



Queens Park, Crewe

*Award-winning provider of sustainable and creative
environmental services*

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Photo: Queens Park, Crewe

Prepared in-house by Ansa

1. Foreword

by Geoff Baggott, Chairman

- Ansa serves a population of over 370,000 in Cheshire East in addition to those served across the North West and Midlands regions
- Ansa delivers Waste, Street Cleansing, Grounds, Parks and Fleet services on behalf of Cheshire East Council (CEC) and is developing its commercial operations
- Ansa is about to enter its 6th year of operation
- Ansa benefits from a 15 year rolling contract with its main client, CEC, subject to KPI performance
- Ansa works collaboratively with Cheshire East Council
- Our vision is to position ourselves as an award-winning provider of sustainable and creative environmental services
- In 2017/18 turnover was £34M, an increase of £1.99M
 - £0.3M increase related to additional services purchased by CEC
 - £1.6M increase related to income from recycling materials and new business turnover – mainly from Alliance Environmental Services, a subsidiary of Ansa established in August 2017

1.1 Future Challenges

by Geoff Baggott, Chairman

Recommendations within the Edge Report are being considered and where appropriate will be built into future business plans

Ansa will also consider any updates to the CEC Waste Strategy

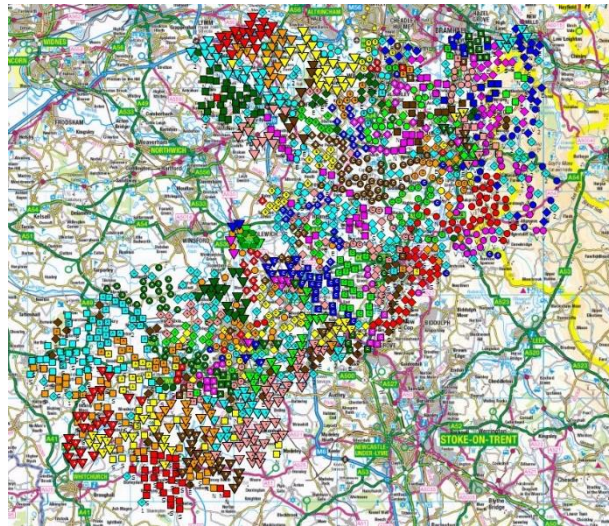


Image: WebAspx screenshot of CEC Waste & Recycling routes in Cheshire East

Ansa's focus over the Business Plan period is on:

- Delivering contracted services including working with CEC towards the elimination of landfill
- Delivering route & rota optimisation and associated efficiency savings
- Supporting CEC with the roll out of resident and employee communications, caddies and liners connected with the organic waste project (new composting plant)
- Finalising the AES Joint Venture
- Delivering a fleet replacement programme
- Delivering a variety of ICT projects

1.2 Ansa's Track Record

by Kevin Melling, MD

- Moving to the Environmental Hub during 2017/18 has facilitated Ansa's delivery against Cheshire East Council's Waste Strategy
- Ansa has capitalised on the site's waste transfer and shredding capability and re-let a number of waste disposal contracts
- This is enabling more residual (black bin) waste to be diverted to energy from waste, reducing costs of waste disposal and improving environmental sustainability
- Since April 2018, Ansa has reduced landfill closer to the Council's 5% aspirational landfill target



Image: Residual waste being shredded at the Environmental Hub ready for onward transfer to third party energy from waste providers

1.3 Alliance

by Kevin Melling, MD

Ansa has successfully implemented a Joint Venture, Alliance Environmental Services Ltd (AES), with High Peak Borough Council and Staffordshire Moorlands District Council



Photo: Alliance Fowlchurch depot, Leek

Entering into the joint venture arrangement has enabled Ansa to share overheads with AES reducing its costs to Cheshire East Council residents

- Phase 1 went live in August 2017 and Phase 2 in July 2018
- These phases included the transfer of Waste and Recycling, Fleet and Communications
- The final phase of AES is expected to go live Spring 2019 and will include Street Cleansing and Horticulture

1.4 Collective Challenge

by Kevin Melling, MD

Business Plan 2018-23
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As part of a joint change programme with Ansa and CEC :

- The garden waste service will be renamed 'organic' waste and will collect food and garden waste together for the first time
- This will support further elimination of landfill and boost recycling rates
- Caddies and associated communications will be procured and rolled-out to over 170,000 households in receipt of the current garden waste service
- Residents could see a change of collection day
- Employees may be asked to work a different shift pattern

- Ansa has initiated a Route and Rota Optimisation (RRO) project
- This will match routes and rotas to the new Hub and In Vessel Composting plant (IVC) sites and deliver efficiency savings
- CEC's IVC is due to go live in 2019/20 and will be operated by Biowise
- Ansa will manage the Biowise contract



Photo: Biowise IVC in Hull – similar to that proposed for Crewe

2. Strategy

Attract, develop, reward and maintain a positive workforce who deliver quality results, safely and with pride



Engage with stakeholders to provide sustainable and creative services and added value



Business Plan 2018 - 2023



Work with others to maximise opportunities to grow and develop Ansa in a profitable and risk managed way



Offer value-for-money, efficient, profitable, compliant and marketable services and invest to save

3. Financial Review & Benefits Realisation

Redacted. See reports at Companies House

Business Plan 2018-23
Business Plan 2018-23

4. Analysis

Trends, risks and opportunities

- 2018/19 has seen the UK publish a number of policies, plans, strategies and legislation that is likely to impact Ansa and with Brexit, more is expected
- The waste commodities market lacks external stimulus and remains depressed – potentially signalling the end of Ansa's income for comingled recycle and replacing it with gate fees
- Ansa faces price rises related to uncertainty around Brexit and fluctuating sterling exchange rates
- Many commentators are predicting an imminent recession which could lead to fluctuating pricing and waste tonnages
- Ansa is continuing to go through a period of business transformation as it seeks to maximise its revenue streams and develop as a business

