

2020-23 Business Plan

Ansa Environmental Services Ltd



FOI Explanation of Redaction

[Inserted explanation of basis for redacting certain elements of the business plan. This may include the Company Risk Register, Financial and Specialist Reports due to commercial sensitivities around managing issues, risks and opportunities and likely prejudice to trade secrets and commercial interests. This is because these reports refer to management of finances, risks, issues and opportunities including with past, present, future or potential employees, suppliers, clients and partners

Disclosure could jeopardise deliberations, negotiations and relationships and is likely to put third party data into the public domain which is likely to prejudice their commercial interests as well as the company's own.

The reports may include policy deliberations and research ahead of publication of proposals and any public consultation by the company or its clients (Section 22 and 22a exemption).

In the event of any investigations into or by the company these would be likely to be exempt under section 30 (1) b and section 30 (3) where the company would neither confirm nor deny their existence.

Section 36 2b and c and Section 43 2 applies. The Risk Register, Financial and Specialist Reports are provided to support the Board and relevant client representatives in the free and frank provision of advice and exchange of views for the purpose of deliberation. The Qualified Opinion is that disclosure is likely to have a chilling effect and is likely to mean that future discussions would be less candid and thus be likely to harm deliberations.

In addition audited Financial Statements are shared on the Companies House website. Further information may also be available on the Cheshire East Council website.

Later abbreviated references to reasons for redaction do not preclude the above also applying.]

1. FOREWORD

Ansa serves a population of over 378,880 across the Borough of Cheshire East in addition to those served across the North West and Midlands regions. The Company delivers Waste, Street Cleansing, Grounds, Parks and Fleet services on behalf of Cheshire East Council (CEC), High Peak Borough Council and Staffordshire Moorlands District Council and continues to develop its commercial operations.

Ansa is in its 6th year of operation. It benefits from a lengthy contract with its main client, CEC, subject to satisfactory Key Performance Indicator performance.

Ansa works collaboratively with Cheshire East Council with a vision to position itself as an award-winning provider of sustainable and creative environmental services

When Ansa was established back in 2014, one of its main purposes was to secure future resilience across the Council's waste collection and disposal services. The Council has statutory duties as a unitary authority to maintain these vital services. From the Council's formation in 2009 and the Governments subsequent withdrawal of PFI credits, the procurement of future waste service activities had remained a key priority to resolve in advance of existing waste contracts expiring in 2015.

Creating a wholly owned company was not the Council's first choice and instead consultants were appointed (Amec report) to conduct an options appraisal from which it recommended that an out-sourced solution would be the preferred approach. In late December 2012 a decision was taken by the Council to pursue an outsourced solution.

The decision had been taken without consulting with employees and once published, the Council was challenged on the basis of its decision. To address the challenge the decision was postponed with employees given the opportunity to present their own compelling case for a wholly owned company that if approved, would have to be measured against the benefits identified for the out-sourced solution.

On reflection, this proved to be a great motivator for Ansa and as this report demonstrates, whenever any benchmarking of services is undertaken Ansa exceeds expectation delivering greater benefits than alternative providers. Benchmarking has taken place on several occasions since the original Amec report but most notably through the creation of its Joint Venture Company with High Peak and Staffordshire Moorlands when services were benchmarked against the current out-sourced provider and more recently with work undertaken by CEC during their ASDV review programme.

Since creation, Ansa has delivered gross revenue savings in excess of £5m (£3m identified in outsourced solution), delivered dividends to the Council through the Shareholder reserve fund of over £1.3m and achieved retained profits in excess of £600k without compromising service provision or imposing alternative operational terms and conditions on employees.

The following Business Plan is intended to reinforce the benefits that Ansa has created whilst giving confidence that the company will remain a viable concern for years to come.

2. BUSINESS OVERVIEW

Ansa Environmental Services Limited was created in April 2014 as a local authority trading company whose sole shareholder is Cheshire East Council. A great many similar trading companies have been formed with the intention of delivering services differently and with a commercial edge. Not all of these companies have been successful, but Ansa has been (the creation of the company was used as a case study by Grant Thornton¹ in 2015) and Ansa's continued growth and development was again showcased by Grant Thornton in 2018².

2.1 Purpose

Ansa's purpose is to build on our public sector heritage and provide tailored, local solutions that enhance the environment in a sustainable way. Reflecting that the residents of Cheshire East are at the heart of our service, the company highlighted its activities through the *378,880 reasons for Ansa* communications campaign.

When created, Ansa's primary objectives were:

1. To maintain the high-quality standards achieved as an in-house service for the residents of Cheshire East and the elected members who represent them;
2. To contribute as necessary to enhancing the environment;
3. Supporting existing businesses in a sustainable way;
4. Contributing to economic growth within the Cheshire East Business Community;
5. Achieving best value for the Council in the provision of Waste Management, Street Cleansing, Grounds Maintenance and Fleet services that the Council directly provides; and
6. Encourage growth in the business with the benefits being re-invested within the Cheshire East Community.

The business case for creating the company also included added value benefits:

- a. Create a commercial environment with greater autonomy for the services offered;
- b. Increased investment in the local economy and retention of jobs;
- c. Improved service delivery by the service with benefits retained by Council or company not shared with the private sector;
- d. Opportunities for co-ownership with other Councils and a Teckal exempt model providing opportunities for shared delivery;
- e. Ability to generate surpluses to reinvest in the growth of the business or pass back to the council as dividends; and
- f. Ability to influence and drive the direction of the service and attract partners.

Ansa meets its objectives and adds value through the operation of its core services:

- Waste collection (recyclable, compostable and non-recyclable waste);

¹ See <https://www.grantthornton.co.uk/globalassets/1.-member-firms/united-kingdom/pdf/publication/2015/spreading-their-wings-building-a-successful-local-authority-trading-company.pdf>

² See <https://www.grantthornton.co.uk/globalassets/1.-member-firms/united-kingdom/pdf/search/in-good-company-2018.pdf>

- Street cleaning and fly-tipping removal;
- Grounds maintenance;
- House Waste Recycling Centre operation (supply chain partner);
- Waste treatment (supply chain partner);
- Fleet management and workshops;
- Communications.

Ansa focuses on developing and delivering sustainable solutions working with residents and clients to make the areas it serves green and pleasant places to live, work and visit. The company engages with local communities to ensure that it offers fit-for-purpose solutions, delivering service excellence and adding value.

Through Ansa's creative approach to service delivery it can demonstrate it maximises efficiencies without compromising vital services, essential for its partners in times of austerity. Ansa seeks to develop economies of scale through winning new business, driving down costs and increasing profits while maintaining and improving its award-winning, high standards

Ansa can clearly demonstrate it is meeting its primary objectives as well as delivering the added value benefits. As evidence of this, Ansa can cite:

- The launch and growth of Alliance Environmental Services (AES) - a joint venture with Staffordshire Moorlands District Council and High Peak Borough Council;
- The increase in public satisfaction with the services Ansa is responsible for;
- The number of enhancement schemes successfully designed and delivered;
- The scale of cashable efficiencies generated and returned to the company's shareholder;
- The development on innovative staff incentives that reward safe and sustainable practices as well as contributing to staff wellbeing and retention;
- The support of local businesses through our purchasing power and service offerings;
- The many awards we have won recognising our achievements at a national levels.

2.2. Services Offered / Client Base

2.2.1 Services Offered

The services Ansa delivers touch the lives of every resident, businesses, worker and visitor on a daily basis³. The collection of waste, the cleaning of streets and the care of green spaces always rank highly in people's minds. Ansa brings together award-winning parks and open spaces and event management, grounds maintenance, recycling/waste collection, treatment and disposal, street cleansing, training and fleet management services and communications into one integrated entity. This means we can look at environmental services holistically understanding how each aspect interacts with the others to maximise efficiencies and deliver seamlessly.

