



Arlwyo a Glanhau

**NEWYDD**

Catering & Cleaning

## **NEWydd Modernisation Programme**

### **Formal Employee Consultation: Operating Model, Structure and Change Process From 10<sup>th</sup> September 2020 to 10<sup>th</sup> October 2020**

#### **Why is this change needed?**

Since transitioning to a Local Authority Trading Company in 2017 NEWydd Catering & Cleaning Limited (NEWydd) has aimed to create a more modern and competitive model of operations. We are proud of the excellent examples of service delivery, employee commitment and how as a business we have been able to adapt as demonstrated across the business during the Covid-19 pandemic. However, the situation has highlighted areas of weakness in both our operations and workforce models. This, combined with other financial and non-financial drivers, has prompted the need to move forward with modernisation plans to secure the long-term position of the company. Subject to consultation the aspirational target date for implementation of these proposals is 1<sup>st</sup> December 2020.

Financial and non-financial drivers for change:

- Pre-Covid-19 the business was projecting a £386,000 profit at year end. Current projections are for a £290,000 financial loss at year end 2020/21. That equates to a £676,000 loss from pre-Covid-19 to post Covid-19 projections, despite accessing financial support through Welsh Government Grants and the Governments Coronavirus Job Retention Scheme.
- Our existing business model for catering in schools is no longer sustainable due to sudden and enforced changes in demand and new health and safety management requirements. The pandemic situation has created the imperative to move forward with modernisation plans at pace. These plans would have been part of our future planning and we have brought them forward.

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- The need to address non-financially viable contracts within the school catering area of the business which the company currently, and historically, has carried with support from Flintshire County Council.
- Changes in customer demand and the market, most notably a significant increase in demand for cleaning services which the business needs to adapt to meet so that these opportunities can be capitalised on.

### **What changes are being proposed and who is affected?**

The proposed changes to the business and service delivery we are consulting on are:

- Increasing the number of schools which have a transported school catering service, from the current level to a total of 36 schools (that's 23 schools that currently have an onsite provision moving to a transported school catering service, these schools are listed at Appendix A below).
- Creating a central production kitchen to prepare school meals for the 36 transported schools, with scope in future to use this kitchen to offer new catering/hospitality services to grow the business.
- Reducing the service offering at the Bistro at County Hall in light of a significant drop in demand and changing customer requirements going forward.
- Creating new Multi-Skilled Hygiene and Catering Operative roles which provide greater flexibility and recognise the higher profile cleaning has within the business and more broadly in society given its role in maintaining health and well-being.
- Digital transformation, which will include offering customers more services online (such as pre-order and pay online) and greater use of technology within the business (such as remote worker clocking in/out and electronic timesheets and a new customer relationship management system – CRM).
- Local services will be delivered within four geographical areas where employees will normally hold employment contracts within one of these areas only.
  - Area 1 – includes Holywell and North Flintshire and parts of Flint
  - Area 2 – includes Buckley, Hope, Penyffordd and Ewloe areas
  - Area 3 – includes Deeside, Broughton, Hawarden and parts of Flint
  - Area 4 – includes Mold, Lixwm and Nercwys areas
- Consistent with how we operate in some areas of our business and in our sector, we will enable greater flexibility as to how many contracted hours are actually worked each week allowing for more hours to be worked in one week and less in another, were necessary, to support 'peaks' and 'troughs' in business. We will also use our existing mobility clause more effectively and consistently, as necessary, so that staff may work in different locations on a temporary or permanent basis. In relation to hours and locations the company seeks to reassure that it will act reasonably in this regard.

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These changes will directly affect the following posts, all of which **may** be at risk of redundancy as a result of the proposed changes:

- Cook/Cook in Charge posts in the 23 schools which currently have an onsite school catering service but which are proposed to move to a transported school catering service (see Appendix A below).
- Catering Assistant posts in the 23 schools which currently have an onsite school catering service but which are proposed to move to a transported school catering service (see Appendix A below).
- All Transporter posts within the current structure.
- Site Supervisor and all Catering Assistant posts for the Bistro, County Hall.
- All Peri Cook posts.
- A Cleaning Supervisor post (Flint).

