
REPORT FOR: CABINET

Date of Meeting: 17th November 2016

Subject: Arrangements for the Supply of Temporary Workers and Recruitment Process

Key Decision: Yes – will result in the Council incurring revenue expenditure in excess of £500,000

Responsible Officer: Tom Whiting, Corporate Director of Resources and Commercial

Portfolio Holder: Portfolio Holder for Finance and Commercialisation - Councillor Adam Swersky
Portfolio Holder for Performance, Corporate Resources and Customer Services – Councillor Kiran Ramchandani

Exempt: No,

Decision subject to Call-in: Yes

Wards affected: All

Enclosures: Appendix A - Current KPIs.

Section 1 – Summary and Recommendations

Summary:

The London Borough of Harrow (the “Council”) currently has a call-off contract with Pertemps Recruitment Partnership Limited (“Pertemps”) for temporary agency worker requirements obtained via a Framework¹ Agreement, developed collaboratively between the Council and LB Hammersmith & Fulham. In addition, the Council has a separate contract with Pertemps for Recruitment Services and Redeployment Services, (collectively the “Agreements”). These Agreements are co-terminus and expire on 30th September 2017.

This report details the options and proposals for obtaining Temporary Worker and Recruitment requirements after 30th September 2017. It also proposes to bring this date forward to January 2017 to maximise on the savings that can be achieved through the new arrangements.

Recommendations:

Cabinet is requested to approve the following recommendation and delegate authority to the Corporate Director of Resources and Commercial, following consultation with the Portfolio Holder for Performance, Corporate Resources and Customer Services and the Portfolio Holder for Finance and Commercialisation to:

1. Award a contract for the provision of contingent labour to Pertemps Recruitment Partnership on a Master Vendor basis for 3 years with an option to extend by 1 year to commence on 1 January 2017 through the Yorkshire Procurement Organisation (YPO) framework, Lot 1 – Managed Services for Contingent Labour -Master Vendor Model.
2. Members are requested to note that the permanent recruitment contract will continue until the end of Sept 17 (original contract end date) to enable us an opportunity to re-procure the service.

Reason: (for recommendation)

To ensure that the Council is able to continue to resource its workforce beyond the end of September 2017 through a sustainable, efficient and cost effective model that will operate in the best interests of the Council

¹ A framework agreement is an arrangement with suppliers procured subject to EU procurement rules that allows listed contracting authorities to use the framework to make call offs throughout the term of the agreement.

Section 2 – Report

INTRODUCTION

The Council directly provides a diverse range of services to the community, supported by an infrastructure of corporate and democratic services. To operate these services, the Council must be able to efficiently and effectively resource its workforce, including the ability to speedily flex its staffing to meet high and low demand periods and future savings requirements.

The Agreements that currently cover the Council's temporary workers and recruitment requirements co-terminate on 30th September 2017.

Temporary workers represent an important component of the Council's workforce resource enabling it to 'flex' in line with peaks and troughs of overall workloads. They are either employed directly or sourced through contracts with Agency suppliers. The contingent workforce provides the flexibility in resourcing services in a cost effective and flexible manner. This is not unusual when a Council is in the process of staff restructuring across a range of services; temporary workers are used to cover vacancies as a way of enabling posts to be covered during transitional periods to otherwise mitigate the costs of pensions and redundancy if posts are no longer needed. In some parts of the workforce Agency workers offer a lower cost or more flexible form of resourcing than permanent appointment and in some cases agency appointments are made where posts have been difficult to fill.

In an evolving climate of a reducing pool of readily available labour, and upward price pressures on recruitment costs, it is essential that an appropriate level of quality personnel at the lowest possible cost base is achieved through the agreements. A new arrangement must be an enabler for the Council to continue to effectively resource its workforce and achieve a reduction in the costs of recruitment.

BACKGROUND

Current Arrangements

- 1) In 2011, the Council ran a procurement exercise in collaboration with the London Borough of Hammersmith and Fulham for the supply of agency workers. As a result of this a contract was awarded to Pertemps. This original agreement with Pertemps for agency workers was extended on 30th September 2015 for another 2 years and is due to expire on 30th September 2017. The annual spend by the Council with Pertemps for the period January 2015 to December 2015 is shown in Table 2 within the report submitted with this report. It is recognised that the Council's total spend on temporary workers shows a considerable increase over the last 12 -18 months. This is due in part to the consolidation of spend to avoid interims being procured outside of the Pertemps contract. There has also

been an increased demand to flex the workforce balance required given the period of change ahead.

