

Transforming the Procurement of Temporary, Agency and Interim Staff:

Pan London Collaboration Opportunities



Improvement through efficiency



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1 Executive Summary

The London Centre of Excellence granted funding to the London Borough of Havering to study the use of agency staff across London local authorities, and to find ways of achieving cashable and non-cashable savings. Agency staff expenditure within London local authorities is estimated at £500 million during 2004-05, with little visibility or control, and a dynamic legal position. In some councils, when comparing headcounts on a full-time equivalent basis, these agency workers account for up to 25% of the total workforce.

Without visibility and control, this “invisible” workforce is costing London councils millions - up to £30 million or more annually. Managers are tempted by the ease and speed of agency recruitment, and when coupled with the lengthy processes inherent in today’s human resource recruitment for permanent staff, it is no wonder that the market segment has grown. However, recent case law has implied certain rights for agency workers, and the legal risks inherent with engaging agency workers must be managed if councils are not to be exposed to yet more costs.

This report summarises the pan-London current situation, and makes recommendations for the way forward - to take advantage of the opportunities available to councils by collaborating. This will be further enhanced once managed services are in place, as an electronic knowledge exchange* can be created, where easier benchmarking and trend analysis can be done on this previously hidden workforce.

We recommend that every council have a managed service because of the advantages and to bring visibility to the issue of agency workers, and so London can take advantage of improved workforce knowledge and market intelligence. Of the surveys that have been conducted, 12 London councils have already appointed a managed service. There are four basic types to choose from and a toolkit is available from the London Centre of Excellence (www.lcpe.gov.uk) to assist in this.

If London local authorities that did not have a managed service in place implemented one, and achieved 5% cashable savings, a total of £11,935,110 could be saved annually across London before the non-cashable savings that stem from business process re-engineering. Some authorities have achieved as much as 9% cashable savings from adopting a managed service approach to agency worker procurement. We believe that further savings can be found on a collaborative basis, by taking forward the options outlined and prioritised in this report, including the Electronic Knowledge Exchange as envisioned.

The primary goal of the project was to achieve cashable and non-cashable savings for agency, temporary and interim staff. This report is one of the outcomes of this project, and taking forward the recommendations will achieve such savings.

* An Electronic Knowledge Exchange is being specified.

2 Background and Introduction

2.1 This report and recommendations have arisen from a project undertaken by the London Borough of Havering with the support of the London Centre of Excellence.

2.2 PROJECT OBJECTIVES

The project's objectives included:

- To demonstrably improve arrangements for recruiting all types of agency, interim and temporary staff across London including administrative, clerical, social care, professional and other difficult to recruit to staff areas, but excluding teaching staff.
- To develop a process model for the procurement of the staff types.
- To make best use of and build on existing procurement skills in the specific area of agency staff recruitment.
- To encourage the adoption of best practice across all London Authorities.
- To identify solutions; this will lead to cashable savings, in line with the requirements of the further review. Areas considered difficult or sensitive to review will not be excluded.
- To identify opportunities for non-cashable savings e.g. timesheet and invoice processing.
- To identify and build long-term relationships with providers on value for money.
- To identify approaches used in other sectors in order to promote good procurement practice for other public bodies.
- To identify how collaboration between authorities can be best developed for the mutual benefit in procurement of staff types referred to above.
- To identify ways in which the needs of the councils for interim, temporary and agency staff can be addressed by using longer term arrangements with providers.
- To ensure that quality of and ability to supply agency staff workers is maintained or improved.

- To ensure that all project deliverables and recommendations recognise the likely impact of equalities, diversity and organisational development policies, as well as community development strategies.

2.3 THE PROJECT HAS THREE OUTCOMES:

- a Havering report, as an in-depth analysis of a typical London local authority;
- a Pan-London Collaboration report, which identifies the options for collaboration across London; and
- a Toolkit, as step-by-step guide to taking control of unmanaged agency staff expenditure.

2.4 THIS REPORT IS THE SECOND DELIVERABLE.

3 Current Situation as of November 2005

- Current total spend is assessed at £453 million across 28 boroughs that responded; this figure may be an estimate due to differing ways of financial coding amongst boroughs. Extrapolation of this figure would indicate that £500 million is spent annually by all 33 boroughs, which correlates with the 2004/05 Expenditure Analysis conducted by the London Centre of Excellence. An analysis is attached at appendix 1.
- There are at least 11,382 FTE's (full-time equivalents) of agency workers across 17 boroughs of London; however, 11 boroughs did not have access to information on headcounts.
- According to our surveys, roughly 40% of the total expenditure across London in agency workers is in the realm of social care.
- There are no rate comparisons across authorities.
- 13 of 27 authorities did not know the average length of time a worker was in post.
- 2 authorities had formal policies in place for transferring workers from temporary to permanent employment. 4 others had informal guidance.
- 12 authorities had vendor managed services in place; all were vendor neutral except for one master vendor service. 6 others were in the business case or tender process.
- Staff "gazumping" has been reported in tight labour markets, where price differences between the agencies has resulted in spiralling costs for authorities, as workers move between agencies to get the best pay and benefits.
- In several boroughs, Human Resources has been largely uninvolved in the procurement of agency staff, leaving procurement to managers to negotiate rates with little or no market knowledge and with few corporate resources.
- There is a reluctance to recruit permanent staff as the process is seen as overly complex, potentially expensive, and time consuming.
- Key Performance Indicators for Equalities and Diversity do not currently take into account the large numbers of agency workers, which, on an FTE (full-time equivalent) basis, may account for up to 25% of the total workforce.
- The latest "best-practice" advice surrounding the legal status of agency workers is not widely known the case law being recent and managers who utilise agency staff not being given advice.
- Authorities are not collaborating to maximise the benefits of working together.

4 Areas for Collaboration Identified for Further Work

A list of areas was identified in evaluating the potential for collaboration across London, and has been set out below. The benefits that can be achieved by collaboration are both cashable and non-cashable, yet there are issues to contend with and matters for consideration in taking them forward.

The areas have been prioritised for delivery by the project board and set out in table 6.1, the 'London Priorities Matrix'.

4.1 MANAGED SERVICES AND AN ELECTRONIC KNOWLEDGE EXCHANGE

4.1.1 Managed service definition

A managed service is a company or internal department that serves as an interface between a local authority and its agencies to manage their needs for temporary workers. It acts as one point of contact for all agency worker procurement, and sends out vacancies electronically to the agencies based on a tiering system. The tiers of agencies are tied to performance-based criteria.

Managed services collate and report on information for each candidate, their roles, pay rates and equalities and diversity data. Negotiation with the agencies for better rates of commission can also take place by the managed service. The managed service can also ensure the accuracy of all charges, particularly as analysis has shown that overcharges on National Insurance (NI) and the Working Time Regulations (WTR) are not uncommon.

Audits of agencies to ensure that they carry appropriate levels of insurance will also be undertaken by a managed service, and will check that agencies follow proper procedure to ensure that candidates are eligible to work in the UK. Training and employment history records can also be maintained per candidate.

There are four basic types of managed services:

- Vendor Neutral
- Master Vendor
- Internal
- Partially-Outsourced Human Resources

More information on the advantages and disadvantages of each, plus how to choose one for your authority, is contained in the Toolkit.

