

DATED      1 OCTOBER 2006

**MAYOR AND BURGESSES OF  
THE LONDON BOROUGH OF BARKING AND DAGENHAM (1)**

- and -

**EDEN BROWN LIMITED  
t/a MATRIX MANAGED SOLUTIONS (2)**

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**CONTRACT**

**for the Provision of a  
Neutral Managed Vendor for the Provision of Agency Staff**

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**CONTRACT ANNEX C –  
INVITATION TO PRESENT**

Eden Brown Limited  
t/a Matrix Managed Services  
222 Bishopsgate  
London  
EC2M 4QD

Reference: Presentation/Matrix  
Phone: 020 8227 5234  
Fax: 020 8227 5261  
E-mail: Corporate.procurement@  
lbbd.gov.uk  
Date: August 2006

FAO: Nick Sohail  
Director

Dear Nick,

**Re: OJEU Reference 2006/S 010-011215  
Neutral Managed Vendor Service for the Provision of Agency Staff**

Thank you for submitting tender documents in relation to the above contract.

Following our initial evaluation the Council would like to invite your organisation to proceed to the next stage of the tender process. To this end I am inviting you to attend a meeting with the project team and departmental representatives to discuss and clarify specific points of your offer. We would like to offer Matrix Managed Services the opportunity to present in more detail your proposals as to how you would operate and manage this contract should you successful. Basic IT is available in the conference room.

The meeting will take place Thursday 17<sup>th</sup> August 2006 from 1.30pm until 3.30pm at:  
*The London Borough of Barking and Dagenham  
Conference Room 2 Civic Centre,  
Dagenham, Essex RM10 7BN*

Two hours only have been allocated for this meeting. In order to allow sufficient time for questions your presentation on the specific areas detailed overleaf should not exceed one hour.

Your representation should include the persons responsible for operating the contract.

...Continued/



Together we will build communities and transform lives



INVESTOR IN PEOPLE

The specific areas we would like you to address are as follows:

1. Elaborate on your proposals for supporting local business and providing employment opportunities for local people;
2. Elaborate on the transition from implementation to operational management of the contract;
3. Elaborate on your proposals for providing locally based operations management;
4. Further details on your on call/out of hours arrangements;
5. Your proposals for how you will meet specified fill rates;
6. Your proposed mechanisms for agreeing margins and Service Level Agreements (SLAs) with Panel Vendors;
7. Elaborate on control mechanisms and levels of access to management report information;
8. Elaborate on your mechanism for identifying key users and hiring managers;
9. Elaborate on your mechanisms for identifying key performance indicators with panel vendors and how they will be monitored.

By Tuesday 15<sup>th</sup> August 2006 please can you provide copies of example management information reports and a list of your current panel vendors. The Council shall randomly select panel vendors to enquire about your services.

Should you have any queries regarding the process please contact me as a matter of urgency by email at [corporate.procurement@lbbd.gov.uk](mailto:corporate.procurement@lbbd.gov.uk) or by telephone on my direct dial 020 8227 5226. Can you please confirm you are able to make this date and time.

Yours sincerely,

Peter J Horlock  
Procurement Officer

On behalf of the Project Team

## London Borough of Barking & Dagenham

Tender presentation by

Shirley Weller, Chief Executive  
Adam Herron, Director  
Lisa Chappell, Service Delivery Manager  
Jayne Gardiner, Customer Support Manager  
Nigel Hanson, Account Manager

17th August 2016



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## Q1: Supporting Local & BME Businesses

The service we receive from Matrix VMS is excellent, the processing of the data runs smoothly and any queries are sorted out quickly. Very happy to work with the members of the team." Brian Billington



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## Q1: Supporting Local & BME Job Seekers



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### Q2: Transition from Implementation to Operational Management

- Training and/or staff management team
  - Training
  - Staff management
- Management training managers
  - Training
  - Staff management
  - Management training
  - Staff management

The London Borough of **Barking & Dagenham** [www.barking-dagenham.gov.uk](http://www.barking-dagenham.gov.uk) **matrix**