4.1 External View

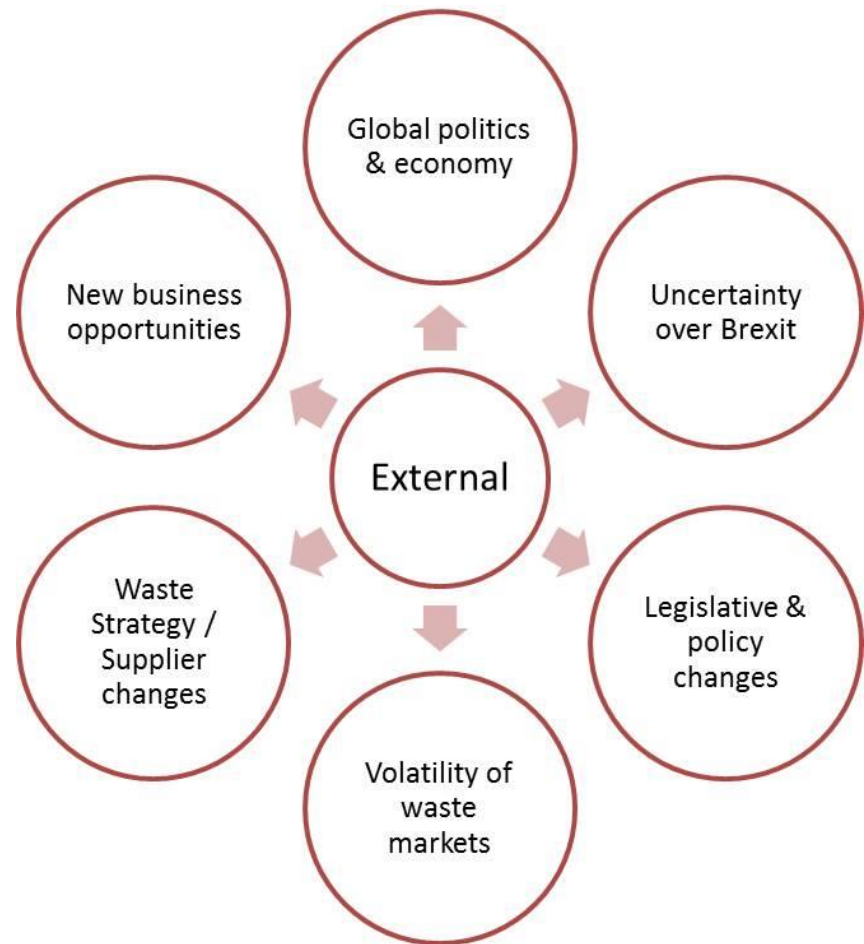
In 2018, the UK government published:

- A 25 year Environment Plan
- Resources and Waste Strategy
- Update Bioeconomy Strategy
- Clean Growth Strategy

The government also began enshrining current EU Waste Strategy and principles into UK law

Ansa already exceeds the England recycling target for 2020 of 50%

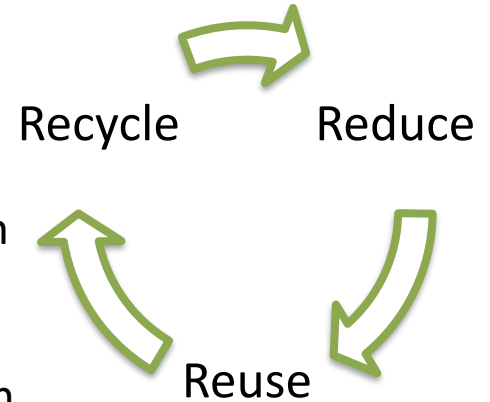
Other targets include eliminating avoidable plastic waste by 2042 and avoidable waste by 2050



4.1.1 Government Initiatives

Circular Economy and Waste Strategy

- Whilst locally there has been an increase in waste arising, national trends show residual waste decreasing year on year
- Ansa treats waste as a resource and the introduction of the new In-Vessel Composting plant should boost recycling rates
- Cheshire East is revising its Waste Strategy to build in UK targets of 60% for reuse and recycling by 2030 and 65% by 2035 and continue its drive to eliminate landfill
- Consideration is being given nationally to a deposit return scheme for plastic bottles – however commentators suggest that this is unlikely to be efficient given the high levels of recycling already achieved
- If enacted, this could reduce Ansa tonnages collected and impact waste disposal costs / income



4.1.2 Waste technologies

Third party Materials
Recovery Facility
(Comingled Recyclate)

Open windrow
composting
(Garden)

Energy from waste
(Residual)

In-Vessel composting
(Organic)

Other

- Landfill in England is expected to reach capacity between 2023 and 2027
- As referenced in the Foreword and Section 4.4, Ansa is working closely with CEC and supply chain parties to treat waste as high up the waste hierarchy as practical and to eliminate landfill
- Ansa will continue to work within Cheshire East Council's Waste Strategy as it explores options for waste treatment and disposal
- Provision of UK Energy from Waste (EFW) facilities are patchy and demand outstrips supply
- Ansa currently uses two North West and Midlands EFW suppliers – one of which is due for review in 2020

4.1.3 Organic waste & legislation

- Measures to reduce landfill and boost recycling include the Cheshire East’s development of an In-Vessel Composting plant (IVC)
- CEC are obliged to provide the IVC operator with contingency waste transfer facilities if the plant is not available at the agreed date or following subsequent emergencies
- However, the Animal Bi-Products Regulations limit how Waste Transfer Stations can be used – particularly once food waste is added to garden waste – Ansa will therefore seek expert advice on whether the Environmental Hub can be used for waste transfer of combined organic waste
- Ansa and CEC will jointly explore alternatives – however there could be significant cost associated with any such arrangements



4.2 Internal View

- Ansa faces significant employee and customer relations and operational risks associated with the scale of change proposed during the period
- This will be mitigated through employee and resident engagement and the use of trained employees and external consultants as needed
- Over half of Ansa’s workforce are expected to be impacted by the proposed changes relating to the Route and Rota Optimisation programme and associated Organic Waste project
- Unfortunately, RRO project timing aligns with when supported travel is due to end – consideration may need to be given to extending this
- The client is funding RRO and Organic Waste project work and additional costs and efficiency savings have been allowed for in the revenue budget

Changes to methods of waste disposal

Route and rota optimisation & efficiency savings

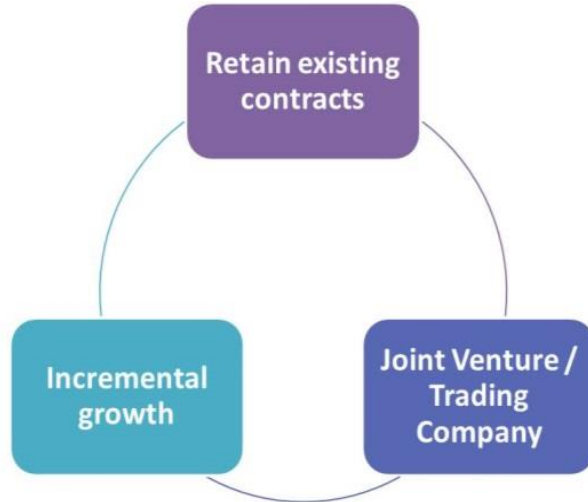
Resident & employee communications, caddies and liners (Organic Waste)

