



# Report to Cabinet Member for Resources

Decision to be taken on or after 9 February 2009

Decision can be implemented at least 3 working days after decision has been signed.

Cabinet Member Report No. R03.09

There is a confidential appendix, which is exempt by virtue of paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972 because it contains information relating to the financial or business affairs of any particular person (including the authority holding that information).

**Title:** New Ways of Recruiting Project

**Date:** 28 January, 2009

**Author:** Corporate Director, People & Policy

**Contact Officer:** Gill Hibberd 01296 383127

**Electoral Divisions Affected:**

**Relevant Overview & Scrutiny Committee:** Performance & Resources

## 1. SUMMARY

The Strategic Resourcing "New Ways of Recruiting" Project was commissioned by the Corporate Director (People and Policy) and agreed by the Chief Officer's Management Team 26<sup>th</sup> April 2006 to research, develop and implement a solution for a complete strategic resourcing strategy.

The solution for a complete strategic resourcing strategy has the following key business objectives:

- To manage recruitment spend more effectively at the same or reduced cost, achieving efficiencies for both sourcing temporary agency staff and advertising of permanent staff.
- To appoint higher quality candidates across temporary and permanent staff, by improving our recruitment branding and attraction strategy, to become first choice employer and promote 'customers first'. This will support the council's activity in managing change.
- To achieve business excellence by implementing streamlined processes and best practice management of recruitment. This includes redesign of business processes and implementation of an e-recruitment system.

This will deliver a saving against current costs and volumes, in conjunction with an improved recruitment service for permanent and temporary staff, delivering better value through an integrated e-recruitment system requiring no capital investment from the Council, and achieving the required transfer of risk.

This report seeks approval of the decision to appoint a preferred bidder, as recommended by the Evaluation Panel and Project Board of the New Ways of Recruiting Project.

## **2. RECOMMENDATION**

**That the recommendation of the evaluation and the Project Board is approved, and the recommended partner is appointed as Preferred Bidder.**

**That the Corporate Director for People and Policy, in consultation with the New Ways of Recruiting Project Board, is approved to authorise the sealing of the contract.**

Details of the evaluation and financial analysis can be found in confidential appendix 2.

### **Narrative setting out the reasons for the decision**

1. The New Ways of Recruiting Project aims to improve the quality, speed and effectiveness of our recruitment service, by appointing a strategic partner. The People and Policy Service entered into a procurement process in January 2008 with a view to developing a new approach to recruitment of temporary and permanent posts across the County Council (BCC).
2. By managing our resourcing needs differently, the outcomes of the project support the People Strategy and Council Aims in:
  - Being the Best Employer
  - Bringing in Additional Talent
  - Championing Diversity
  - Transforming the Organisation
3. The solution includes the following objectives:
  - To implement a flexible streamlined automated recruitment system to process from advertising through selection to job offers, interfacing with SAP;
  - To make best use of a resource pool concept using a combination of “pools” to source applicants;
  - To improve both the branding image of the Council as an Employer of Choice and the customer experience;
  - To establish a real partnership for recruitment and the supply of temporary and permanent staff;
  - To reduce costs and achieve both cashable and non-cashable savings

Taken together these interventions will:

- improve efficiency;
- reduce internal and external costs;

- reduce the amount of transactional HR provision;
  - eliminate duplication;
  - improve applicant/customer and manager experience;
  - increase customer satisfaction and
  - improve access to information for applicants, recruiting managers and HR
4. Following the Cabinet Member for Resources' decision on 20th October 2008, the procurement process has continued with the final two bidders, Hays and Manpower, who were invited to submit Final Tender 10<sup>th</sup> November 2008. The Dialogue was closed on 24<sup>th</sup> November 2008.

The final tender submissions were received on Monday 1<sup>st</sup> December 2008. An Evaluation Panel (listed in Appendix 1) reviewed the tenders and applied the criteria of the evaluation matrix to score the submissions. Detailed financial evaluation of the proposals was carried out by officers from Finance. The completed evaluation criteria and associated weightings can be found in Confidential Appendix 2 as part of the Evaluation Report. The findings of the evaluation process were submitted to the Project Board on Monday 26th January, who agreed the recommendation of the Panel. Details of the Bidders are shown in Confidential Appendix 2.

Upon appointment of the Preferred Bidder, the mandatory standstill period will commence; and due diligence may begin after the decision has been notified to bidders. The contract will be able to be awarded following due diligence, at the earliest March 2009.

### **A. Other options available, and their pros and cons**

The New Ways of Recruiting Project commenced in April 2006. At each stage the options and considerations have been assessed. The reasons for the deselection of one bidder, and recommendation to appoint the remaining bidder are given in confidential appendix 2.

If the decision is not taken to approve the Preferred Bidder, there are a number of considerable risks to the Council, outlined below:

- Existing contracts for the provision of recruitment advertising services and sourcing temporary agency staff have already been extended beyond their original term.
- An interim service would not provide the efficiencies and benefits outlined, nor provide an e-recruitment system to effectively manage the sourcing and deployment of permanent and temporary staff. Existing suppliers may also apply non-competitive financial rates in the provision of an interim service.