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### Discovery – Implementation – Operations Management

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    graph TD
      A[Vendor Communication] --> B[Information returned by Vendors and verified by LBBD]
      B --> C[Vendor Forums]
      C --> D[LBBD Forums Communication]
      D --> E[Contract review]
      E --> F[Recruitment Solutions]
      F --> G[Standard]
      F --> H[Out of hours manual workers]
      F --> I[Direct and PJ2 team & consultants]
      F --> J[Perm]
    
```

The London Borough of **Barking & Dagenham** [www.barking-dagenham.gov.uk](http://www.barking-dagenham.gov.uk) **matrix**

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### Standard Recruitment Process

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    graph LR
      A[LBBD Systems Managers] --> B[Workforce Strategic Support]
      B --> C[Succession Plans]
      C --> D[Quality checked contracts]
      D --> E[Recruitment Manager]
      E --> F[Contract review and legal advice]
      F --> E
    
```

The London Borough of **Barking & Dagenham** [www.barking-dagenham.gov.uk](http://www.barking-dagenham.gov.uk) **matrix**

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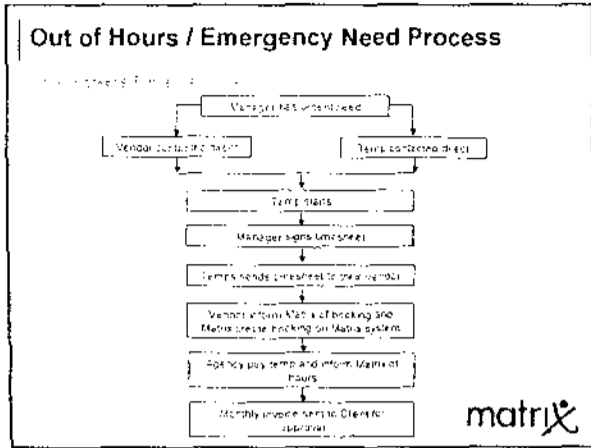
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### Q3: Locally Based Operations Management

- Pre-qualification
- Post-qualify

The London Borough of Barking & Dagenham

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### Q4: On call / Out of Hours Arrangements

- Contracted 24 hours 365 days a year
- To be agreed with the client for the use of the service

The London Borough of Barking & Dagenham

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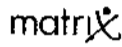
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## Online Timesheet Approval

- Approved by 11/11/2016
- Approved by 11/11/2016
- Approved by 11/11/2016
- Approved by 11/11/2016
- Approved by 11/11/2016
- Approved by 11/11/2016




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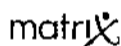
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## Q8: Identifying Key Users & Hiring Managers

- Identify key users & hiring managers / key users
- Engage stakeholders
- Agree / discover information
- Conduct management meetings / discuss / define




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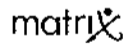
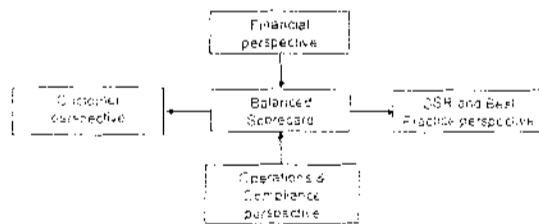
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## Q9: Identifying/Monitoring Key Performance Indicators with Panel Vendors

Financial perspective




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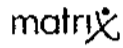
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## Matrix / Eden Brown Information

- Eden Brown established 1974 - matrix created as a brand in 1996
- 5,120m turnover - 2008
- 300 staff
- Independent, privately owned
- REC
- First to achieve both ISO 9001 & ISO 14001 1997
- First Employee Assistance Program for B. Lamps - 1998



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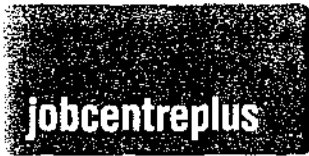
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Including Jobcentres and social security offices



## Jobcentre Plus and the Recruitment and Employment Confederation (REC) have agreed this Diversity Pledge.

It applies to the public and private sectors and sets out our joint commitment to deliver the diversity agenda and develop best practice as an industry.