Finalising the AES Joint Venture

Delivering a fleet replacement programme

Delivering a variety of ICT projects

5. Business Development



- Customer retention remains Ansa’s priority, closely followed by delivering targeted efficiency savings
- Ansa has been able to share its overheads and achieve a return via its Joint Venture company, Alliance Environmental Services (AES)
- Phase 3 of AES is due to go live early in 2019/20 and this will be followed by a period of integration and consolidation

Ansa continues to target opportunities that offer low-risk incremental growth such as:

Joint initiatives with public bodies

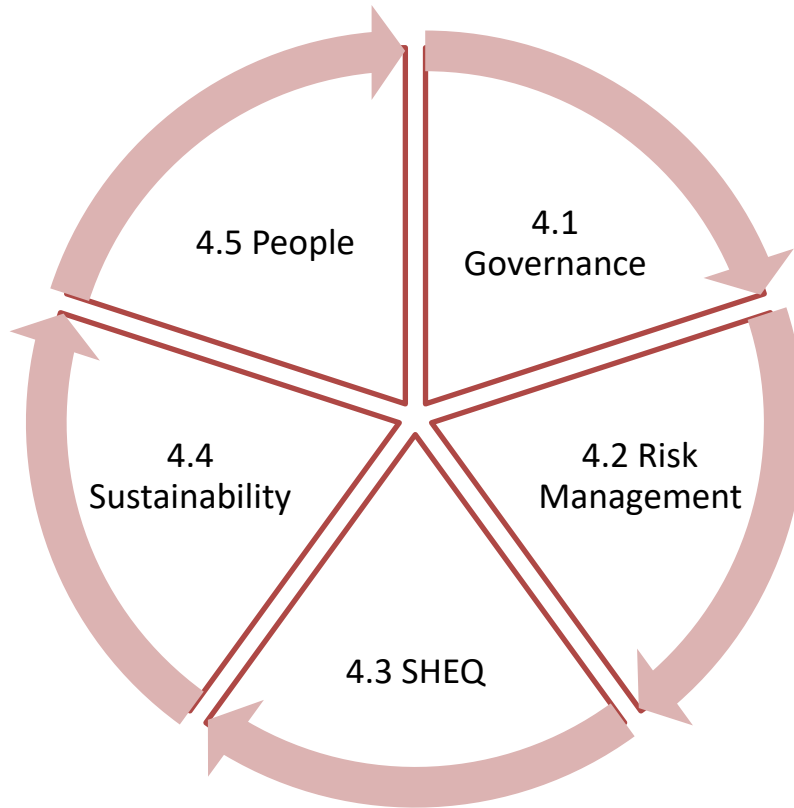
Parks, Grounds, Construction & Tree work

Fleet & professional services

5.1 Opportunities

- Ansa's USP remains its public sector ethos combined with a commercial edge
- Ansa utilises Regulation 12 of the Public Contracts Regulations 2015, (Teckal exemption), where appropriate, to target new public sector clients without going through the full OJEU process
- This saves significant time and money for both parties and can subject to contractual performance measures still deliver best value
- Ansa prioritises bidding for work in neighbouring authorities to minimise travel and to maximise the likelihood of the opportunity offering economies of scale
- However, the scale of change associated with the Route and Rota Optimisation programme and associated Organic Waste project means Ansa is reaching 'employee' capacity and the company would need to invest in additional resources if it planned to bid for any major new works in the short to medium term

6. Corporate Social Responsibility



- Ansa prides itself on its sustainable and creative approach to doing business
- The company demonstrates its public sector ethos in the range of added-value, community activities Ansa support and its commitment to service excellence
- Activities include the delivery of environmental services , waste minimisation and education as well as providing apprenticeship schemes and work experience

- Ansa reports into a group holding company, Cheshire East Residents First (CERF), the Shareholder Board
 - Kevin Melling is the MD of three sister companies, Ansa, Orbitas and TSS as well as of the Joint Venture Alliance Environmental Services Ltd
 - Ansa's Board also includes three Non-Executive Directors, Cllr Geoff Baggott (Chair), Cllr Steve Hogben and a third vacant post
 - Ansa's Board meet 10 times per year and audited accounts are produced annually
- The Board may be subject to change following the local elections in 2019 or following on from the ASDV Review
 - Senior managers share best practice, service updates and consider risks and issues and SHEQ as part of 4-6 weekly Business Update meetings
 - Ansa measures its success against a range of agreed Key Performance Indicators
 - Results are reviewed at each Board meeting and quarterly by CERF
 - See *Appendix* for further details

6.1 Governance

6.1.1 Assurance

Each year, Ansa commissions a range of independent audits as part of an on-going assurance and business improvement programme:

Financial Audits

Assurance / Internal Audit & Business Advisors

Operational Audits

Grant Thornton LLP
UK *clean audit* report each year

Beevers & Struthers – substantial assurance

Fleet Transport Association

Green OCRS score (road worthiness & compliance)

In addition, Ansa is audited on a regular or ad-hoc basis by various government bodies including the DVSA, HSE, Fire Service, Environment Agency and the Office of the Transport Commissioner

6.1.2 External Awards

- Ansa holds 5 Green Flag Awards, a Heritage Park award and the ROSPA Gold Award – these are renewed annually
- Ansa has again been shortlisted for a number of prestigious awards
- In 2018, Ansa was highly commended by the Management Journal for its work with Junior Recycling Officers
- An Ansa Parks Manager won the national Green Flag Employee of the Year award
- During 2019, Ansa propose to apply for new Green Flag awards in conjunction with community groups