Ansa's primary clients are Cheshire East Council, the Councils of Staffordshire Moorlands and High Peak and other public and private sector organisations. We cross-sell services to

³ See <http://www.ansa.co.uk/services/services-provided-by-ansa.aspx>

trade waste customers, sister companies and market ourselves to similar organisations and suppliers helping minimise overheads and achieve best value.

2.2.1.1 The Environmental Hub

Ansa has re-located its services to the Environmental Hub in Middlewich. This is a state of the art facility that houses our operations alongside head office functions. This Hub has been a significant contributor to the company's success and growth providing new opportunities. It also demonstrates the strong partnership between the Council and Ansa. Collectively, both parties worked relentlessly through the development process to ensure that ongoing services were unaffected whilst constructing a new facility that would address the Council's needs for future generations. The facility is already proving to be one of the Council's most lucrative investments when combining revenue reduction benefits generated from alternative service provision and combining with benefits from cost-avoidance assessments that alternative solutions would have generated. When combined these demonstrate a significant return on investment with an indicative pay-back period being around the 7 year point.

At the Hub we:

- Operate a waste transfer station for the waste we collect from Cheshire East;
- Manufacture refuse derived fuel which is supplied to a thermal treatment plant to generate energy;
- Garage and maintain our large and diverse fleet;
- Store plant, equipment, spares, supplies and consumables;
- House our office functions; and
- Provide parking for staff.

To protect ourselves and our neighbours we have a robust security, state of the art odour control measures and fire prevention system.

2.2.1.2 Waste and Recycling

- Completes over 550,000 scheduled collections per fortnight
- Manages over 164,000 tonnes of waste annually
- Over 5 % of all collections are assisted for the vulnerable within the community

According to DEFRA's 2017/18 recycling performance league tables, with 54.4% of waste recycled Ansa was in the top 15% of performers and continues to exceed the English recycling average as well as being ahead of the 2020 national target (50%). In 2019/20 we anticipate only to be landfilling >5% of our waste – the proportion that is neither recycled nor landfilled is used to create a refuse derived fuel which is thermally treated to recover energy.

We collect waste from around 180,000 households and 8 household waste recycling centres (HWRCs). We also collect from a number of businesses providing cost effective services.

From households we collect three streams of waste (where applicable to the property type)⁴:

- Comingled recycling in the silver bin;

⁴ See https://www.cheshireeast.gov.uk/waste_and_recycling/bins/recycling-and-bin-collections.aspx

- Garden waste in the green or brown bin; and
- Non-recyclable waste in the black bin.

These collections operate on a fortnightly cycle equating to over 14 million scheduled collections annually.

The 8 HWRCs (operated by our supply chain partner HW Martins Ltd) provide facilities for a wide range of wastes that can be delivered by householders for recycling, recovery or disposal⁵. These facilities greatly expand what is collected at the kerbside and provide drop off points for bulky items (such as electrical items, appliances and furniture) and more difficult wastes such as paints, fluorescent bulbs, chemicals and batteries.

A chargeable bulky waste collection service is operated further increasing residents' access to responsible, efficient and effective household waste management options⁶. We work closely with voluntary sector partners to increase the amount of (for example) furniture that is re-used. This provides training opportunities as well as low cost, high quality items to those unable to buy from new.

2.2.1.3 Street Cleansing

- Remove an average of 3000 incidents of fly tipping per year
- Clean over 1700 miles of adopted highway
- Provide over 100 litter picking kits to volunteers each year
- Supports over 14 major community events each year ie Nantwich Food Festival, Knutsford May Day

Ansa is responsible for the cleanliness of over 1,700 miles of public streets around the borough and empties over 3,000 litter and dog waste bins. To undertake this work we operate a large number of teams who use both manual and mechanical methods and a fleet of vans and sweepers of varying sizes.

We work closely with the Council's Community Enforcement Officers to tackle and clear fly-tipping working to change community behaviours as regards their local environments.

In addition to Ansa's Street Cleansing teams, we work with other key partners:

- Local volunteers and community 'Clean Teams';
- The Community Payback Service;
- Town and Parish Councils (for example we employ rangers funded by two Town Councils); and
- Cheshire East Highways to cleanse high speed roads.

We provide equipment, training and waste disposal and consider these partners crucial to our overall work and success.

⁵ See https://www.cheshireeast.gov.uk/waste_and_recycling/using-household-waste-recycling-centres/using-household-waste-recycling-centres.aspx

⁶ See https://www.cheshireeast.gov.uk/waste_and_recycling/using-household-waste-recycling-centres/bulky-household-waste-collection.aspx

2.2.1.4 Parks & Open Spaces

- Manage over 190 play areas;
- Maintain 19 Formal parks and gardens; and
- Over 45,000 people attended large scale events held annually in CE Parks managed by Ansa.

Ansa Parks & Grounds Maintenance team maintains a large number of parks, sports facilities and open spaces across the Borough. Seven of our parks hold Green Flag Awards and a Heritage Flag Award.

To contribute to wider objectives of enhancing the environment, the service delivers formal planting schemes as well as naturalised areas to encourage biodiversity. Working with community groups we develop and promote events, assist in their activities and empower them to become more self-sufficient and support them as they seek to care for local green spaces (e.g. through helping them access funding that would otherwise not be available to them).

Our Parks team also works commercially undertaking maintenance and parks and open spaces construction activities delivering Cheshire East's rolling parks and open spaces investment programme totalling around £750k annually (linked to Section 106 funding, external grant applications, community fundraising and matched funding opportunities)

The company works closely with Friends of Parks groups and Town and Parish Councils to jointly fund and manage projects and deliver Britain in Bloom activities.

2.2.1.5 Fleet Services

Our Fleet Services team oversees the operation of our diverse and large fleet (ranging from small vans up to large refuse collection vehicles). Much of our work is regulated by the DVSA so we need to ensure we operate a roadworthy fleet in compliance with traffic regulations and Operator Licence obligations. To that end, our Environmental Hub contains extensive workshop facilities so that we can maintain our own vehicles as well as offer services commercially. To maintain resilience to external supply risks we have on-site refuelling (monitoring fuel-related carbon expenditure) and to ensure vehicles are presentable - vehicle washing facilities.

We also offer internal and external fleet management and maintenance, audit and training services commercially.

2.2.1.6 Community Engagement and Education Activities

- Deliver over 220 Community talks each year (Probus, WI, Rotary clubs)
- Attended and gave demonstrations at 24 events including Food Festivals, Primary College Day, Eco day in 2018/19

Alongside our core services, Ansa delivers a waste minimisation and volunteer programme that engages with our communities and provides educational support.

Each year Ansa reaches out to around 9,000 residents through community talks and events. We have provided 250 families with real nappy packs or vouchers in 2018/19. Each child using reusable nappies saves one tonne of waste (5,000 disposable nappies).

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. In the 2018/19 year we:

- Engaged with 50 schools as part of the Junior Recycling Scheme with 182 Junior Recycling Officers;
- Visited nearly 7,000 primary and special school pupils and 279 adults. There were also visits to three pre-schools involving 84 children and nine adults; and
- Volunteers and Ansa staff facilitate separate food preparation, composting sessions, recycling and '*Love Food, Hate Waste*' games as part of Primary College (an event with 1,000 children).

2.2.1.7 Ansa's Supply Chain

As a large and diverse company, Ansa has a large supply chain – we buy everything from pens to fuel to spares to bins to bin wagons and everything in between. We also have services contracts with (for example) one of the large materials recycling companies in the country, one of the largest waste recovery plants in the region, a national HWRC operator as well as more local providers operating with in Cheshire East.