By 2010, only 20 per cent of the labour market will be white, non-disabled men under 45.

In addition, we face short, medium and long-term skills shortages and must recruit talent from every possible source.

Diversity is about harnessing the talent and potential of everyone to achieve business success.

To succeed in recruiting in the 21st century, diversity is a necessity, not a choice.

To achieve performance, employers must have a mixture of background, cultures, approaches and thinking. Diversity is not just about 'doing good' but 'doing good for business'.

\_\_\_\_\_ will:

(Name of Recruitment Company)

- value and harness the differences between people, and the benefits that can be gained from those differences;
- actively seek to identify diverse candidate pools and promote their engagement;
- review all aspects of the employment process to eradicate unjustifiable discrimination;
- promote recruitment and selection best practice in accordance with our agreed standards, as set out in the support pack that accompanies this pledge; and
- work with others to challenge discrimination where we find it.

**Gareth Osborne**  
Managing Director, REC

**Lesley Strathie**  
Chief Executive, Jobcentre Plus

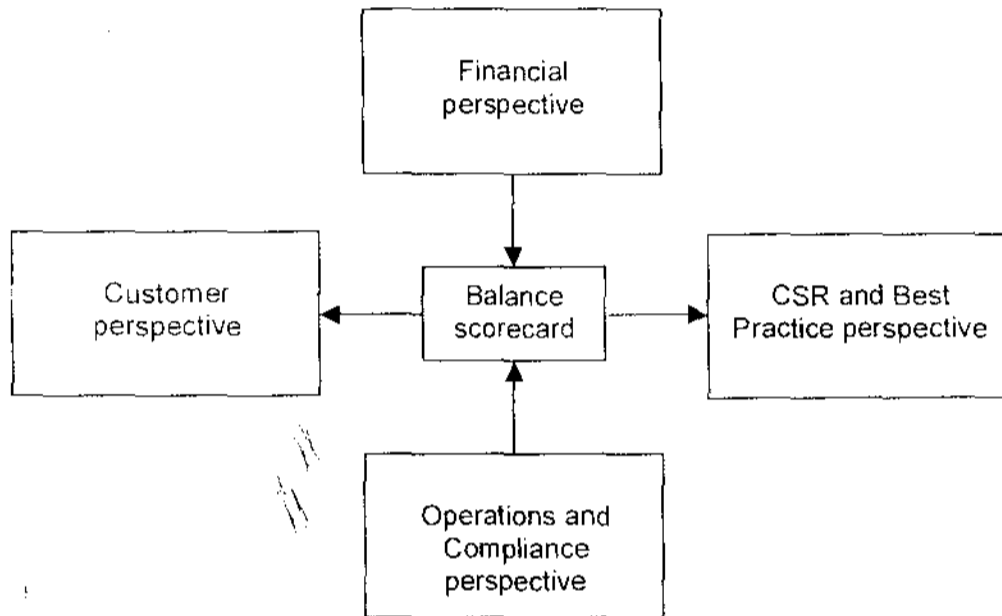
Diversity Pledge 2006

## Vendor Performance Measurement by Balanced Scorecard

To date, Matrix has monitored vendor performance by measuring Margins (costs), fill rates (CVs submitted:shortlisted:interviewed:placed), as well as audit results and customer issues. Matrix Vendor Performance Measurement is now being enhanced by the application of a new, balanced scorecard methodology.

The *balanced scorecard* uses integral performance measurement to track and adjust vendor management strategy and PSL/tier composition. In addition to the financial perspective, it enables Matrix to incorporate the customer perspective, operations and compliance and the organisation's Corporate Social Responsibility (CSR) and best practice.

The balanced scorecard makes it possible to see aggregate financial consequences of non-financial measures that drive long-term success:



### Financial Perspective

35%

Is the vendor financially meeting the needs of the client and applicants/agency workers?

