

Dear Candidate

Could you be our new Non Executive Director?

Thank you for your interest in the post of Non Executive Director and I hope that you will find this briefing pack a useful introduction to the role and to Hertfordshire Catering Limited, HCL.

HCL is a limited Company wholly owned by Hertfordshire County Council, set up in September 2013. We are a contract catering service provider for schools in Hertfordshire and the surrounding area and we currently provide catering services in over 440 primary, secondary, academies and commercial catering customers.

The role of the Non Executive Directors and the Board plays an important part in providing leadership, direction and overall accountability to our shareholder for the work of HCL and its staff through the Chief Executive.

We hope that you find all the information which you require in this candidate pack, however should you have any queries on the role, please contact me at ian.hamilton@hcl.co.uk or by telephone on 01707 292500. To apply, please send a supporting statement and your CV to vicky.alvedro@hcl.co.uk by midnight on 29th September 2021.

Please note that interviews will be held on the morning of Tuesday 5th October and the afternoon of Monday 11th October.

Yours faithfully



Ian Hamilton
Chief Executive



Excellence in Education Catering

About HCL

Hertfordshire Catering Limited or HCL as we are known as is a “for profit” Company, wholly owned by Hertfordshire County Council and our dividend is invested to support local communities.

HCL provides catering and ancillary services to 440 schools mainly within Hertfordshire with some contracts in neighbouring counties and London boroughs. We are one of the largest education catering businesses in the UK with turnover over £40 million for 2019/20 and a headcount of 1,700 staff. There was a significant reduction in 2020/21 due to Covid but the company expects turnover to return to earlier levels and also a return to profit. HCL balances commercial return with the need to provide value for money for schools.

HCL provides an exciting and innovative approach to delivering school meals and other services, building on the excellent relationships between schools and the Company. Our ownership model enables HCL to be a unique blend of public sector ethos linked to the freedom and focus that a limited Company brings.

The Company began trading in September 2013, having been developed from Hertfordshire Local Authority’s school catering service, and is now governed by a Board of Directors which is currently made up of seven Non Executive Directors, with varying expertise and backgrounds, and the Chief Executive and Finance Director as the Executive Directors. HCL services include:

- Provision of lunchtime meals service to primary schools/academies
- Provision of ‘whole day’ catering services (café style) to secondary schools and academies as well as retail outlets
- Kitchen Equipment Repairs and Maintenance Scheme
- Kitchen Capital Equipment Replacement Scheme

and aims to support schools to improve outcomes for children and young people through programmes that deliver freshly prepared nutritional food and pupil health and wellbeing.



Excellence in Education Catering

The Opportunity

Ambassador, strategist, visionary and diplomat: your passion for healthy eating and the wellbeing of students and well-honed senior management skills will be invaluable in ensuring our Company delivers high quality school catering services across Hertfordshire and beyond.

HCL is a unique mix of private sector initiative with a public sector ethos.

Working alongside other Non Executive Directors, the Chief Executive and Finance Director, we are now looking for a further Non Executive Director to bring new skills and expertise to the Board. Exposure to a regulated sector would be helpful, as would experience of a complex customer-focused environment. We are particularly interested in IT, HR or Finance skills to broaden the existing skills that the Non Executive Directors bring to Board discussions and decision making. Candidates should also have a proven interest in corporate diversity and inclusion.

On average, HCL's Non Executive Directors commit one day per month for Board work. These are not salaried posts, but reasonable expenses will be paid. Under the Articles of Association, Non Executive Directors of the Board are elected or appointed by the Board for a specified term, in this case three years.

The Board and staff of HCL are ambitious for the company's success. They recognise that HCL has an important part to play in ensuring our shareholder and our school customers have on-going local access to reliable, high-quality catering and ancillary services.

At the same time it is recognised that schools have a choice in how they spend their precious resources and deserve best value for money.

The current Board has two Non Executive Directors nominated by Hertfordshire County Council as sole shareholder, including the Chairman of the Board; one Non Executive Director from schools appointed by the Board, four Non Executive Directors with varying backgrounds, the HCL Chief Executive and the Finance Director. The Chief Executive has been in post since April 2018, prior to which he was the Chief Finance Officer.