Managing such complex and diverse supply chains do not come without risks. We actively manage all contracts, auditing and intervening where required ensuring Ansa obtains best value. To underpin this relevant staff undergo mandatory contracts and procurement training.

As a contracting authority, Ansa procures the majority of its suppliers via an e-tendering portal or via the Official Journal of the European Union but, where appropriate, we source local SME suppliers and social enterprises to maximise our contribution to the local economy and reduce our carbon footprint.

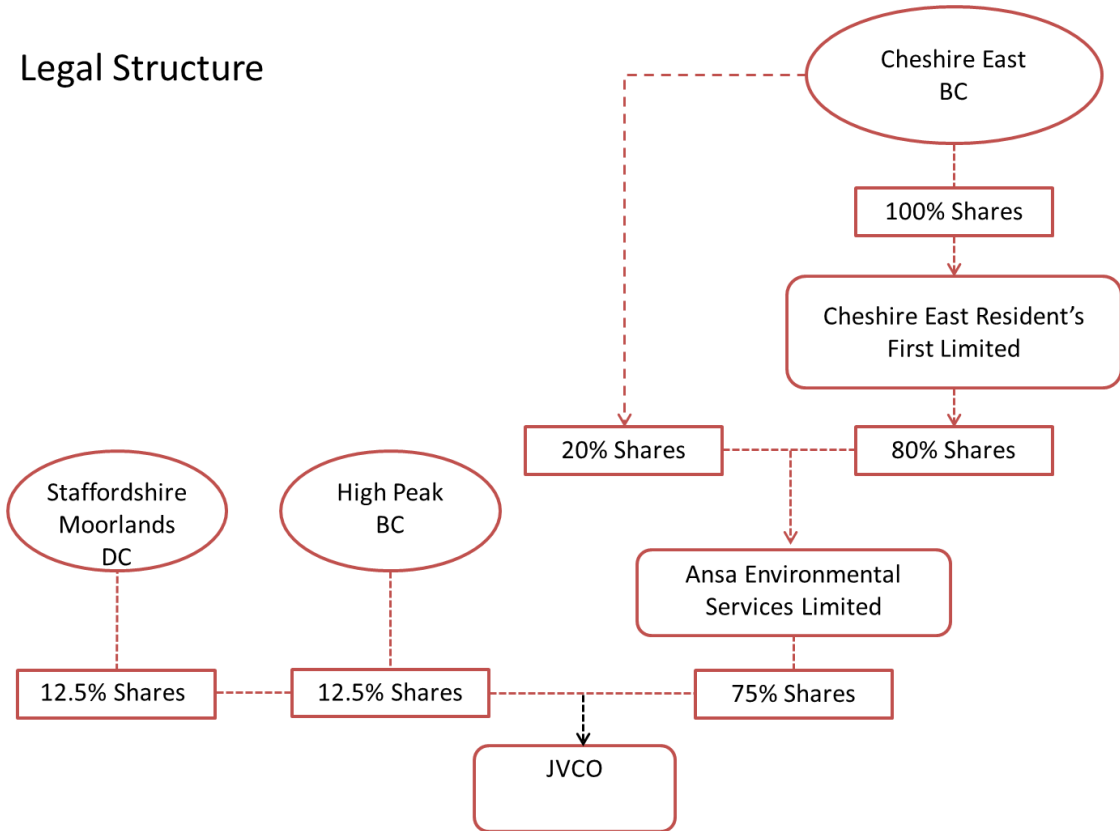
Services are also provided on Ansa's behalf by the voluntary sector. We manage these proportionately to ensure these organisations are sustainable in the long term whilst maintaining the necessary level of scrutiny to ensure best and maximised social value. Examples include the Community Payback Service and St Paul's Centre which collects re-usable bulky items providing training and employment alongside the provision of low cost items to those who qualify for the service.

2.2.2 Client Base [Redacted as likely to be prejudicial to commercial interests.]

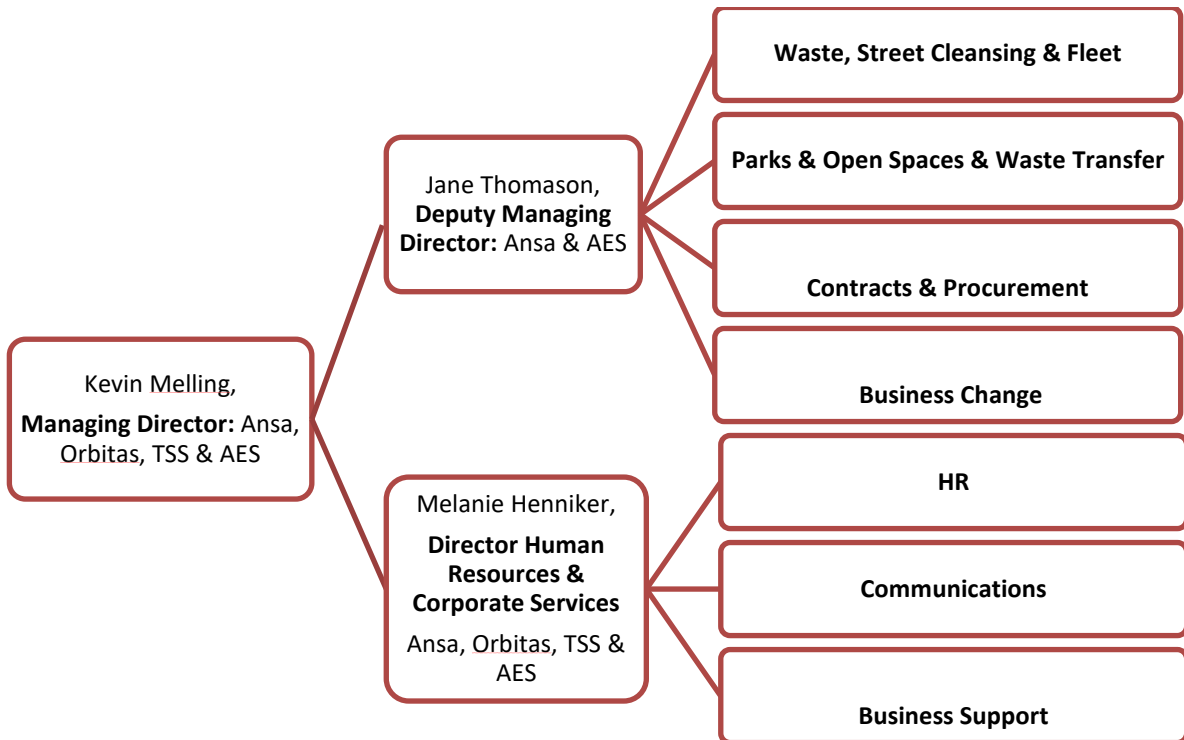
We have a diverse and growing client base

2.3. Company & Team Structure

Legal Structure



Team Structure



2.4. Vision / Strategic objectives

2.4.1 Our Vision

Our **Vision** is to be the first choice for sustainable environmental services in Cheshire East – Our business is focussed on Environment, not waste.

We will build on our public sector heritage and provide tailored, local solutions that enhance the local environment sustainably.

In achieving this, we aim to

- Deliver cost effective and flexible services;
- Perform to, and where possible exceed, our contract standards;
- Expand our commercial business; and
- Increase the Council’s income and/or reduce its costs.

2.4.3 Our Values

We have identified our three core values together with a number of behaviours that underpin these. We truly believe that people are at the heart of everything we do – those to whom we deliver services and those in our workforce, without whom we would not have a Company.

People

- We value all our employees and invest in their potential;
- We put our customers at the centre of everything we do;
- We are open and honest; and

- We do what we say we'll do.