- Compliance with PSL/tier margin and fee rules
- Matrix audit results – confirming the above
- CVs submitted:shortlisted:interviewed:placed
- Number of temps



**Customer Perspective**

**10%**

How do hiring managers, HR, Procurement, jobseekers and the Matrix account management team perceive the vendor?

- Stakeholder survey results
- Issues and complaints

**Operations and Compliance Perspective**

**35%**

How successful is the vendor at setting up and managing business processes to meet agreed service levels?

- Matrix audit results
- Non-compliance with agreed processes
- Policies in place
- Issues resolved satisfactory
- Legislation compliance

**CSR and Best Practice Perspective**

**20%**

Does the vendor portray the client appropriately to employment markets?

- Diversity policy, procedures
- QA - ISO, other?
- REC Audited?
- DEC/DWP Diversity Charter?
- Other diversity standards, awards?
- CSR Program?

Civic Centre  
Dagenham  
Essex  
RM10 7BN

Matrix Managed Solutions  
222 Bishopsgate  
London  
EC2M 4QD

Phone: 020 8227 5238

Fax: 020 8227 5261

E-mail: david.robins@lbbd.gov.uk

Date: 26<sup>th</sup> September 2006

Attn: Nick Sohail - Director

Dear Sir,

**Re: Contract for the Provision of a Managed Agency Service**

I am pleased to inform you that, subject to contract, your tender dated 14<sup>th</sup> July 2006 has been accepted in respect of the above mentioned contract.

The contract will operate for an initial period of five years from a commencement date to be mutually agreed between ourselves.

I will shortly forward all relevant contractual information to our Legal Services Division with a request that they contact you with the minimum of delay.

I would like to thank you and your colleagues for your co-operation thus far and look forward to what will hopefully be a mutually beneficial relationship for our respective organisations.

In the mean time, should you have any queries in respect of the above, please do not hesitate to contact me.

Yours faithfully,

David Robins  
Group Manager - Procurement and Efficiency



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**CONTRACT**

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**CONTRACT ANNEX D –  
POLICIES**

**PEOPLE MATTER**

**Recruitment and  
Selection**

**Policy & Standards**



**RECRUITMENT AND SELECTION**

## POLICY & STANDARDS

### Recruitment and Selection – Policy Statement

The Council aims to provide quality, accessible and relevant services for the local community, and believes that the success or otherwise of this aim is dependent upon the staff who work for it. It is therefore, essential that the "right" people are recruited, selected and join the Council's workforce. Accordingly, the Council's strategic aims for recruitment and selection are:

- To recruit the right people into the right jobs at the right time and in the right numbers, in a fair, consistent and cost effective manner.
- To achieve a workforce that reflects, at all levels and in all occupations, the diversity of the community and customers we serve, to support the achievement of the community priority "To promote equal opportunities and celebrate diversity".
- To practice safe recruitment and selection, in line with best Human Resource practice.
- All appointments throughout the Council's service are made on the basis of clear and justifiable job-related criteria.
- Greater opportunity for all groups to apply for and secure jobs, and for individuals in under-represented groups to compete on equal terms.
- All recruitment and selection processes and decisions will conform to the requirements set by legislation and will be undertaken in accordance with other related Council policies, namely the Equalities and Diversity in Employment Policy, the Safer People for Safer Services Policy, and the Policy on the Employment of Ex-Offenders.
- All recruitment and selection processes and decisions will be in line with the accreditation standards for "Positive About Disabled People" (Two Tick Symbol).
- To achieve level 5 of the Equalities Standard for Local Government in respect of recruitment and selection.

The Recruitment and Selection Policy and Standards document details the Council's standards. The application of the standards is assisted by the Recruitment and Selection Departmental Operational Guidance, procedures and service levels agreements.

The Council requires that all those involved in the process of recruitment and selection adhere to the standards in this document; failure to do so may result in disciplinary action.

