

2020 - 2022

CHESHIRE WEST RECYCLING PERFORMANCE REFLECTION

Overview and Scrutiny Task Force Report



Date:
June 2022



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1) INTRODUCTION

It has now been two years since Cheshire West Recycling (CWR) commenced the service agreement to deliver recycling and waste collection across the borough. It is timely to scrutinise the company's operations since the go-live date of 29 March 2020.

This report provides a reflection on the following:

- A review of the original business case objectives for the establishment of the company and whether key objectives have been achieved.
- Financial sustainability of the company
- Operational performance
- The extent of which cooperative principles have been met, specifically with reference to community, workforce, and council
- How is company supporting the councils wider objectives
- Responding to the climate emergency



2) BACKGROUND

On the 16th January 2019 Cabinet agreed to exit the waste collection contract with Kier and to establish a replacement service delivery model through a Local Authority Trading Organisation (LATO), operating in accordance with Co-operative Principles.

The cabinet report reasons for this approval included;

- “To minimise risk around the future service delivery and affordability of the waste collection service in the light of Kier’s desire to exit the contract.
- To ensure that residents continue to receive a high quality and efficient service that provides best value to the Council.
- To minimise disruption and to provide stability for what is a high performing and effective operational workforce

- To ensure the Council retains flexibility in future service provision, enabling it to implement changes recommended through its Waste Strategy Review and /or national policy changes”

Following this initial approval, a further report was approved by Cabinet in September 2019, this report outlined the new trading organisation would be established, with a social and environmental purpose aligned with the themes in the emerging Council Plan.

The Cabinet report outlined a phased approach to CWRs formative years with the key priorities for years 1 and 2 being to “successfully mobilise and sustain a high-quality service offer, that both staff and residents were proud of”.

The key phases are outlined below.

Pre - 29 Mar 20
Mobilisation

- Mobilisation of operational services
- Corporate support services
- Staff engagement

2020 - 21
Phase One

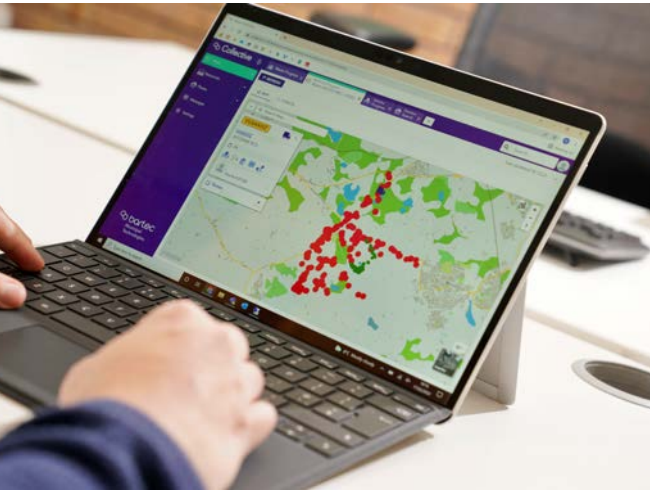
- Transition and consolidation
- Service continuity and stability
- Establish brand and values
- Engagement

2021 - 22
Phase Two

- Develop and embed value and brand
- Optimisation
- Waste strategy consultation

2022 - 23
Phase Three

- Review and change inline with waste strategy outcome



3) REVIEW OF PROGRESS

Cheshire West Recycling (CWR) was formally incorporated on the 12th October 2019, entering into a service agreement with the council to deliver the waste collection and recycling service from 29 March 2020, for an initial period of 6 years. A hugely challenging mobilisation timeline of just under six months, especially considering the size and complexity of the new organisation.

Over the last three years significant progress has been made, a summary of key progress against the four key phases are as follows.





MOBILISATION PRE - 29 MAR 20

Mobilising the new organisation was managed by Cheshire West and Chester Council as a corporately significant programme of work with various work streams progressing simultaneously in the lead up to 29th March 2020.

This approach was vital in ensuring that 1.4 million collections continued to be successfully completed each month, that the 250+ staff were paid on time and that all necessary core infrastructure was in place providing continuity of service.



Some of the most notable mobilisation activities successfully delivered during this phase are listed below.