Quality

- We take pride in what we do;
- We strive to improve the local environment in a sustainable way and to minimise any adverse impact; and
- We work safely, taking care of our employees, customers and the environment.

Cost

- We are flexible and look for innovative ways to do things better; and
- We develop tools and systems that reduce costs without compromising on quality.

2.4.2 Our Strategic Objectives

As already outlined under section 2.1 when Ansa was established it was done so against a number of strategic objectives that it has successfully delivered against since being established (refer to 2.1 above). However, over the course of its first five year operating period, Ansa's objectives have continued to evolve. Ansa has remained true to its original goals whilst positively aligning them with those of the Council. As these have evolved, Ansa has continued to track progress made against the various activities underway and contrasted them against the 6 corporate objectives pursued by Cheshire East Council. All of which are summarised below in "Corporate Plan Objectives and Outcomes Table"

Corporate Plan Objectives and Outcomes Table

Cheshire East's Corporate Plan Strategic Outcomes	Ansa's corresponding primary objectives	Ansa actions over the three years
<p>Outcome 1 – Our local communities are strong and supportive</p> <p>Individuals and families are self-reliant and take personal responsibility for their quality of life. Communities are cohesive, with a strong sense of neighbourliness. There is genuine civic pride and mutual respect.</p>	<ul style="list-style-type: none"> • To maintain the high-quality standards achieved as an in-house service for the residents of Cheshire East and the elected members who represent them; 	<ul style="list-style-type: none"> • Strong relationship with local community in Middlewich with established Community Liaison Group • Clean Team support within communities • Friends of Parks initiatives • Waste volunteer programme • Bespoke support for community events – Pride in the Park, FAB, Food Festival etc.
<p>Outcome 2 – Cheshire East has a strong and resilient economy</p> <p>Cheshire East is the place where people mean business – investing in the building blocks that will allow business to grow, ensuring we have the right skills and promoting opportunities for investment. Working together we will create prosperity for all!</p>	<ul style="list-style-type: none"> • Supporting existing businesses in a sustainable way; • Contributing to economic growth within the Cheshire East Business Community; • Achieving best value for the Council in the provision of Waste Management, Street Cleansing, Grounds Maintenance and Fleet services that the Council directly provides; and • Encourage growth in the business with the benefits being re-invested within the Cheshire East Community. 	<ul style="list-style-type: none"> • Deliver up to £600K in Route and Rota Optimisation related savings split between 2019/20 and 2020/21 • Create an additional trading company alongside Ansa – transfer/novate commercial work to that and review what other supporting arrangements are required and put these in place during 2019/20 • Work with CEC to respond to any Waste Strategy updates and adopt increasingly sustainable solutions for waste disposal, general procurement and operating practices • AES Phase 3 go live Q4 2019/20 • Implement new Fleet Management system Q4 2019/20 • Secure a further Joint Venture 2022 • Monetise line 2021/22

Cheshire East's Corporate Plan Strategic Outcomes	Ansa's corresponding primary objectives	Ansa actions over the three years
		<ul style="list-style-type: none"> • Work on order books and forward orders 2021/22 • Establish Ansa Trading Commercial Skip waste business 2023/24
<p>Outcome 3 – People have the life skills and education they need in order to thrive</p> <p>Children and young people get a good start in life, and are prepared for the world of work. Everyone is equipped to live independent, self-sufficient lives, and to realise their particular talents and abilities.</p>	<ul style="list-style-type: none"> • Secure our workforce locally • Work with local communities to offer work placement opportunities 	<ul style="list-style-type: none"> • All employees trained to high standards and in accordance with employee needs of life cycle of employment • Invest in training programmes that allow employee career progression within the company • Offer work experience/ placement opportunities for Cared for Children • Offer apprenticeships up to degree level
<p>Outcome 4 – Cheshire East is a green and sustainable place</p> <p>Cheshire East's rural and urban character is protected and enhanced through sensitive development, environmental management, transport and waste disposal policies.</p>	<ul style="list-style-type: none"> • To contribute as necessary to enhancing the environment; • Improve the standards of Parks and Open Spaces 	<ul style="list-style-type: none"> • Maintain and increased Green Flag accreditation • Identify areas for wildflower meadows/verges. • Increase woodland and specimen tree planting
<p>Outcome 5 – People live well and for longer</p> <p>Local people have healthy lifestyles and access to good cultural, leisure and recreational facilities. Care services focus on prevention, early intervention and physical and mental wellbeing.</p>	<ul style="list-style-type: none"> • Work with CEC and the Football Association to secure funding and deliver improvements • Provide safe places for children to play utilising Sec 106 and other third party grants 	<ul style="list-style-type: none"> • Parks & Open spaces • Assisted bin lifts for the vulnerable • Increase playability by improving condition of targeted key football sites. • Continue to maintain, improve and develop play areas. • Research shows that when people volunteer their time, energy and

Cheshire East's Corporate Plan Strategic Outcomes	Ansa's corresponding primary objectives	Ansa actions over the three years
		<p>abilities this helps improve connection and personal wellbeing as well as making a difference to the wider community. We offer these opportunities as part of Clean Teams, Friends of Parks groups and CE Waste Reduction Volunteers optimising use of paid and voluntary resources</p>
<p>Outcome 6 – A Responsible, Effective and Efficient Organisation</p> <p>The Council serves the people of Cheshire East through: Ensuring quality and best value for local people, striving to get it right first time, and acting with integrity, being open, honest and accountable and delivering on our promises</p>		<ul style="list-style-type: none"> • Bench marked services against private sector companies – Amec setup • Ongoing service benchmarking – Retearn • AES benchmarked against outsourced model • QA accreditation • FTA audits • Internal and external audit processes • Savings benefits delivered back to CEC over life of Contract to date [Redacted. See Companies House Audited Financial Statements and Cheshire East Council website for further information] • Delivered Shareholder benefits to Council [Redacted. See Companies House Audited Financial Statements and Cheshire East Council website for further information]

2.4.4 Key Achievements

- We have made over £5M gross savings since formation in 2014 and added £1.34M to shareholder reserves as well as retaining £0.658M in Ansa reserves.
- We have launched a joint venture with neighbouring councils sharing overheads and delivering financial benefits to all parties. This is something that most LATco strive to do but only a very small number actually achieve. Gaining national recognition through Grant Thornton's recent publication – "In Good Company" published in September 2018.
- Since becoming Ansa in 2014, we have worked with CEC to reduce landfill from 38.5% to closer to 5%.
- Waste is diverted from landfill to create energy from waste helping to power homes and businesses.
- Cheshire East is in the top 10 unitary authorities with a recycling rate of around 54.4% and when the new Composting Plant starts accepting food waste in January 2020, Ansa expects to boost the recycling rate further.
- Working with Cheshire East Council to install solar panels to the largest of the Waste Transfer Station buildings at the Environmental Hub.
- Ansa Has obtained a number of high profile external accreditations .
- Ansa has increased the number of Green Flag accredited parks from 4 to 7 including a Heritage Park award and 2 new entrants – Milton Park, Alsager and Fountains Field, Middlewich – these are renewed annually.
- Ansa has again been shortlisted for a number of prestigious awards and was again a finalist with the Municipal Journal for its educational work.
- Keeping services running as normal during Christmas 2018 when a major supply partner went in to Administration causing national service issues due to the withdrawal refuse freighters – During this adversity Ansa was able to supply services as normal without incurring any increased costs.
- Secured the prestigious Rospa Gold Medal award recognising 5 consecutive years of achieving Rospa Gold Award across Ansa. This is internationally recognised and generally seen to be unattainable for new companies.
- Delivered an Interim depot solution that resulted in services being decanted across several sites during the construction of the Hub facility. During this time, Ansa continued delivering services as normal with all KPIs showing improvements on previous years.
- Successfully relocated all employees and services from a number of temporary depots located across CEC including over 350 employees into the Environmental Hub with no cessation of service or a drop in service quality.