## **RECRUITMENT AND SELECTION POLICY & STANDARDS**

### **Recruitment and Selection – Standards**

#### **1. Confidentiality**

All information obtained from applicants in the recruitment and selection process will be treated as confidential and will be confined to those involved in the process.

#### **2. Training / Accreditation**

To ensure the consistent application of this Policy and Standards document, the Council's mandatory requirement is that all staff involved in the process of recruitment and selection complete the nominated training courses, as a minimum, prior to undertaking any recruitment and selection. Alternatively, individuals can be assessed and accredited for prior learning in recruitment, selection and equalities by their line manager.

Where selection panels comprise of representatives from partner organisations, the recruiting manager should ensure that they adhere to the standards in this document and that they are trained or accredited for prior learning appropriately.

It is in Members best interest to demonstrate high standards. Where they are involved in recruitment and selection they are invited to attend the training.

#### **3. Determining the Vacancy - The Decision to Recruit**

Before a decision to recruit is taken, consideration will be given to the best means of filling the 'gap' and the vacancy will be reviewed.

All funded jobs will be recruited to as soon as possible.

Prior to a vacancy being advertised, consideration will be given to:

- whether flexible work patterns can be offered
- the permanent employment of an existing Career Trainee
- a member of staff who is in a redeployment position by reason of redundancy, is affected by a transfer to an external provider or partner but (s)he wishes to be considered for a vacancy with the Council where a suitable vacancy exists, as an alternative to being transferred, ill-health or impairment.

#### **4. Job Specification and Competency Profile**

All jobs shall have a job specification and competency profile, that will be developed / reviewed prior to advertising. The job specification and competency profile will relate only to the job, be justifiable and will meet the requirements of the Equalities and Diversity in Employment Policy.

#### **5. Person Specification**

A person specification, drawn up from the information contained in the job specification and competency profile, will always be developed / reviewed prior to advertising. The criteria specified will relate only to the job, be justifiable and will be in accordance with the requirements of the Equalities and Diversity in Employment Policy. Formal qualifications will only be required where they are really necessary in order to perform the job.

#### **6. Planning the Process**

All recruitment and selection processes will have a planned time-table prior to commencement, which has been agreed by the recruiting manager and the Departmental Human Resource Service.

#### **7. Advertising**

All vacancies must be advertised externally as well as internally, although in the case of assimilation of trainees, and in the cases of reorganisation, redeployment, redundancy and transfers, special arrangements may apply.

The minimum requirement for advertising is to place the vacancy with the Employment Service, on the Council's Website and in the Internal Vacancy Bulletin.

Unless otherwise agreed by the Borough Personnel Officer, all advertisements shall be placed in paid media through the Council's advertising agency. The diversity of the workforce should be considered when selecting the appropriate media for recruitment advertising.

Advertisements will contain the job designation, job related criteria, the pay level applicable, the Borough Logo, the "Two Tick Symbol" logo (*when accredited*), the closing date for receipt of completed applications, the interview dates (if available), and contact details. They shall also include, as a by-line, the Community Priority:

"Promoting Equal Opportunities and Celebrating Diversity"

Where appropriate, advertisements will indicate any special conditions attached to the post.

## **8. Response Handling**

The Council recommends that Response Handling should be managed externally through the Council's approved Response Handling Agency.

## **9. Applications**

Applicants for employment will be issued, as a minimum, with:

- Application Form with detachable Equal Opportunities Monitoring form
- The Council's Recruitment Booklet
- Job Specification and Competency Profile
- Person Specification
- Organisation chart
- Conditions of Appointment (where appropriate) for example:
  - If the Safer People for Safer Services Policy applies, the Declaration form should be enclosed
  - If the post is politically restricted, details of the restrictions should be enclosed
- Additional Information (as applicable)
- Salary details
- Covering Letter, indicating closing date for receipt of completed applications and the selection timetable
- Questionnaire regarding applicants' satisfaction with the Application pack (to a sample of applicants)

Application material will be of a good quality and standard and promote a professional image of the Council. The above material will all be available on the Council's Website.