- Establish the company, key company documents, and bank account
- Engagement with cooperative stakeholders (customer, workforce and residents), establishing a series of core values for the new organisation
- Recruit company Board of Directors.
- TUPE transfer and staff engagement
- Put in place HR requirements and financial / transactional support
- Ensure Operational and strategic ICT systems were in place
- Compliance with all necessary Environmental and Health & Safety requirements
- Procurement/novation of key third party contracts

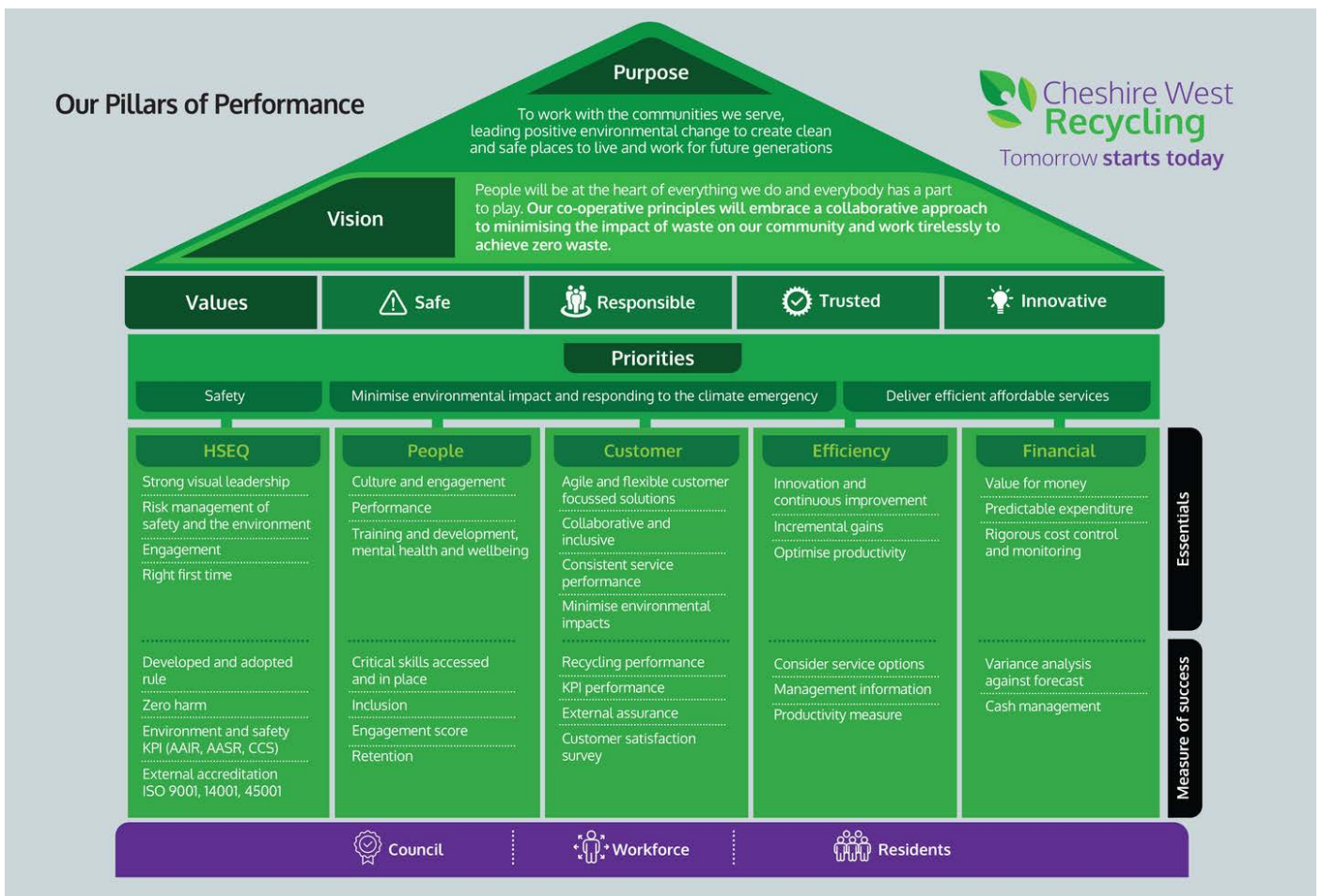
PHASE ONE 2020 - 2021 CONSOLIDATION, CONTINUITY, AND STABILITY

Following its formal incorporation, CWR new management team quickly established both a long-term strategic vision (Vision 2030) and year one operational business plan.

Placing people at the heart of everyone it does these key documents ensure that CWR deliver exceptional services in a way which is both safe and carbon efficient.

Vision 2030 established five key pillars of performance, ensuring accountability and building upon sound long term foundations.

