



# People & Wellbeing Strategy

2025-2030

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Safe, Trusted, Innovative, Responsible

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Company

# Overview

Since March 2020, we've been providing over 440,000 refuse, recycling and garden waste household kerbside collections each week on behalf of Cheshire West and Chester Council – and from April 2026, we will also be delivering the borough's Household Waste Recycling Centres (HWRCs).

We're focused on reducing the impact of our carbon footprint on the local environment and continually strive to recycle and recover more. We work with the communities we serve, leading positive environmental change to create clean and safe places to live and work for future generations.

We're a forward-thinking Cheshire West and Chester Council (CW&C) owned company, operating in accordance with co-operative principles with a social and environmental purpose.

We operate over 100 efficient frontline collection vehicles running on low carbon, renewable and sustainable Hydrogenised Vegetable Oil (HVO) fuel, and at present employ over 300 local people. Our people sit at the heart of our success.

Our "Zero Agency" model achieved through our 'Plan Deliver Review' approach drives workforce stability and reinforces the quality, safety and social benefits of strengthening a now more permanent workforce.

Our in-house Fleet Services provides cost effective and efficient vehicle maintenance and servicing to our own fleet and some of the Council owned operational fleet.



# Introduction

At CWR our people are at the heart of everything we do. Since our inception up until the present date, our focus was to establish CWR as a **safe, trusted, innovative** and **responsible** provider of waste collection services. Our priority in the early stages was to implement service changes that would benefit our shareholder and residents of the borough whilst working through the challenges presented by Covid 19 and its aftermath.

Throughout this time, our workforce remained committed and dedicated – and as such, our performance went from strength to strength.

In October 2024, we received an extension to our existing Recycling and Waste Collection Contract for an additional 8 years until at least 2034. From April 2026 (also for at least 8 years) we'll also manage the HWRCs on behalf of Cheshire West and Chester Council.

**With the company now heading into the future from a position of strength – and given that our workforce will increase in size with the addition of the HWRC contract award – now is the time to fortify and develop our people who make our work, service and operations possible.**

We seek to shape our culture and to enable our staff to be – and feel – valued. We hope to shape an environment that our staff want to be part of; where they can continually develop and thrive and where they feel 'heard'.

Strategy 2025 -2030

# People and Wellbeing

This **People and Wellbeing Strategy (2025-2030)** sets out the approach we will take over the next 5 years to enable us to become an **Employer of Choice** for both our existing workforce and those considering a career with us, as well as those who will TUPE over to us from the previous HWRC contractor.

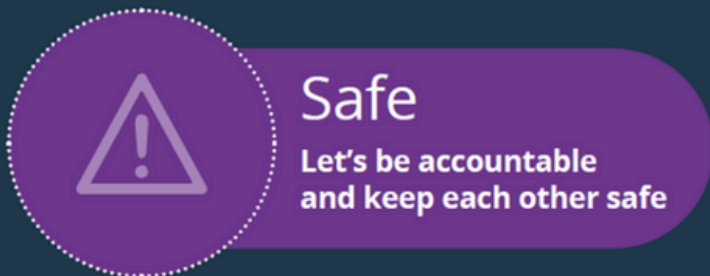
This strategy will outline our journey to ensuring we are an inclusive organisation where differences are celebrated and contribute to the success of our company.

*This strategy will be guided by our values.*

## Our Values

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

*At CWR, we are committed to our values.*



# People Strategy Goals



Goal:

# Build an equal, diverse & inclusive workplace



1.

Foster an inclusive and collaborative workplace where we value diversity and people feel respected, included and celebrated.