ACHIEVEMENT
AWARDS 2018
HIGHLY
COMMENDED **MJ**



6.1.3 Technology & data privacy

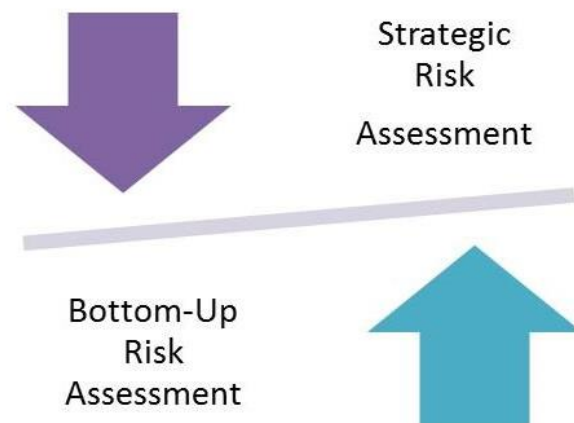
- Employees complete GDPR training
- Ansa buys back ICT services from Cheshire East Council
- The company is updating from Oracle Finance to B4B in 2019/20
- Ansa continues to support CEC's Digital Access programme – automating processes, improving efficiency and the customer experience
- Ansa is reviewing its tachograph reporting software as parts of Operator's Licence compliance
- Ansa proposes to provide email addresses for frontline employees

The company is investing in new or replacement ICT systems:

- Replacement fleet management system
 - Drivers will report defects in real time using smart phone technology
 - Mechanics will complete job cards using touch screens
- MyTime application
 - Swap shifts, book holidays and see rotas using mobile devices (linked to the Route and Rota Optimisation project)

6.2 Risk Management

- Ansa is a well-managed business, dealing effectively with both threats and opportunities according to external audits
- Even where risks come to fruition, Ansa deals with these well, minimising their impact on the wider business
- Ansa explores opportunities for business improvement and development
- Service Managers carry out a bottom-up risk assessment for their area and incorporate these into business as usual activities



- Risks are reviewed at 4-6 weekly Business Update meetings and at each quarterly Strategic Board
- At a strategic level, the risk of contagion is also considered – identifying risks that individually or together could threaten the viability of the company

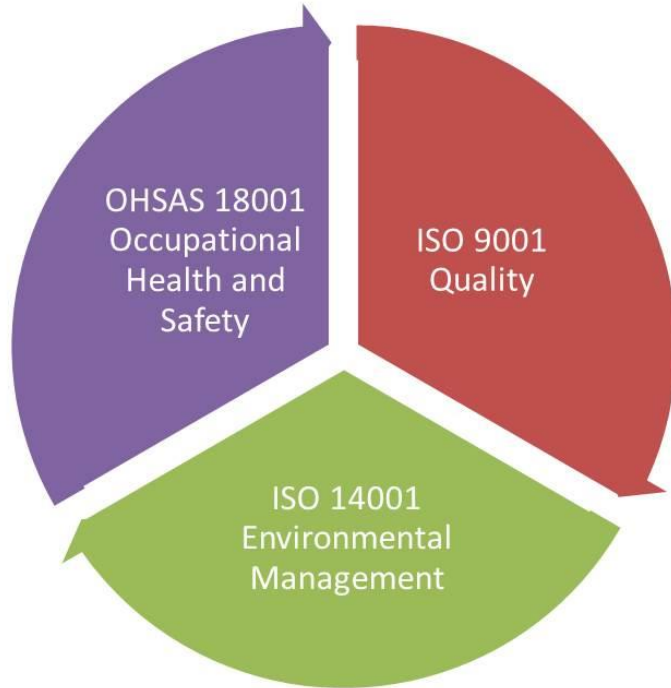
6.3 Business continuity

- Ansa, together with its owner, Cheshire East Council (CEC), has a number of business continuity measures in place
- The company is in the process of reviewing and strengthening its business continuity and contingency arrangements
- This review includes supplier contingency arrangements
- Ansa will consider the most appropriate risk response including avoid, reduce, transfer, tolerate or share
- Where significant residual or secondary risks remain, Ansa will jointly consider these with CEC



6.4 SHEQ: Safety, Health, Environment & Quality

Business Plan 2018-23
 Business Plan 2018-23



- Ansa promotes health and safety and well-being for its employees, clients and the wider public
- Ansa has a strong track record of employee engagement and holds regular meetings with employees, managers and Health and Safety advisers to seek continuous improvement
- In addition to maintaining the ROSPA Gold Award for Health and Safety, Ansa has now achieved ISO 9001 and 14001 and OHSAS 18001 accreditation
- Ansa is the only organisation within Cheshire East that has achieved these standards for all of its service areas

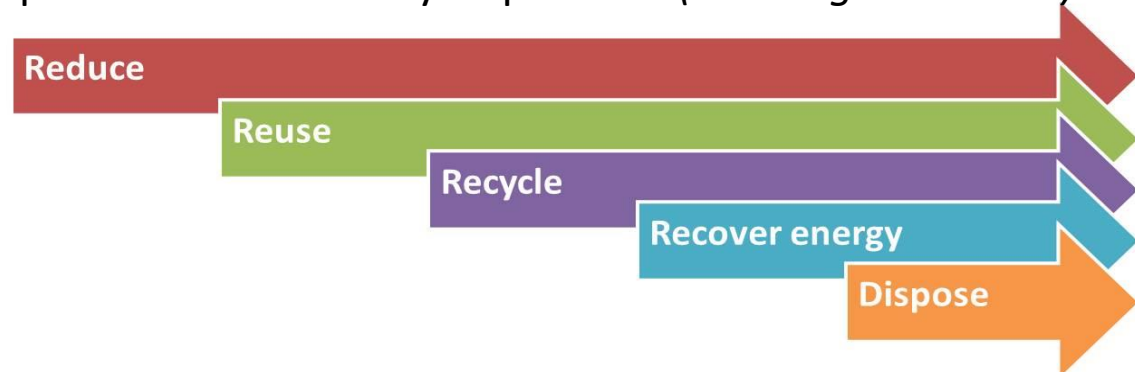
- Ansa has placed sustainability at the core of its vision
- Ansa implements a range of supporting measures which encompass the whole of our service and the communities we serve
- The company engages with a wide variety of internal and external stakeholders, seeking to work together to find creative solutions
- Ansa has split the management of Waste and Recycling from that of Waste Transfer to allow a greater focus on compliance and the technical aspects of service delivery