The five pillars set out the essential activities which has been embedded into CWR from day one, driving culture and providing stakeholder assurance the CWR operate in a manner which is consistent, safe, with minimal impact upon the environment and in a manner that offers best value for money to the taxpayer.



OUTCOMES

CWR's year one business focused upon putting essential foundations in place, setting out four key objectives, each of which were tracked against transparent measures of performance. Key outcomes are listed below

1) Deliver seamless transfer

KPI performance remained steady with performance levels surpassing the previous provider within just six weeks.

Successful first payroll achieved to 310 employees, including 94 converted from weekly to monthly

Rebranding of 150 vehicles, 3 depots and 310 employees.

Implementation of a new ICT provider, 200 pieces of hardware and integration with the Councils CRM implemented.

New fleet maintenance provider, Dennis Eagle mobilised and R2C electronic fleet management system, procured and deployed.

Opening of a new Operations Hub for the organisation alongside improvements to welfare at other key facilities



Cert No 19022
ISO 14001, ISO 45001,
ISO 9001

2) Implement business principals which allow the company to operate effectively but recognise cooperative principals and social value

Establishment of PowerBI management information and operational performance dashboards

ISO 9001,14001 and 45001 assessments completed, and accreditation granted. The first council owned organisation to do so

Introduction of CMS (Competence Management System)

Establishment of a clear asset hierarchy for both MRF's (material recovery facilities), implementation of a proactive planned preventative maintenance programme

Recognition for 'Team of the Year' at the LARAC National Recycling Awards

OUTCOMES

3) Embed a safety culture which delivers Zero Harm and sets our objectives for health, safety and wellbeing

Full review of risk profile with new standard operating procedures and associated trained implemented

Establishment of key working groups including recruitment of key staff representatives

Supervisor and manager upskilling (manual handling and Driver CPC)

Implementation of new audit and inspection regime

Delivery of key seasonal safe working campaigns delivered (summer, autumn, and winter)

Introduction of "Safe-Zone" system, significantly improving plant and people interface at key depot facilities



4) Gather data to enable actions to reduce the impact of carbon in the delivery of the service

Rollout of fleet telematics, allowing the collation of key baseline information including in relation to fuel use, fleet utilisation and driver efficiency

Identification and submission to stakeholder of alternate service delivery options, including options to minimise the services carbon impact



"2020- 21 was a huge success for CWR, with the fledgling organisation achieving all its primary year on objectives but doing so against a backdrop of the pandemic."

A handwritten signature in black ink, appearing to read 'RE' with a long horizontal line extending to the right.

Robert Edmondson
Managing Director

RISING TO THE CHALLENGE OF COVID-19

On the 23rd March 2020 the UK entered a national lockdown, just one week prior to CWR commencing operations.

This once in a lifetime challenge required the newly established CWR organisation to quickly adapt, delivering cost effective innovative operational solutions which ensuring the continued delivery of essential statutory services.

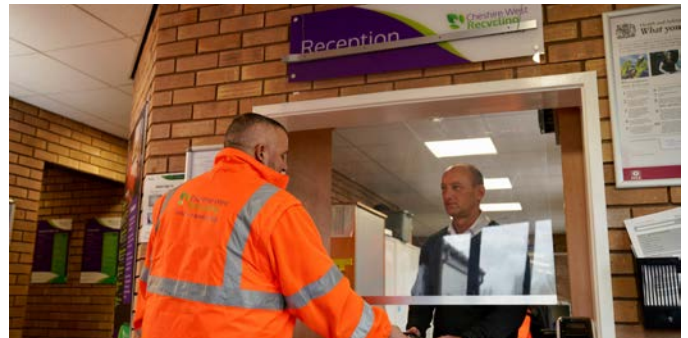
During this period CWR responded positively to all requests made the Council including the introduction of 'two in a cab' and both the suspension and subsequent reinstatement of garden waste.

Alongside these stakeholder requests CWR themselves introduced;

- Detailed risk assessment and management of change process implemented
- Extended family principle, social distancing at depots & enhanced hygiene measures
- Cab deep cleaning and introduction of cleaning kits

"These measures enabled CWR to maintain average Covid sickness below 3% with no workplace outbreaks recorded".

Sarah Manwaring
HSEQ Lead



As acknowledged during the January 2019 Cabinet Report should the council have elected to continue with Kier it would have been highly likely that they "would have actively pursued all commercial claims". At this point the council had proved successful in rebutting many of Kier commercial claims, focusing on never varying the original contract and therefore limiting the basis for Kier to request a review of the core contract sum.