## We're committed to:

- Creating equal opportunities for those previously unemployed, those with disabilities or long term health conditions, and those from underrepresented groups inc. care leavers, veterans.
- Creating a more inclusive and fair organisational culture where everyone can contribute and participate, and feel valued and respected.
- Engaging with Career Transition Partnership (CTP) and Forces Family Jobs (FFJ) portals.
- Achieving Gold in the Armed Forces Employer Recognition Scheme.
- Developing processes to ensure reasonable adjustments can be made for job applicants and staff to overcome barriers.
- Developing robust grievance and whistle-blowing policies with solid disciplinary procedures.
- Developing a network of equality, diversity and inclusion (EDI) trainers to deliver education and provide support to staff.
- Creating a work environment free from harassment and bullying.

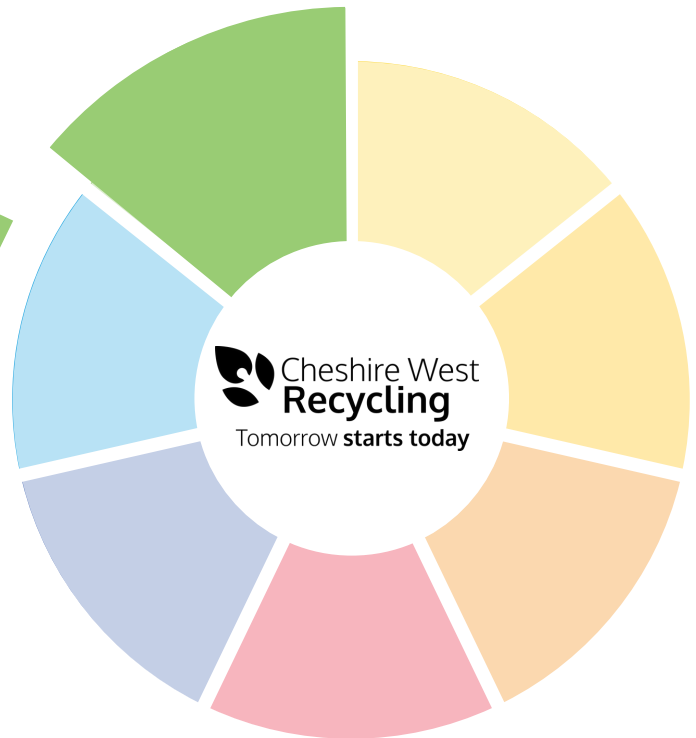
Goal:

# Encourage Positive Wellbeing



2.

Prioritise positive mental health, encourage open dialogue and provide pathways for support.



## We're committed to:

- Identifying and providing support to those who are experiencing wellbeing challenges.
- Promoting initiatives and providing interventions to support our workforce to maintain good physical health and mental wellbeing.
- Providing resources and information for colleagues through our Employee Assistance Programme, Wisdom.
- Growing and developing our existing network of Mental Health First Aiders.
- Providing health interventions such as free skin clinics, flu vaccinations, Swap to Stop etc.
- Developing policies to reflect the changing wellbeing needs of the workforce. e.g menopause, carers leave, sick pay etc.



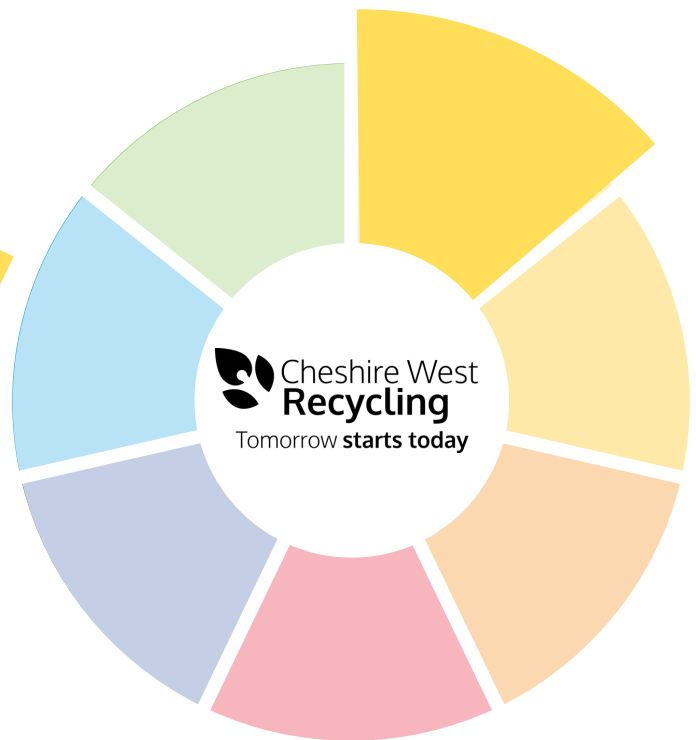
Goal:

