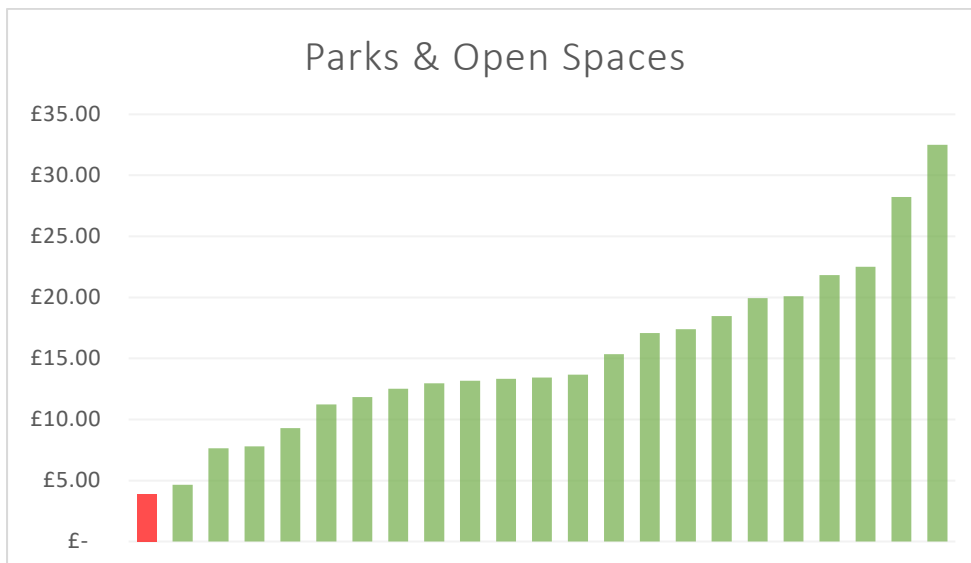
As can be seen, Ealing’s net cost per head of population of £18.51 is the lowest of all London Boroughs included within the dataset.

Table 3 Net cost per head of population (Source *see below)



As can be seen, Ealing’s net cost per head of population of £30.51 ranks 12th of the 21 London Boroughs included within the dataset. This figure includes client-side costs. Note that the move to intelligence led cleansing proposed by the Council for 24/25 will improve this ranking and move the Ealing indicator to the left in the chart above.

Table 4 Net cost per head of population (Source *see below)



As can be seen, Ealing’s net cost per head of population of £3.90 is the lowest of the London Boroughs included within the dataset. This figure includes client side costs and is net of income received.

*The source for tables 2,3 and 4 is from the ‘General Fund Revenue Account Outturn 2022-23’ which is compiled by the Data, Analytics and Statistics division of the Department for Levelling Up, Housing and Communities.

4.3 Apprenticeships, Training and Social Value

We are always keen to support apprenticeships, internships, and other opportunities, alongside our colleagues at Ealing and strive to deliver local employment and employment opportunities and to use local suppliers where we can.

- Apprentices - We currently have 3 grounds maintenance apprentices, 2 of whom were taken on with the Gunnersbury Park contract, and another youngster who was offered an apprenticeship after she joined us (through agency). We also had a young business apprentice, who completed the course and is now working as an HR trainee.
- Pathways - We currently have a young (17yo) care leaver who is on a 6 months' placement, through the council's Pathways route. It is govt. funded and he spends part time in the (Transport) office. If he shows promise, there is an opportunity of a job at the end of it.
- Spring Hallows school – we have built up a good relationship with Spring hallows school (for young people with autism and associated learning difficulties) and for this year and last year, have taken in 2 students who worked with our grounds maintenance teams. A number of managers also support the school's mentorship days each year.
- Young offenders – In liaison with the youth justice team, we offered contracts within the streets and waste sections, to 3 young offenders. Despite full training and support from myself and especially from Jamie Hope, Waste Operations manager, none of them made it through probation (timekeeping, sickness and poor work ethic). FYI, we paid these young people our standard G1 rate, which is above LLW.
- Green skills Bootcamp – the Council is currently running a programme which involves equipping young people with environmental skills, which is part classroom based and part work experience. We have agreed to offer placements on this with a guaranteed interview at the end.
- Schools – we take part regularly in mock interviews and have signed up to be mentors, through the council's connexions colleagues.