Application material will be available to meet the needs of diverse people.

CV's will be accepted where:

- the factual information requested in the application form is provided along with the stated criteria for information to support the application for the particular job.
- required as a reasonable adjustment to meet the requirements of a disabled applicant.
- they are agreed by the Chief Officer or their designate.

## **10. Shortlisting**

Completed application forms will be shortlisted, by at least 2 trained / accredited staff, against the requirements of the person specification.

Disabled applicants will be shortlisted for interview if they meet the minimum requirements of the person specification. They will not be required to meet the desirable requirements.

## **11. Interviews**

Interviews will be undertaken by an appropriate panel. The best practice standard is a panel comprising of at least 3 people, however, for certain vacancies a panel of 2 people may be more appropriate. This should be agreed with the Departmental Human Resource Service. Consideration will be given to the diversity of the panel. Each panel will have a chair, who will have overall accountability for the selection decision.

The structure and nature of interviews shall be pre-planned, relevant to the post, and in all cases consistent with the Council's requirements in respect of its Equalities and Diversity in Employment Policy.

All applicants will be treated equally on merit, ability and potential, and all appointments will be made on the basis of clear and justifiable job-related criteria.

Interviews will be reasonably adjusted to accommodate any requirements of disabled applicants.

## **12. Occupational Tests & Psychometric Questionnaires**

Occupational Tests and Psychometric Questionnaires will only be used when relevant to the vacant post and where they add value to the recruitment and selection process.

Where psychometric questionnaires, licenced occupational tests and externally purchased tests are to be used, they will be commissioned and administered through the Departmental Human Resource Service in accordance with the Council's Policy for using Occupational Tests and Psychometric Questionnaires.

Other occupational tests whether basic (e.g. spelling or typing) or more detailed (e.g. special aptitude tests, presentations) will be conducted through the recruiting manager who will be responsible for the test, ensuring that it avoids unfair discrimination, that it is validated accordingly, and that it is reliable, acceptable and fit for purpose.

Where it is intended to use any of these arrangements, applicants will be notified in writing beforehand. Tests and questionnaires will be reasonably adjusted to accommodate any requirements of disabled applicants.

All results shall be evaluated and interpreted by suitably trained / accredited staff; shall be regarded as confidential and restricted to those in the selection process; and shall be judged only in relation to the criteria previously specified.

### **13. Offers of Employment and Appointments**

Applicants will be informed at interview of when and how they will be told of the outcome; either verbally or in writing. Offers of employment, whether verbal or in writing, will be made subject to receipt of satisfactory references, medical clearance, or compliance with the requirements of the Safer People for Safer Services Policy and Rehabilitation of Offenders Act (as applicable). Verbal offers will be confirmed in writing.

Once satisfactory information has been received, the offer of appointment will be confirmed in writing. However, for specific jobs, in consultation with the Departmental Human Resource Service, appointments may commence prior to the receipt of information. Confirmation of the appointment will be dependant on the receipt of this information.

The terms and conditions of employment will be sent as soon as practicable, but no later than 8 weeks after the applicant's start date.

### **14. References**

Confirmation of appointments will be dependent on the Council receiving satisfactory written references, one of which should be the present or last employer of the applicant. It is the Council's final decision as to whether the references are satisfactory.

References for internal applicants shall be provided in writing by the relevant line-manager, who must liaise with the relevant Departmental Human Resource Service.

(NB: The Council has a Policy for the Writing of References. This applies when any manager receives a request for a reference from another employer, regarding a current or previous member of staff, and must be complied with.)

### **15. Criminal Convictions**

Where the post is exempt from the Rehabilitation of Offenders Act, confirmation of appointment will be subject to receiving satisfactory "Disclosure" checks. Disclosure checks will be undertaken in accordance with the Criminal Records Bureau's Code of Practice.

#### **16. Feedback**

Oral feedback shall be offered to all applicants who are interviewed but not appointed.