- Successfully developed a strong relationship with the local community of Middlewich through the creation of a Community Liaison Group against a backdrop of public unrest within the community following the decision to construct the Hub facility.
- Won the prestigious “Team of the Year Award” – National Recycling Awards 2014
- Being recognised by Grant Thornton for establishing LATco and being promoted as the best practice model to other Local Authorities who are interested in creating their own LATco – Spreading their wings article (see item 2) .
- Offer apprenticeships up to degree level.
- Supported CEC through their corporate parenting programme and given work experience opportunities to young people.

2.5 Shareholder Support

- AES final phase – support in securing approval to commence the final phase of the arrangement on 1st February 2020 and then to market this product to other Local Authorities.
- Establishment of Sister Trading Co. – To enable future growth of the company without compromising Teckal expansion opportunities. The new company will ensure all Teckal activities are controlled independently of any commercial opportunities won in open competition.
- **[Element redacted as formed part of policy deliberation].**
- Investment plans – In order to realise the full potential that Ansa can offer, it will be inevitable that new skills and resources will be required and costs incurred in pursuit of new opportunities. Over the course of 2020/21 Ansa will seek shareholder support to develop its future expansion strategy.
- IT (Software & Hardware) – Ansa will seek Shareholder support to pursue suitable systems that will safeguard the Ansa model and future expansion plans
- Acquisitions – Ansa will seek support as and when opportunities arise associated with further expansion and market penetration. Opportunities within the commercial waste area may exist for services not currently delivered by Ansa **[element redacted on the grounds of likely prejudice to commercial interests]**; it may be preferable to acquire an established going concern to achieve an immediate step-change product provision.

3. OPERATING ENVIRONMENT

3.1. Internal

3.1.1. Governance

Ansa is no different to any other limited company in that it is governed by the Companies Act 2006 which is the primary source of company law. However, as a result of Ansa being a wholly owned public sector company the approach to governance mirrors that of a listed company rather than a privately owned concern. The differences being that of transparency as the Directors of the company have no financial interest in the company and rely upon a strong governance approach.

The key governance documents are:

1. Shareholders' Agreement;
2. Articles of Association;
3. Directors' Mandate;
4. Support Services Agreement;
5. Services Operating Contract with Cheshire East Council for services supplied
6. Deeds of Variation – Covering any scope increases in services delivered.

In addition to the above governance framework, the Appointed Directors consist of one executive director and three non-executive directors. Two of whom have been appointed on a cross-party basis from the CEBC Council Members on a “skills” based approach. The Board of Directors are responsible for reporting to the Shareholder. All Board members take a proactive approach providing a visible presence in the workplace and sharing their expertise with the Ansa team.

Also, an Employee representative of Ansa attends Board meetings and is encouraged to speak at each meeting, having full visibility of all information provided to Board members.

In addition to the company governance arrangements, CEBC has a strong Commissioner Model approach to managing its service delivery contracts. Engagement with the Commissioner is formally documented with meetings undertaken throughout the year in accordance with the Council's monitoring needs.

Externally, the HGV fleet is regulated by the Traffic Commissioner via its Operating Licence requirements with all of the waste handling being regulated by the Environment Agency via on-site permit arrangements.

3.1.2. KPIs

Ansa's performance against key performance indicators is reported on quarterly to the shareholder board. Our KPIs are follows.

KPI Description	Target	Outturn 2018/19	Status
1. Maintain CE residents customer satisfaction levels within the waste collection service at or above 75% (Baseline – 75% satisfaction – Spring 2014) – to be reported annually.	75%	85% Waste collection service overall satisfaction	GREEN
2. To maintain and enhance the number of volunteers in waste prevention, parks friends' schemes and clean teams (baseline 25 in 2013-14).	25	86 Outturn (CEWRVS & Clean team)	GREEN
3. We will increase the tonnage of materials re-used by 1% per year from a base of 977 tonnes in 2012/13 – waste collected from Household Waste Recycling Centres and by our third sector partner.	1,037t Year end	Year to end Q4 1,100t (E)	GREEN
4. Maintain the percentage of household waste sent for recycling, reuse and composting above the national target for 2020 of 50%	>50% Year end	Q4 51% (E) Year to end Q4 53%	GREEN
5. Reduce the percentage of waste going to landfill to 0% by 2030 (expressed as a percentage of total waste and recycling)	38.5%	Q4 2.2% (E) Year to end Q4 5.5% (E)	GREEN
6. Maintain at least four Green Flag Awards per annum (CEC 2014-15 outturn - maintained, 4 of which are maintained solely by Ansa – Bollington Recreation Ground, The Moor Knutsford, Congleton Park and Sandbach Park)	>4	5 Outturn	GREEN
7. Increase the use of waste for energy generation (expressed as a percentage of total waste and recycling) (Baseline 5.85% in 2013-14)	>5.85%	Q4 49.29% (E) Year to end Q4 39.56% (E)	GREEN

KPI Description	Target	Outturn 2018/19	Status
8. Measuring the growth of concessionary or non-concessionary services and percentage increase relative to base year – 2014 baseline	11%	7%	GREEN
9. Teckal status measure: percentage of average total turnover associated with performance of tasks for the authority (% min 81%) annual measure	>81%	96%	GREEN
10. Operator's Licence OCRS		100%	GREEN

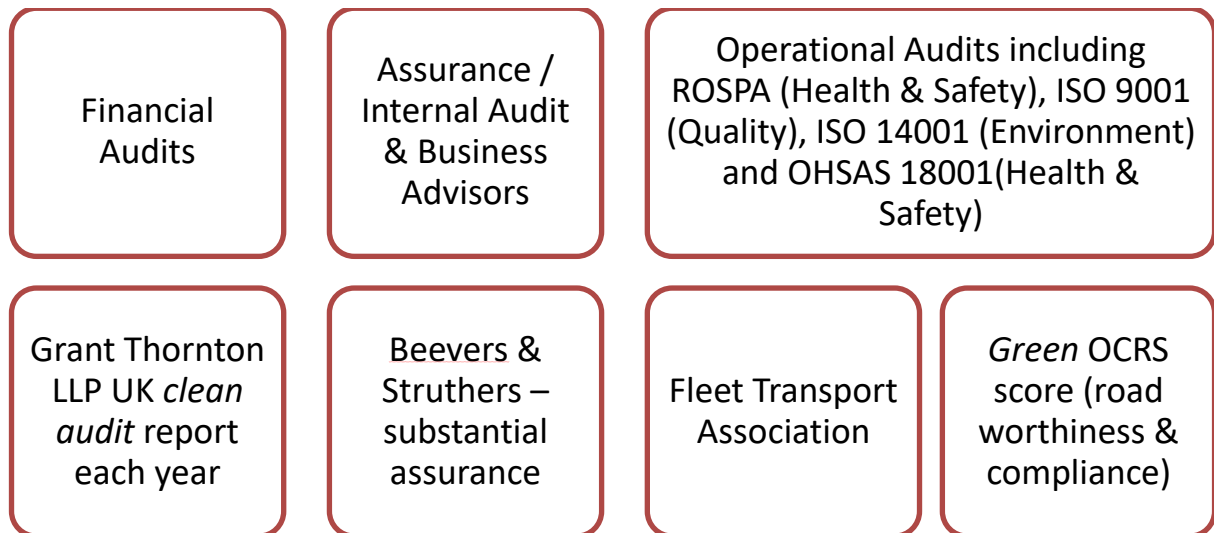
3.1.3. Assurance / Quality Management

Ansa has adopted a multi-pronged approach to assurance and quality management.