4.4 Sustainability

Over the last 12 months we have taken an active approach in tackling CO₂, utilising Masternaut telematics data, we have made big strides in educating and tackling unnecessary Idling. Where operationally possible we have explored opportunities to transition from Internal Combustion Engine vehicles over to Electric Vehicles (EV), this included 2 additional EV Grounds vehicles in the summer, as well as HWRC 360 machine handler exchanged for fully electric version giving us 13 tonnes of CO₂ saving.

Our recent engagement with all suppliers was a chance to reemphasise that GEL will prioritise sustainability as part of our selection process, for example the recycling of used PPE as well as the procurement of new recycled PPE.

GEL recognise tackling wastage within our own offices is principal in our values, we've now put in measures to eradicate single use plastics and bottles provided to all staff with direct water feeds installed.

5. Financial Overview

This report outlines the financial projection for Greener Ealing Ltd (“The Company”) for the next 12 months in comparison to the current financial year forecast.

The Company is completing its fourth year of operational trading and we are pleased to report that our latest forecast review indicates completion of another profitable financial year.

With our starting position for 23/24 of £161k budgeted loss, we managed to turn the operation into currently forecasted full year profit of £338k. This is a welcome improvement especially in the context of the turbulent few months, a difficult operating environment with high inflation levels, the cost of living crisis and an unstable political and economic situation worldwide. Like many other sectors in the UK, over the past two years, we have faced financially challenging times with increases in costs for materials, wages, subcontractors, fuel and plant hire. In response to these challenges, we continued to drive efficiency initiatives which secured ongoing cost savings and delivered improved services. We looked at further ways to make the best use of assets and optimised our supply chain which contributed to operational and financial efficiencies. These have been used to grow the business and support further the operations. We continued to invest in our technologies and staff development with a strong belief that business will benefit from this investment in the future. The company will have the right tools and staff to deliver more commercial opportunities as we move forward.

The Management team continues to maintain tight control over costs and continuously reviews individual operations. We are proactive in searching for efficiencies to ensure the Company can deliver a high standard of service and meet client and resident needs.

A full year forecast for financial year 23/24 in comparison to the next financial year 2024/25 is set out in the table below:

Greener Ealing Ltd

Statement of Comprehensive Income (£'k)

	FORECAST	BUSINESS PLAN
	2023/24	2024/25
<i>Income - Scheduled Works</i>	(23,102)	(23,930)
<i>Income - Additional Works</i>	(389)	(79)
<i>Income - Other Contracts</i>	(542)	(419)
Net Service Income	(24,033)	(24,428)
Other income	(1,380)	(6)
Turnover	(25,412)	(24,434)
Staffing costs	13,502	14,058
Agency Costs	2,297	1,366
Other staffing costs	303	336
Total staffing costs	16,102	15,760
Other Direct Costs	1,031	570
Depreciation & Amortisation	298	305
Vehicle Costs	4,739	4,915
Plant Costs	416	439
Property Costs	1,160	1,151
Communications	147	27
ICT Costs	488	247
Service Recharges	55	56
Professional Fees	565	480
Operating costs	8,898	8,189
OPERATING LOSS/(PROFIT)	(412)	(485)
Net funding costs	74	59
NET LOSS/(PROFIT) BEFORE TAX	(338)	(426)

Greener Ealing Ltd Business Plan is based on the following assumptions:

- Turnover: to work out the 24/25 scheduled works contract income before inflation we used the contract income value for 23/24 (£23,102k) and added 23/24 pay award (£374k) which represents additional 2.5% above the original budget. The calculation was adjusted for a full year effect of 23/24 efficiencies/service reductions £180k and proposed 24/25 efficiencies/service reductions £656k and applied an inflation uplift as agreed on the main services to sum up to £23,930k.