- 2) Following the award of the contract, Pertemps developed a system named Pertemps Agency Worker System (PAWS) and have bespoke and customised it to meet the Council's requirements. All agency worker details and attendance are recorded and approved as required within the PAWS system enabling greater control of agency workers, the production of management information and enabling efficient, informed cost and demand management.
- 3) Through good contract management, a partnership approach and further improvement, the Establishment Control Project was jointly delivered by Finance and HR. Based on HR establishments assigned to cost centres, budget managers are able to view details of permanent staff, vacant positions, casual /as and when staff, agency staff and fixed term contracts on the SAP MyStaff forecast. This provides transparency for budget managers to help manage staff costs and ensure they are fully informed as to what is being charged to their cost centre.
- 4) The arrangement includes interim staff but is not intended to include Executive and Senior Management Search and Selection activity or specialist consultancy services.
- 5) The current agreement is on the basis of a neutral vendor delivery model where we apply parity to all our Agency workers in line with the Agency Worker Regulations.

Recruitment Service Arrangements:

- 6) In 2013/14, a contract was put in place with Pertemps for Recruitment Services aggregating:
 - Recruitment response handling; previously provided by Contact 3, a member of the Pertemps group of companies.
 - Recruitment advertising; previously provided by WDAD, who also support publishing of statutory public notices.
 - Council website job vacancy pages and internet job boards; previously provided by Jobs Go Public.
- 7) A development to PAWS added a recruitment process for permanent staff further strengthening management and cost reduction potential and improving management information.

OPTIONS CONSIDERED FOR NEW ARRANGEMENTS FOR THE SUPPLY OF TEMPORARY WORKERS AND RECRUITMENT REQUIREMENTS

Council Operated Service

- 8) The Council has set up a Local Authority Trading Organisation (LATO), Concilium Business Services, to sell a range of possible services by trading commercially. One option considered for the LATO was for it to operate its own agency staff service, potentially as a joint venture with an Agency Staff services provider. Significant research and work was undertaken to understand the market, the opportunity, the cost and risk to the Council to enable the development of a business case to determine the viability of this. It was identified that the set up costs outweighed the benefits of setting up a Council owned agency if pursued on a single Council basis and therefore the business case was rejected as the returns were marginal as a single council and highly sensitive to volumes.

Shared Service

- 9) At its meeting on 15 January 2014, Cabinet authorised the Corporate Director of Resources to continue exploring the potential for a shared HR service arrangement with suitable partners. The Council has now entered into a shared services agreement for HR with Buckinghamshire County Council for the provision of HR Services and will continue discussions with them around the potential to share arrangements for the supply of agency workers and shared recruitment services. Discussions are at early stages and the viability of this option has not yet been established. Bucks also use Pertemps but have committed their contingent labour requirements for a further 4 years by accessing the Eastern Shires Purchasing Organisation (ESPO) framework; therefore there are no immediate available options for collaborating in this area.

Procured Service Options

- 10) The following paragraphs explain the procurement options available to the Council.

Option A) Extend existing contract

The Council has already exercised the option to extend the current contract with Pertemps until September 2017 which is the maximum period allowed under the terms set out in the OJEU notice and therefore is unable legally to extend beyond this date.

Option B) The Council to undertake a procurement exercise

This would be a resource intensive route for the Council with a timeline of up to 8 months to complete. In addition it is not considered that the Council would get the best commercial deal under such an arrangement as some Agencies may not consider it worth their while to bid for Harrow on its own, and if they did the rates are highly unlikely to be as competitive as could be achieved using one of the available framework agreements (see below). This option is not therefore recommended.

Option C) Procurement Frameworks

There are three main framework agreements that are available for the Council to use as set out in the following paragraphs.

Crown Commercial Service (CCS) - Contingent One

This framework has been established by Crown Commercial Services. This has been reviewed but it has been determined that it has been designed primarily for Government Departments, and does not have the coverage required by local councils e.g. for social workers. It has therefore been discounted as unsuitable for the Council's requirements.