4.1.2 Why managed services are necessary

We recommend that every authority have a managed service because the numbers of agency staff can account for up to 25% of an authority's workforce (when compared on an FTE basis). A system that provides a corporate view to agency staff combined with policies surrounding usage will minimise costs, increase visibility, and increase quality. A managed service can also highlight risks previously unseen to the organisation where agency workers have accrued potential rights to be defined as de facto employees. Further information on the inherent legal risks when engaging agency workers can be found in the Toolkit.

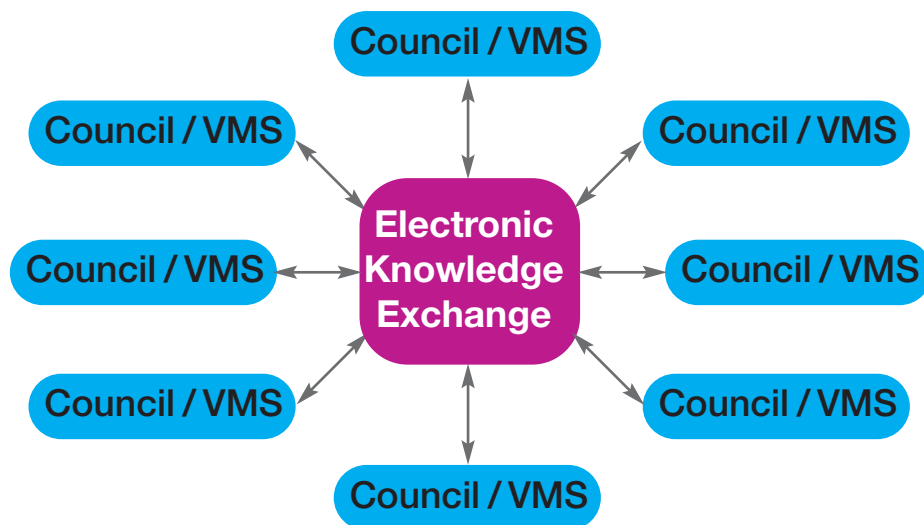
4.1.3 Electronic Knowledge Exchange

One opportunity for achieving collaborative savings is through an Electronic Knowledge Exchange. The Exchange will utilise the databases from the existing managed services to pool together aggregated, searchable statistics for the agency workforce as a whole across London. This will be able to be searched by selected boroughs or on a London-wide basis. The system will be hosted by the London Centre of Excellence on their website, www.lcpe.gov.uk and it is anticipated to be running by March 2007. Example data for comparisons will include:

- Pay Rates by Role
- Numbers of Staff
- Total Expenditure, and by sub-category
- Benchmarking
- Market Intelligence
- Equalities and Diversity information on the Agency Workforce
- Trend Analysis, to see how everything changes over time

This will be of use to both Procurement and HR colleagues in defining the agency workforce, identifying gaps, skills shortages, etc. The Exchange will be a useful tool for anyone who interacts with their managed service; be it from ordering an agency staff person to making strategic corporate decisions about agency staff usage.

Data will be captured from the managed services by XML in accordance with government data transfer standards (eGIF). On the next page is a simple diagram of the relationship of the Knowledge Exchange to the Councils and their {Vendor} Managed services (VMS).



Data from the managed service will be anonymised so that there are fewer Data Protection Act implications.

For agencies, objective information on the agencies used and their performance scorecards could be exchanged, such as fill rates, location, or whether they are a small-to-medium sized enterprise (SME) or a black and minority owned enterprise (BME). (see 4.13 'Quality information on Agencies')

If an agency passed an audit by a managed service, the results could be posted and shared. Authorities would be free to utilise agencies used by other authorities, perhaps assisting in delivering their community priorities. Cashable savings could be made if an agency audit by one authority is considered valid by another, thus saving costs of multiple audits of the same agency. (see 4.14 'Agency Audits')

4.2 BENCHMARKING

Benchmarking has not been available in the agency staff sector previously, and an Electronic Knowledge Exchange will aid in its delivery. For example, in tight labour markets, knowing the rate of pay on an average basis across London will aid recruiters in knowing what to pay candidates. Furthermore, it will identify areas where local authorities are potentially overpaying to receive the same services.

Such benchmarking will allow for strategic labour planning, which may be useful when project planning and budgeting.

4.3 MARKET INTELLIGENCE

The need for accurate market intelligence cannot be underestimated, as recent surveys have shown that £500 million is spent annually on agency staff by London local authorities. Understanding that market, the numbers of posts held by role, the pay rates, and even the length of time in post will allow hiring managers and the London Heads of Human Resources to make better decisions for recruitment as a whole.

Good market intelligence will also aid procurement specialists, such as the London Contracts and Supplies Group, to assist in buying decisions by managers and identify further collaborative procurement opportunities, such as through the on-line Contracts Register Service www.contractsregister.com.

4.4 TREND GATHERING

Trends can be analysed using an Electronic Knowledge Exchange, to see how pay rates and the numbers of people in post have changed over time. Trends can also include the equalities makeup of workers, so questions of whether the thousands-strong agency workforce is becoming more or less diverse over time can be answered, and policy and decision makers can tailor their strategies as a result.

4.5 RATE COMPARISONS BY ROLE

Rate comparison can assist in developing average rates for roles, as currently there is no information on the average pay rate across

London for any workers provided through agencies. This would be particularly useful for project planning, budget estimating, cost negotiation with managed services and agencies, and workforce planning when compared with permanent employee data. Also, if rates paid by an authority were too high compared to the London average, or neighbouring boroughs, negotiation with the agencies can take place.

4.6 JOBS PORTAL

Consideration has been given to the creation of a London-wide jobs portal on the internet for agency workers. In the summer of 2006, there will be the launch of an 'official' dedicated website run by the Greater London Authority (GLA) for London public sector permanent vacancies, www.yourlondon.gov.uk/jobs. Work needs to be done to ascertain if there would be the capacity to include temporary positions from a technological standpoint. Benefits would include London branding, boosting the profile of public sector employment, as well as streamlining the application process for candidates.

4.7 VETTING / REFERENCES

Subject to the Data Protection Act, information about a candidate's background, experience, and relevant checks can be compiled within each managed service. We suggest that training records also be included. This will aid in assigning candidates to future positions, and also, in the unfortunate event of an accident, any training records can be easily accessed during an investigation.

If a worker has signed a release clause within their contract with the agency allowing the information about them to be shared with other Electronic Knowledge Exchange users, the data can be used by any local authority, making the recruitment process simpler, less bureaucratic and faster.

4.8 BASIC INDUCTION

The toolkit advises that a managed service will maintain records on when basic inductions were completed, so for any future assignments within the same authority, time need not be wasted on re-performing basic inductions.

Whilst the induction process is likely to vary amongst authorities, there is scope for the following:

- a. undertaking joint inductions for local authority general information
- b. providing standard information
- c. providing certificates of competency that could be transferred across authorities.

Savings would be classed as non-cashable, as there would be time saved in performing basic inductions as workers move from post to post within authorities.