The additional works income relates to the revenue for works outside of the contract including union salary recharge and additional commercial waste services. As the level of non-scheduled works for 24/25 is unknown at this point, we have not allowed for any additional income or cost.

Income from Other Contracts represents income earned from a provision of services to a third party (Gunnersbury Park) and the parent company (Graffiti Contract) successfully secured and entered into by the Company.

Other Income relates to a difference between budgeted interest payable and the annual interest limit agreed.
- Staffing Costs: consist of actual FTE salaries, agency cover and indirect costs. An inflationary increase is included for annual pay awards. Although we are feeling the impact of the labour shortage, we continue to target direct recruitment and reduce agency spend.

- **Operating Costs:** reflect current understanding of the arrangements with depot rental charge, fleet and plant lease cost and provision for potential insurance premium increase. As our fleet is getting older and some of part warranties now out of date, we have built in some contingency in our repairs and maintenance budget.
- **Funding Costs:** The company has drawn down on its loan facilities from Ealing Council amount of £1.1m to fund the repayment of start-up costs in March 2023 and continued to repay working and fixed capital loans on principal repayment basis over the term of loans.

Our priority is to contain cost within the required limits as part of our risk management approach. However, it is certain that there may be unforeseen cost pressures and we will have to deal with these within our means.

The Business plan assumes company growth for the next year and the business financial budget follows the same path. In a short term we continue to generate income from delivering our environmental services to Ealing Council, our parent company and already secured contracts with external customers.

In a medium term, we will be looking to bring in more revenue from securing new contracts from within and outside of Ealing Borough. GEL business plan budget makes some prudent assumptions about growth over the five years, so the company risks are minimised. Whilst we are currently in a healthy financial position, we are mindful that we also need to be able to demonstrate ongoing financial stability. This will be achieved by securing new profitable external third-party contracts that will balance our investment and the prudent maintenance of company reserves.

6. Greener Ealing Ltd.– Key Objectives for 2024/25

- **Restructure Organisation to accommodate Parking and future growth.**
- **Deliver Parking Enforcement Contract with effect from 1 April 2024.**
- **Deliver Council Savings for 2024/2025.**
- **Potentially mobilise Trade Waste Service with effect from 1 October 2024.**
- **Consider Vehicle Maintenance Procurement options for July 2025.**
- **Fleet and Plant Replacement Programme – Food Vehicles.**
- **A review of the options for third party external work.**

6.1 Restructure Organisation to accommodate Parking and create capacity for future growth

Greener Ealing needs to change its management and support structures to absorb the impact of the incoming Parking Service. It is anticipated that much of this work will have been completed by April 2024 but there will be elements that will take longer to bed in. An initial restructure of the senior management team has been agreed by the Board and is currently being implemented. This creates greater capacity in the team and adds new roles to support



the Parking contract and the potential Trade Waste service growth opportunity. A revised structure chart is shown at Appendix B.

6.2 Deliver Parking Enforcement Contract

On the 1 April 2024 GEL will take on the Council's Parking Enforcement contract. This is a major addition to the business and represents a huge challenge. It is also a further opportunity to deliver excellent service to the residents of Ealing.

It has been a major undertaking to mobilise this contract whilst maintaining the excellent service delivery across the core environmental services contract. We have worked closely with Ealing Council and have in place an agreed service level agreement; we will transfer into GEL existing SERCO staff and have secured vehicles, equipment and suppliers to ensure a seamless transition is made.