ESPO - MSTAR2

MSTAR is an Agency Services framework contract negotiated by ESPO (a Public Buying Organisation (PBO)) on behalf of Councils. ESPO set up a working group with key stakeholders from Local Authorities and Central Government to establish a national managed service provision framework. The working groups helped to ensure that the new national agency worker framework met all the different requirements of the varying organisations. The framework created from this working group and subsequent tender is known as the national MSTAR2 (Managed Services for Temporary Agency Resources) Framework Agreement. MSTAR2 is broken down into the following lots:-

Lot 1	Neutral vendor (supply chain management) - the Managed Service Provider manages a supply chain of agencies
Lot 2	Master vendor (supply chain management) - the Managed Service Provider generates a resource pool of staff
Lot 3	Supply chain optimisation (hybrid) – customers can define a sourcing strategy using a combination of models depending on their resourcing objectives
Lots 1 and 2 may be used as a transactional service model only, or with additional strategic services.	

The Council can access MSTAR2 through a 'call off' arrangement under the framework. It is estimated that ESPO transacted business in excess of £1bn through the framework agreement until April 2015. MSTAR1 was considered as an option by the Council when it took the decision to collaborate in the framework agreement with LB Hammersmith and Fulham but at the time this was not considered to be the most economically advantageous option.

YPO (Yorkshire Procurement Organisation) Framework

Through the YPO Managed Services for Contingent Labour contract, councils can access the framework for the following services:

Lot 1 - Managed Services for Contingent Labour	Neutral Vendor Managed Services
	Master Vendor Managed Services
	Hybrid Managed Services

This framework ensures that the managed service provider will effectively manage a range of customers from the public sector and they will provide all temporary agency workers across all sectors including social workers, administration, receptionists, marketing assistants etc.

As the customer, the Council has the ability to determine which method or model it wishes to use for the service. On direct award, customers will procure through the organisations that have advised they can provide the model they require.

Discussion on Options Available

Of the options set out above only two are considered to have merit for further consideration, these being the ESPO or the YPO framework options.

There are 4 key decisions to be made:

- i) Decide on which of the two frameworks to use.
- ii) Determine whether to undertake a direct call off from the chosen framework or undertake a call for competition.
- iii) Determine whether to award on the basis of a neutral vendor or master vendor approach.
- iv) Consider whether to bring forward the implementation date from October 2017 to January 2017 in order to realise savings earlier.

These options are discussed in the following paragraphs.

Which framework to use?

Both the ESPO and YPO frameworks have market and negotiation leverage and there is little to choose between the two frameworks in terms of the prices the Council could obtain in undertaking a call off or a call for competition. However the factor that tips the balance toward the YPO contract is that the Council is an associate Member of the Yorkshire Procurement Organisation and as a member can benefit from the associate member scheme which has been running for the past 5 years and distributes rebate returns to members. ESPO does not run an equivalent scheme. Each year the YPO Management Committee is required to agree the proportions for a dividend split to its members, including Associate Members such as Harrow Council. These