Other posts in scope of this change include:

- All Mobile Cleaner posts.
- The two Mobile Catering Assistant posts.
- All other Catering Assistant posts.
- All Site Supervisor posts.
- All Cleaning Supervisor posts.
- All other Cleaner posts.
- All Caretaker posts.
- All Seamstress and Laundry posts

### Are there any opportunities as part of this change?

The creation of a Central Production Kitchen will require the following new posts to be created:

- One Site Supervisor post – indicative grade N6 (35 hours per week, term-time only with a view to potentially increase to 52.14 weeks per annum in the longer-term)
- Two Cook posts – indicative grade N5 (both on 35 hours per week, term time only)
- Four Multi-Skilled Hygiene and Catering Operative posts – indicative grade N2 (all on 25 hours per week, term time only)
- One Multi-Skilled Hygiene and Catering Operative posts – indicative grade N2 ( on 20 hours per week, term time only)
- Two Driver posts – indicative grade N2 (on 25 hours per week, term time only)

Any current employees who are confirmed as at risk of redundancy will be ring-fenced and given prior consideration for these new posts.

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In addition to the above the following new posts will be created:

- Two Mobile Cook posts – indicative grade N5 (both on 35 hours per week, 52.14 weeks per annum)
- One Mobile Cook post – indicative grade N5 (on 30 hours per week, term time only)
- Two Mobile Cook posts – indicative grade N5 (both on 25 hours per week, term time only)
- Four Mobile Multi-Skilled Hygiene and Catering Operative posts – indicative grade N2 (all on 25 hours per week, 52.14 weeks per annum)
- Four Mobile Multi-Skilled Hygiene and Catering Operative posts – indicative grade N2 (all on 25 hours per week, term time only)
- Estimated a need for at least 38 Multi-Skilled Hygiene and Catering Operative posts based within the schools who will have meals transported to – indicative grade N2 (on a range of weekly hours, term time only)

Again, current employees who are confirmed as at risk of redundancy will be ring-fenced and given prior consideration for these new posts.

Finally, there are no Catering Assistant, Cleaner, Caretaker or Laundry/Seamstress posts within the proposed new structure. These roles will be replaced with Multi-Skilled Hygiene and Catering Operatives that will work either term time only or 52.14 weeks per annum. We have calculated the total number of hours we require from Multi-Skilled Hygiene and Catering Operatives (both term time only and 52.14 weeks per annum) and our longer-term ambition is that these posts will be for a minimum of 15 hours per week and a maximum of 37 hours per week. However, we will apply reasonable discretion in weekly contracted hours as we transition from our current structure to this new structure, taking into consideration existing employees availability for work.

The Job Descriptions for all of the posts in the proposed new structure will be shared with you during the consultation process. These include:

- Site Supervisor
- Cook
- Mobile Cook
- Assistant Cook
- Cleaning Supervisor
- Multi-Skilled Hygiene & Catering Operative
- Mobile Multi-Skilled Hygiene & Catering Operative
- Driver

## What about the reduction in hours under the second phase of the Resource Allocation Review (School Catering)?

This new change process supersedes the proposed 2<sup>nd</sup> phase of the resource allocation review and adjustments required have been included in the modernisation programme.

As part of our normal business practices if in future school meal uptake increases or reduces in sites will need to review labour to income ratios which may result in further change, i.e. increase or reduction in hours for school catering sites.

## What is the process for this change?

There will be two phases to this change consultation process.

### ***Phase One: Applications for Voluntary Redundancy***

As outlined above, the proposed new structure is likely to lead to some existing posts being made redundant. It is NEWydd's desire, so far as is possible, to achieve the required post reductions by providing an opportunity for employees to apply to leave their employment with NEWydd through a voluntary redundancy scheme, thereby minimising the need for compulsory redundancies.

To make an application you will need to refer to the 'Voluntary Redundancy (VR) Scheme' document.