# Develop Our People



3.

Invest in our colleagues' development to enable them to seize career opportunities, grow professionally - and thrive.



## We're committed to:

- Continuing our 'Zero Agency' approach to provide more permanent jobs to more local people.
- Ensuring role profiles and responsibilities are clear, with defined expectations.
- Identifying and nurturing talented individuals to support succession planning, internal promotions and to allow for growth within their current role.
- Implementing a process that constructively reviews performance and supports the development of skills in line with career aspirations.
- Supporting personal and professional growth through our 'One of Our Own' development and mentoring programme.
- Utilising the apprenticeship levy to help more people get on the path to a rewarding career.

Goal:

# Effective Performance & Recognition



4.

Deliver high standards of performance and look to continuously improve, recognise and reward those who help us achieve our objectives.



## We're committed to:

- Using performance data to monitor and review operations to drive efficiency and continuous improvement.
- Developing crew scorecards as a coaching tool to deliver constructive feedback and support our staff to be the best.
- Developing a more transparent pay and rewards programme to praise those consistently performing well and incentivise those requiring improvement.
- Driving our 3C's initiative to Challenge, Change and Celebrate at all levels.
- Ensuring staff feel valued; openly praising great performance and sharing good news internally via digital boards/newsletters.
- Embedding our values in all aspects of the organisation, including performance standards and expectations.

Goal:

# Engage With Our People



5.

Ensure our colleagues are proud to be part of our team and our successes, and support them to promote CWR values through their performance and ethics.



## We're committed to:

- Aligning individual objectives to the business plan and organisational objectives.
- Involving employees in decision making and inviting them to understand the 'why' behind outcomes.
- Inviting discussion and encouraging employees to share thoughts and contribute ideas.
- Ensuring open communication about business performance and long-term goals.
- Establishing a clear feedback loop; 'You said, we did...' to enhance engagement between overhead and frontline staff.
- Working with our Employee Directors to help establish clear communication links between staff and Board of Directors
- Maintaining our commitment to developing strong relationships with recognised Trade Unions.
- Using social media and other public platforms to showcase our achievements and make staff feel proud.

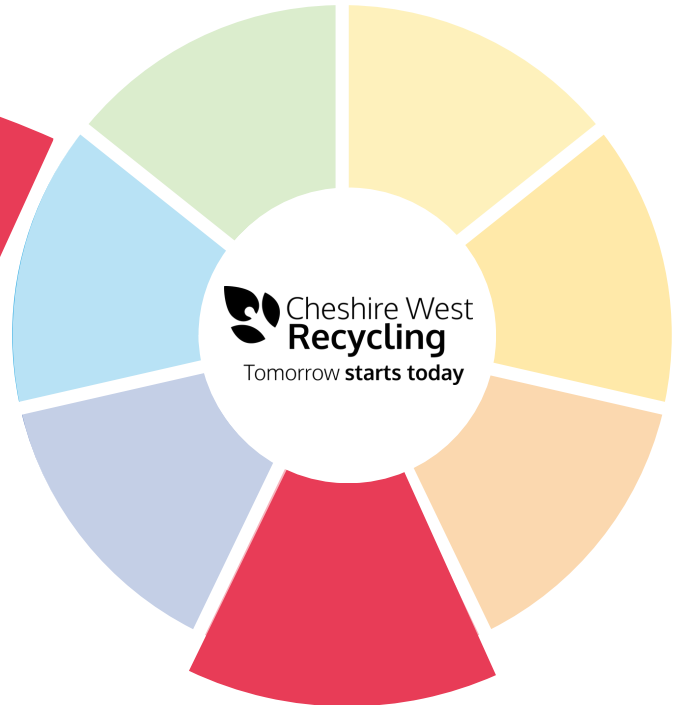
Goal:

# Embed Social Value



6.