With the pandemic requiring such huge levels of change it is a fair assumption that this approach would no longer be possible.

Not only did the pandemic require significant operation change, but it did so at a pace which did not for protracted commercial discussion. Both of which are likely to have presented Kier with an opportunity to recover a significant percentage of their losses, resulting in an uplift to the core contract which the council would have been powerless to resist.

PHASE TWO 2021 - 2022 OPTIMISATION, ENGAGEMENT, AND CULTURE CHANGE

Building upon the success of phase one, CWR's year two business plan focused upon both embedding a cooperative culture and optimising the performance of existing operations.

EPIC covered four key areas of focus with key targets and objectives for each. By linking directly to CWR's pillars of performance, EPIC provided clear and tangible actions that support the organisations long term vision.

This was achieved through ensuring that "Every Person Influences Change" (EPIC).

Performance and outcomes against each target are outlined below

	Target	Outcome and RAG rating	
 EPIC People	'Personal Development Reviews' (PDR) focusing upon critical skills analysis, performance review and career development	<ul style="list-style-type: none"> - 100% staff have received a formal PDR linked to performance related bonus scheme - Training and development matrix implemented 	
	'One of our own' people plan, including succession planning, talent identification and skills development	<ul style="list-style-type: none"> - 15 staff identified to join our "one of our own" development programme - 11 loaders supported to progress towards formal HGV qualifications 	
	Living the co-operative principles - introduction of two dedicated workforce directors and staff incentive schemes	<ul style="list-style-type: none"> - Two workforce director roles introduced - Incentive schemes introduced to support rollout of Project Via and wider operational performance 	
	Active listening through staff surveys and you said, we did initiatives	<ul style="list-style-type: none"> - Survey completed, 69% response rate - 48% are proud to work for our company - 57% saw themselves working for us in two year's time - Actions matrix developed and progressed by the leadership team - Introduction of newsletters, electronic displays and sofa clubs 	



EPIC Safety (HSEQ)



Target	Outcome
Maintain external accreditations <ul style="list-style-type: none"> - ISO 9001, 14001 and 45001 - CMS certification - CIWM affiliated organisation 	<ul style="list-style-type: none"> - All external audits completed, with strong feedback provided and accreditation retained - "The CWR management team provide leadership to create and maintain a quality culture within the organisation" – ISOQAR ISO Audit 2022
Management and Supervision all IOSH trained or equivalent	<ul style="list-style-type: none"> - 100 % of training complete and qualifications in place
Increase near miss reporting (100%) and reduce loss time incidents and severity (20%)	<ul style="list-style-type: none"> - Near miss reporting increased by 150% - Loss time incidents maintained at 20%
"The most important thing you do today is go home safe" - twelve-month engagement calendar	<ul style="list-style-type: none"> - 11 engagement campaigns delivered - 24 toolbox talks and 8 webinars undertaken - Creation of a dedicated new HSEQ supervisor role, promoting accountability and providing a direct link with the frontline workforce



EPIC Business (finance and efficiency)

Target	Outcome and RAG rating
Project Via – Re-zoning and balancing of collection rounds, delivering £350k of annual savings	<ul style="list-style-type: none"> - 90 New rounds introduced - Seven frontline HGVs removed from the operation - 60% of households receiving a day change - 99.8% of collection completed right first time - £350k efficiency achieved
'Drivers Club' introducing eco driving and individual scorecards, targeting speeding, idling and improved fuel consumption	<ul style="list-style-type: none"> - New supervisor performance dashboards established - Speeding and idling reduced by over 90% - Fuel use reduced by 10% - Introduction of a dedicated 'Drivers Club' Supervisor, operating across the organisation and driver targeted improvement
PowerBI management information suite introduced	<ul style="list-style-type: none"> - Introduced and embedded as a key tool to drive performance within the business - Further dashboards implemented, underpinning daily operational and strategic decision making
Deliver cost improvement plan and growth targets	<ul style="list-style-type: none"> - All approved cost improvement plans implemented - HWRCs, winter maintenance and commercial waste growth opportunities developed and issued to the stakeholder