Feedback will not be offered automatically in respect of applicants who are not shortlisted for interview. It will however be provided if requested by the applicant. Internal applicants will be informed and offered oral feedback if they are not shortlisted.

Feedback on psychometric questionnaire results and on other licensed products shall be provided, on request, by the person or company commissioned.

#### **17. Record Keeping**

Appropriate written records will be kept that are sufficient to validate the panel's selection decision.

Information relating to applicants, i.e. details of shortlisting and interviews, will be retained securely by the Departmental Human Resource Service. Information regarding the successful applicant will be included in their personal file. Information regarding unsuccessful applicants will be retained for 6 months after the appointment decision is taken in order to meet possible complaints of unfair treatment.

Details of applications received and other relevant information will be retained by the Council for monitoring and statistical purposes.

#### **18. Induction**

Any person newly appointed, whether they are an internal or external applicant, will receive a full and comprehensive induction by their manager into the post, the team and the Council (where appropriate). All new recruits will attend the Council's Corporate Induction Training course and Departmental Induction Training course (if available).

#### **19. Probation**

Any person newly appointed will have a probationary and assessment period.

For those who were external applicants (and are new entrants to local government) the formal probationary process will apply. It is not until the probationary period has been completed successfully that their appointment is fully confirmed in writing.

For those who were internal applicants (or external applicants that have continuous local government service) an assessment and monitoring process will be undertaken that will follow the same framework as the formal probationary process. The appointment is not subject to this assessment process, failure to meet the required standards will be managed through the capability procedure.

All persons appointed from outside the Council to posts where the Safer People for Safer Services Policy applies, including those with continuous local government service, will be subject to the formal probationary process.

## **20. Using Employment / Placement Agencies**

The Council operates an approved list of Employment / Placement Agencies, and approved Agencies only will be used to supply Agency staff.

Whenever Agency staff are utilised the Council's Guidelines on the Recruitment of Agency Staff and Consultants will be followed.

Agencies will not be used to provide the recruitment and selection function on behalf of the Council. Neither will the Council pay through a "buy-out" process to recruit and select a member of staff who has worked for an Employment / Placement Agency.

## **21. Using Consultants**

Unless there are exceptional circumstances, Consultants will not be employed to cover vacant posts. They may be used when a specific task, project or development is to be undertaken. Before a Consultant is employed, consideration will be given to whether the task, project is suitable to offer as a secondment opportunity. Consultants will be selected in accordance with the Council's procurement standards and contract and tendering rules.

## **22. Recruitment Consultants**

The use of Recruitment Consultants in order to carry out the full recruitment and selection process must be determined by the Chief Officer. The use of Consultants for this purpose should be limited to senior posts, posts which are difficult to fill or for a specific recruitment campaign. Recruitment

Consultants will be selected in accordance with the Council's procurement standards and contract and tendering rules.

The appointment decision will at all times remain the responsibility of the Council and therefore accountability for the selection decision remains with the Council's panel of managers (or Members, where applicable), not the Recruitment Consultants.

### **23. Performance**

All aspects of recruitment and selection processes will be monitored by the Human Resource Service. This information will be used to ensure that recruitment and selection practice remains in line with Council Policy and Standards, that we are meeting our objectives for human resource management and equalities and diversity in employment, and assist managers with future recruitment and selection processes. This information will guide future developments.

The Council will strive for continuous improvement in its recruitment and selection processes and will monitor and review any targets set in this area.

The Council will also monitor its recruitment and selection practice by asking for feedback from applicants. This will be achieved as follows:

- A questionnaire will be sent in a sample number of application packs
- A questionnaire will be sent to a sample of successful applicant once they have commenced their employment
- A questionnaire will be sent to the successful applicant if they fail to commence employment

### **24. Working with or on behalf of Partner Organisations**

Partner organisations may have their own recruitment and selection requirements. These may include additional requirements to those of the Council that must be applied. If, however, the standards are lesser, and the Council through its managers (or Members) has accountability for appointment decisions, then the Council's policy must be adhered to.

