



Great Food, Clean Environments

NEWydd Board

Board Member Information Pack

October 2019



Foreword

Welcome and thank you for taking the time to read this information pack which has been designed to provide potential Board Members with background information on NEWydd Catering and Cleaning and what being a Board Member for the company entails.

At NEWydd Catering and Cleaning we are looking to create a market leading organisation, which is focussed on the retention and growth of its customer base, whilst being open to diversification and is agile and responsive to change.

To help us on this journey, we are seeking individuals to join our Board who are business, data and performance focused, enthusiastic, ambitious and who ideally understand the market the services operate within.

If you have the qualities to help shape, influence and transform our services then we want to hear from you and learn how you can help us on our journey from 'good to great'.



Steve Jones
Managing Director

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About NEWydd

NEWydd Catering and Cleaning is a Local Authority Trading Company established in 2017 to deliver high quality, financially viable and customer-focused catering and cleaning services.

NEWydd Catering and Cleaning is owned by Flintshire County Council and delivers catering and cleaning services across North East Wales.

The Local Authority Trading Company operating model provides NEWydd Catering and Cleaning with a TECKAL* exemption that allows the consolidation of existing catering and cleaning contracts and the ability to trade externally.

NEWydd Catering and Cleaning has a large customer base, delivering a range of catering solutions from school kitchen management and catering to corporate canteen operations and event catering. NEWydd Catering & Cleaning also offer cleaning services solutions from large office buildings to smaller community centres.

*TECKAL forms part of the Public Contracts Regulations 2006 and the underlying European law which allows the public body (in the case FCC) to award all current contracts to the new LATC without being subject to competition. This can continue up to the point that the trading with clients other than the public body reaches a turnover of 20% of the total business. At this point all contracts with the public body would need to follow the public procurement rules of the tender submission and award.

Background

Flintshire County Council is committed to the provision of local services for local people. Given the ongoing financially challenging times Local Authorities find themselves operating in, Flintshire County Council has been proactive in seeking new and different means of protecting and delivering valuable local discretionary services.

During 2015/16 a review of the Council's catering and cleaning services identified a Local Authority Trading Company (LATC) with TECKAL exemption would be the most appropriate vehicle to manage and operate this collective range of services. In May 2017, NEWydd Catering and Cleaning was formed as a Council owned "arms-length" company committed to delivering high quality, customer-focused cleaning and catering services, in a way that is financially viable, sustainable and increasingly entrepreneurial.

The company aims to be an outward-looking commercial operation with the TECKAL model allowing for external growth and additional sources of income. Public trust is an issue of growing importance in the current extended period of austerity and effective governance in alternative delivery models plays a key role in nurturing this trust in the years ahead.

Our Vision and Mission

Retain and grow through continuous improvement, making NEWydd a supplier and employer of choice.

Our mission is to ensure our valued customers across North Wales can enjoy nutritious food and clean environments, provided from an organisation with trusted public sector roots and delivered by experienced and suitably qualified staff.

Our Values

Our values centre around success – success for our customers and our workforce, built around communication, reputation and innovation.



Customers	Providing our customers with quality services and products that offer value for money. Delivering excellent customer service and engaging with our customers
Workforce	Investing in employees of NEWydd by providing training and opportunities for development. Supporting staff well-being and ensuring employees are recognised and rewarded for their efforts
Communication	Creating a culture of working together, interacting with one another and promoting two-way communication
Reputation	Ensuring social responsibility and legal compliance that underpin the trusted public sector brand we are proud of and which provides confidence to our customers
Innovation	Embracing creativity and investing in technology to continue to innovate the way we work
Success	Working with our suppliers to deliver cost effective and value for money services that support business retention and growth and enable NEWydd to achieve financial targets

Our Workforce

NEWydd employs 403 people, predominantly on a part-time basis, across 487 positions. This includes 323 catering positions, 153 cleaning positions and a small management and support team of eleven, including the Managing Director.

NEWydd prides itself on ensuring all of its workforce, even those at entry level, are paid a fair wage, which is currently above the minimum living wage. NEWydd does not pay 'wage for age' with a commitment to providing a fair rate for each role, regardless of the age of the person completing it.

NEWydd is proud to offer employment opportunities for local people, with the vast majority of our workforce living within the Flintshire area.

Our workforce is mainly made up of female employees who account for 94% of the workforce and our staff retention is excellent, with only an 8% turnover during 2019.