Target	Outcome and RAG rating	
 <p>Community Superhero's, challenging ourselves to become the 'eyes and ears' of those areas we service</p>	<ul style="list-style-type: none"> - New 'Collective' platform now allows greater reporting of issue by collection teams - Further work ongoing to embed use of the new functionality 	
<p>Local first, expanding the use of local supply chains and contributing to the local economy</p>	<ul style="list-style-type: none"> - New procurement processes introduced - Over 40% of supply chain now based within the region 	
<p>Minimising environmental impacts through a reduction in CO₂</p>	<ul style="list-style-type: none"> - Project Via resulted in 8,439 CO₂ tonne fleet reduction impact per annum 	
<p>Delivery of KPI's performance in line with pre project Via implementation</p>	<ul style="list-style-type: none"> - Accounting for ongoing issues associated with the HGV driver shortage all KPIs have returned to previous level of performance - Introduction of Collective, highlighting historical KPI underreporting by the former legacy system. 	 <p>Green KPI status to be restabilised by April 2022</p>

EPIC Service

ADDRESSING THE NATIONAL HGV DRIVER SHORTAGE

Autumn 2021 was greeted with the arrival of a national HGV driver shortage, propelled by COVID self-isolation and HGV licence shortages which impacted both industry and public service.

Identifying the important role that HGV drivers play within the organisation CWR's 'one of our own' programme had already begun to develop a new generation of drivers, supporting 11 loaders to progress into HGV driver roles. This, combined with the introduction of a bespoke driver retention scheme and robust business continuity plan, enabled Cheshire West Recycling to maintain all key frontline services throughout this challenging period.

This is in stark contrast to the position faced by many other councils and private providers across the country. Both the BBC and LGC confirm over 19 councils being forced to delay or cancel key frontline services. This has included ANSA in Cheshire East, City of York Council, Manchester City Council, Milton Keynes council, Veolia in Croydon, Urbaser in Tunbridge Wells, Biffa in South Oxfordshire and Suez in both Surrey and Somerset to name a few.




PHASE THREE

2022- 2023 SERVICE CHANGE

The rollout twin bin service methodology represents a significant level of change, not only requiring CWR to manage the distribution of over 300,000 collection containers but also the upgrading of depot facilities alongside procurement and mobilisation of a new £14m collection fleet.

The key priorities for CWRs year three business plan focus on the delivery of this new collection methodology, whilst also maintaining focus on the core pillars of performance.

Key target and measure of success are outlined below

	Objective	Measure of success
HSEQ		
Climate Emergency 	<ul style="list-style-type: none"> - Commissioning and deploying of the new carbon efficient fleet - Introduction of HVO to all frontline vehicles - Extension of 'drivers club' to strive for improvements in ECO performance - Feasibility study into solar PV and battery storage at operational depots 	<ul style="list-style-type: none"> - 100% deployed - 80% reduction in greenhouse gases - 100% of frontline fleet powered by HVO - Introduction of individual driver eco scores - Submission of study to the Council for funding consideration

Health and Safety



- Maintain external accreditations
 - ISO 9001, 14001 and 45001
 - CMS
- Undertake full review of operational risk assessments, ensuring new safe systems of work are embedded
- Increase miss and close call reporting
- Reduction in lost time accidents
- Visually felt leadership engagement

- Maintained without nonconformity
- 100% of risk assessments reviewed
- 10% increase over 21/22 levels
- 10% decrease on rolling average
- Undertaken a minimum of monthly by leadership team




Compliance



- Maintain compliance with operators' licence obligations
- Maintain compliance with Environment Agency permit

- Maintain operators' compliance risk (OCR) rating of green
- Maintain a compliance classification scheme (CCS) score of less than 10



	Objective	Measure of success
People		
	<ul style="list-style-type: none"> - 'One of our own' people plan and development programme - Active listening through staff surveys and sofa clubs - Develop and implement dignity at work and associated behavioural policies 	<ul style="list-style-type: none"> - 5% of our workforce in career development or stretched role - Delivery of staff engagement survey and implementation of survey outcomes - 100% awareness of policies, equality champions embedded
Customer		
	<ul style="list-style-type: none"> - Seamless transfer to the collection service - Local first approach to suppliers - Community superheroes, challenging ourselves to become the 'eyes and ears of the community' 	<ul style="list-style-type: none"> - 99.9% of services completed right first time - Further increase to 45% of total supplier base - 100% of workforce trained in new infield reporting systems - ID cards for all staff
Business		
	<ul style="list-style-type: none"> - Mobilisation of two new maintenance facilities for use by CWR and the council. - Implementation of commercial waste operations 	<ul style="list-style-type: none"> - 100% achieved - 100% of Council buildings and BRIO estate provided with the service

4) FINANCIAL SUSTAINABILITY

The original business case outlined the cost envelope within which CWR was forecast to operate, this projected budget was based upon a series of assumptions and utilising due diligence information.