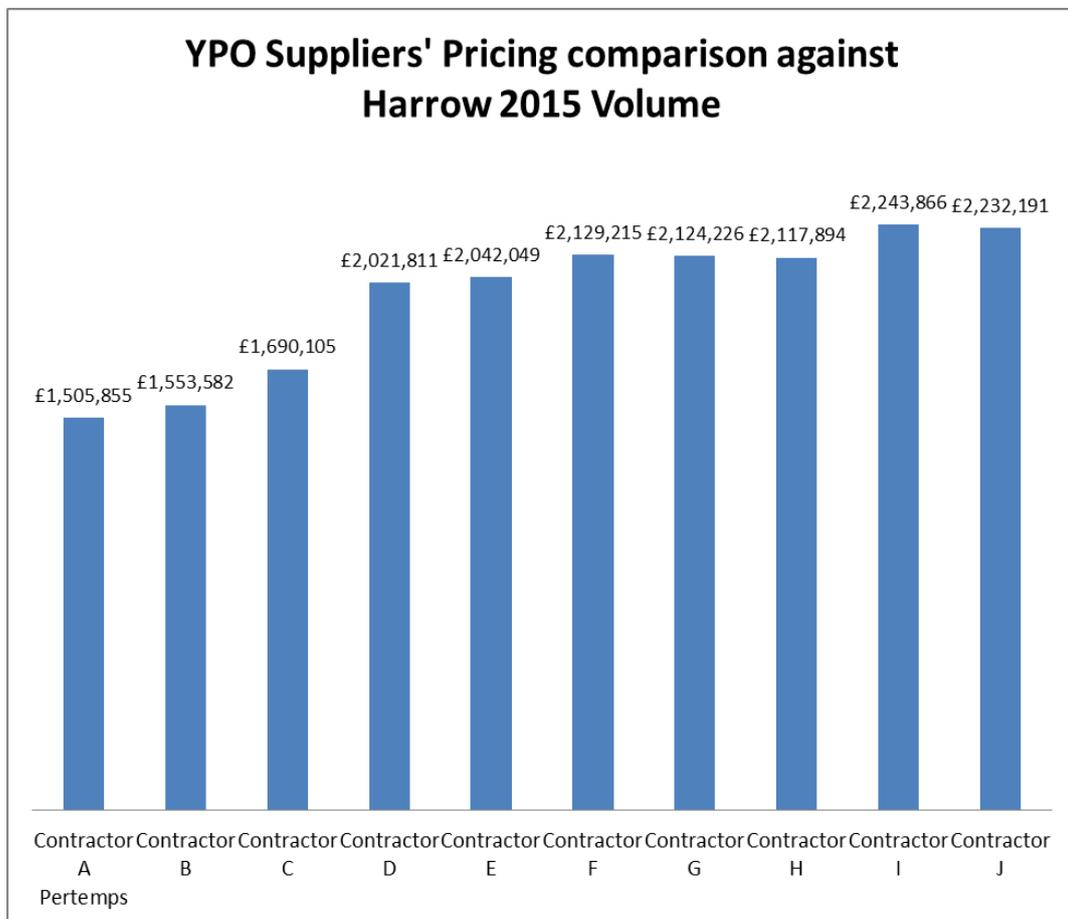
proportions have remained unchanged over those five years. The value of the dividend payment is subject to a number of factors. Primarily, it depends on YPO's profitability. YPO's medium term financial forecasts show that profitability is expected to remain around current levels for the next few years however external factors could improve or deteriorate that forecast.

The dividend split is agreed by the YPO committee annually in March. This is normally a 'rubber stamping' of the strategy but the right is reserved to change it at this point. There are no guarantees but YPO officers are confident that dividend payments will continue in line with expectations and that the arrangement is fully supported by their owners. Based on the Council's current expenditure on Agency staff it is estimated that the dividend return to the Council subject to the above conditions would be £120K. (£6,000 for every million spent through the framework)

Call off or direct award

A financial analysis has been undertaken of the prices charged by each of the agencies on the YPO framework for the various grades of agency staff the Council uses based on the numbers of each type of grade used in 2015.

Table 1



Based on the Council's utilisation of agency staff and interims in 2015, and taking into account agency fees, it has identified that Pertemps is the most advantageous from a cost point of view as shown in Table 1 above.

In addition to being best on price, officers consider that from a quality point of view Pertemps have provided the Council with a very good service to date as set out below:

- i. Pertemps through liaison with officers have achieved a reduction in total cost for the provision of all aspects of Agency Worker provision over the current contract and have worked towards achieving ongoing cost reductions and savings.
- ii. The systems and processes implemented by Pertemps have helped in the provision of transparency and accurate management information which has enabled improved monitoring of the service, including equality and diversity performance.
- iii. Pertemps have supported the Council in its commitment to work with the local community and local businesses in economic regeneration activities. Pertemps have also shown their commitment to social value objectives by sponsoring the Harrow Hero awards and various other initiatives such as supporting the Xcite team. Currently they are working in partnership with 'Mind' and 'Each' in supporting vulnerable clients with Mental Health conditions into employment.
- iv. Pertemps have consistently delivered against the KPIs set out in Appendix A and have worked with the Council to implement change processes required for new requirements such as the Agency Worker Regulations, Implementation of the Terms and Conditions review for Temps, London Wide Memorandum of Understanding for Qualified Social Workers, online approval process, payroll only deals which are the best in the market, interim and consultant re-negotiation and Pension Auto Enrolment without any additional costs to the Council.
- v. Pertemps have worked in partnership with Children's Services to fill hard to recruit posts and have supported the workforce planning and workforce strategy in that area.

Neutral vs Master vendor

This section sets out the differences between a neutral and master vendor model.

- i. A neutral vendor delivery model is where a single organisation is appointed to manage a supply chain of agencies. The providing agencies sign up to one set of terms and conditions in order to be eligible to put forward candidates. The neutral vendor manages the release of jobs to the supply agencies and shortlists for the hiring manager. This is the model currently used by the Council.