6.5 Sustainability

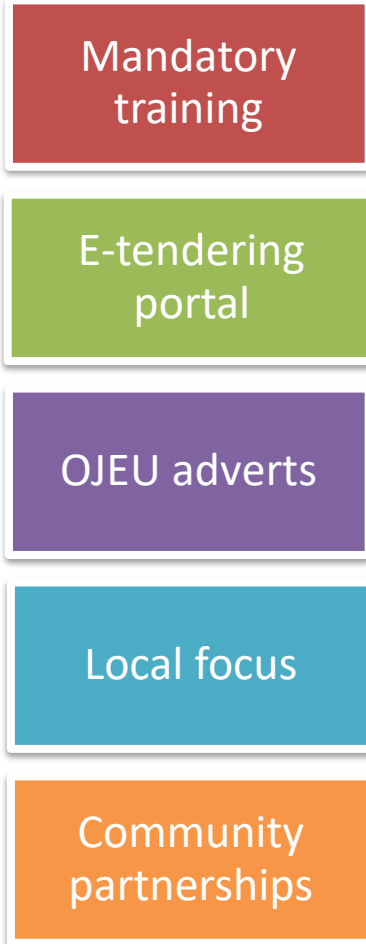


6.5.1 Environmental management

- Ansa works closely with CEC to ensure the company manages its resources and services in a way that is beneficial to the environment
- Ansa holds ISO 14001 accreditation for its environmental management
- Ansa focuses on continuous improvement in all aspects of its operations
- In 2019/20, Ansa aspires to reduce landfill to 5% or less of total waste collected
- CEC and Ansa work together to review emerging waste treatment options and technologies together with Waste and Environmental Strategy developments and develop action plans accordingly
- Ansa works with clients, the community and third party suppliers to treat waste as high up the waste hierarchy as practical (*see diagram below*)



6.5.2 Supply chain management



- The company actively manages its contracts, auditing and intervening where required to ensure Ansa obtains best value
- Ansa offers mandatory contracts and procurement training to selected employees
- As a contracting authority, Ansa procures the majority of its suppliers via an e-tendering portal or via OJEU adverts
- Where appropriate, Ansa sources suppliers from local SMEs and social enterprises to maximise its contribution to the local economy and reduce its carbon footprint
- Ansa works with local charitable organisations and the Probation Service where this would have a positive impact upon service delivery
- Reuse of waste is promoted via the bulky waste agreement with the charity, Crewe Christian Concern (CCC), a social enterprise company providing employment and/or free or low cost items to those who qualify for the service

6.5.3 Waste and Recycling

According to DEFRA league tables for 2017/18 , at 54.4% of waste recycled:

- Ansa continues to exceed the English recycling average
- Ansa is ahead of the 2020 national target (50%)

Following the move to the Environmental Hub and the re-letting of many of its waste disposal contracts:

- Ansa anticipates landfill for 2018/19 dropping to 5-10% of total waste collected

Historically, Ansa has received an income for comingled dry recyclate however due to fluctuations in the waste commodities market, prices are falling and a gate fee may be chargeable

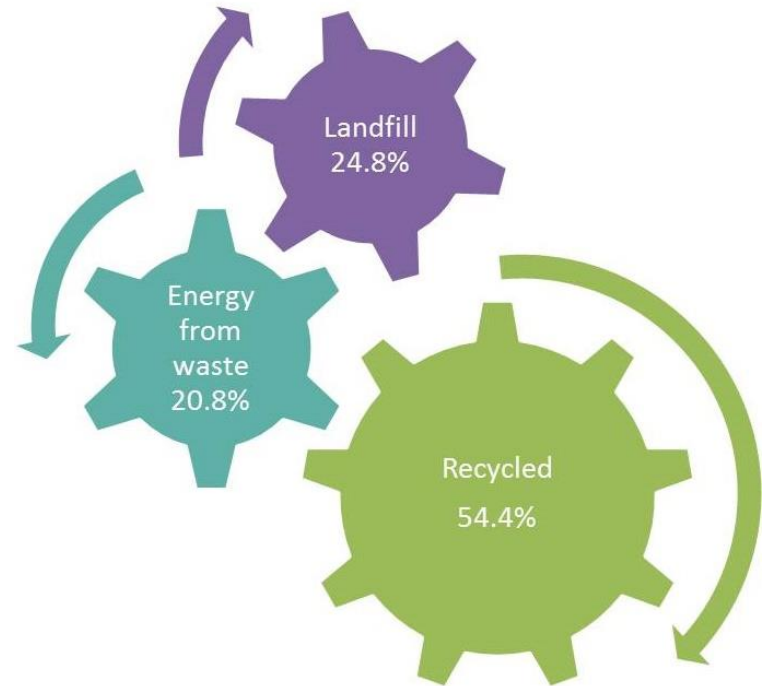
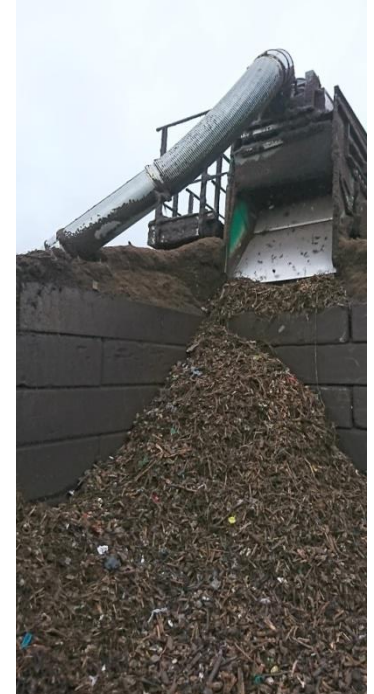


Diagram (approximate) based on 2017/18 Defra League tables for Cheshire East

6.5.3.1 Organic Waste changes

- Garden waste is currently recycled, creating a soil improver for domestic and agricultural uses
- Cheshire East is investing in an In-Vessel Composting plant (IVC), near Crewe - planned go live in 2019/20
- These changes form part of a major change programme linked with the Route & Rota Optimisation project
- Once the new plant is ready, Ansa will collect food and garden waste together in the same bin and the waste stream will be renamed 'Organic Waste'
- This will boost recycling rates and reduce landfill
- The plant will be built and operated by Biowise
- Ansa will manage the contract on CEC's behalf
- Gate fees for the IVC are lower than for EFW or landfill but higher than for garden waste – this may therefore impact the management fee



*Photo: Biowise, Hull
 – similar to Crewe
 IVC proposal*

6.5.3.2 Organic Waste project

CEC Resident consultation

Construction of In-Vessel Composting Plant (IVC - Biowise)

Procure & deliver 170,000+ kitchen caddies & liners

Ansa Resident communications

Operation of IVC (Biowise)

Match routes & rotas to new IVC tipping point (RRO)