Outlined below is a comparison of the original business case vs actual cost.

Year	2020/21	2021/22	2022/23	2023/24
Business case	12,520	13,203	13,394	13,580
Actual / forecast	14,248	14,819	14,714	15,875
Impact of strategy changes			3,200	3,200
Variance	-1,728	-1,616	1,880	905

YEAR ONE (2020/21)

During the first year of operation CWR faced several financial challenges, these were linked to a combination of both external factors and shift from original business case assumptions.

Key year one variations from the business case include;

ITEM	COST (K)
Recovered materials (COVID / BREXIT)	-300
COVID Mitigation	-425
Local Living Wage (Stakeholder led)	-350
Insurance premium underestimation	-180
Quality of inherited assets (MRF/ fleet)	-468
Cost improvements delivered	150
Other	-155
TOTAL	-1,728

YEAR TWO (2021/22)

The second year of operation CWR implemented several measures to migrate the ongoing impact of COVID-19.

Furthermore, the introduction of an interim asset replacement programme has significantly reduced the ongoing impact of inherited assets including the materials sorting facility (MRF) and fleet.

This programme has both improved the reliability of the MRF and allowed CWR to fully exploit the recover materials market.

Alongside the ongoing pandemic year two also saw the emergence of further unforeseeable challenges these included a national HGV driver shortage and both fuel and energy price rises. CWR have invested in addressing these issues, focusing on fuel usage reduction and the retention of CWR existing HGV workforce.

Key year two variations from the business case include;

ITEM	COST (K)
Recovered materials	1,654
Interim fleet	-680
Ill health (actual and provision)	-449
Local Living Wage & pay rises	-511
Project Via and waste strategy mobilisation	-400
National driver shortage mitigation	-417
Vehicle hire	-300
Insurance premium underestimation	-180
Quality of inherited assets (MRF/ fleet)	-143
Fuel price +15p	-91
Container replacements	-91
Modelling and bid work	-61
Added resilience to overhead	-67
COVID sickness	-61
Other	-161
Cost improvements delivered	342
TOTAL	-1,616

5) COST IMPROVEMENT CULTURE

CWR have embedded a cost improvement culture, challenging both its leadership team and workforce to identify and deliver tangible change with cashable impacts.

Over the previous two years CWR have delivered annualised cost improvement savings of over £700k, this has included:



Project Via Reroute - this project addressed the imbalance of the 10-year-old routes originally implemented by May Gurney. This delivered £350k annual savings with a £350k implementation cost. It also put the company in a much-improved position to be able to deliver the Waste Strategy in 2022.

Fuel efficiency – Through implementing vehicle telematics and analysis. And the subsequently targeting Driver Behaviours it has been possible to reduce Fuel volumes by approximately 10% or £100k



Absorption of Property Growth – The Kier contract charged for any additional properties over 5% of base. Through active management of undertime and breaking the “Task & Finish” culture, CWR has absorb significant amounts of property growth without having to charge the shareholder.

Fleet Maintenance renegotiation - Through renegotiating the maintenance contract moving more towards a “Pay as you go” arrangement. Along with active challenge from the CWR Fleet team it has been possible to deliver annual savings of £150k



Others including Agency Procurement and Operational Platform. Various procurements have taken place, most significantly in changing Agency Labour provider and Operational Platform. Doing so has enabled CWR to avoid c£100k of cost increases it otherwise would have incurred.

Note that whilst these CIPs deliver improvements against the actual position, not all represent a saving against the business case.

6) OPERATIONAL PERFORMANCE

Service performance (2021-22)

Total collections undertaken	Missed collections	Right first time (%)
16,684,800	16,093	99.91

Absenteeism (2021-22)

Total	Non Covid-19	Covid-19
5.1%	4.3%	0.8%

Health and safety

Riddors		LTIs		AFR		AAFR		AIFR	
21/22	20/21	21/22	20/21	21/22	20/21	21/22	20/21	21/22	20/21
2	2	9	9	3.0	3.0	16.5	16.5	42.1	54.1

Key statistics 2021/22

	Glass	Card	Food	Paper	Plastic & Cans	Small Electrical	Textiles	Garden waste	Domestic waste	Kerbside recycling %
2019/20	10,177	7,556	10,022	4,666	5,371	144	159	34,842	53,138	57.9%
2020/21	13,646	10,107	11,160	3,350	6,835	214	125	32,639	60,655	56.3%
2021/22	11,462	9,893	10,426	2,173	7,152	147	64	32,927	57,533	56.3%
% Change from 2021/22	-16%	-2%	-7%	-35%	5%	-31%	-49%	1%	-5%	0%











7) LIVING THE CO-OPERATIVE PRINCIPLES

CWR was established with co-operative principles at its heart.

