



People & Wellbeing Action Plan 2025-2030

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 Cheshire West
Recycling
Tomorrow starts today

People & Wellbeing

Introduction

At Cheshire West Recycling, our people are truly at the heart of all we do. Since the very beginning, we've focused on building a SAFE, TRUSTED, RESPONSIBLE and INNOVATIVE service for our community and shareholder, working hard to deliver positive changes for our residents and partners – despite the unique challenges of the pandemic and its aftermath.

Thanks to the dedication and commitment of our team, we've continued to grow and improve. We've recently been awarded an 8-year extension to our Kerbside Collection contract until 2034 and starting April 2026, we will take on a new service managing the borough's Household Waste and Recycling Centres (HWRCs).

As we look ahead, we're turning our focus inward – to the people who make it all possible. Our goal is to build a culture where everyone feels valued, where each team member can develop, thrive and be heard. We're working to create a workplace where people are excited to come each day and grow along with us. This Action Plan sets out how we will do this over the next 5 years.

For more in-depth information, please refer to our People & Wellbeing Strategy



People & Wellbeing

2025 -2030

CWR aims to create a safe, inclusive and high-performing workplace. By focusing on 6 key areas – Wellbeing, Professional Growth & Development, Performance Recognition, Engagement & Communications, Equality, Diversity & Inclusion and Social Impact– over the next five years we aim to strengthen our position as an **Employer of Choice** and positive community partner.

Our Values

Our values guide our attitude and behaviours. They are the way we work together and how we make an impact.

We are committed to our values and our 5-year 'People and Wellbeing Action Plan' is guided by these values.



People & Wellbeing

7 key goals



Goal:

Build an equal, diverse & inclusive workplace



1.

Aim:	Actions:	KPIs:
<p>Foster an inclusive and collaborative environment where we value diversity and people feel respected, included and celebrated.</p>	<ul style="list-style-type: none">• Create recruitment policies that encourage underrepresented groups to apply – including veterans and those with disabilities/from protected characteristics groups.• Provide training on equity and inclusion.• Increase diversity metrics.	<ul style="list-style-type: none">• Obtain Disability Confident and Armed Forces Covenant Gold accreditations by 2026.• Complete equality, diversity and inclusion training for all staff by 2026.• Increase proportion of underrepresented groups by >1% each year.

Goal:

Encourage Positive Wellbeing



2.

Aim:	Actions:	KPIs:
<p>Prioritise positive wellbeing, encouraging open dialogue and providing pathways for support when needed.</p>	<ul style="list-style-type: none">• Develop mental health provision – promote health initiatives.• Provide wellbeing resources through our Employee Assistance Programme, Wisdom.• Conduct an annual employee wellbeing survey each year.	<ul style="list-style-type: none">• Track Employee Assistance Programme usage rates for insights on wellbeing trends.• Achieve a 5% increase in the use of support resources each year.• Host min 3 health interventions/clinics each year, e.g., flu jabs, skin clinics, smoking cessation.

Goal:

Grow & Develop Our People



3.

Aim:	Actions:	KPIs:
<p>Maintain a commitment to investing in our workforce's development to enable staff at all levels and stages to seize career opportunities, grow within their roles – and thrive.</p>	<ul style="list-style-type: none">• Implement a process that supports the development of skills in line with career aspirations.• Create professional development and up-skilling programmes.• Conduct annual performance reviews.• Create a formalised coaching and mentoring offer to grow our teams.	<ul style="list-style-type: none">• Form an annual personal development plan for 100% of staff each year.• Utilise the apprenticeship levy to onboard 1 apprentice each year.• Upskill 2 loaders to drivers each year.• Increase staff retention rate by 5%.

Goal:

Effective Performance & Recognition



4.

Aim:	Actions:	KPIs:
<p>Deliver high standards of performance whilst looking to continuously improve; recognise and reward those who help us achieve our objectives.</p>	<ul style="list-style-type: none">• Track staff performance with SMART objectives to drive efficiency and constant improvement.• Develop a Rewards and Benefits programme that celebrates hard work and outcomes.• Openly praise positive feedback using a variety of platforms (digital screens/ newsletters).	<ul style="list-style-type: none">• An annual performance review for 100% of staff each year.• Link performance targets to objectives with quarterly check-ins .• Implement an established Pay and Rewards Programme by 2026.• Display 'good news' weekly on digital screens / social platforms.

Goal:

Engage With Our People



5.

Aim:	Actions:	KPIs:
<p>Foster an environment where employees feel connected, heard and motivated whilst supporting them to promote CWR values through their performance and ethics.</p>	<ul style="list-style-type: none"> • Ensure open communication about business performance and long-term goals. • Invite discussion, encourage employees to share thoughts and contribute ideas. • Implement regular feedback loops for transparent communication. 	<ul style="list-style-type: none"> • Implement a clear feedback channel by Q1 2026. • Host annual conference for overhead staff and annual stand-down session with SLT for frontline staff. • Record and share quarterly improvements based on "You Said, We Did" 3C's feedback. • Directors to host regular Sofa Clubs.

Goal:

Strengthen Our Social Value



6.

Aim:	Actions:	KPIs:
<p>Drive positive impact within our community with socially informed decisions that build strong connections with local people, local businesses and the environment.</p>	<ul style="list-style-type: none"> • Recruit locally, support local businesses and local suppliers to play a role in boosting the local economy. • Formalise a volunteer / mentorship / coaching programme to share skills for growth. • Establish a formal Community Engagement and Education programme. 	<ul style="list-style-type: none"> • Maintain a local workforce of >80%. • Maintain >65% procurement from local businesses / suppliers. • Reach 250 volunteer hours annually. • Deliver a minimum 5 community/education activities or events per year.



Employer of choice

Our People & Wellbeing Action Plan for 2025-2030 demonstrates our commitment to fostering an inclusive, supportive environment where our employees can thrive.

By benchmarking roles to ensure fair and competitive compensation, career progression pathways and a culture that is inclusive and supportive of its staff, we aim to attract and retain a diverse team that reflects our values and commitment to growth.

Working towards strengthening our position as an **'Employer of Choice'**, we will continue to build strong local partnerships with higher education facilities and work schemes; we will build on our **'One of Our Own'** programme to provide advancement opportunities for employees at all levels, and will celebrate loyalty, hard work and long-term service.

Over the next 5 years we will work towards enhancing our workplace culture where accountability and shared success are central, and where each individual's contributions are valued.

Using a data driven approach, we'll respond to real workforce needs and will strive to achieve **'Investors in People'** standard by 2030.

This action plan marks our pledge to be an organisation where everyone feels respected, empowered and motivated to succeed. Together, we'll build a culture that not only attracts great people but also supports them to thrive every step of the way.



People & Wellbeing Strategy 2025-2030

Cheshire West Recycling

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This Action Plan will be reviewed annually between 2025 and 2029 to ensure it remains relevant to the needs of the business and its evolving workforce.