Promotion of food waste recycling

Induction of employees to new IVC

Ansa Management of Biowise contract

6.5.3.3 Waste & Recycling & RRO

- The RRO major change programme includes the Organic Waste project
- Project-related Employee Relations risks associated with changes to routes, methods of working and rotas remain high, albeit Ansa is seeking to mitigate this through use of experienced consultants and high levels of employee engagement
- Revenue increases have been allowed for increased costs relating to the Organic Waste stream becoming a 52 week service
- CEC anticipate the project will deliver £600K in savings split between 2019/20 & 2020/21
- The project is likely to deliver significant vehicle reductions and external waste transfer savings
- Investment will be needed in push wall bays, plant and employees to facilitate Ansa carrying out more waste transfer in-house
- There may be a need for additional employees due to increased travel time once the number of waste tipping points reduces to two

6.5.3.4 Street Cleansing

- Ansa cleanses over 2800km of streets around the borough and empties nearly 2,500 litter bins
- The Edge Report recommends further investment in plant and employees to meet national standards
- Ansa work closely with CEC Civil Enforcement Officers to tackle and clear fly-tipping hotspots and seek to change community behaviours
- Ansa work with the Probation Service to support community service arrangements
- Ansa has begun employing rangers funded by two of the Town Councils
- On request, Ansa works with Cheshire East Highways to cleanse high speed roads – however due to the level of demand and the high cost of traffic management this is triggering Early Warning Notices



Photo: Crewe Road leaf blowing ready for Remembrance Sunday

6.5.5 Waste Minimisation

- Waste Reduction Volunteers work with Ansa to support a range of community events including work in both primary and secondary schools
- In 2018, 200 families requested real nappy kits or a £25 shopping voucher, double the uptake in the previous year
- The company also encourages and supports work carried out by volunteer groups - offering advice, loaning equipment and retrieving and disposing of litter once collected
- Ansa makes extensive use of social media, advertising and mailers to promote key messages around reducing food waste, reducing recycling contamination, promoting re-use and more recently, life with less plastic



Community
TOOLKIT



#LIFEWITHLESSPLASTIC

*Photo: Cheshire East Waste
 Reduction Volunteers*



6.5.6 Educational Activities

- We work with both primary and secondary schools to create recycling and upcycling challenges and educate pupils around composting and other methods of reducing, reusing or upcycling waste
- 62 Primary schools took part in the 2017/18 Junior Recycling Officers (JROs) programme
- 10 Secondary schools signed up for the Upcycling Challenge
- Volunteers and Ansa staff facilitate separate food preparation, composting sessions, recycling and 'Love Food, Hate Waste' games as part of Primary College

Photo: JRO awards 2018 [Photo redacted Privacy / GDPR]

Photo: 240 children took part in Love Food, Hate Waste sessions as part of the Primary College event 2018 [Photo redacted Privacy / GDPR]

6.5.7 Parks & Grounds



Photo: Congleton Park, a Green Flag Park



Photo: The Moor, Knutsford, winner of a Green Flag Award

- Ansa Parks & Grounds Maintenance team hold 5 Green Flag Awards and a Heritage Flag Award
- The service delivers formal planting schemes as well as naturalised areas to encourage bio-diversity for its clients
- Ansa encourages community groups to develop and promote events and to apply for more Green Flag Awards
- By empowering the community to become more self-sufficient, they are able to access funding that would otherwise not be available to them
- These activities make Cheshire East a greener and more sustainable place to live and work and engenders belonging and community

6.5.7.1 Parks Commercial

- Ansa carries out commercial grounds maintenance activities
- The company works closely with Town Councils to jointly fund and manage projects
- Ansa supports Town and Parish Councils in delivering Britain in Bloom activities
- Ansa has a rolling investment programme in parks and open spaces
- This is linked to Section 106 funding and external grant applications
- The team has been restructured to allow a more strategic overview of these improvement to ensure that they are sustainable, meet local needs, have an individual identity while linking with other projects and open spaces in the area



[Photo redacted Privacy / GDPR] Friends of Queens Park raised 50% of the funding needed for a wheelchair swing

6.5.7.2 Parks Investment



- Ansa delivers at least £750K of parks development schemes each year
- By the end of a 2 year period ending 2018/19, Ansa expects to deliver over £2.3M of improvements
- Typical schemes cover areas like pathway improvements, new planting schemes and new playground equipment
- In 2018, Ansa converted a grassed area in Middlewich into a play area as part of the Fountains Field development

6.5.8 Fleet & Travel

- The company provides annual updates to CEC Planning on its rolling 5 year Travel Plan and progress against targets
- Ansa promotes use of public transport, car sharing, cycling to work and offers a 'green' car and bicycle salary sacrifice scheme
- There are 4 electric vehicle charging points on site – 3 of which are available to employees
- The replacement fleet management system will enable easier reporting on fuel efficiency and whole life costs
- It could also be used to facilitate 'earned recognition' for drivers and fleet, a government scheme to evidence driver competence and training and vehicle maintenance standards

Rolling Travel Plan

Rolling Fleet Management
& Replacement Strategy

Route and Rota
Optimisation

6.5.8.1 Fleet Replacement

- Ansa has a rolling 5 year Fleet Management & Replacement Strategy
- Ansa has procured frameworks for rolling fleet replacement
- All fleet with non-Euro 6 engines will be replaced on a phased basis
- Ansa regularly reviews energy efficient fleet solutions, including Compressed Natural Gas (CNG) and electric vehicles where these would offer carbon reduction & improve air quality
- Ansa will explore the use of a commercial CNG refuelling station in Crewe for smaller fleet
- CNG offers lower tail-pipe emissions and its range is not as limited as that of available electric vehicles
- Once, CNG refuelling infrastructure is available in Middlewich, Ansa will explore its use for larger vehicles
- Ansa is investigating electric bin lifts as part of reviewing fuel efficiency
- The company will also investigate developments in electric Refuse Collection Vehicles (RCVs) and other fleet

6.5.8.2 RRO & Fleet

The RRO change programme offers a collective challenge and opportunity for Ansa and CEC and represents Ansa's biggest challenge over the next 2 years

- Ansa anticipates being able to reduce the size of its Refuse Collection fleet by extending the work day and/or week for refuse collection
- This is expected to reduce daily vehicle movements
- The success of the project is dependent on the outcome from:
 - ✓ Resident consultation – a report is expected in Quarter 4 of 2018/19
 - ✓ Updated Cheshire East Waste Collection Operating Hours policy
 - ✓ Output from re-routing activities
 - ✓ Outcome from employee consultation on changes to work patterns, holiday rostering and re-routing
- If Waste and Recycling teams change their operating hours this is likely to require changes by the Fleet Workshop team too