- ii. The advantages of a neutral vendor model are that the main contractor issues out the role at the same time to all agencies who have signed on to the service to meet all the needs of customers across all roles.
- iii. The key disadvantages of this model are the lack of a direct relationship between the supplying agencies and the hiring managers and the reluctance of some agencies to enter into an arrangement which they may see as being too heavily focussed on enforcing reduced margins. A neutral vendor model can also result in a higher number of 'unqualified' CV's, leaving the hiring manager to triage.
- iv. A master vendor delivery model is one where the main contractor seeks to fulfil the available jobs itself and only if it cannot provide them (e.g. if they are specialist roles that the master vendor does not have expertise in providing) are those vacancies released to agencies in the supply chain created by the master vendor. The key advantage of a master vendor model is that the master vendor gains an understanding of the customers' business needs and forms a stronger partnership with hiring managers. A disadvantage is that there is a reliance on one agency to provide all the Council's needs and potentially a less extensive range of suppliers in the supply chain who may be less committed because they only receive the roles released by the master vendor.
- v. Currently, whilst the Council has a neutral vendor arrangement in place with Pertemps, more than 40% of the agency workers supplied are from the Harrow branch of Pertemps anyway. In a master vendor model the Council would not have to pay for the Neutral Vendor fee it currently pays to Pertemps on top of the mark-up.
- vi. The added benefit of a Master Vendor Model is that Pertemps is committed to providing their temps contracts of Employment rather than Terms of engagement contracts which other external agencies may be offering. This protects workers' employment rights with the supplier, makes the line of employment clearer and provides reassurance on compliance with legislation such as Agency Worker Regulations and HRMC requirements regarding PAYE deductions.
- vii. It is estimated that adopting the Master Vendor approach would save the Council around £171K per annum. In this model the Council would have access to expert recruiters in categories such as social care etc. employed by Pertemps. These staff would be based in the Council offices to work closely with officers on meeting requirements. A sum of £30K per annum would need to be allowed for the costs of accommodating Pertemps staff within the Civic Centre.
- viii. Whilst there are some disadvantages to a master vendor model it is considered that these are not significant issues, and that the opportunity to save £148K p.a. on existing costs outweighs these.

Early implementation

As set out in paragraph 1 above, the current arrangement with Pertemps is due to expire on 30th September 2017. If Cabinet were to agree with the recommendation to award a contract to Pertemps based on a call off from the YPO framework, this would save the Council an estimated £171K per annum (see Financial Implications section below). In order to take advantage of these savings earlier it is recommended that the current with Pertemps be terminated early and that the Council enters into a new contract with Pertemps based on the arrangements set out above from 1 January 2017.

Members are requested to note that the permanent recruitment contract will continue until the end of Sept 17 (original contract end date) to enable a opportunity to shape the requirement requirements, explore options of working with Buckinghamshire County Council on third party contacts and re-procure the service

Recommendations

Based on the arguments set out above it is recommended that the Council awards a contract to Pertemps Recruitment Partnership with effect from 1 January 2017 for the provision of contingent labour through the Yorkshire Procurement Organisation (YPO) framework, Lot 1 – Managed Services for Contingent Labour -Master Vendor Model on the basis of the most economically advantageous option to the Council. It is recommended to end the current agency contract with Pertemps Recruitment Partnership earlier than the original contract end date of October 2017 in line with the commencement of the new arrangements.

Performance Issues

There are no specific performance issues arising from this report.

Key Performance Indicators and SLAs will be communicated by the incoming provider to all managers and service users as part of the training process as well as providing this information via Council's intranet.

The current KPIs are shown in Appendix A as an example of the minimum that the Council will require from an incoming provider.

Risk Management Implications

The Council will require the provider to have comprehensive risk management procedures in place, including a published and regularly reviewed disaster recovery and contingency plan to ensure continuity of service. A risks and issues log must be maintained and be available in the weekly report, at operational meetings and at any other time as requested by the Council.