4.9 NEMS / SLIVERS OF TIME PROJECT

The NEMs project, commonly known as Slivers of Time, is a project partially funded by the ODPM to match people with limited time availability to jobs that suit the time constraints.

The theory is that jobs would be advertised and candidates selected via an online system. Candidates would accept or decline the bookings via text message, and when they have completed their assignment, payment would be made through whichever agency the candidate is registered. Feedback can be collected easily and candidates can create a work profile.

Slivers of Time was not in use by any local authority at the time of this publication. More information can be found at the Slivers of Time website, www.sliversoftime.com.

4.10 STANDARDISED JOB ROLES

Generally agency staff are recruited by requesting 5 or 6 key areas of expertise needed and it would make sense that there could be standardisation in those key areas to assist in such matching.

It is recognised that matching solely on job description would be nearly impossible, as job descriptions are often difficult to match by department. However, the development of the key areas of expertise would be useful in defining the roles.

Making inroads into standardising job roles will make the search features of the Electronic Knowledge Exchange more usable, as well as allowing further discussions on pay and benefits for jobs London-wide.

4.11 STANDARDISED TESTING / QUESTIONS

For agency staff that are given competency tests, it may be useful to maintain a 'bank' of standardised tests and questions. Results for candidates can then be kept on file, so as workers transfer from authority to authority, testing is not required to be re-done.

A collaboration option therefore could be where a standardised testing procedure is created, and records of the results maintained per candidate. The bank of standardised tests could be distributed to the agencies via downloads on a website.

4.12 JOINT TRAINING AND RECRUITMENT INITIATIVES

Training of agency staff is often necessary to bring workers skill sets up to standard.

Identifying skill sets where such training is consistently delivered (e.g. social care) and needed across London local authorities would be the first step towards collaboration. From there, joint training initiatives could be developed to reduce cost.

4.13 QUALITY INFORMATION ON AGENCIES

Most managed services use a 'scorecard' method of tiering agencies based on performance.

Objective information from the scorecards can be shared amongst London local authorities. For example, such performance scorecards could be exchanged, detailing fill rates and response times. Data on an agency's location, or whether they are a small-to-medium sized enterprise (SME) or a black and minority owned enterprise (BME), could also be shared.

Authorities would be free to utilise agencies used by other authorities, perhaps assisting in delivering their community priorities of encouraging SME's and BME's to do business with them.

4.14 AGENCY AUDITS (WORK ELIGIBILITY, INSURANCE, CRB CHECKS)

Agencies need to follow proper procedures to ensure that the candidates they provide are eligible to work in the UK, and have had their licence and CRB checks where necessary.

Managed services will be able to audit agencies on a regular schedule. However, as boroughs migrate to a managed service approach to agency worker procurement, it is highly probably that duplication could occur where the same agencies are used. An audit conducted by one authority should be sufficient for others; therefore eliminating duplication and extra costs associated with conducting the audit.

4.15 OUTSOURCING WHERE THERE IS A HIGH USAGE OF TEMPORARY STAFF

Once a greater picture of the agency workforce is developed, there may be some services which have a high usage of agency staff, which would be better served by outsourcing through alternative service delivery plans.

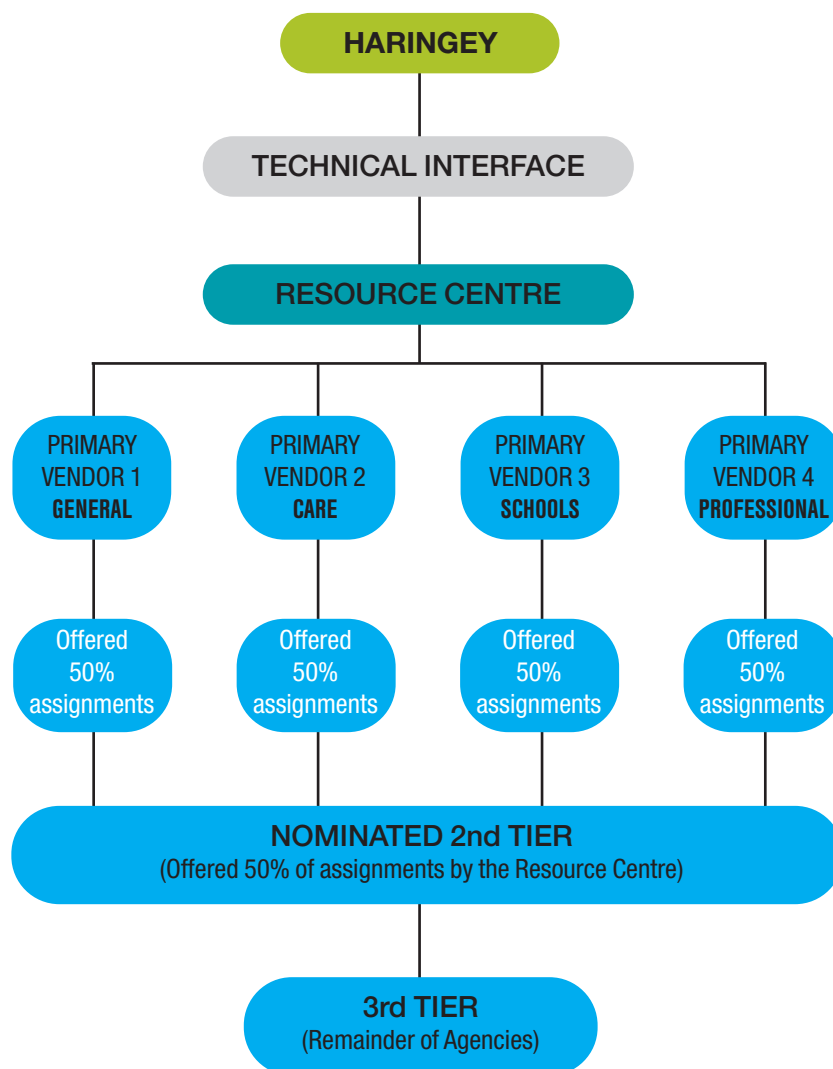
Collaboration efforts could include the outsourcing of those staff and joint procurement of contracts by boroughs that share the same high usage patterns. Costs could be reduced by outsourcing; however, one important non-cashable saving is the reduction in legal risk. Agency workers that are TUPE transferred to another company to provide a service, who are managed by that company, would not be likely to be deemed de-facto employees of the Council.

4.16 CONTRACTS OPENED TO OTHER AUTHORITIES

There are two contracts open to all London local authorities for provision of agency worker managed services.

Haringey - Master Vendor / Vendor Neutral Hybrid - Flexible Options

The London Borough of Haringey has a flexible contract for a managed service. On the next page is a diagram of how their managed service works.



Haringey’s agency worker needs are filtered through a resource centre. 50% of the assignments are given to first tier suppliers, called “primary vendors,” and 50% of the assignments are offered to second tier suppliers. The contract is flexible in that the percentages assigned to the tiers can vary for those who join in to the contract.

Payment for the resource centre can be made by a shared savings agreement. An ideal level of agency mark-up is determined, and the difference between the current level of mark-up and the ideal level is savings available. A percentage of the savings available is claimed by the Resource Centre for running costs, while the remainder of the savings available is given to the Council. In this way, the model is incentivised so that the managed service continually aims to achieve greater savings. There is a payment alternative of a flat fee for the resource centre.