Lines of defence	Resources	Activities	Governance
1st line of defence Business Operations	<ul style="list-style-type: none"> Robust challenge, management processes & controls Controls monitoring & measures 	<ul style="list-style-type: none"> Team Meetings Contractual & service KPIs Contracts & Procurement management & training Random gate & in-round checks 	<ul style="list-style-type: none"> Responsible operational managers and their director / business manager
2nd line of defence Oversight Functions	<ul style="list-style-type: none"> Regulations HSE Office of Transport Commissioner Environment Agency Defra Legal HR ICT Security Risk management 	<ul style="list-style-type: none"> Oversight teams – policy and procedure setting On-going challenge, monitoring and assurance Waste data flow reporting & review Regular performance reporting to the senior management team and the Board for review and challenge Anti-Fraud Action Plan 	<ul style="list-style-type: none"> Quarterly Reports & Board meetings Client / commissioning team

Lines of defence	Resources	Activities	Governance
3rd line of defence Independent assurance	<ul style="list-style-type: none"> Internal & external audits 	<ul style="list-style-type: none"> Internal &/or external audits of systems, processes and control monitoring External accreditation Supplier Code of Conduct & audits External risk based assurance of financial & regulatory accounts 	<ul style="list-style-type: none"> External financial auditors Independent auditors of specialist areas Ansa Board & sub working parties or groups

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



Within Ansa, senior managers share best practice, service updates and consider risks and issues and SHEQ as part of monthly Business Update meetings. Ansa has put in place robust internal audit processes to supplement the governance activities required of it by its shareholder.

Below is a quote from the senior ISO auditor at our recent audit on September 2019:

“Quite inspirational what you are doing here. Management system: Really good: Commitment, leadership and ideology. Involvement and staff contribution, Union representation and consultation. Everyone is really positive. There is a layering of communication. You provide a good service with good practice”

This was part of the feedback from a 5 day audit that concluded with Ansa’s continued registration for ISO 9001, ISO 14001 and OHSAS 18001 being approved with no non compliances. Audits take place annually.

3.1.4 SHEQ: Safety, Health, Environment & Quality

The services delivered by Ansa are considered to carry some of the highest risks in UK business – the national statistics for injuries and fatalities make sobering reading. Naturally, this is something the company takes very seriously. We have taken a number of steps to manage health and safety including:

- In 2019, Ansa was awarded the ROSPA Gold Medal Award recognising five consecutive years of achieving the ROSPA Gold Award for Health & Safety;
- Ansa promotes health and safety and well-being for its employees, clients and the wider public. Staff have access to a range of services such as counselling and occupational health;
- 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, Ansa has achieved ISO 9001 and 14001 and OHSAS 18001 accreditations. Ansa is the only organisation within Cheshire East family that has achieved these standards for all of its service areas. This is a major achievement considering when the service was run in-house, the Council was unable to provide sufficient resources to establish suitable quality systems.

3.2. External

3.2.1 Regulation

Several aspects of Ansa's work is overseen by external regulators such as:

- Cheshire East Council to ensure compliance with planning permissions;
- The Environment Agency as the body that monitors compliance with our environmental permit;
- Office of the Traffic Commissioner & The Driver and Vehicle Standards Agency for our heavy vehicles Operator's Licence; and
- The Health and Safety Executive.

The company maintains relationships with regulators and each service's managers maintain their knowledge base through membership of professional bodies and attendance at conferences and seminars.

3.2.2 Strategy and Policy Context

With environmental services having an impact daily on the lives of residents, businesses and visitors there is naturally a substantial body of strategy and policy in this area.

Particularly impacting on Ansa is a number of recently published Plans and Strategies:

- A 25 year Environment Plan;
- A Resources and Waste Strategy;
- An updated bio economy Strategy; and
- Clean Growth Strategy.

A key current concern is the development of the national Resources and Waste Strategy – this is discussed further in section 3.4.2.2 below.

3.2.3 Product Developments

Ansa has successfully developed and rolled out a number of product initiatives over the last 5 years:

- The Alliance Environmental Services (AES) joint venture;
- Commercial/Trade Waste collections;
- HR Consultancy;
- Procurement Toolkit – Adapted the Competitive Dialogue process to ensure sound supplier engagement in advance of contract renewals;
- Parks Commercial Construction Team;
- Town and Parish Council Model;
- Workshop services;
- Fleet & Health and Safety training; and
- Roundabout Sponsorship.

Evolution of these services will continue and new products will develop such as a skip collection service and trading arm.

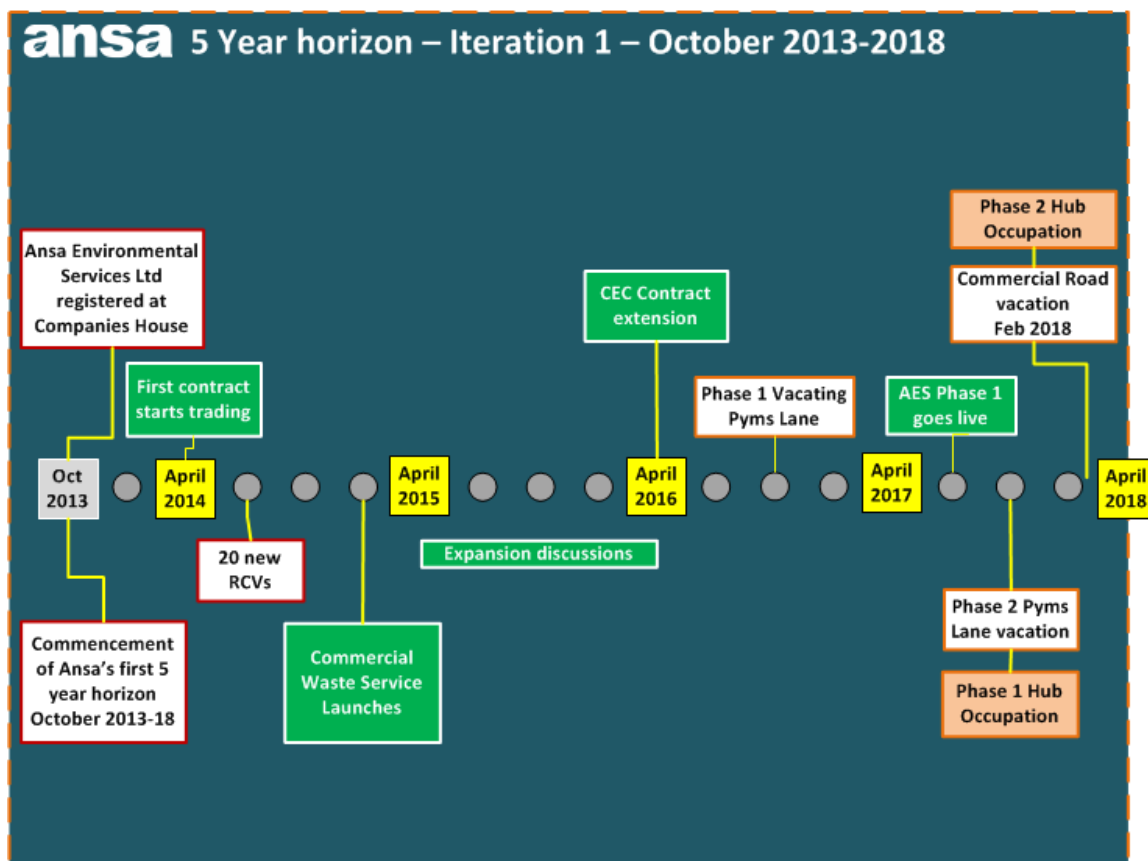
Product Pipeline Summary

Ansa's approach to business development is based on 5 year horizons. We have currently completed our first horizon and are now within our second. Our approach is to look ahead over three such periods (15year view) to help ensure future success and company sustainability. Although our process is still in its infancy, it is already proving extremely valuable when developing company strategy, resource planning (succession) and identification of opportunities.

