

## APPENDIX A

### **GS Plus Ltd and GSS Ltd - Service Business Planning.**

Within the confines of the existing limited operational timescale, but with a view to support the planning around the potential continuation of trading, business plans have been reviewed at a service level to continue to develop low risk models for business and brand profile enhancement, building on the companies hybrid strengths as publicly owned providers of quality commercial services to the local marketplace, protecting well paid jobs while also maintaining market-competitive terms and conditions, focussed on the four main areas of GSP/GSS operations:

- **Fleet Management and vehicle maintenance** – managing and maintaining the Council’s ULEZ compliant fleet of around 600 vehicles and 550 items of plant, together with operating the Birchmere based HVO/Biofuel and electric vehicle charging facilities and utilising or growing capacity within the depot workshops, vehicle testing and offsite bodywork repair facilities, in which the companies continue to invest to generate additional income. The body shop, which has capacity for HGV/PSV, vans or cars, has also undertaken other work streams including insurance industry work, aerospace panels and signage and operates out of Thistlebrook Unit 7, which itself generates an additional rental income stream of around £75k to RBG. Regular external clients across Fleet operations include a growing range of bus and haulage operators, insurance companies and residents, to generate additional income to supplement in-house revenues. Company staff and their immediate families also receive the benefit of enhanced discounts on servicing and MOTs of their own cars to maintain safety and efficiency.
- **Cleaning/Facilities Management** – In addition to providing FM at the 4 main RBG service centres, continued management focus to reach out to both RBG and external clients covering 79 cleaning sites has seen more than 90% of client schools previously sign up to multi-year agreements linked to the London Living Wage up to 31 March 2025. All other external cleaning clients including RBG funded delivery partners such as GLL currently pay the LLW but are based on annual renewals. The aim over the current period remains to retain viable contracts and demonstrate value by improving efficiency to achieve competitive prices for quality services, while also maintaining returns to the company. This aim is being assisted with management reviews of cleaning supervision and FM structures and investment in equipment, site monitoring, reception and other facilities.

Despite the budget pressures across the public domain, many school clients have requested additional hours following expansion works and the companies have added new schools to the portfolio including the return of the Endeavor Trust Academy who originally moved to another provider at the start of the transformation journey in 2019. Notwithstanding the continuing price sensitivity of the sector, it is believed that further scope now exists to carefully nurture the external arm of this service.

- **Passenger Services** – provide 65 high-quality, assisted and fully accessible, modern minibus and coach round services to some of the most vulnerable SEND children and adults with needs in the community, alongside managing the framework contract for procuring around 150 external Taxi providers at the required standards on behalf of Children’s Services. Bus downtime capacity is also used to provide swimming transport, where requested by schools, to local facilities and other ad hoc tasks. The extra income generated from these activities is shared with the main RBG clients. GSP continue to closely support the RBG review team for passenger transport to identify efficiencies, which is a key driver for the future direction of this service.
- **Gateway Agency & GSS** – following a period of planned downsizing GSS has returned to profit from 2022/23 onwards and due to the changes made has evolved into a leaner and more agile trading entity, benefitting from shared management and payroll arrangements with GSP that keeps its overhead costs more closely aligned with earnings. This suits the main activity of Gateway Agency and certain other services including cleaning where the market is price sensitive and the margins are tight, but where the company remains committed to paying the living wage. GSS are looking to grow the number of clients using Gateway and GSS cleaning services going forward to build upon this efficiency.

IT support services to schools have been rationalised and integrated with the companies own internal IT support needs, which along with restructured charging mechanisms has transformed them from a loss making to a break-even position, recovering overheads and with a more stable income flow. All other support arrangements within the company including Finance, HR and Health & Safety have been subject to efficiency reviews, resizing them to fit current needs and delivering savings.