SME’s and BME’s are also supported using the tiering scheme, whilst cost advantages from appointing primary vendors within the categories can be obtained.

Should you wish to join in or obtain further information, please contact Michael Wood at Haringey: michael.wood@haringey.gov.uk or 020 8489 2120.

Hillingdon - Vendor Neutral for provision of Professional Staff

The London Borough of Hillingdon operates an LCSG contract for a vendor neutral service for the procurement of professional staff only. For more information on this contract, please contact Danesh Sharma at Hillingdon: dsharma@hillingdon.gov.uk or 01895 277934.

By encouraging authorities to analyse whether these contracts would suit their needs, tender costs can be avoided, and savings achieved.

4.17 LONDON-WIDE POOL OF STAFF

A new body, perhaps run by the Association of London Government or the Greater London Enterprise, could be created as a London-wide pool of pre-vetted staff, thereby eliminating

agency commissions altogether. The agency would therefore be non-profit and serve the interests of local government, instead of investors.

Commissions could be saved and used to offset the running costs, and non-cashable savings made by having the staff pre-vetted (thus saving time).

4.18 ADDRESSING SKILLS SHORTAGES AND WORKFORCE PLANNING

There are no master databases of the numbers, roles, and pay rates across London authorities' agency workforce. As a result, analysing skills shortages in the capital are limited to examining vacancies of permanent posts, while there are jobs held by agency workers that are not assigned a formal post. This research is done on an annual basis by the Association of London Government (ALG). The Recruitment and Retention Strategy 2005 report states:

“The lack of information on agency workers should not be underestimated as a management issue for the boroughs... There is nothing intrinsically wrong with employing agency workers; the lack of data, their (over) extensive use in certain services and whether they are used in an optimum way may however be a concern. Agency workers clearly provide a degree of flexibility to meet short term or variable service needs. But there are issues of ensuring effective procurement arrangements and identifying where and over reliance on agency workers may have a negative impact on service delivery/consistency.”

Local authorities have a requirement to produce a local (pay and) workforce plan. They are also requested to provide information to the ALG on age, gender, and ethnicity for the permanent workforce.

In London, where agency workers can account for up to 25% of an authority's headcounts [when compared on an FTE (full-time equivalent) to FTE basis], there is a strong argument for including agency workers in the pay and workforce strategies set locally, as well as collating information centrally for use by human resource planners, education authorities and other governmental bodies. They can use this information to better target skills shortages, equalities and diversity strategies, both within their authority, and as part of London.

The Electronic Knowledge Exchange will manage this reporting by aggregating data from local authorities' managed services. Organisations such as the ALG and the Learning and Skills Councils can use this information to develop planning strategies for the future workforce.

4.19 STANDARDISED POLICIES

As managed services are put in place, corresponding policies surrounding when to engage agency staff, for how long, etc. are needed to give guidance to managers. These include HR policies, Procurement and Financial Frameworks.

A 'bank' of policies could first be created for usage by any local authority; this will achieve non-cashable savings in the time needed to develop policies without assistance.

Beyond the bank of policies, work could be done to create a standard set of policies for the whole of London. Again, this would result in non-cashable savings. Local issues would need to be addressed within the policy documents.

5 Recommendations

5.1 MANAGED SERVICES

That every council choose one of the four models of managed services to gain control and visibility over agency staff expenditure.

5.2 POLICIES AND GUIDANCE

That every council review their human resources policies and give guidance to managers for engaging agency workers.

5.3 ELECTRONIC KNOWLEDGE EXCHANGE

That the pan-London recommendations for an Electronic Knowledge Exchange are taken forward and implemented by the London Centre of Excellence in 2006/07.

5.4 PAN LONDON COLLABORATION PRIORITIES

That the pan-London Collaboration Opportunities identified in 6.1 are taken forward in order of priority level by the Project Team.

6 The Way Forwards

6.1 LONDON PRIORITIES MATRIX

Below is a matrix of the identified pan-London collaboration opportunities and corresponding priorities.

Pan-London Collaboration Objective	How it can be achieved	How success would be measured	Priority	Status
<p>Electronic Knowledge Exchange This includes benchmarking, market intelligence, trend gathering, and rate comparison.</p>	<ul style="list-style-type: none"> • Creation of the Exchange and interfaces • Creation of reports/filtering 	<ul style="list-style-type: none"> • Use by all London local authorities, the LCSG, the London Heads of HR, the ALG, the Employers Organisation, and other governmental bodies • Cost reduction 	High	Specification drafted; quote received. Additional quotes needed.
<p>Agency Information This includes quality information for agencies and agency audit results. This may be part of the Electronic Knowledge Exchange.</p>	<ul style="list-style-type: none"> • Share information on scorecard results by agencies via Electronic Knowledge Centre • Share information regarding which agencies have passed recent audits, ensuring that audits are not duplicated by authorities 	<ul style="list-style-type: none"> • Use by all London local authorities, the LCSG, the London Heads of HR, the ALG, the Employers Organisation, and other governmental bodies • Cost reduction • Regeneration and Community Priorities achieved 	High	Specification drafted as part of the Electronic Knowledge Exchange.
<p>Jobs Portal This includes the creation of a web-based jobs portal for candidates for London local authority (public sector?) jobs, standardised job roles, standardised testing, vetting and reference checking, and basic induction.</p>	<ul style="list-style-type: none"> • Creation of a London-wide jobs portal • Information sharing on candidate vetting / reference checking via Electronic Knowledge Exchange • Creation of standardised basic induction to local government • Create 5 line “short spec” per post and find commonalities • Maintain bank of job specifications • Create standardised testing and questions across London for candidates 	<ul style="list-style-type: none"> • All temporary jobs available listed and advertised • Use of the ALG annual surveys to capture whether the branding has been visible to Londoners • Basic induction created and deployed. • Bank of job specifications created for use by any local authority. • Standardised testing and questions created and deployed through agencies. 	High	London-wide jobs portal created; feasibility into adding temporary positions to the available jobs needed.

Pan-London Collaboration Objective	How it can be achieved	How success would be measured	Priority	Status
Contracts opened to other authorities	<ul style="list-style-type: none"> Encourage adoption where feasible of contracts created that are open to LCSG members 	<ul style="list-style-type: none"> Adoption of LCSG contracts Cost reduction for tendering 	Medium	Information available in toolkit.
Standardised policies	<ul style="list-style-type: none"> Create standardised policies for agency workers for use by all London LA's 	<ul style="list-style-type: none"> Deployment across London LA's Non-cashable savings from consistent approach 	Medium	Not started.
Addressing skills shortages and workforce planning	<ul style="list-style-type: none"> Create database of positions open and ones held by agency workers Work with pan-London bodies (ALG, London Heads of HR, EO, Learning & Skills Council) to address skills shortages 	<ul style="list-style-type: none"> Use of statistics by the pan-London bodies in building strategies 	Medium	Specification developed for Electronic Knowledge Exchange; in talks with the ALG for statistics needed.
London-wide pool of staff	<ul style="list-style-type: none"> Create a London-wide staff bank 	<ul style="list-style-type: none"> Staff bank created. 	Medium	In discussion with the ALG.
NEMS / Slivers of Time	<ul style="list-style-type: none"> Usage of Slivers of Time if deemed appropriate by local authorities 	<ul style="list-style-type: none"> Usage of Slivers of Time if appropriate 	Low	Not started
Joint Training Initiatives	<ul style="list-style-type: none"> Create joint training initiative for worker training needs 	<ul style="list-style-type: none"> Joint training initiatives established. 	Low	Not started

6.2 RISK REGISTER

Below is a table of the identified risks that correspond with the priorities as stated in table 6.1, London Priorities Matrix.