The Key risks are:

- i) Risk of not having a viable alternative arrangement in place by earliest January 2017 but the latest October 2017 will leave the council without a contract for the provision of Agency workers. This will be mitigated by the proposals in this report and the approval to implement the recommendations.
- ii) Financial risk regarding the on-going provision of a rebate from YPO. Clarity on its operation has been provided by a YPO director and this has provided substantial assurance; however this cannot be absolutely guaranteed.
- iii) Change of Model - in a master vendor model, all existing temps transfer to the successful Managed Service Provider (MSP - in this case Pertemps) and a TUPE process is applied between the MSP and outgoing vendor. The council has no liability in this process and this is an established practice when clients move from one model to another. One of the options available to the new provider to keep the current suppliers on board is to look into negotiating an 'earn out' matrix where the supplier gets an opportunity to cover all their costs if not already before the worker moves over.

Legal Implications

Provided that the Council is identified on the YPO Framework Agreement as a potential call-off party from the Framework, the Framework is current, and the services the Council wishes to call off are in scope both in terms of specification and value, then the Council can lawfully call-off the services set out in this report.

The Council must follow the Framework rules for call-off and will need to sign up to a legal agreement with Pertemps, substantially in the form of the call-off agreement included as part of the Framework Agreement contract documents.

Financial Implications

Table 2 below sets out the financial implications of the recommended way forward.

Agency Spend Comparison on Current V/s YPO model with Pertemps							
Current Spend breakdown for 2015	Pay costs (Payrate plus employment Costs)	Agency fees (Tier vendors plus Pertemps)	Total charge (inc Pertemps Fee)				
	£19,053,347	£1,696,591	£20,749,938				
Projected Spend breakdown based on 2015 usage	Pay costs (Payrate plus employment Costs)*	Agency fees	Future Total Charge (Including Pertemps Fee)		Total Savings	Projected at 10% reduction of usage	Projected at 20% reduction of usage
	£19,053,347	£1,627,776	£20,681,123				
YPO Rebate (approximately £6,000 for every Million Spend)				Future MTFS Savings Commitments	£68,815	£61,933	£55,052
					£132,000	£118,800	£105,600
				Implementation Costs for setting up a Master Vendor Model	-£30,000	-£30,000	-£30,000
				Total Savings	£170,815	£150,733	£130,652

The financial implications of the recommendation would be as follows:

- The total value of the Contract for the period of 3 plus 1 year would equate to £88 million (based on £22 million spend going through the current Contract)
- The spend based on 2015 usage is £20.749m. Moving to the YPO framework, the total cost would be £20.681m giving a saving of £68k on the current contract.
- An additional £132k of savings can be achieved through the YPO rebate (0.6% per million spend that goes through the framework). This along with the £68k savings mentioned above will help us achieve the future saving targets.
- In addition to the above, the council will continue to benefit from the rebate of £121k it receives for the re-procurement of rates exercise it undertook with Pertemps. This rebate has already been counted towards the 'using the market' saving targets.
- A sensitivity analysis has been undertaken to show the impact of a 10% and a 20% reduction in usage to understand the effect this may have on the savings projections.

Equalities implications / Public Sector Equality Duty

The Council will require the incoming provider to fully support the Council in its aspiration to be at the forefront of promoting equality of opportunity as an employer of choice. The provider will be required to support the Council in maintaining its Disability Two Tick Symbol status by fulfilling its 5 commitments to disabled applicants as identified in the Government's scheme. The Council and the provider will jointly aim to tackle all forms of discrimination.

The public sector equality duty is found at section 149 of the Equality Act 2010 and is as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons

who do not share it involves having due regard, in particular, to the need to:

- (a) Tackle prejudice, and
- (b) Promote understanding.

Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race,
- Religion or belief
- Sex
- Sexual orientation
- Marriage and Civil partnership

Pertemps will be required to support the Council to meet its equality duty.

Council Priorities

The Council has a corporate commitment to support businesses. This commitment is integrated into the Council's Sustainable Procurement Policy which encourages the involvement of small businesses, social enterprises, and community organisations within all tiers of the Council's supply chains. The Option adopted by the Council for the provision of Temporary Worker and Recruitment Services will robustly follow these principles as far as possible and help achieve the Council's vision by the provision of good quality Agency Staff at the best rate possible enables the council to provide services to its most vulnerable, communities, Local Businesses and families. It allows the council to work together to make a difference for Harrow.

Section 3 - Statutory Officer Clearance

Name: Sharon Daniels	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 17.10.16		
Name: Stephen Dorrian	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 17.10.16		

Ward Councillors notified:	NO, as it impacts on all Wards
EqIA carried out:	YES
EqIA cleared by:	Alex Dewsnap

Section 4 - Contact Details

Contact: Munira Kachwala, Commercial Contract Manager, Tel: 0208 420 9202, e-mail Munira.kachwala@harrow.gov.uk.