### **B. Resource implications**

Resource implications have been considered within the final tenders submitted. The implications are outlined in confidential appendix 3.

### **C. Value For Money (VFM) Self Assessment**

Value for Money has been considered within the financial evaluation, outlined in confidential appendix 2a. The Council seeks to make the appointment on the basis of the most economically advantageous tender. Details of the potential costs and savings available from the proposals are outlined in Confidential Appendix 4.

## **D. Legal Implications**

The current Recruitment Contract expires on 31 March 2009 and the new contract, although wider in scope, will replace it. The terms and conditions for the new contract are based on the Office of Government Commerce Model Terms and Conditions for Services for Local Authorities amended to suit the requirements of this project and to protect the Council's interests.

## **E. Property Implications**

Property implications have been considered within the final tenders submitted, and the implications are outlined in confidential appendix 3.

## **F. Other implications/issues**

An equality impact assessment has been carried out with input from the bidder as part of their final tender. A joint equality impact plan between the council and appointed partner will be included within the implementation plan. The assessments indicate that the proposals meet legal and best practice requirements, and that there are no adverse effects constituting discrimination from their proposals.

A proposal for the recruitment and employment of casual staff will be developed by the partner following implementation of the permanent and temporary service.

Continued input from Schools representatives will be sought to consider implications for school buying decisions. The provider will continue to deliver the current service to schools at the current price during the transitional period, while developing a tailored service to meet the needs of schools. All service options and prices will be agreed through the Schools Forum in the usual way.

IT Implications - The IT method statement that formed part of the tender documentation was designed to highlight the main strands of IT activity so as to gain an understanding of bidder requirements and deliverables. Those strands consisted of:

- The provision of equipment (PCs, printers etc)
- Access to offices and systems
- The e recruitment system ( including usage and accessibility)
- Interfaces with SAP
- Disaster Recovery/Business Continuity
- Accessibility

Through the dialogue process agreement has been reached on the mechanisms surrounding this, and during implementation the detail will be drawn up and delivered; the Council has achieved a joint understanding that moves us forward on a basis of achievability. The Council has assurance and documentation which covers Disaster Recovery and Business Continuity Plans and these meet our expectations.

## **G. Feedback from consultation and Local Member views**

The evaluation panel, working group and project board contain representatives from Children and Young People's Services, Adult Social Care, Schools, Culture & Learning, Transportation, Procurement, IT, HR, Finance, Communications & Legal. (These groups are listed in Appendix 1). The Cabinet Member for Resources is regularly updated on progress, and views sought from the Cabinet Member for Achievement & Learning.

An information report was provided to the Leaders Advisory Group in June 08 & Dec 08, Extended Management Team in Nov 08, and to Schools Forum in Sept & Dec 08, and Services for Schools Board Jan 09, and to the Procurement Board Jan 09. Reports/papers are planned for the Leaders Advisory Group, Chief Officer's Management Team, & Extended Management Team in February 09, to keep them informed of progress and collate their views.

Consultation will continue during and beyond the implementation period.

## **H. Communication Issues**

Communications are being managed by the New Ways of Recruiting team with active use of the council's internal communication mechanisms such as Changing Times & Team Brief, Schools Bulletin, and use of the Council's intranet site to provide an overview of project developments and progress.

The communications activity has been as wide as possible across all services and partners such as Districts, Fire & Rescue, informal consultation with Unison, briefing to Schools Forum and informal consultation with service managers. The OD&HR team are regularly updated through monthly briefings. This activity will continue until implementation, when there will be a wider communication strategy to staff and external audiences. This communications plan will be agreed in conjunction with the appointed partner, and will be designed to reach council, partner, schools and community audiences.

## **I. Progress Monitoring**

The Operational Working Group meet monthly, overseen by the Project Board which meets quarterly. The competitive dialogue process is run according to corporate guidelines. The Cabinet Member for Resources is regularly updated on progress, and reports to Leaders and Advisory Group and the management team are planned for February 09.

A joint implementation team will be formed with the appointed partner to manage the implementation of the project, and a governance group will be formed to oversee the management and benefit of the contract for its duration. A Council contract manager will monitor the contract on a day-to-day basis to ensure the service delivered meets the needs of the Council (and its partners if appropriate) and schools, and the benefits of the contract are realised.

## **J. Review**

The next review point for the project will be the Award of Contract, following due diligence, fine tuning the contract terms, and the agreement of key performance indicators with the preferred bidder.

### ***Your questions and views***

*If you have any questions about the matters contained in this paper please get in touch with the Contact Officer whose telephone number is given at the head of the paper. If you have any views on this paper that you would like the Cabinet Member to consider, or if you wish to object to the proposed decision, please inform the Democratic Services Team by 5.00pm on 6 February 2009. This can be done by telephone (to 01296 383610), Fax (to 01296 382538), or e-mail to [cabinet@buckscc.gov.uk](mailto:cabinet@buckscc.gov.uk)*