6.5.8.3 Fleet Services

- Ansa offers internal and external fleet management and maintenance, audit and training
- The Environmental Hub offers extensive fleet workshop facilities enabling on-site maintenance for all fleet in a single location
- The site also offers on-site refuelling and vehicle washing facilities
- The team monitors fuel related carbon performance on a regular basis
- Fluctuations in oil production and pricing impact both Ansa operations and third party haulage – with Brexit this could become more significant



Photos left to right: Fleet workshop, Washing Facility, Refuelling Station, Plant

6.5.9 Energy efficiency & air quality

- Ansa is working with its landlord, Cheshire East Council, to explore options to boost energy efficiency such as rainwater capture and fitting of solar panels – possibly on the Waste Transfer Station buildings themselves
- Any risk to service continuity posed by the works would need to be mitigated
- Ansa holds regular meetings with a Community Liaison Group and seeks to address their feedback where possible



Photo: Environmental Hub (left to right - sprinkler tank, Waste Transfer Stations and parking)

- Ansa places a high value on engaging with clients, communities and our employees as it delivers fit-for-purpose, high quality environmental services
- The five strands of the people strategy are summarised to the right
- This approach has enabled Ansa to bid for and win new business, diversifying and spreading corporate overheads and enabled Ansa to become more competitive
- Ansa’s employee events team helps to foster an increased sense of belonging among employees
- Ansa employs an average of 349 employees

6.6 People

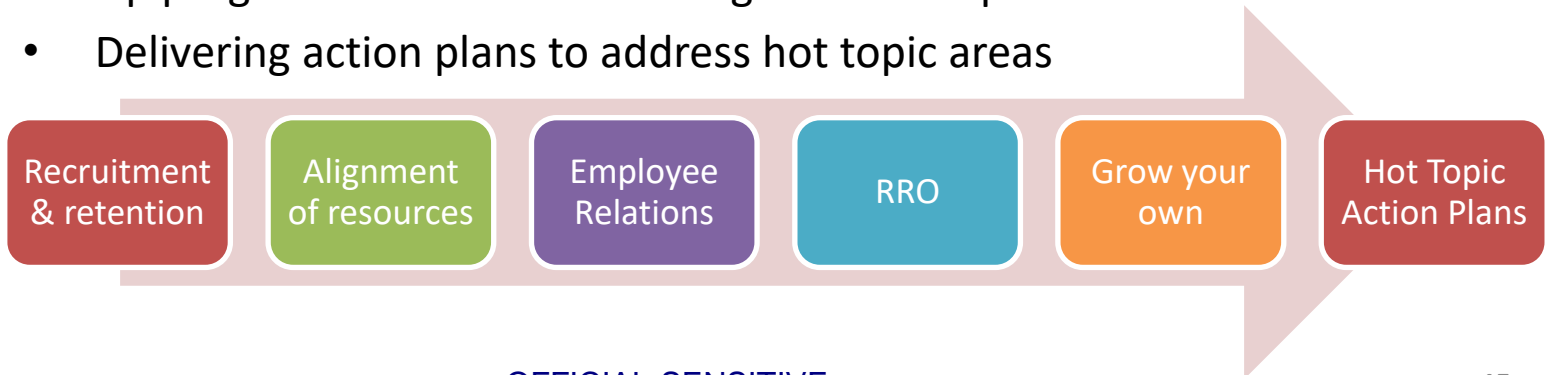


6.6.1 People Plan

Business Plan 2018-23
 BUSINESS HIGH 5018-53

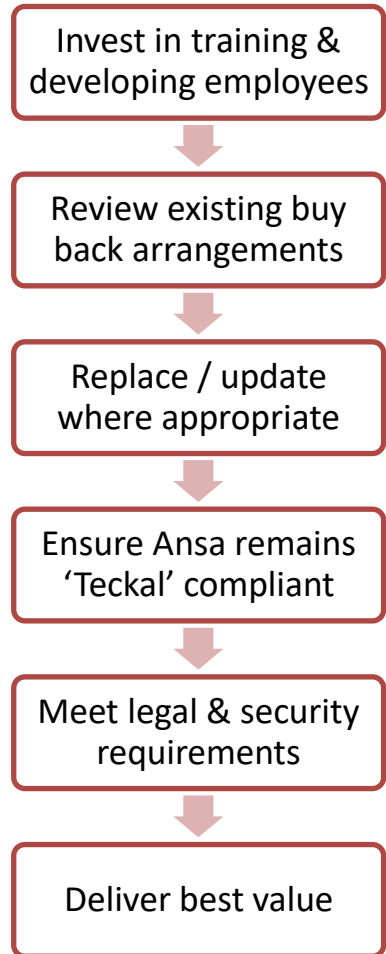
Business plan priorities include:

- Recruiting and retaining the right employees
- Mitigating any Brexit impact on recruitment of frontline employees
- Aligning resources with changing business needs
- Engaging with trade unions and the wider workforce on both business as usual and business change activities
- Supporting employee engagement and terms and conditions changes associated with the Route and Rota Optimisation project – and mitigating any associate employee relations risks
- Growing our own through recruitment of apprentices and Ansa’s Step Up programme and other training and development initiatives
- Delivering action plans to address hot topic areas



6.6.2 Grow your own

- The company invests in the training and development of its employees, supporting individuals and groups to obtain recognised work-related qualifications
- Ansa works collaboratively with Cheshire East Council and currently buys back Health and Safety, Finance and ICT expertise
- Plans are in place to recruit an ASDV Health and Safety Officer to be employed by AES and shared between Ansa and AES
- Ansa continually reviews its ICT infrastructure and where appropriate seeks to replace out-dated systems with cloud-hosted solutions, provided GDPR and CEC ICT Security standards are met
- Ansa continues to share some of its professional services with sister companies and its new Joint Venture company



6.6.3 Reward & recognition



- All employees are paid at or above the living wage and Ansa expect to introduce profit and performance related pay in the medium term
- Ansa offers an average earning pension scheme with employees retaining access to the LGPS
- We offer a Salary Sacrifice Scheme which allows the purchase of energy efficient cars, bicycles, holidays and childcare vouchers.
- Ansa celebrates success through Ansa Ace, an employee recognition scheme
- Ansa celebrates employees with long service of 30 and 40 years
- Eligible employees receive a Christmas voucher as 'Thank you' for their hard work and commitment (subject to company and personal performance and attendance)

6.6.4 Employee Assistance

- We provide an Employee Assistance Programme offering :
 - Advice
 - Support and counselling
 - Cognitive behavioural therapy
 - Physiotherapy
- This improves employee welfare and enables employees to remain in work or return to work more quickly after absence
- Ansa has a range of Family-Friendly policies, offering generous annual leave, maternity, paternity, adoption, and parental leave and sick pay schemes. Many employees also benefit from flexi-time, helping them balance work and home life
- Ansa has signed up to a number of initiatives to promote equality of opportunity and reduce potential barriers to work and training



let's end mental health discrimination

6.6.5 Community

Ansa is committed to supporting the communities in which it operates, including through its' employment, work experience and training and development practices.