Support our colleagues to recognise how our decisions and work can have a positive impact on the local community - and how their contribution matters.



## We're committed to:

- Providing opportunities for work experience and apprenticeships, and participating in employment schemes.
- Building a local workforce, creating new jobs and developing skills among local people.
- Prioritising working with local suppliers and businesses in the borough.
- Developing a volunteering programme to share skills within our community.
- Driving more initiatives that will benefit the wider community directly (such as defibrillators in all our collection vehicles).
- Working with community partners such as local police, food banks, schools etc. to educate and share information and resources.
- Fully embedding social impact at the heart of everything we do.

Goal:

# Employer of choice



**Attract, develop and retain great people by creating an inclusive and supportive environment**



## We're committed to:

- Providing an attractive employment offer with progression pathways to increase our directly-employed workforce.
- Ensuring a regular presence at local career fairs; developing relationships with local colleges and universities etc..
- Benchmarking roles to ensure fair and competitive salaries.
- Creating a place where people are proud to work.
- Accommodating requests for flexible and remote working options - wherever possible.
- Promoting our values led culture in our communications across recruitment and promotional channels.
- Creating a culture where each individual's contributions is valued.
- Establishing the requirements to obtain 'Investors in People' standard.



# Measuring our successes

## Promote an equal, diverse & inclusive workplace

- Actively monitor diversity metrics and demographics
- Grow network of EDI trainers
- Monitor success with employer recognition schemes
- Assess success of requests for reasonable adjustments
- Implement stress-risk assessments

## Effective performance & recognition

- Review the outcomes of incentives
- Monitor operational teams PI's and KPI's
- Monitor individual achievement of SMART objectives and progress at check-ins
- Track the number of coaching sessions utilising crew scorecards
- Review PDR outcomes

## Encourage positive wellbeing

- Conduct employee surveys
- Monitor absence levels
- Monitor accident statistics
- Track workforce turnover
- Track mental health first aid requests / check ins
- Monitor uptake of Employee Assistance Programme

## Develop our people

- Monitor transition from fixed-term contracts to permanent employment
- Track number of development days
- Quantify percentage of internal promotions
- Track succession plan effectiveness
- Monitor apprenticeship levy spend
- Record and review delivery of PDRs



# Measuring our successes

## Engage with our people

- Seek regular feedback on job satisfaction and motivation through both quantitative (staff survey) and qualitative (1-2-1s) means
- Review levels of feedback received using our 3C's feedback channel
- Review effectiveness of communication channels
- Track employee retention rates and absenteeism
- Host annual staff conference / periodic focus group sessions

## Strengthen our social value

Monitor and report through our social value model, Thrive:

- Tackling economic inequality
- Fighting climate change
- Equal opportunities
- Wellbeing.

## Employer of choice

- Monitor percentage of vacant roles
- Attain accreditations (Disability Confident, Armed Forces, etc.)
- Measure up-skilling successes (e.g. loader to driver)
- Track staff turnover rate
- Track time-to-fill positions
- Review employee feedback and exit interview trends

This strategy will be reviewed annually between 2025 and 2030 to ensure it remains relevant to the needs of the business and its evolving workforce.

People & Wellbeing Strategy 2025-2030

# Cheshire West Recycling

## Road Three Operations Hub

Winsford, CW7 3PD

## Canalside Operations Hub

Dock Yard Road, Ellesmere Port, CH65 4EF

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