Within the original business case three key co-operative partners were identified – Community, Staff and Council, alongside a series of initial proposals.

Over the last three years significant progress has been made in delivering outcomes against these initial proposals.



	Community	Staff	Council
Proposal	Give residents opportunity to influence by providing views on direction of organisation and ways the service could be improved	Reduce reliance on temporary and agency labour, focusing on a stable, supported and local workforce	Fulfilling a “community stewardship “ role, acting as the eyes and ears for the Council
Outcome	<ul style="list-style-type: none"> Residents provided with the opportunity to shape the new waste strategy via public consultation Resident director influences strategic direction of the organisation 	<ul style="list-style-type: none"> Shift to direct recruitment of staff via local media channels Reliance on agency labour reduced by more than 50% Introduction of HGV driver retention scheme to stable key element of the workforce 	<ul style="list-style-type: none"> New ‘Collective’ ICT platform empowers the workforce to act as the eyes and ear for the Council, reporting issues such as flytipping etc Introduction of defibrillator units in all opps vehicles
Proposal	Community waste forums and/or an Annual Meeting with resident committees	Employee Directors on the Board	Collaborative working with partners and other Council companies
Outcome	<ul style="list-style-type: none"> Limited opportunity due to the pandemic 	<ul style="list-style-type: none"> Two workforce director roles appointed 	<ul style="list-style-type: none"> Collaborative working with Brio and QWest in relation to commercial waste collections and staff secondments
Proposal	Bespoke locality based initiatives to tackle issues that matter to people in their own community	Actively recruit from vulnerable or disadvantaged groups that the Council supports	Business Plan aligned to Council priorities
Outcome	<ul style="list-style-type: none"> Working in partnership with the council and local communities to develop tailored solutions where the rollout of twin bin recycling is not logistically viable 	<ul style="list-style-type: none"> Proactive engagement with vulnerable groups, resulting in 6 employees recruited via the Councils care leavers programme 2 employees via kickstart programme 	<ul style="list-style-type: none"> CWR’s business plan is directly aligned with the Councils priorities, acting as a key enabler for the new waste strategy

Proposal	Engage voluntary sectors, charity organisations, schools and universities	Commitment to apprenticeships and training and development opportunities	Contribute towards climate change and carbon reduction
Outcome	<ul style="list-style-type: none"> • Extension of the bulky waste partnership agreement with charity Changing Lives Together • Robust relationships established with the Armed Services and ex-offenders services 	<ul style="list-style-type: none"> • 'Personal Development Reviews' (PDR) delivered to 100% of the workforce focusing upon critical skills analysis, performance review and career development • One of our Own development programme has delivered • 10 staff promoted to management (30% of team) • 11 loaders and 3 FLT drivers supported through formal qualifications 	<ul style="list-style-type: none"> • Removal of seven frontline heavy goods vehicles resulting in 8,439 CO2e reduction per annum • Speeding and idling reduced by over 100% • Fuel use reduced by 10% • Over 70% of support fleet switched to pure electric, with 100% by the end of 2023.
Proposal	Commitment to local employment of workforce and local supply chain networks	Partnership working (e.g. with Brio - health & wellbeing for staff and their family)	Delivery of service specification, truly accountable for its performance
Outcome	<ul style="list-style-type: none"> • Over 40% of supply chain now sourced from within the region • Primary recruitment now targeted within the local area 	<ul style="list-style-type: none"> • Introduction of striking branded collection vehicles, promoting Brio membership in exchange for reciprocal workforce incentives, promoting health and wellbeing 	<ul style="list-style-type: none"> • Full delivery of service specification • Assurance via external accreditation • ISO 9001, 14001 and 45001 • CMS certification • CIWM affiliated organisation
Proposal	Empower communities with information and support to reuse and recycle more and waste less	Bespoke employee incentive scheme linked to company values, principles, and performance	Robust performance management measures, encouraging innovation and efficiency
Outcome	<ul style="list-style-type: none"> • Working with the council to deliver targeted educational campaigns and resources • Development of bespoke education resources to be hosted via a new CWR website 	<ul style="list-style-type: none"> • Incentive schemes introduced to support rollout of Project Via, EPIC and wider operational performance 	<ul style="list-style-type: none"> • Continued application of commercial management principles • Proven track record of innovation and efficiency, as outlined throughout this document
Proposal		Employee 'Have Your Say' programme -acted on by the Board	
Outcome		<ul style="list-style-type: none"> • Survey completed, 69% response rate • Actions matrix progressed by the leadership team • Introduction of newsletters, electronic displays and sofa clubs 	