- Creating skills and training activities: work experience, apprenticeships and on the job training initiatives
- Ansa has committed to the Middlewich Pledge (supporting young people into employment)
- Working with others to provide targeted opportunities for ex-offenders
- We promote payroll giving and charitable fund raising. During 2018, charities supported included: Middlewich Folk and Boat Festival, East Cheshire Hospice, St Luke's Hospice, Genes of Jeans, MacMillan, Save the Children and Children in Need
- Ansa's engagement with the local community is detailed in section 6 Sustainability which includes Waste Minimisation, Volunteering, Educational Activities and Parks and Grounds

Photo [redacted
Privacy/GDPR] Work
Experience student
preparing to visit the Waste
Transfer Station

7. Summary

- Ansa has achieved a tremendous amount since its launch in 2014, delivering both major savings and a Joint Venture company
- Ansa has moved from its major and interim depots and consolidated its operations where practical into the Environmental Hub site without compromising service delivery
- It has let a number of waste disposal contracts allowing recycling to remain steady while boosting energy from waste and reducing landfill
- Gaining external accreditation for ISO 9001, 14001 and OHSAS 18001 and Rospa Gold Award all reflect that Ansa is a well-managed company
- Ansa's initial focus during the Business Plan period is on delivering existing services and the roll out of its major change programme (RRO)



*Photo: Fireworks
at Queens Park*

Appendices

1. *Business Plan Finance Tables 2018/19*
Redacted. See information held at Companies House and on the Cheshire East Council website
2. Group Structure
3. CEC, Ansa and relationship to AES
4. Ansa's Offer

Business Plan 2018-23
Business 1919 5018-23

1. Business Plan Finance Tables 2018/19

See Companies House and CEC Website

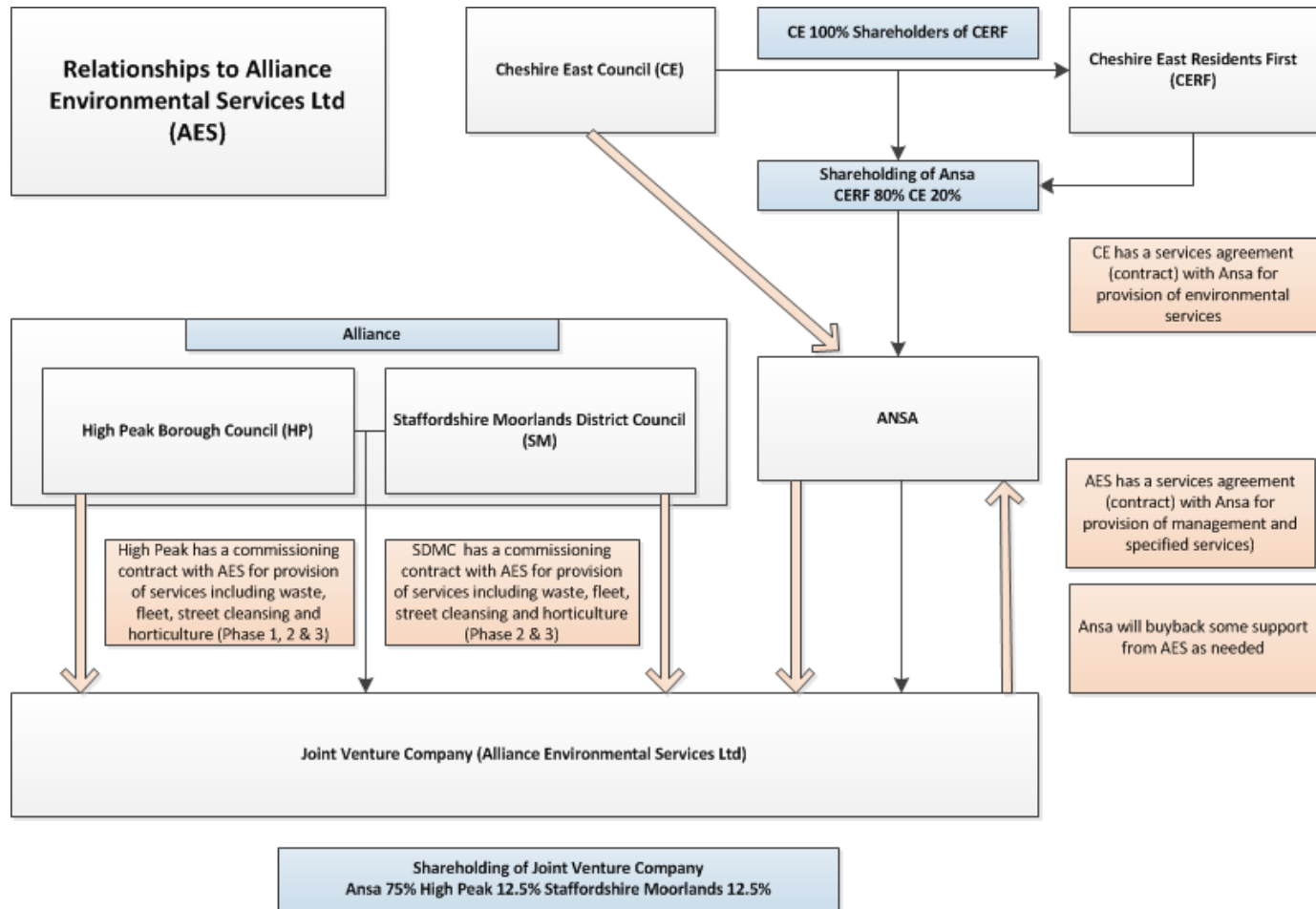
Business Plan 2018-23
Business Plan 2018-23

Appendix 2. Group Structure



Relationship to AES

Business Plan 2018-23
Business High 5018-53



Appendix Ansa's Offer

Business Plan 2018-23
Business High 5018-23