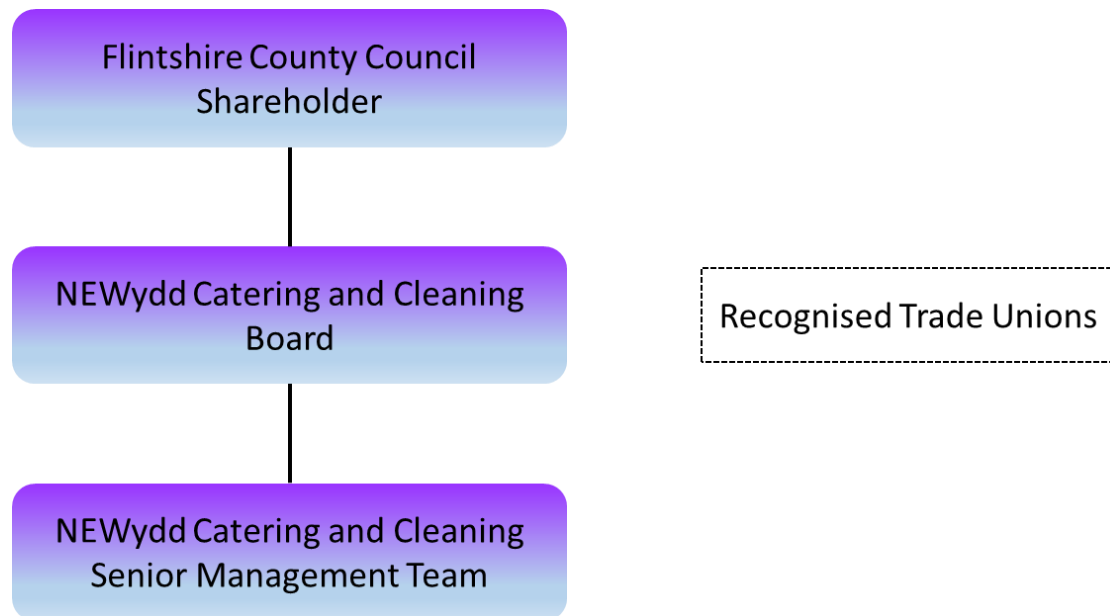
In 2019 we established the NEWydd Company Voice, an employee led group that acts as an employee consultation and engagement group for the company. A member of the Company Voice will be selected to represent the workforce at NEWydd Board meetings, ensuring employee representation at the highest level of the company.



Governance Structure

The governance and legal structure of NEWydd Catering and Cleaning reflects the company's vision, mission and values.

The composition of the Board (and associated voting rights) is designed to optimise the balance between the company's independence and the County Council's involvement as the Company's single shareholder.



Flintshire County Council (as the sole shareholder) provides the guarantee for the company and will be the responsible should it not succeed.

Purpose of NEWydd Board

The NEWydd Board is not only legally responsible for the company but plays a pivotal role in helping set the strategic direction of the company and ensuring appropriate accountability and governance of the Local Authority Trading Company.

The Board is responsible for:

- Strategic planning to set the strategic direction for NEWydd Catering and Cleaning
- Holding the company and its management team to account
- Creating value and sustainable progress
- Providing assurances to the parent company (Flintshire County Council)
- Monitoring performance
- Health and safety compliance

The Board accept ultimate responsibility for directing the affairs of the Company and ensuring it is solvent, well run and delivering the outcomes for the benefit of the public for which it has been set up.

To fulfil its functions the Board currently meets 12 times per annum (once a month) for a period of up to two hours per meeting.

Benefits of being a NEWydd Board Member

There are lots of reasons why individuals want to join Boards and enjoy working with other Board Members. You may have your own reasons to add to these benefits that others tell us about:

- It provides me with intellectual and emotional challenge – stretching me, drawing on my intellectual and emotional “muscles” and providing me with a sense of self- esteem and satisfaction
- It gives me the opportunity to “give back” – I feel good when I have seen myself contribute to the growth and success of a Company that is benefitting the community and others as well as myself
- It has helped to support my career development – I have the opportunity to develop new skills, experience and competencies that has enriched me ready for my next career move
- I have learnt new skills by working with people who I would not usually work with, this broadens my horizons and ideas about ways of doing things
- It has opportunities for networking and has expanded my spheres of influence, I enjoy being in other Board members company

Board Members: Responsibilities and Accountability

The following explains the principal responsibilities, accountabilities, probity and standards of behaviour expected from Board Members:

- **Strategic, Professional Skills and Company Knowledge**
 - To healthily challenge and support the overall direction and development of the Company through a sound understanding of, and contribution to, the business strategy
 - To contribute actively to the Board by bringing their own skills and experience for the greater good of the Company and ensuring the Company is well run and efficient

- Be an advocate, becoming and remaining knowledgeable about the activities of the Company and devoting sufficient time so that, through active networking, they can promote the work and ambitions of the Company
- **Duty of Prudence**
 - Ensure that the Company is and will remain solvent
 - Use the Company's funds and assets reasonably and only in furtherance of the Company's objects contained within its governing document
 - Avoid undertaking activities that might place the Company's funds, assets or reputation at undue risk
 - Take special care when investing the funds of the Company, or borrowing funds for the Company to use
- **Duty of Care**
 - Use reasonable care and skill in their work as a Board Member
 - Objectively carry out the role ensuring that decisions are made on merit and in the interests of the Company. Be open and prepared to give reasons for decisions and restrict information only when the wider interest clearly demands
 - Be accountable for decisions and actions to the public, funders and customers and in accordance with the trust and public confidence placed in them
 - Ensure confidential material, including material about individuals, is handled with due care
 - Promote and support the principles of leadership by example being committed to carrying out the duties as a Board Member
 - Recognise the need to work together as a team rather than as an individual. Be open with opinions and open minded of those holding divergent views to ensure full and focussed discussion. Once a decision is agreed accept the decision and support it externally
 - Understand and be committed to our values and policies regarding equality related issues