Over the next three periods we will see significant growth within Cheshire East as a result of the ongoing housing development programme but more importantly we envisage huge expansion opportunities associated with the construction of HS2 and the investment that that will attract.

Ansa will be ideally placed to take advantage of the many opportunities that will develop during the three periods and importantly the actions being pursued at the moment such as the creation of a sister trading company and the pursuit of further Teckal JV opportunities along with critical role succession planning will pave the way to ensure that Ansa continues to grow in a controlled way and remains a viable going concern for years to come.

First 5 Year Horizon



Second 5 Year Horizon (Current)

[Element redacted on the grounds it included items that were likely to prejudice commercial interests].

3.2.4 Market Analysis

3.2.4.1 Benchmarking and research

There are estimated to be over 700 local authority / public sector trading companies with 100 of these providing Facilities and Environmental Management services similar to Ansa. Directly comparable data from similar local authority trading companies is difficult to obtain (for commercial confidentiality reasons) but external benchmarking has placed Ansa second in its class for revenue per employee and for its gross profits against comparable organisations.

Ansa's commercial offering is validated by:

- Ansa's success in delivering gross savings which have exceeded those anticipated within the Amec 2012 report promoting an out-sourced service delivery model; and
- Ansa's engagement in a successful joint venture with Staffordshire Moorlands District Council and High Peak Borough Council (which included insourcing of work from a national waste operator – Veolia, which the arrangement was benchmarked against).

Ansa has also compiled a list of potential competitors and dates when major contracts at neighbouring councils are due for review.

3.4.2.2 Trends, risks and opportunities

Ansa maintains an ongoing and regularly reviewed operational risk register. Currently, key risks relate to:

- The publication of a number of policies, plans, strategies and legislation. Implementing legislation and initiatives are developing and this will have an impact on the way Ansa operates (see below for a summary of Resources and Waste Strategy impacts);
- Brexit – Ansa has assessed the Operation Yellowhammer documents and holds in review risks around, particularly, fuel supplies. Ansa does not directly export any waste so any changes to trading arrangements with overseas partners will not directly impact upon the company;
- 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; and
- Ansa is continuing to go through a period of business transformation as it seeks to maximise its revenue streams and develop as a business; and
- Uncertainty over future waste tonnages.

Summary of Resources and Waste Strategy Consultation

In December 2018 the Government published a new **Resources and Waste Strategy for England (RaWS)**. It contained a large number of proposals – many of which will directly impact upon local authorities and their waste collection, treatment and disposal providers. In brief, these proposals included:

- Improving recycling rates by ensuring a consistent set of dry recyclable materials are collected from all households and businesses – Government to specify a core set of materials to be collected by all local authorities and waste operators. Timings for introduction will be subject to discussions at spending review.
- Introduction of non-binding performance indicators for the quantity of materials collected for recycling and minimum service standards for recycling.
- Reduce greenhouse gas emissions from landfill by ensuring that every householder and appropriate businesses have a weekly separate food waste collection and non-chargeable garden waste collections.
- The introduction of extended producer responsibility for packaging passing the cost of collection and recycling to manufacturers.
- The introduction of a deposit return scheme for glass, metal and plastic bottles and cans.

The impact on a provider like Ansa and therefore Cheshire East could be significant:

- A deposit return scheme would remove a significant quantity of bottles and cans from collections making services inefficient in the short term;

- The introduction of weekly food waste collections would require additional vehicles (and therefore, cost);
- Consistency of collections may mean we have to collect paper and cardboard separately from other materials (specifically glass) and not mixed; and
- Meeting higher recycling targets may put pressure on services but Cheshire East is already high performing (financial support may be linked to target attainment).

The proposals have already been consulted on once and further consultations are due in 2020. The Government has stated that any new burdens put upon local authorities will be funded and there may be significant changes required in 2023.

4. PERFORMANCE ANALYSIS

4.1. SWOT [Redacted on the basis it is likely to be prejudicial to commercial interests. Its provision to the relevant Boards and Councils representatives / committees / cabinets was intended to support candid exchange of advice and views and to support deliberation. Disclosure could have a chilling effect and is likely to harm future deliberations.]

4.1.1. Customer Review

4.1.1.1 Stakeholder Schedule

- Cheshire East Residents including vulnerable residents
- Cheshire East Council
- Cheshire East Shareholder Board
- Cheshire East Commissioner Team
- Cheshire East Assets Team
- Cheshire East Services utilising fleet vehicles
- Town & Parish Councils
- Commercial customers
- Ansa Employees
- Local communities within the vicinity of our facilities
- Supply chain partners

Ansa also conducts “Survey Monkey” engagement exercises with key stakeholder representatives. Full details will be shared during Shareholder briefing sessions.

Employee Engagement - Staff Survey:

We continue to seek feedback from our employees regarding how they feel about working for Ansa, and have been delighted with the following results:-

- Overall I am satisfied with working for this company-
81%

- I am clear about what is expected of me in my role- 93%
- I am treated fairly by my Manager/Team Leader- 92%
- I believe that the Company provides good opportunities for career development- 68%
- Managers/Team Leaders act on employee opinions- 59%
- Managers/Team Leaders involve me in decisions about my work- 80%
- Overall the Company feels like a better place to work than it did 12 months ago- 66%

Response rate for this survey was 53% which is quite remarkable considering the nature of our operational business activities. We do not rest on our laurels and have created action plans around those areas that we would like to improve.

Communication and involvement achieved an overall score of 62% which was the lowest for this year's survey, despite the fact that 63% of our employees believe they receive enough information and 61% believe our newsletter has improved. There is also dissatisfaction with pay levels in parts of the organisation.

4.1.1.2 External Work

Ansa undertakes a range of commercial activities across the Company's business areas. Whilst some activities were previously undertaken in Cheshire East Council, prior to 2014, other activities have been developed since Ansa went live in April 2014 and turnover across all areas has increased since Ansa's inception.

A key project has been the development of Alliance Environmental Services Ltd (AES) – a joint venture company with Staffordshire Moorlands and High Peak Councils.

Ansa holds a 75% share in AES and provides Waste and Fleet Services to SMDC/HPBC and ultimately a full range of environmental services mirroring those that Ansa provides to CEC by 2020 through a phased transition programme. This arrangement is delivered through a 15 year operating contract including management and support services agreement whereby Ansa and CEC have secured savings and will continue doing so over the life of the arrangements which reduce Ansa's management fee and make direct contributions to CEC in the reduction of support services costs.

4.2 Business Challenges / Constraints

4.2.1 Trading Restrictions

[Element redacted as likely to be prejudicial to commercial interests. Its provision to the relevant Boards and Councils representatives / committees / cabinets was intended to support candid exchange of advice and views and to support deliberation. Disclosure could have a chilling effect and is likely to harm future deliberations.]

4.2.2 Buyback arrangements

When Ansa was set up it committed to buying back certain corporate services for a period of at least 3 years (which has now expired). Since launching, Ansa has made good use of arrangements with Cheshire East whilst at the same time establishing its own in-house resources or supply chain partner network to address any gaps. As Ansa continues to grow, develop and improve performance it is essential that Ansa keeps under review its support service needs and continues to develop its mixed approach (in-house/third party supply chain network) ensuring that Ansa is self sufficient and able to address all future expansion challenges whilst remaining competitive in the open market..

Ansa will be commissioning during 2020/21 a review of buyback services to ensure it achieves that they remain fit-for-purpose and continue to offer best value. Furthermore, any review commissioned will also consider the suitability of IT systems both software and hardware requirements. This may require Shareholder support.