Risk Index No: / Status (e.g. 001/Open)	Description of Risk	Probability High Medium Low	Impact High Medium Low	Description of Mitigating Action	Person Responsible for resolution	Date when raised	Target date for resolution
Electronic Knowledge Exchange							
101/Open	System too complicated	Medium	Medium	Road test functionality with potential users	Project Manager	3/06	
102/Open	Reports do not reflect users' needs	Low	High	Obtain list of comparisons needed for reports; make report writing flexible to suit	Project Manager	3/06	
103/Open	Interfaces do not work or data not kept up to date	Medium	High	System testing before launch; robust communication and escalation plan for interface failures.	Project Manager / Local Authorities	3/06	
104/Open	System downtime	Low	Medium	Robust business continuity / disaster recovery plan; extensive testing before go-live to anticipate system issues.	Project Manager / LCoE	3/06	
105/Open	Difficulty in matching jobs across local authorities	High	High	Work with the London Heads of HR and the ALG to attain consistency. Use 5-line shortened job roles. Use keyword searches in EKE functionality to aid matching.	London Heads of HR	3/06	
106/Open	Not all local authorities sign up or managed services unwilling to release data	Medium	Medium	Lobby local authorities for support via the ALG, the London Heads of HR and the LCSG.	ALG; London Heads of HR; LCSG; Project Manager	3/06	
107/Open	System too expensive	Medium	Medium	Develop detailed functional specification to minimise change requests; 'future proof' where possible. Consider charging boroughs for access as "CHAS" system does.	LCoE; Project Manager	3/06	

Risk Index No: / Status (e.g. 001/Open)	Description of Risk	Probability High Medium Low	Impact High Medium Low	Description of Mitigating Action	Person Responsible for resolution	Date when raised	Target date for resolution
108/Open	ODPM withdraws support for the London Centre of Excellence	Low	High	Seek new host for system.	LCoE	3/06	
109/Open	Security breached	Medium	High	Develop robust password protection / encryption.	LCoE; Project Manager	3/06	
110/Open	Savings not achieved.	Medium	High	Review user base and seek system improvements to assist in achieving savings.	Project Manager	3/06	
Agency Information Sharing							
111/Open	Scorecards do not match from one managed service to another	Medium	Low	Develop objective criteria for shared scorecards and implement.	Project Manager	3/06	
112/Open	Data Protection Act issues	Low	Low	Ensure data fields consider the impact of Data Protection Act issues and amend if necessary.	Project Manager	3/06	
Jobs Portal							
113/Open	Does not work well with managed service	High	High	Map system processes, define bottlenecks and identify solutions.	Project Manager; ALG	3/06	
114/Open	Not well advertised to London jobseekers	Low	High	Advertise to jobseekers using the ALG and GLA.	ALG	3/06	
115/Open	System too expensive	Medium	High	Obtain est. development costs; project plan and keep to budget. If still too expensive consider revenue potential through web advertising or pricing structure to local authorities.	ALG	3/06	

Risk Index No: / Status (e.g. 001/Open)	Description of Risk	Probability High Medium Low	Impact High Medium Low	Description of Mitigating Action	Person Responsible for resolution	Date when raised	Target date for resolution
116/Open	Savings not achieved	Medium	High	Consider selling ad space and re-evaluate savings, both cashable and non-cashable.	Project Manager; ALG	3/06	
117/Open	Basic induction not useful or not applicable	Medium	Medium	Re-evaluate basic induction on a continual (annual?) basis to ensure it is both useful and applicable.	Project Manager	3/06	
118/Open	Job specification bank not useful or not applicable	Medium	Medium	Ensure design is user-friendly and searchable. Adopt a strategy of continuous improvement.	London Heads of HR; Project Manager	3/06	
Contracts Opened to Other Authorities							
119/Open	Takeup by available contracts leads to large market vendors and not enough competition in future	Low	High	Encourage LA's to choose a system that is right for them. Private sector managed services may ensure that the risk of lack of competition is not realised. Establish links to private sector organisations and other public sector bodies (NHS, central gov't) to re-evaluate approach.	LCSG	3/06	
Standardised Policies							
120/Open	Policies too broad or too specialised	Medium	Low	Adopt policy review strategy through the London Heads of HR	London Heads of HR	3/06	
Skills Shortages / Workforce Planning							
121/Open	Statistics generated not used	Low	High	Ensure buy-in from decision makers and follow-up to assess usability.	ALG; Project Manager	3/06	
122/Open	Available statistics not advertised or communicated to stakeholders.	Low	High	Advertise availability of statistics to stakeholders.	ALG; LHHR; Project Manager	3/06	

Risk Index No: / Status (e.g. 001/Open)	Description of Risk	Probability High Medium Low	Impact High Medium Low	Description of Mitigating Action	Person Responsible for resolution	Date when raised	Target date for resolution
London Wide Pool of Staff							
123/Open	Programme too expensive	High	Medium	Reconsider options.	ALG; Project Manager	3/06	
124/Open	Not enough support from local authorities	Medium	Medium	Enlist support through the ALG and London Heads of HR to use system	ALG; Project Manager; London Heads of HR	3/06	
125/Open	Not advertised to attract candidates	Medium	High	Enlist support through the ALG and London Heads of HR to advertise system	ALG; Project Manager; London Heads of HR	3/06	
126/Open	Legal risks stemming from identifying the de-facto employer	High	High	Take advice from legal in setting up the quasi-agency	Project Manager	3/06	
127/Open	ICT support systems fail.	Low	High	Develop robust business continuity / disaster recovery plan.	Project Manager	3/06	
Outsourcing where there is a high usage of temporary staff							
128/Open	Collaboration opportunities not capitalised upon.	High	High	Ensure identification of collaboration opportunities and encourage joint procurement arrangements	Project Manager / LCSG	3/06	
129/Open	Savings not achieved.	High	High	Re-evaluate non-cashable savings from risk reduction of workers not being deemed to be employees of the council.	Project Manager / LCSG	3/06	
NEMS / Slivers of Time							
130/Open	System doesn't work	High	Low	Evaluate feasibility; continue to use managed service systems in place.	NEMS	3/06	