Main Areas of Responsibilities of Non Executive Directors

- Provide leadership, direction and overall accountability to our shareholder for the work of HCL and its staff through the Chief Executive and the work of the Board.
- Define and ensure compliance with the values and objectives of the Company.
- Approve strategies, policies and plans to achieve the Company objectives.
- Approve each year's budget and accounts prior to publication.
- Establish and oversee a framework of delegation and systems of control.
- Provide guidance, support and constructive challenge to members of the Senior Leadership Team.
- Monitor HCL's performance in relation to plans, budgets, controls and decisions, holding the Chief Executive and his Team to account.
- Ensure the Company remains accountable and open to customers and other stakeholders.
- Ensure that HCL's affairs are conducted lawfully and in accordance with regulatory requirements and generally accepted standards of performance and propriety.

Person Specification

Experience

- Track record of successful senior management experience including organisational strategic leadership and change management, gained ideally in a private sector organisation of a similar or greater scale and/or complexity.
- An experienced Non Executive Director, ideally with experience in a regulated sector with high standards of probity and a deep understanding of governance within a comparably complex environment.
- Demonstrable experience of working within a complex customer focused organisation.
- Commercially astute and numerate, with experience of the overview of complex budgets.
- Successful work in regulated environments effectively handling high profile and sensitive issues and working with a wide range of stakeholders.
- Clear and demonstrable commitment and passion to 'make a difference' within the education sector and its business environment.

Abilities, Skills and Knowledge

- The ability and vision to participate on the HCL Board, giving a clear sense of strategic direction; both demonstrating and exemplifying a clear appreciation of the role of a Board member.
- Excellent communication skills including the ability to represent and promote HCL effectively and appropriately in a wide range of settings to different audiences using varied media.

Personal Style and Behaviour

- Possesses and communicates a passion for the delivery of education catering through value for money and excellent customer services.
- Leads by example - a leader with credibility and enthusiasm; a decisive and effective decision maker.
- Operates as an effective ambassador – open, engaging and motivating style which generates respect and confidence.
- Personal and professional credibility, able to inspire confidence at all levels, to assess and interpret a wide range of stakeholder interests and requirements and to balance them effectively.
- Works well with teams – able to work as a member of a team with a collaborative style that engages people at all levels and promotes positive relationships throughout the organisation and with its partners.
- Demonstrates probity and integrity.
- Has the time and energy to discharge the responsibilities of the post effectively.
- Shares the vision and commitment of the organisation.

Role Tenure

The tenure for the role is initially for 3 years.

Salary

This is a non-salaried position. Reasonable business expenses will be covered.

Expected Time Commitment

It is expected that a Non Executive Director would commit on average one working day per calendar month to HCL related activity.