4.2.3 Lean structure

External benchmarking confirms that Ansa delivers above average returns per employee – this is positive but also suggests there is scope to invest in expertise to underpin future growth.

Ansa's growth has been incremental with the launch of its Parks Commercial team and the AES joint venture largely being accommodated within existing resources (reducing overheads cost for its owner CEC) and during a period of major business transformation (development of the Hub facility and introduction of "Route and Rota"). For Ansa to expand it needs to establish new specialisms such as marketing and bidding teams and attract the right calibre of employees to new positions as part of growing its capacity to bid for and undertake major new contracts.

Ansa has already proved that it has the resources to address major change programmes whilst growing the business which can be evidenced over its first 5 year trading period when the company delivered a major transformation programme for CEC that has seen wholesale depot relocation work and complete re-scheduling of its waste collection service that incorporated fleet reduction and new working practices that has changed employee terms and conditions. During this period Ansa also secured its first JV partnership with 2 neighbouring authorities

4.1.1.2 Financial Performance to Date

[This section is redacted on the basis that a) some elements are likely to prejudice commercial interests and b) audited financial statements are already provided via Companies House. Further information may also be available on the Cheshire East Council Web Site.]

5. BUSINESS DEVELOPMENT

5.1. Company Strategy

Ansa's unique selling point remains its public sector ethos combined with a commercial edge and intimate knowledge of the core geography it operates within.

Ansa utilises Regulation 12 of the Public Contracts Regulations 2015, (Teckal exemption), where appropriate, to target new public sector clients without having to go through the full OJEU procurement process.

This saves significant time and money for both parties and can be subject to contractual performance measures that deliver best value.

Ansa's current 'Teckal' share is 96% and Ansa is working with CEC to explore other trading models which could include a separate sister trading company through which to manage its commercial work and developments as mentioned previously.

Ansa prioritises bidding for work in neighbouring authorities to minimise travel and to maximise the likelihood of the opportunity offering economies of scale

However, a number of ongoing projects (namely 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.

5.2. Client Opportunities

Ansa's analysis of the market has identified a number of opportunities it can pursue – some of these can be incorporated relatively straightforwardly into business as usual operation whereas others are standalone projects and programmes requiring resourcing to support implementation.

Ansa considers the following opportunities as feasible pursuits:

- 1) The creation of another joint venture company building on the lessons learned and successes of AES;
- 2) The incorporation of a new trading entity to remove the constraints of the Teckal exemption trading limit;
- 3) Expanding our commercial services operations by growing:
 - a. Integrated soft facilities management operations (waste collection, cleansing and grounds maintenance)
 - b. Skip collection service
 - c. Growth of trade waste services to support business waste recycling aspirations in the RaWS
- 4) Re-procurement of key contracts when they reach their expiry

5.3 Financial Plan [This section is redacted on the basis that a) elements are likely to prejudice commercial interests and b) audited financial statements are already provided via Companies House. Further information may also be available on the Cheshire East Council Web Site.]

6. RISK ANALYSIS

Ansa is a well-managed business. It understands its place in the market and is alert to the risks it faces. It deals effectively with both threats and opportunities according to regular internal and external audits.

As set out in section 3, Ansa uses the three lines of defence model to explore and mitigate major risks. Even where risks come to fruition, Ansa deals with these well, minimising their impact on the wider business.

Service Managers carry out a bottom-up risk assessment for their area and incorporate these into business as usual activities.

Risks are reviewed at monthly Business Update meetings and at each quarterly Strategic Board.

[Redacted as Section 36 2b and c and Section 43 2 applies. The Risk Register, Financial and Specialist Reports are provided to support the Board and relevant client representatives in the free and frank provision of advice and exchange of views for the purpose of deliberation. The Qualified Opinion is that disclosure is likely to have a chilling effect and is likely to mean that future discussions would be less candid and thus be likely to harm deliberations.]

7.0 Corporate Responsibility

The following schedule is indicative of the many and varied initiatives pursued by Ansa in fulfilling its Corporate Responsibility (CR) duties. The schedule demonstrates both Ansa's commitment to CR along with the huge "social credit" value generated from its initiatives:

- Helped support key events in the borough such as festivals, Pride in the Park, Middlewich FAB, Cheshire Show and other local events both by sponsorship and benefit in kind donations;
- Organise support a variety of local "clean team" voluntary groups;
- Established and developed a strong group of waste reduction volunteers who have become community waste champions;
- Numerous fund raising events including: MacMillan Coffee Mornings, Christmas Toy & Food Bank Appeal, Jeans for Genes Day;
- Installed 2 Defibrillators in Middlewich for public use;
- Job Fairs in local schools;
- Matched Charity Funding - £850 (since May 2017);
- Introduced Volunteer Leave Policy;
- Held Open Day and offer mock interviews for Cared For Children;
- Work experience for local schoolchildren;
- Corporate Sponsorship of Middlewich 5K run (last year); and
- Middlewich Community Liaison Group.

Ansa prides itself on its sustainable and creative approach to doing business. Our public sector ethos is demonstrated in the range of added-value, community activities we support and our commitment to service excellence.

We are passionate about delivering high quality, safe, efficient services to all of our end users, we aspire to be a quality employer; operating a profitable and ethical business with corporate responsibility at our heart.

We employ approximately 350 employees and over 90% of them live within Cheshire East's borders, demonstrating the positive contribution that Ansa makes to the local economy.

Employees are fundamental to our success and we believe that drawing on their different perspectives and experience adds value to how we do business. Ansa is committed to investing in its employees to enhance their performance, develop skills, strengthen retention and build a customer focused culture. We support the communities in which we operate and seek to recruit locally where practical. We attend Job Fairs as well as offering apprenticeships, work placements and on the job training initiatives.

We encourage and facilitate opportunities for our employees to donate to charity directly through payroll as well as promoting and participating in voluntary activities which support local and national charities. We also have a Charitable Giving Policy which provides the potential for employees to receive matched funding from the Company (to an agreed maximum) when they take part in a charitable event.

Ansa continues to exceed the national recycling target for 2020 and we are committed to reducing waste sent to landfill through use of third-party energy from waste plants. This reduces our carbon footprint and supports the elimination of fuel poverty and use of landfill. We have replaced over two thirds of the Company's waste collection fleet with Euro 6 compliant vehicles seeing a "step change" improvement in their emission levels. We review energy saving opportunities at our depots regularly and deliver reductions in energy consumption.

Ansa has set up a Community Liaison Group comprising people from the local community to enable the Company to hear directly from people who live and work near to our main hub in Middlewich. This provides a forum for sharing ideas and concerns and helps us achieve our strategic aim of being a good neighbour.

In addition to complying with relevant environmental, quality and general performance standards as set out in legislation or regulatory guidance, Ansa aspires to enhance its environment both through its employees and by engaging with other local communities and partner organisations. Ansa is currently working with the Energy Savings Trust to develop a Fleet Replacement and Management Strategy that is fit for the future and supports our Clean Air and Carbon Reduction aspirations. The Company is also reviewing a number of lower emission and carbon fleet vehicles including the trial of a Street Cleansing Tipper that uses Compressed Natural Gas; RCVs with electric lifts; the purchase of an electric pool car and consideration of electric RCVs.

Ansa's Communications Team regularly provides talks and attends residents' local events such as the Women's Institute, PROBUS groups and Chambers of Commerce, helping to spread knowledge of how to reduce food waste and save the public up to £70 per month. The company has also invested in a Volunteer Room which is used to host local community and school events.

Appendices

[Redacted due to likely prejudice to commercial interests. Audited Financial Statements are already published via Companies House. Cheshire East Council website may also provide further information.]