Risk Index No: / Status (e.g. 001/Open)	Description of Risk	Probability High Medium Low	Impact High Medium Low	Description of Mitigating Action	Person Responsible for resolution	Date when raised	Target date for resolution
131/Open	System doesn't interface with managed services and/or e-Procurement systems	High	Low	Revert to managed service procedures until corrected.	NEMS	3/06	
132/Open	System too expensive	High	Low	Utilise existing managed service channels of recruitment.	NEMS	3/06	
133/Open	Wrong jobs advertised through NEMS	Medium	Low	Utilise existing managed service channels of recruitment.	Local Authorities / Project Manager	3/06	
Joint Training Initiatives							
134/Open	Training delivered is too broad or too specialised for use by local authorities	Medium	Medium	Re-evaluate training needs by managers and ensure curriculum addresses needs.	London Heads of HR; Project Manager	3/06	
135/Open	Training initiatives too expensive to deliver	Medium	Medium	Weigh training options against cost of agency staff and re-evaluate feasibility.	Project Manager	3/06	
136/Open	Savings not achieved	Medium	High	Re-evaluate options for training of agency workers.	Project Manager	3/06	
137/Open	Savings not visible or easily accounted	High	High	Evaluate method of calculation and reporting of savings.	Project Manager; London Heads of HR	3/06	
138/Open	Timescales too lengthy to deliver	High	High	Project manage using PRINCE 2 methodology.	London Heads of HR	3/06	

As with any risk register, risks are only a problem if they are not managed. Careful oversight of each collaborative project will ensure success.

7 Appendices

7.1 PAN-LONDON SNAPSHOT – ANONYMISED

<i>Borough</i>	<i>Total spend for 2004-05?</i>	<i>% Spend by Directorate?</i>	<i># of suppliers?</i>	<i>Top ten suppliers, as a % of total spend?</i>	<i># FTE's temporary staff?</i>	<i># FTE's permanent staff?</i>	<i>Ration of temporary staff to total employment?</i>	<i>Average length of time in post?</i>
Council A	£10,000,000	Social Services, 61.07% Finance & Corporate Strat 22.36% Housing & Health, 8.79% Regeneration & Environ 6.79% Education, Arts & Libraries 1%	78	70%	776	6000	11.45%	81% less than 9 months, but 11% greater than 12 months
Council B	£32,000,000	Social Services 38.13% Chief Execs 7.53% Education 2.82% Environment 18.11% Housing 24.66% Leisure 8.75%	226	43.10%	1314	6000	17.97%	6 months
Council C	£6,769,689		n/a	preferred supplier - £1.3 million	1102	5639	16.35%	6 - 12 months
Council D	£20,000,000	CHSS 46% F&CR 12% CE 1% ESP 19% ECSL 22%	220	38.17%	1520	10000	15.20%	median average 6 months
Council E	£14,900,000	Social Services 49% Neighbourhood Services 15% Chief Executives 15% Strategic Planning 13% Culture and Community 7% Education LEA 1%	85	47%	n/a	n/a	n/a	Social Services 105 days
Council F	£16,715,505	Social services 44% Environmental 18% Finance 9% Housing 9% Policy & Administration 7% Education 7% Direct Service 6%	133	n/a	n/a	6629	n/a	Strategic Planning 130 days
Council G	£24,000,000	Chief Executive 2.47% Environment 12.14% Housing 18.4% Support Services 7.61% Finance 10.15% Social Services 42.19% Education 5.81%	250	n/a	n/a	9114	n/a	n/a

<i>Reasons for employing temporary staff?</i>	<i>Does LA have a staff bank?</i>	<i># of FTE's from staff bank?</i>	<i>Policy for temp to perm?</i>	<i>Challenges?</i>	<i>Positives?</i>	<i>Savings avenues?</i>	<i>Where in review process?</i>
recruitment in progress, additional and/or project work, restructuring, sickness, internal expertise not available, maternity leave, recruitment difficulties	no	n/a	no	getting all staff through the VMS	reduction in number of agencies, reduction in invoices, projected savings £203K	moving toward all agency staff gone through the VMS	have partial vendor neutral VMS; doing business case to cover all staff, and also e-procurement efficiencies, reduced volume, greater control
Holiday, Sickness, Volume of Business, Project, Short Term Requirement, Vacant Post	no	n/a	generally less than 1 year to avoid accruing employment rights	compliance to VMS by line managers compliance to VMS by 2nd tier agencies, signing up to the 2nd tier contract; stopping agencies canvassing line managers or placing temps through 'back door'; managers circumventing equalities policies; employment of under-represented ethnic groups	financial savings through consolidated contract; improved MIS; opportunity to target under-represented groups	stopping non-compliant 2nd tier agencies when there is security of supply through VMS and 1st tier assimilating long-term temps to permanent jobs increased efficiency through booking staff online, e-timesheeting. Eventually whole process will be electronic through to e-invoicing	master vendor VMS is delivering cashable savings
recruitment freeze vacant post maternity leave special project restructuring	yes	115	no - only in social services	only 3 corporate contracts rest ad-hoc purchasing. High interim staffing levels (with associated high risk levels)	HR just restructured. Plan to create analysis. Post contract negotiation led to savings (negotiation leverage based on business share of agency)	beginning analysis phase now	beginning analysis phase now
maternity, sickness, authorised absence/secondment, special projects/exceptional increase in workload, recruitment in progress, skill shortage, headcount freeze	yes	17	yes	lack of cohesion in overall staffing, usage of outlying needs such as consultants and contractors; demand management and savings capture process	control; policy compliance, favourable rates and commercial advantages; high levels of service and tailoring to requirements	process re-engineering, further supplier consolidation, increased temp to perm activity etc.	VMS appointed, project team in place, currently in delivery phase
vacant posts, sickness, other leave (maternity, holiday, etc.), scarce skills, resource one-off projects; interim mgmt & support during restructuring	no	n/a	no	flexibility, specialism, invigorates staff mix, preserves strategic options.	over-reliance, costs, lack of continuity. Failure to address underlying capacity issues.	reduction in spending through measures to tackle instances of use of agency staff and cost of agency staff when used	reduce demand for temporary and agency staff through reductions in sickness absence and review of vacancies; reduce cost through review of council wide procurement approaches
cover vacancies, mostly in areas with recruitment and retention difficulties to cover sickness absence and other unplanned leave	no	n/a		yet to implement systems	have purchased a staff agency system and tendering for neutral VMS	neutral VMS; reduced mark-up rates, standardised T's & C's; improved supplier mgmt (volume discounts, tiering, etc.) process efficiencies, improved transparency & control	implementation of eProcurement and Agency Staff system; tendering for neutral VMS
seasonal requirements sickness cover annual leave cover in place of permanent post	no	no	no; being developed to ensure maximum duration of temporary staff is 3 months	extracting quality management information; sufficient IT system for ordering	directorate "buy-in" understanding the need to improve and embrace change	options appraisal; entering other consortiums; in-house solutions; reduction of temporary staffing spends; introduction of robust policies and procedures; outsourcing recruitment (temp with perm options); consultation with HR solution and recruitment	procuring a resource centre (neutral VMS); implementing policy changes.

