

**‘Trading on up!’**

**A Wholly Owned Company Option**

**ansa**

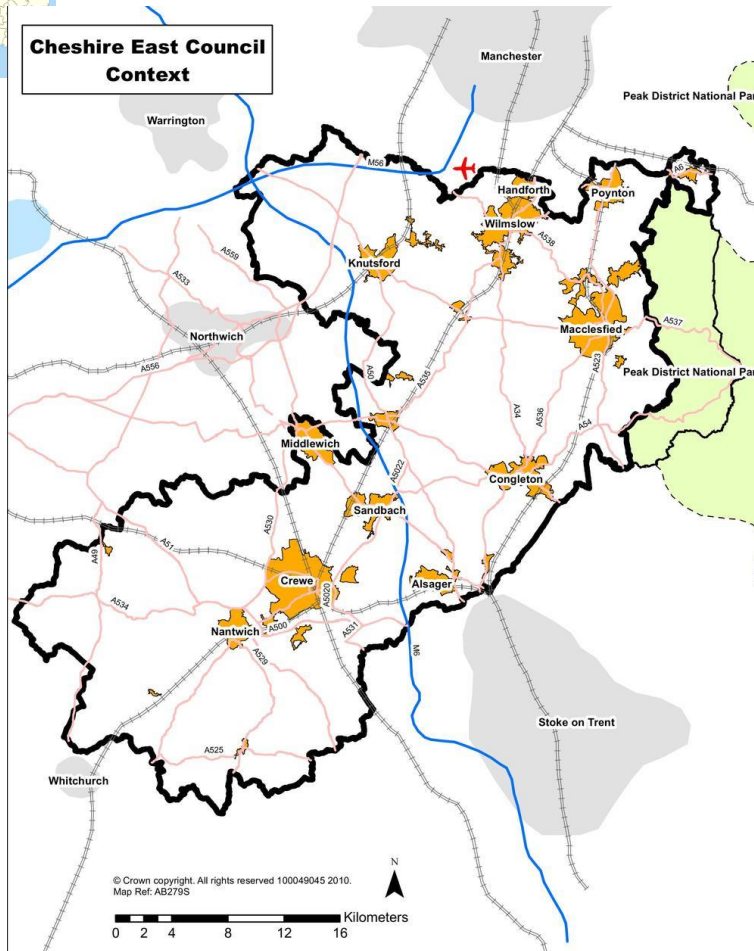
**Kevin Melling**

**Managing Director**

**Ansa Environmental Services Ltd**

for more information call 01625 383905 or email [jane.thomason@ansa.co.uk](mailto:jane.thomason@ansa.co.uk)

# Setting the Scene



Ansa is a wholly owned company of Cheshire East Council.

- Principle towns - Crewe and Macclesfield.
- Population of over 370,000 residents.
- Covering over 159,000 properties.
- Generating in excess of 850,000t of waste annually of which 180,000t is municipal waste.

# Company Profile



**ansa**  
Environmental Services Ltd

**Services Provided by Ansa**

**Parks and Grounds Management**  
Ansa can help with cost effective development and maintenance of your facilities to increase usage and attractiveness

**Fleet Management and training**  
Ansa can operate, maintain and repair your fleet. In addition we can support and develop your training programme.

**Waste Management**  
Ansa provides cost effective collection and disposal of your commercial and resident recycling and waste.

**Street Cleansing**  
Ansa will help you meet your clean and green aspirations with cost effective cleansing of your local environment.

[www.ansa.co.uk](http://www.ansa.co.uk)

- 380 Employees.
- Turnover circa £28m.
- Operating from a range of depots across Cheshire East.
- Extensive fleet including 60 Refuse Freighters.
- Emptying around 250,000 bins per week.
- Undertaking street cleansing activities on an extensive highway network > 2800km.
- Maintaining over 3000 open spaces including formal parks, sports pitches and play facilities.

# The Drivers for Change

*“There will be opportunities to make investments in **infrastructure** whilst the company is geared towards **saving 10%** of its current budget over the **next five years**.”*

*Over the same timeframe a culture of **reward for enterprise, creativity and effort** will support the company’s aspirational target of creating **income streams** worth an additional **2.5%** of its current budget”*

*Councillor Michael Jones Leader of Cheshire East Council*

# Main Challenge – Seamless Transition

- Delivering on time and within budget.
- Taking the staff, members and residents along with us.
- Visible change for employees on day 1 but not necessarily for residents.
- Adopting a “Resident First” approach to change.



# Our Journey

1

**December 2012**  
Threat of  
outsourcing.  
Consultant's report

2

**January 2013**  
Business Case  
Development  
Gate 1

3

**October 2013**  
Business Case  
Approval - Gate 2 &  
Company registration

4

**Restructured** for  
better efficiency  
& greater resilience

6

**April 2014**  
Ansa Go Live - TUPE  
transfer of c400  
employees

5

**Employee  
Stakeholder Group**  
set up to share progress  
and ideas

*"Effective engagement with stakeholders including Residents, Employees and Members is essential to our success,"* **Jane Thomason, Deputy Managing Director**

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# Controlling our Destiny



Shawn Reed, Union Representative

## Before:

*“Initially I was very sceptical, felt we were being privatised.”*

## What changed and why?:

*“Watched stuff going on behind the scenes, being involved and looking around the industry. What we were doing wasn’t so alien; we could be in control of own future and still keep our links with the council.”*