Background Papers

None

**Call-In Waived by the
Chair of Overview and
Scrutiny Committee**

NOT APPLICABLE

(Call in applies)

Appendix A: Current KPIs

KPIs will be reviewed throughout the life of the contract and will be amended in line with any of the following:

- The Council's evolving business requirements.
- Enhancements / changes within the temporary resource market place
- Enhancement / changes in the method by which the service is delivered

Ref	Objective	Source of Evidence
KPI.1	System Availability: The Recruitment system must be operational (excluding maintenance) for 99% of the time	Reported within Monthly Management Information Statistics
KPI.2	Telephone Response: All calls answered within 20 seconds	Reported within Monthly Management Information Statistics
KPI.3	Use of Recruitment System: 100% set up and authorisation by managers	Pertemps to maintain statistics on % usage of Recruitment system, identify reasons for non usage
KPI.4	Equality Monitoring and Reporting 100 % All equality information is captured, monitored and reported	Reported within Monthly Management Information Statistics and on an annual basis to support the council's annual equality reporting cycle
KPI.5	Reporting on numbers attracted/recruited from Local Area 100% of Local are candidate information captured and reported	Reported within Monthly Management Information Statistics and on an annual basis to support the council's annual equality reporting cycle
KPI. 6	Candidate vetting (Candidates to be tested and checked in line with Council requirements): 100%, threshold action	Monthly report
KPI.7	Interview Attendance: 90% of candidates with confirmed interviews must attend, and on time	Reported within Monthly Management Information Statistics
KPI.8	Application Detail transfer to PAWS: 100% of applicants transferred to recruitment system by [TBA]	Reported within Monthly Management Information Statistics
KPI.9	Complaints 100% Log any complaints from service users and record action taken to resolve the complaint	Reported within Monthly Management Information Statistics
KPI.10	Complaints Resolution: To be acknowledged within 24 hours, escalated complaints should be responded to within a further 24 hours and investigated within three working days, 100% compliance required. The escalation process must be adhered to	Reported within Quarterly Management Information Statistics Complaints log to be maintained by provider, summary of complaints to be submitted to the Council along with details of corrective action taken
KPI.11	Recruitment Team Performance 100% of Recruitment team must be rated as Satisfactory, or better, 95%+ Recruitment Team rated good or above, 90% Excellent/Good ratings	Customer Feedback Report Quarterly All survey responses below satisfactory to be investigated, and reported to customer,

KPI.12	Invoices: Must be administered in line with the specification with 100% accuracy	Monthly Management Information Statistics All pricing / invoicing queries to be acknowledged and resolved within a maximum of one working week. Unresolved queries to be escalated to a Director of the Contractor, and the Council's Contract Manager for resolution.
KPI.13	Audits: 100% of audit compliance on the recruitment requirements as outlined in the specification	Reported within Quarterly Management Information Statistics
KPI.14	Account Management: The Account Manager must attend site within 24 hours of being requested	Reported within Monthly Management Information Statistics
KPI.15	Reporting : 100% of MI must be produced in line with the specification	Reported within Monthly Management Information Statistics
KPI.16	Savings: 100% support the council in Achievement and Identification of savings as contained in tender,	Pertemps to report on savings as part of regular management reports
KPI.17	Communication (Weekly operational meeting): Weekly operational meeting, Issues log and resolution agreed	Weekly report
KPI.18	Communication (Consultancy meetings with End Users): 1 st meeting (face-to-face or over the phone) with recruiting manager within 48 hours of placing the order. Adhoc meetings every 6 weeks in larger departments dependent on utilisation, and quarterly for smaller departments. Increase customer satisfaction ratings	Monthly visit report
KPI.19	Communication (Review with Council's authorised officer): Monthly review meeting, Issues Log, KPI reports	Minutes of monthly review
KPI.20	Communication (Quarterly Contract review and continuous improvement review): Quarterly meeting with improvement plan defined, Plan, monitor and action	Minutes of quarterly review
KPI.21	Communication (Annual Service Review between Council and Pertemps to review performance versus KPIs): Annual meeting supported by annual review document incorporating consolidated reporting. Recruitment benchmarking and cost reduction initiatives and benefit enablement	Presentation and review document produced annually