<i>Borough</i>	<i>Total spend for 2004-05?</i>	<i>% Spend by Directorate?</i>	<i># of suppliers?</i>	<i>Top ten suppliers, as a % of total spend?</i>	<i># FTE's temporary staff?</i>	<i># FTE's permanent staff?</i>	<i>Ration of temporary staff to total employment?</i>	<i>Average length of time in post?</i>
Council H	£10,000,000	Business Connections 24% Chief Executive 5% Organisational Development 5% People First 29% Urban Living 36%	3			5000		n/a
Council I	£13,800,000	Social Services 38.14% Customer Access & Culture 8.1% Education 2.13% Environment 18.32% Finance & Planning 18.66% Housing & regeneration 11.51% HR/Legal/Strategy 3.11%	235	46%	573	2648	17.79%	5-8 months industrial 12-18 months clerical, admin, professional
Council J	£28,000,000	Social Services 36.4% Chief Executive 0.1% Customer Focus 15.0% Environment & Conservation 22% Finance & Property Services 11% Housing and performance 9.7% Law and Public Services 2.2% Regeneration and Education 3.5% Social Services 6.4%	129	35%	1065	3700	22.35%	3.66 months (estimate)
Council K	£22,200,000	Social Care & Health 45% Regeneration 27.9% Resources 13.9% Education 12.6%	340	40%	400	3800	9.52%	6 months
Council L	£32,000,000	Social Services 40% Housing 24% Chief Executive 18% Environment 13% Education 3% Leisure 2%	230	40%	800	6142	11.52%	n/a
Council M	£17,179,993	Community Services 46.8% Environmental Services 35.6% Corporate Services 9.9% Chief Executives 4% Lifelong Learning 3.7%	139	47.16%	n/a	3162	n/a	n/a
Council N	£11,913,000	Administration 3% Education 3% Finance 6% Housing 8% Leisure & Amenities 2% Social Services 55% Technical Services 23%	107	43%	n/a	3167	n/a	n/a

<i>Reasons for employing temporary staff?</i>	<i>Does LA have a staff bank?</i>	<i># of FTE's from staff bank?</i>	<i>Policy for temp to perm?</i>	<i>Challenges?</i>	<i>Positives?</i>	<i>Savings avenues?</i>	<i>Where in review process?</i>
payrolling; project requirement; cover permanent vacancy; holiday cover; sickness cover	no	n/a		how to deliver further savings	have good MIS info	reducing # of suppliers, asking suppliers for suggestions	VMS implemented for technical and specialist; working to reduce and tier suppliers
maternity leave, long term sickness, etc., project work and short term contracts, where time to appoint is limited, where constant cost is needed, flexible workforce needed, habit (if a temp leaves, we often get another temp), specialist skills	yes	22	no	we don't check redeployable personnel lists, lack of accountability and client-facing familiarity, much off-contract spend, current legal rules, no MIS information, don't work with local no-cost agencies, like the JobCentre, terms and conditions not deployed	temps are cheaper in many instances, less red tape and HR regulations, speed of recruitment, seasonal work easier to manage	VMS, eProcurement savings, Social care electronic time capture, timecards/swipecards for agency staff, consider outsourcing services with high usage of temporary staff, tiered supplier lists, supplier reductions, standardised t's & c's, check rebates and address root causes of agency staff usage	analysis phase
policy decision, cannot employ, maternity cover, increase in workload	no	n/a	no, in discussion	how to fix pay rates	neutral VMS is successful	to fix pay rates	neutral VMS implemented
covering vacancies, workload peaks, project work and generally providing a flexible workforce	no	n/a	Guidance indicates that agency staff should be employed no longer than 3 months unless there are exceptional circumstances; Managers are also regularly reminded to terminate agency staff after 9 months due to potential employment implications	flexible resourcing options; preferred supplier arrangement successful (cost savings, quality of staff); preferred supplier has no charge for switching from temp to perm, and supplies diverse range of staff	leakage to other agencies; getting the RFQ social worker agency approach implemented; cheaper to engage agency staff than employ direct in some blue collar occupations; long term agency staff and employment implications; lack of management info & quality control on most agency spend	admin - maximising use of preferred supplier contract; reducing suppliers, more preferred suppliers, better acquisition practice, quality review & control; reducing invoices - consolidate and e-billing; better demand management; framework agreements and/or partnerships	independent review completed; review findings broadly supported; project manager to take forward
project work, seasonal or unplanned work, unavailable expertise, maternity leave, emergency situations and unfilled permanent positions	no	no		n/a	expected savings from VMS - £2.5 million in margin reduction	continued implementation of VMS	Has employed neutral VMS June 2005
long term sickness, maternity leave, vacant posts, short term projects, assist with backlog situations	no	n/a	no	High cost implications of employing agency staff; lack of commitment and continuity; repeatedly having to train up staff.	Wider pool of staff without the implications of having to take on staff permanently; ability to cover posts when recruitment freezes are in place	asking agencies to declare their % on-costs; move all to Council M's terms and conditions restricting commission; will be combining HR & procurement to save temporary staff	working on the business case for a VMS
Short term cover for essential services, fluctuations in workload, cover for posts difficult to recruit	no	n/a	no	currently decentralised; lack of MIS, too many agencies, no economies of scale, multiplicity of terms and conditions; proper vetting; obtaining the best price; security issues, lack of consistency	none listed	new strategic approach to employment and recruitment of temporary staff; pursuing neutral vendor solution	preparing business case for neutral VMS

Borough	Total spend for 2004-05?	% Spend by Directorate?	# of suppliers?	Top ten suppliers, as a % of total spend?	# FTE's temporary staff?	# FTE's permanent staff?	Ration of temporary staff to total employment?	Average length of time in post?
Council O	£9,600,000	Planning 1.7% Environmental Services 3.8% Education, Libraries and Arts 14.3% Corporate Services 8.1% Housing and Social Services 72.2%	80	~70%	n/a	n/a	n/a	n/a
Council P	£7,500,000	Chief Executives 1.2% Finance 5.8% Environmental Services 8.2% Education and Leisure 0.9% Schools 10.8% Social Services 27.1% HRA 10.5% Homecare 33.5% Other 1.9%	40	n/a	102	1569	6.50%	44% less than 3 months, 21.7% 3-6 months, 10.4% 6-9 months, 23.6% over 9 months
Council Q	£16,200,000	Social Services 39.5 % Technical 3.8% Clerical 18.5% Housing 4.9% Legal 1.5% Benefits 3.9% Planning 7.7% IT 4.1% Policy 1% Finance 6.2% Business Support 1.3% Environmental Health 1.4% Parking 6.2%	140	70-80%	750	n/a	n/a	4 months
Council R	£12,000,000	n/a	300	n/a	150	n/a	n/a	n/a
Council S	£28,056,827	Environment and Culture 11% Chief Executive 19% Development & Renewal 8% Education 7% Housing Management 23% Social Services 32%	n/a	28.14%	don't know	5268	n/a	approx. 1 year
Council T	£10,000,000	Social Services 67% Street Management 22% CX 7% Lifelong Learning 4%	50	n/a	550	7000	7.28%	greater than 3 months
Council U	£7,996,069	Social Services & Housing 77.6% Corporate Services 14.7% Environmental & Leisure 7.5% Education & Libraries 0.2%	not known	not known	not known	5293	n/a	n/a
Council V	£9,000,000	unknown	147	52%	not known	n/a	n/a	n/a