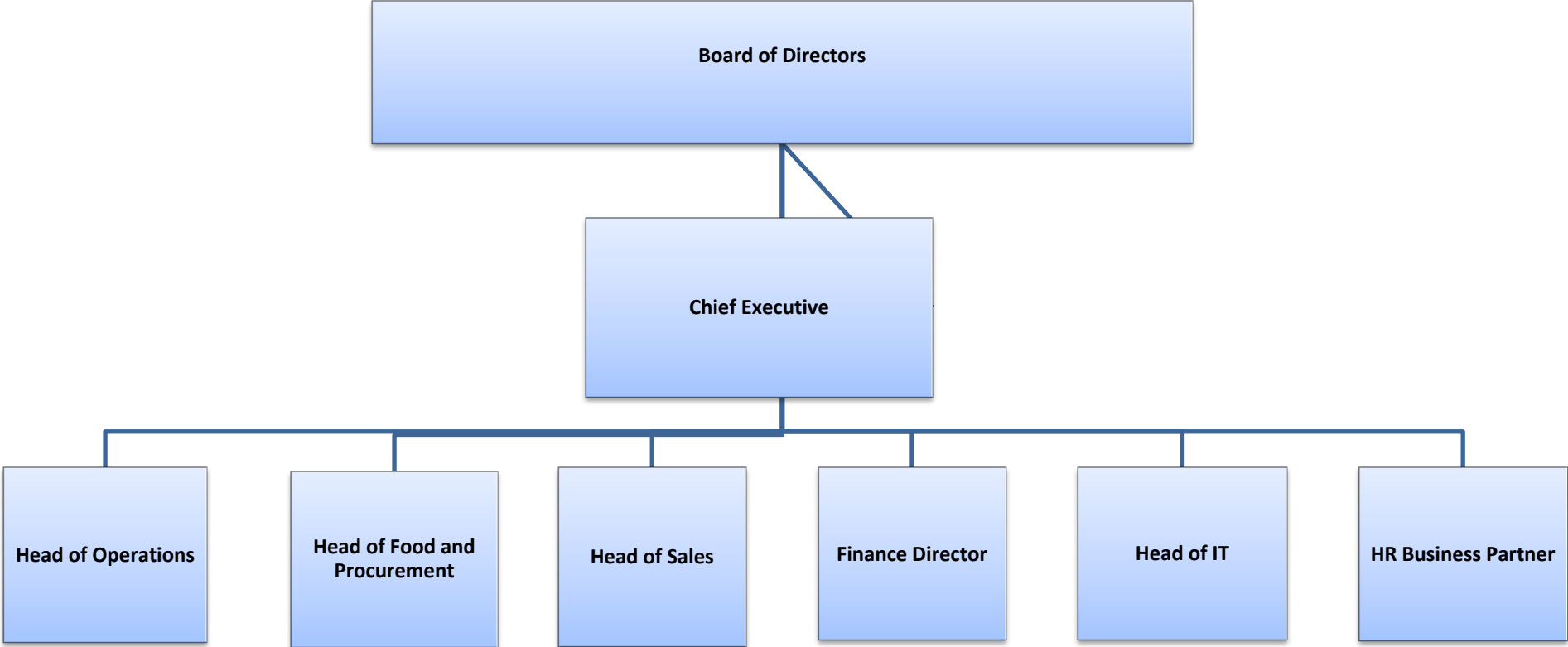
Pre-Engagement Checks

The offer of either role will be conditional to the satisfactory outcome of pre-engagement checks, which will include references, financial probity and Disclosure and Barring Service checks.

Further Information and How to Apply

To apply, please send a supporting statement and your CV to vicky.alvedro@hcl.co.uk by midnight on 29th September 2021. Should you have any questions about the role or wish to have an informal discussion, please contact Ian Hamilton, Chief Executive, at ian.hamilton@hcl.co.uk or by telephone on 01707 292500.

HCL Management Structure



About Hertfordshire

Hertfordshire is a county in South-east England whose southern border is just 12 miles from the centre of London. The county has a population of just under 1.2 million residents. Other counties that surround Hertfordshire are the London boroughs (south), Buckinghamshire (west), Bedfordshire (north-west), Cambridgeshire (north-east) and Essex (east).

The county is full of contrasts which blend together to create a superb quality of life for residents and visitors. Thriving modern towns have developed amongst historic market towns. Country lanes and sleepy picturesque villages are never far away.

The largest town is Watford, situated within the M25 motorway and has a thriving shopping centre and business parks. Other large, historic towns include St Albans, Hitchin and Hertford. New towns include Letchworth and Welwyn Garden City.

Hertfordshire has a strong diverse economy with particularly important sectors in pharmaceuticals, space technology and high value engineering, financial services and telecommunications, film, media and creative industries. Employment and skills levels are high with over half of Hertfordshire's workforce employed in knowledge based industries. Hertfordshire was one of the first places to be approved for an Enterprise Partnership. The new LEP is being established with strong business, academia, and Local Government representation, and a clear ambition to be in the top three economies in the country outside London.

Hertfordshire is well connected nationally and internationally with four national motorways, 3 neighbouring international airports and two main line rail routes.