- **Compliance**
 - Take legal responsibility for the organisation. Ensure that the Company complies with the law and in particular to ensure the Company prepares reports on what it has achieved and annual returns and accounts as required by law
 - Ensure the Company does not breach any requirements or rules set out in its governing document and that it remains true to the purpose and objects set out there
 - Comply with the requirements of other legislation, or other regulators, which govern the activities of the Company
 - Act with honesty, integrity and selflessness avoiding any personal conflicts of interest, financial gain or other material benefits for themselves, family, friends, associates or employer. Do not misuse Company funds or assets and act in the best interests of the Company as a whole
 - To deal honestly and in good faith especially in relation to creditors
- **Board members duties to Companies House:**
 - File annual accounts and annual return within the time limits
 - Notify changes of directors or the Company secretary on the correct forms within 14 days after each change
 - Notify other changes (e.g. address of registered office, address where Company records kept) on the correct forms within 14 days after the change.

NEWydd Board Member Person Specification

The Board needs a broad range of individuals whose different knowledge and skills will form a whole and balanced team with the necessary professional, experience, competencies, behaviours and values to take the Company forward.

Professional knowledge, skill and experience

The following areas of professional knowledge, skill and expertise are particularly sought after:

- Strategic business planning
- Using data to inform business operations and drive operational performance

- Financial Management
- Managing Director/Executive/Senior Management
- Local Authority alternative delivery model operations
- Human Resource Management
- Marketing
- Health and safety

Skills/Competencies:

NEWydd requires its Board Members to be able to display the following range of skills/competencies to ensure effectiveness:

- Ability to take a strategic, wider perspective with clear thinking skills
- Critical thinking - an inquisitive mind, able to assimilate, assess and analyse information, especially financial information
- Ability to identify potential problems and deal with risk
- Make sound and objective judgements and decisions
- Ability to evaluate and balance social and commercial issues
- Innovation and creativity
- The ability to identify new business opportunities
- Leadership, confidence and the ability to gain respect
- Team working, co-operation and facilitation skills
- Change management
- Interpersonal skills – listening, non-verbal communication, communicate with sensitivity, deal with conflict effectively, self-awareness
- Persuasiveness/influencing, effective and willing to challenge
- Integrity
- Diplomacy, tact and political astuteness
- Ambition, tenacity, with dedication to succeed and drive our Company forward

Values and Behaviours

The way that we work is underpinned by the values that our Board Members hold and will need to be in common with the values of our Company. Our Board Members will be expected to show through their behaviour that they:

- Value and understand the principles and values that the Company is built on
- Will uphold the social values of the Company
- Will uphold the best interests of the community in the decisions that they take
- Are able to work co-operatively with Flintshire County Council
- Support the Company to “live” its core values, designed to underpin performance and customer service
- Apply the principles, expectations and behaviours to their work as a Board Member and transferring these across to the cleaning and catering sector. The seven principles of “good governance” are:
 - integrity
 - defining and evaluating the role of your Board
 - setting vision, mission and purpose
 - objectivity
 - standards, systems and control
 - accountability and transparency
 - understanding and engaging with the catering and cleaning services landscape

Support for the NEWydd Board

Professional advice, guidance and support in relation to legal, financial and human resource matters is provided to the Board by specialists in these areas.

NEWydd will provide its Board Members with opportunities to enhance their learning and development as appropriate to support them in fulfilling their role as Board Members.

Board Member Time Commitments

There is an expectation that Board Members attend approximately twelve meetings per year, many of which will be arranged as late afternoon and evening events.

In addition there will be pre-reading material to review and consider prior to those meetings.

Attendance at other events and functions from time to time as a representative and ambassador of the Company and to ensure first-hand experience of the services.

Board Member Remuneration

This is a voluntary position with expenses incurred, as a result of undertaking the duties of the role, being reimbursed.

Applying to be a NEWydd Board Member

If you feel you can offer any of the professional expertise, skills, competencies, values and behaviours that we are looking for, and are interested in becoming a NEWydd Board Member, we would be delighted to hear from you.

Please email your expression of interest and/or your CV to Steve Jones: steve.w.jones@newydd.wales by Monday 25th November 2019.

If you would like to discuss the opportunity in more detail prior to submitting an expression of interest, you are welcome to contact Steve on 01352 704039.