The success of the contract moving forward will be dependent on a number of key factors, not least of which is a good working partnership with the Council – this is especially true in terms of supporting the Council to achieve its strategic objectives. The delivery of its **Transport Strategy** will be at the forefront of our relationship. The timely delivery of on - street traffic management schemes by the Council is essential to these wider objectives, the CPZ programme will deliver much needed protection for residents where parking pressure exists, extensions to any hours of regulation or control will also ensure that this objective is delivered. GEL, for its part will need to be on hand to ensure that the implementation of any on-street schemes are fully enforced so that residents and businesses enjoy the protection that new projects will deliver for each neighbourhood. The overarching achievement of reducing emissions, supporting modal shift and improving road safety can be supported by GEL through this contract, our relationship with the Council and most importantly our presence on the ground in terms of ensuring that parking compliance levels improve across the borough and allow the Council to achieve its objectives. Any delays to these programmes will impact wider deliverability.

6.3 Deliver Council Savings for 2024/25

There are savings marked up in the Council's Medium Term Financial Strategy which the Council has agreed. Council Officers have yet to confirm them in full, but they include.

- Increased effectiveness through the use of improved working practices and intelligence led deployment of Street Cleansing resources £559k.
- More effective seasonal deployment of the Garden Waste Collection Service £97k.
- Productivity Improvements in Parking from TUPE Transfer into LATCO assumes £354k pa over three years. This figure is not a feature of any GEL contract income expectations. (These are not GEL assumptions but are based on the Council's budgetary expectations of its parking plan).

NB: there may be changes to the above depending on the Council's budgetary decisions.

6.4 Mobilise the Trade Waste Service subject to further due diligence and detailed appraisal

The Council has asked us to consider the transfer into GEL of its Trade Waste Service. We agreed to explore this possibility and commissioned work to establish if this is a viable proposition.

The key findings established that Ealing Council have a reasonably sized portfolio which is yielding a small profit – there are some issues that need attention including aged debt; a customer data base cleanse; the need for some investment in a commercial Customer Relationship Management system; and investment in supporting systems e.g. Radio Frequency Identification (RFID) readers for our on-board weighing equipment. We will also need to consider in conjunction with the Council, the service offer e.g. expansion of Food Waste services and recycling for commercial customers and a sales and delivery plan. Should the business transfer to GEL, there are some obvious opportunities for growth.

GEL currently provides the collection of Trade Waste under the environmental services contract but does not get involved in sales, marketing, or other support activities of the business. This is an extremely competitive business in London with a range of providers. Close attention will need to be given to a range of commercial considerations, the service offer, pricing, disposal costs, timing of service delivery, use of waste sub-contractors, staff incentivisation etc.

The proposition is that GEL would take on the current customers and that there would be an integration of the business into GEL. The existing contractual relationship with the Council would end.

We are positive about this opportunity and will report back to the Board if we believe we can proceed with this initiative, it is another substantial piece of work, coming quickly on the back of the parking contract for which we will still need to consolidate our operations. We are proposing, subject to all the necessary due diligence and agreement with the Council and GEL Board, that a target date of 1st October 2024 be established as a potential go-live date.

6.5 Vehicle Maintenance Procurement

The existing arrangement with GoPlant ends in 2025 and we need to agree a procurement strategy. This is a major piece of work for next year and we need to consider all the options including whether or not we bring the service back under GEL direct control. Once again this is a challenging and competitive market place with a shortage of staff with the requisite skills and the consequent pressure on pay: full options will be presented to the Board in the coming months.

6.6 Fleet Replacement Programme

We are currently in process of engaging with local authority frameworks such as TPPL and ESPO in obtaining quotes for 6 food vehicles but with lead time of 12 months, orders for these vehicles will need to be in place by July 2024. In addition to this, we are also going through trials on various sweepers as well as ride on mowers. Replacement lease cost uplift discussions will need to be held with LBE over the next 3 months to enable GEL to secure orders by July 2024 at the latest.