*Everyone here had an opportunity to shape the new company. Feel listened to. I am learning that things don’t happen overnight – got to give it a chance.”* **Shawn Reed, Union Representative**



# Company Issues

- Contract
- Teckal status
- Operating costs  
(~~Budget~~)
- Income
- Balance Sheet –  
Profit/loss
- Commercial approach
- Risk Management
- Overdraft facilities
- Tax & VAT implications
- Business Plans
- Shareholder Needs
- Pension Liabilities
- Measuring Success
- Customer Relationship  
Management



# April 2015 First Year Successes



RoSPA Gold Awards 2015



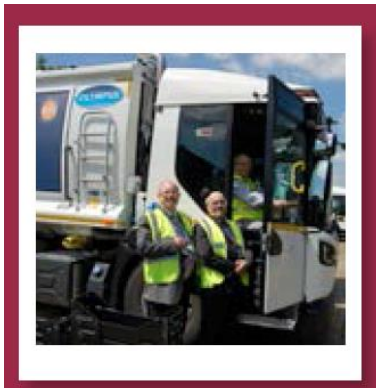
Ansa Ace Scheme Launched



Trade Waste Collection



One Million Bulbs Planted Across 100 Sites



20 New Refuse Vehicles Purchased



First Apprenticeship Open Day



Team of the Year



ISO 9001 Accreditation Secured – Dec 2015

# Outcomes - Contract KPIs

- 75% in Customer Satisfaction
- 3% improvement on the recycling target.
- 20% increase on the re-use of household waste.
- 13% Improvement on waste diverted from landfill to energy.
- 16% Reduction in waste sent to landfill.
- 12% increase in waste prevention volunteers.
- Over 4500 volunteer hours secured for community projects.
- 14% reduction in missed bins (average 36/100,00).



# Financial

- 2014/15 Turnover - £28.1m.
- Reduction of £1.3m on 2013/14 when managed as a Council Service.
- 4.5% reoccurring saving generated.
- Further £500,000 operating profit generated in cost reductions.
- Reducing to £200,000 once allowance made for pension liabilities.
- Profits shared between company and Council as per contract mechanism.



# Workforce



- 21% Improvement in attendance
- 33% Reduction in reportable accidents
- Employee survey conducted. More favourable responses received, including accessibility to management and pride in working for the company.

# The Future

Ansa will be moving to a new site in 2016 as our current depots are not suitable to manage our environmental services over the next 20 years.

Moving to one suitable, bespoke site will enable Ansa to achieve its wide ranging strategic objectives as well as providing new employment opportunities.



# Other CEC Wholly Owned Companies

**ansa**



TO FIND OUT HOW ORBITAS CAN WORK WITH YOU?

Call Mary Slinn on 01270 686814 or email [mary.slinn@orbitas.co.uk](mailto:mary.slinn@orbitas.co.uk)

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# Other CEC Wholly Owned Companies

Transport Service Solutions Ltd has been set up to deliver all the functions of the integrated transport unit.

The Company has much greater freedom and flexibility to operate – e.g. through bespoke procurement activity, reduced bureaucracy and the ability to negotiate more effectively.

The freedom to behave in a more business like way is not only important to the company, but also to the more than 450 contractors delivering transport on its behalf.

As a Teckal exempt company working with us can be achieved at relatively low set up cost.

Subsidiaries can be set up quickly and can share resources and expertise to improve services as well as reduce cost.

Want to find out how TSS can work with you to improve your services

Want to find out how TSS can work with you to improve your services or achieve cost savings? Call Glen Bubb on 01270 371487 or email [glen.bubb@transport-servicesolutions.co.uk](mailto:glen.bubb@transport-servicesolutions.co.uk)

## WHAT WE DO:

- School transport
- Supported public transport and community transport
- Public transport information and infrastructure provision
- Social care transport
- Sustainable transport, including walking, cycling and smarter travel choices
- Specialist travel options
- School crossing patrols
- Bus / Rail Passes
- Personalised travel plans



# Other CEC Wholly Owned Companies



## Civance:

Civance Ltd currently delivers the following statutory services to members of the community through an agency agreement;

**Building Control** (including Building Regulations, Enforcement Demolitions, Drainage and Dangerous structures)

**Planning Support** (including registration of applications, Customer consultation and co-ordination, and general Administration)

**Local Land Charges**

**Street Naming & Numbering**

**Systems User administration**

Civance Ltd, created on the 1<sup>st</sup> April 2015 operates as a wholly owned and controlled company of Cheshire East Council and is a subsidiary of “CERF” (Cheshire East Residents First Ltd)

The team are a combination of professional Building and Structural engineers together with a number of planning and systems administrators, together with a proactive land charge group.

Engaging with residents of Cheshire East on a daily basis.



## Other CEC Wholly Owned Companies



Engine of the North is the Council's wholly owned property development company.

Office Base: Westfields

Chairman: Cllr Jamie Macrae

Managing Director: Heather McManus

Established to:

- accelerate housing and jobs growth using land & property assets owned by the Council as well as the acquisition/development of third party land.
- maximise development value of land and minimise the risks to the Council by providing dedicated delivery arrangements and commercial expertise.

**Thank you**

**The Ansa team is available to talk  
through your change programme**

**For more information call 01625 383905  
or email [kevin.melling@ansa.co.uk](mailto:kevin.melling@ansa.co.uk)**

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