#### Making an Enquiry about VR

You can have a confidential informal discussion with your Area Contract Manager without obligation. Before progressing with an application, you can also request an indication of what your entitlements might be, should an application be approved, via email to: [newyddstaff@newydd.wales](mailto:newyddstaff@newydd.wales).

#### Making an Application

If you choose to apply for voluntary redundancy, the completed form, which is part of this consultation pack, should be returned to your Area Contract Manager or by confidential email to [newyddstaff@newydd.wales](mailto:newyddstaff@newydd.wales) by 30<sup>th</sup> September 2020. An illustration of your entitlements will then be provided to you and forwarded along with your application to a panel including NEWydd management, HR and Finance representatives for their consideration. We also propose to offer Trade Union representation during the panel process to observe and support transparency and fairness.

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All applications for voluntary redundancy will be reviewed against the following criteria:

- Where the type of current post or total number of posts across NEWydd, occupied by the employee volunteering, needs to be reduced
- The loss of skills of the employee will not significantly impact on the future success and sustainability of NEWydd's business
- The employee costs can justifiably be considered by NEWydd to represent an efficiency

It is intended that decisions regarding applications for voluntary redundancy will be communicated to applicants by 30<sup>th</sup> October 2020.

### **Phase Two: Assessment and Allocation of Individual Posts**

Once all applications for voluntary redundancy have been considered and accepted or declined we will review the structure in terms of available posts and remaining employees. We will be looking to assess employee suitability to slot into available roles and to help us determine this, all in scope employees are asked to complete an Employee Work Based Assessment.

### **Employee Work Based Assessment**

All employees are asked to complete and return the enclosed assessment by **Friday 25<sup>th</sup> September 2020** either by email or using the pre-paid envelope provided. Alternatively, if you would prefer to complete this online, a link can be emailed to you on request.

We are asking for this assessment to be completed at an early stage because the sooner we obtain this information, the more time we will have to identify potential alternative solutions.

Once this review and assessment have been conducted we will confirm which, if any, posts are deemed to be at risk of compulsory redundancy. At this point we will be offering Individual Consultation Meetings (ICM's) to in scope and at risk employees. We will also provide individuals with a proposal which outlines either their role in the new structure or what post(s) they are being considered for and whether they have been ring-fenced for prior consideration due to their being more employees than posts available. Ring-fenced employees may be required to undertake a selection process, the format of which will be agreed as part of the formal consultation process.

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## Feedback and Questions

We appreciate that the changes we are proposing and consulting with you on may be a source of worry for some of you. We are keen to hear your views on the proposed changes and any feedback you may have about how we could change or adapt the proposals considering the drivers for change outlined above.

To support this process we have arranged for Group Consultation sessions to be held on Tuesday 15<sup>th</sup> September 2020, information on how to book onto these is detailed in the covering letter which accompanies this pack.

Alternatively you can send your feedback or raise any questions you may have by either emailing: [newyddstaff@newydd.wales](mailto:newyddstaff@newydd.wales) or by calling the telephone number: **01352 704119** where your feedback will be noted for further consideration.

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**Appendix A – 23 schools proposed to move from onsite school catering provision to transported school meal service.**

- Bagillt, Ysgol Merllyn
- Brynford
- Carmel CP
- Drury CP
- Gronant CP
- Holywell, Ysgol Gwenffrwd
- Leeswood, Ysgol Derwenfa
- Lixwm CP
- Mold, Bryn Gwalia
- Mostyn, Ysgol Bryn Pennant
- Nannerch VP
- Northop, Ysgol Owen Jones
- Pentrobin St John the Baptist
- Rhosesmor, Ysgol Rhos Helyg
- Saltney Ferry CP
- Saltney, St Anthony's Catholic
- Saltney, Wood Memorial
- St Etholwold's Shotton
- St Winefred's Catholic Primary School
- Sychdyn, Ysgol Sychdyn
- Treuddyn, Ysgol Terrig
- Whitford, Ysgol Y Llan
- Ysgol Trelogan

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