In addition to this, we will also be looking to replace over the next 12 months a large portion of the grounds maintenance smaller kit i.e. blowers, strimmer's, etc. We are also looking at the options to operate the large fleet items e.g. Refuse Collection Vehicles beyond their current expected 7 years.

6.7 A review of the options for further Greener Ealing third-party or external growth.

This has been a long held ambition of the Board and the business is in now in a position to consider external opportunities for growth. A review of the potential opportunities put together in accordance with our previously agreed risk appetite which set out how we might approach future work.

- Client – public/private/size/fit with GEL values etc
- 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.

7. Summary and Conclusion

This will be a challenging year for GEL. Over the past few years, we have successfully established the core services and are now on the cusp of the transfer of a significant new contract i.e. Parking Enforcement. This alone will be a major undertaking in 2024/25 and will change the nature of the overall business. From April 2024 onwards we will have a 25% increase in staff, new properties to manage, new technology and a new business to understand. It will also be a completely new customer relationship especially at the front end with Ealing residents, businesses and visitors. This will need a great deal of preparation and potentially have impacts throughout the business as we establish new systems etc. It goes without saying that we cannot afford to lose our focus on the core contract, and this will remain a priority.



We are all very proud of our journey to date and are looking forward to the challenge of the new Parking contract and potentially taking on the Trade Waste service.

This plan will form the basis for 2024/25 work programme for Greener Ealing Ltd.

Kevin O'Leary

Interim Managing Director

Greener Ealing Ltd

February 2024

Appendix A

Cash Flow Statement – Forecast 2024/25

Category Description	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Opening Balance	3,174	2,337	2,632	3,841	1,581	4,032	3,625	3,315	3,561	3,086	2,943	3,137
INCOME												
Cash receipts	2,257	2,245	2,249	2,288	4,457	2,253	2,286	2,251	2,250	2,263	2,249	2,273
SubTotal	2,257	2,245	2,249	2,288	4,457	2,253	2,286	2,251	2,250	2,263	2,249	2,273
EXPENDITURE												
Operational	(725)	(435)	(435)	(1,425)	(580)	(725)	(580)	(580)	(725)	(580)	(580)	(725)
Salaries	(900)	(860)	(860)	(810)	(810)	(840)	(810)	(810)	(810)	(910)	(810)	(810)
Leases (Vehicle & Plant)	(165)	(165)	(165)	(165)	(165)	(165)	(165)	(165)	(165)	(165)	(165)	(165)
SLA payments	(182)	-	-	-	-	-	-	-	-	-	-	-
Landlords payments	(341)	-	-	(341)	-	(341)	-	-	(341)	-	-	-
PAYE (NIC/TAX/PENSION)	(370)	(370)	(350)	(350)	(330)	(330)	(340)	(330)	(330)	(330)	(380)	(330)
Other cash payments (CT/VAT)	(410)	(120)	(120)	(420)	(120)	(120)	(700)	(120)	(220)	(420)	(120)	(120)
Bank Charges/Interest	(0)	(0)	(0)	(0)	(1)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
SubTotal	(3,094)	(1,950)	(1,930)	(3,512)	(2,006)	(2,522)	(2,595)	(2,005)	(2,592)	(2,405)	(2,055)	(2,150)
FINANCING COSTS												
Interest payable	-	-	(24)	-	-	(16)	-	-	(12)	-	-	(7)
Interest receivable	-	-	-	-	-	-	-	-	-	-	-	-
Loan drawdowns	-	-	-	-	-	-	-	-	-	-	-	-
Loan repayment	-	-	(122)	-	-	(122)	-	-	(122)	-	-	(122)
SubTotal	-	-	(146)	-	-	(138)	-	-	(134)	-	-	(129)
TOTAL CASH	2,337	2,632	3,841	1,581	4,032	3,625	3,315	3,561	3,086	2,943	3,137	3,130

Appendix B

Organisation Chart

Organisational Chart – (Final version) 01.02.2024