8) SUPPORTING THE DELIVERY OF WIDER COUNCIL OBJECTIVES

As a wholly owned arm's length organisation CWR consider itself to be a key enabler for the Council, bringing a unique level of technical expertise from which both Councils own departments and other council companies can benefit. Examples of CWR roles a key delivery agency have included;



CONTAINER PROCUREMENT AND DISTRIBUTION

CWR has operated as the Council's technical lead throughout both the container manufacturer and distribution procurement processes. Through this role CWR have;

- Reduced the council's overall container capital outlay by over £75,000
- Led the development of robust commercial terms, achieving an industry leading container warranty period
- Sourced and developed secure container storage and distribution locations
- Secured and onboarded an experienced container distribution partner. Collating all information required to enable deliveries to be undertaken
- Resolve commercial issues reducing the impact of an uplift in container cost by over £100,000



WORKSHOP MOBILISATION

Expanding on existing plans to insource its own fleet maintenance provision, CWR have been able to expand this capability to provide vehicle maintenance solutions for both the Councils integrated transport and highways vehicles. This approach has resulted in repurposing buildings at Road 3 depot in Winsford and Canalside in Ellesmere Port to optimise the use of space in these sites. Other benefits include;

- More efficient use and utilisation of council buildings and assets
- Establish commercially operated workshop facility
- Internalised end to end solution for CWR, Council and third parties
- Develop MOT capability & Taxi testing



NEW FLEET PROCUREMENT

Acting as technical advisors CWR have written the detailed specification, engaged with suppliers, and evaluated tender submissions. Key outcomes have included

- Up to 90 new collection vehicles to be mobilised over the next two-year period
- Introduction of an innovative whole life cost approach evaluation, ensuring the Council receives best value through the economic life of its new fleet
- Carbon impact introduced as a key factor in evaluation and delivery



TRANSITION TOWARDS AN INTERIM FLEET

Safety is a collective responsibility within the company and is a priority that everybody comes to work safe and returns home safe every day. CWR have led the way on external certification, becoming the first of the Councils families of companies to achieve certification to ISO 9001, 14001 and 45001 respectively.

Furthermore, CWR have also offered its technical expertise to support the Council in recruitment of a new health and safety advisor.



DEPOT RELOCATION

By agreeing to relocate from its current facility in Browning Way, Winsford to Road Three Depot in Winsford industrial estate

CWR has acted as a key enabler in the Councils planned redevelopment of Phoenix House in affordable housing



HEALTH AND SAFETY CULTURE

Following CWR's recommendation the stakeholder approved the introduction of an interim fleet.

This approach has resulted in greater operational stability, particularly considering the subsequent delays that have arisen due to the pandemic and global supply issues

Cheshire West Recycling's main contributions are to the priorities to "Make our neighbourhoods even better places to call home" and to "Tackle the Climate Emergency"

In addition, as a community based organisation driven by co-operative principles the company contribute to the Council's priority to "Grow a local economy that delivers good jobs".

Finally, as part of the family of Council-owned companies, Cheshire West Recycling supports the priority of "An efficient and empowering Council"

9) RESPONDING TO THE CLIMATE EMERGENCY

Since establishment CWR have sought ways to drive down our carbon footprint. We have sought to make economically prudent decisions which align with the environmental purpose upon which we were established. are listed below.

PROCURING A COST EFFECTIVE AND ENVIRONMENTALLY NEW EFFICIENT FLEET



- Steppingstone approach to taken with all new vehicles are EURO6, suitable for adaption to alternate fuels once practically viable
- Introduction of electric bin lift and hydraulics systems to all new vehicles
- Utilising innovative new rotary garden and domestic collection vehicles, offering significant carbon and whole life financial savings.

MAXIMISING EFFICIENCY OF THE CURRENT OPERATIONS

- Removal of seven frontline heavy goods vehicles from the operational fleet, resulting in 8,439 CO2e reduction per annum
- Speeding and idling reduced by over 100%
- Fuel use reduced by 10%
- Reduction in operational mileage of 100,000 per annum
- Over 70% of operational support fleet have been switched from diesel to pure electric, with a commitment to 100% by the end of 2023.