<i>Reasons for employing temporary staff?</i>	<i>Does LA have a staff bank?</i>	<i># of FTE's from staff bank?</i>	<i>Policy for temp to perm?</i>	<i>Challenges?</i>	<i>Positives?</i>	<i>Savings avenues?</i>	<i>Where in review process?</i>
temporary cover for sickness and vacancies; difficulties in recruitment; temporary projects	no	n/a		To reduce spend	Letting a contract for vendor neutral VMS	vendor-neutral VMS	vendor-neutral VMS
additional and/or project work, known absences, longer term leave, maternity leave, pre-contract temp, recruitment difficulties, recruitment in progress. Secondment cover, sickness, unforeseen circumstances	yes	n/a	yes; after 13 weeks of employment post is evaluated	n/a	MIS information through VMS, including diversity report	vendor neutral VMS, expecting lower agency margins, reduction in temp to perm fees and reduced transaction costs	vendor neutral VMS
stop gap until permanent positions are filled, more economic, greater flexibility	no	n/a	no	recently let new VMS	recently let new VMS, better control, fewer invoices, higher visibility, margin savings	recently let new VMS	recently let new VMS
national shortages in key occupations, low unemployment levels, covering vacancies, greater flexibility/variety for workers	no	n/a	don't know	evaluation of situation has led to a VMS proposal	n/a	evaluation of situation has led to a VMS proposal	business case for a VMS produced
short term interim cover, peaks in workloads	no	n/a	no	value for money/cost; inconsistent practices; excessive long term use; risks of litigation due to emp. status claims		reviewing contractual arrangements for preferred suppliers, clear guidelines	draft guidelines on usage of agency workers and consultants; very early stages of agency worker review.
hard to recruit posts, cover for long term absences, short term holiday cover, special projects	yes	small number	no, but they have an HR shared services dept which proactively reminds mgrs to recruit permanently and/or reduce agency cover	no contract for blue collar staff	neutral vendor contract is delivering better quality and reduced agency costs for the council as is the LCSG contract (currently with Adecco)	contract for blue collar staff in 2006	contract for blue collar staff in 2006, neutral VMS in place
short term cover incl. parental leave, backfill for secondments, sickness cover, skill shortages, short term funding, and cost.	no	no	no	to track the amount of agency usage & the reasons for it, to deal with the challenge of the shortages within Social Services, and to negotiate terms	n/a	working with agencies to source permanent candidates, persuading agency workers to become permanent (recently held high-profile fair), overseas recruitment and advertising in Europe	thinking of a vendor neutral solution
recruitment difficulties, skill shortages	no	n/a	no	n/a	n/a	a global vendor neutral solution will be in place within 6 months	procurement of vendor neutral solution near completion

Borough	Total spend for 2004-05?	% Spend by Directorate?	# of suppliers?	Top ten suppliers, as a % of total spend?	# FTE's temporary staff?	# FTE's permanent staff?	Ration of temporary staff to total employment?	Average length of time in post?
Council W	£4,200,000	n/a	112	n/a	n/a	n/a	n/a	n/a
Council X	£10,000,000	Chief Executive 0.73% Corporate Resources 10.38% Customer Services 0.74% Education, Leisure & Libraries 4.15% Housing & Social Services 60.5% Environment & Regeneration 23.5%	92	n/a	277.64	2207.32	11.17%	n/a
Council Y	£16,000,000	Central Services 21% Children & Community Services 46% Built Environment 33%	154	30%	450	4900	9.18%	60 days
Council Z	£40,000,000	Strategic 9% Environment & Leisure 9% Social Services 29% Housing 15% Education 21% Regeneration 7%	411	60%	1000	n/a	n/a	between 3 and 12 months
Council AA	£9,971,918	Children's Services 19% Housing & community Services 44% Environment & Regeneration 21% Performance & Customer Services 1% Finance & Resources 13% Chief Executive 1%	233	21%	n/a	n/a	n/a	clerical/admin - 3.16 months
Council AB	£8,000,000	n/a	150	33%	352	7500	4.48%	Social care 12 weeks; non social care 10 weeks
Council AC	£5,900,000	Community Services 23% remainder spread across 5 other departments.	60 (for non-community services)	n/a	200	3000	6.25%	2 to 3 months
	£453,903,001							

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	to backfill pending permanent employment; additional resources at times of peak workload; short-term projects subject to funding	no	n/a	not formal, but recognised that engagements should be for as short a time as possible	need a policy framework; absence of corporate arrangements and management data	managers have considerable flexibility	working with a consultant to find the way forward	working with a consultant to find the way forward
	Short term cover for essential services, fluctuations in workload, cover for posts difficult to recruit	no	n/a	no	to reduce costs, improve quality, provide better mgmt info through a VMS; need to retain good local agencies, empower council officers, and prevent maverick buying	Go-live for a VMS 11/2005; anticipated savings 500K pa	Go-live for a VMS 11/2005; anticipated savings 500K pa	Go-live for a VMS 11/2005
	project work requiring a specific skillset not available within permanent staff, time limited funding, maternity & sickness cover	no	n/a	no	too many agencies; lack of management information; Terms and conditions that favour suppliers and not the council	opportunity for large savings and BPPE	renegotiated margins based on open market benchmarks; consolidate supplier base; pcards; electronic timesheets, and a self-serve solution for providers	analysis complete; margins renegotiated; supplier base consolidated; specific agency staff terms and conditions; eprocurement
	vacancies, seasonal/peaks, project work, sickness cover, maternity cover, budgetary headcount restrictions	no	n/a	no. All permanent positions must be advertised externally.	supply of workers for niche areas, e.g. social workers, procurement, etc.; detailed and improved MI, Gershon efficiencies	n/a	at final tendering stage for a vendor neutral solution	at final tendering stage for a vendor neutral solution
	high work volume, maternity leave cover, support during a restructuring phase, gardening leave cover, long term sickness or a sudden departure of a current employee	no	n/a	no written policy, but best practice suggests that the maximum time engaged be 12 months	don't know	don't know	don't know	don't know
	skills shortage amongst permanent staff; unsettled budgets make long-term commitments difficult; special projects require particular skills on a short-term basis; can prove cost-effective in some circumstances	no	n/a	no	keeping costs down; managing agency suppliers to ensure that they fulfil all their contractual and statutory responsibilities; maintaining adequate list of suppliers	costs have been coming down; buy-in from the organisation has been achieved and benefits seen from operating via a central unit	join with other authorities to supply a managed service; utilising SAP to reduce our transactional costs; pressing for reduced margins in return for greater volumes and security of contract	will decide whether to join in to LCSG contract before Christmas 2005; considering options to replace "vendor neutral" in March 2006
	Workload 49%, holidays 13%, sickness 7.5%, vacant posts 20%, miscellaneous 11%	no	n/a	no	Large off-contract spend, social care staff refuse to engage with contract, lack of adequate controls on ordering and too many manual processes	Good transparency, MI and VFM with their neutral vendor solution	eProcurement, regional collaboration, procedural controls, budget reductions	neutral VMS implemented, examining new systems to control spend and automate order/payment process looking at opportunities to re-tender existing contract with other boroughs

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