### **25. Appeals**

There are no rights of appeal against appointment decisions.

Any staff who feel that they have been subject to unfair treatment in the recruitment and selection process may raise the matter through the Grievance Procedure. This will not affect the appointment decision.

## **26. Recruitment and Retention**

Managers may utilise appropriate recruitment and retention strategies as necessary, at their own discretion with the agreement of their Departmental Human Resource Service.

In a work area where significant recruitment and retention difficulties apply, as an exception, the selection processes can apply if a person presents themselves to the organisation and they appear to meet the person specification requirements.

Market supplements can be recommended in accordance with the Council's procedure and will need to be agreed by the Executive.

The Relocation Package can be offered in accordance with the Council's agreed procedure.

## **27. Recruiting Former Members of Staff**

If a former member of staff has been selected for a vacant post, the procedure for their re-engagement as agreed by the Council must be followed.

## **28. Roles and Responsibilities**

Specific responsibilities in relation to recruitment and selection are defined below.

The Policy is commended to School Governing Bodies for their use.

### Councillors

Councillors are responsible for recruitment and selection decisions for senior manager posts as agreed by the Executive on the 27<sup>th</sup> November 2001, as follows:

- Interviews and appointments to Chief Officer posts will be undertaken by the Assembly.
- Interviews and appointments to JNC level posts or LSMR level posts that report directly to the Chief Officer will be undertaken by a Members' selection panel.

Members must therefore, be conversant with the requirements and implications of this Policy and Standards document.

#### The Chief Executive

The Chief Executive is responsible for advising elected Members of their responsibilities under the law and for ensuring that their decisions in respect of this Policy and Standards document are fully implemented, so that Equalities and Diversity in Employment becomes an integral part of Council Policy. In this field as in other areas of Human Resource Management, the Chief Executive is advised by the Borough Personnel Officer.

#### The Management Team

Chief Officers are responsible for implementing Council Policy in their departments and for ensuring that all recruitment and selection within their remit is undertaken in accordance with the requirements of this Policy and Standards document, and in furtherance of the Equalities and Diversity in Employment Policy.

#### School Governors and Headteachers

The Council expects School Governors and Headteachers to be responsible for Council staff under their control and to assume the same responsibilities as Chief Officers.

#### The Borough Personnel Officer

The Borough Personnel Officer is the Council's advisor on all Human Resource matters and has the responsibility for ensuring that the Members, the Chief Executive and the Chief Officers are fully briefed at all times about their responsibilities in the field of Recruitment and Selection and Equalities and Diversity in Employment; and that they receive the support they need from internal or external Human Resource Service Providers carrying out these responsibilities within the resources made available by the Council. In addition, the Borough Personnel Officer is responsible for monitoring, reviewing and reporting on all aspects of this Policy and Standards document.

#### Managers and Supervisors

Managers and supervisors are accountable for their recruitment and selection decisions and the application of the Recruitment and Selection Policy and Standards document. They are responsible for setting the highest example in commitment, attitude and action consistent with the requirements of this Policy and Standards document, and also for ensuring

that grievances and transgressions are dealt with in accordance with the Council's laid down procedures. In particular, they are responsible for recruiting the people required, both in number and quality, to meet future and present needs.

#### The Human Resource Service

The Human Resource Service are responsible for developing arrangements for devolution of recruitment and selection to line managers, and for supporting them in carrying out their responsibilities in this respect. In addition, they have special responsibilities to the Borough Personnel Officer for ensuring that all recruitment and selection within their remit is carried out in accordance with the standards laid down in the Policy and Standards document; and that results are recorded and reported as required. The selection of service providers, where appropriate, and the performance of service providers, shall be determined/measured by their adherence to this Policy.

#### Members of Staff

For the Recruitment and Selection Policy and Standards document to be effective, it is essential that all staff understand and accept its requirements; and that they are able to report any practices or incidents, relating to recruitment and selection, which they consider to be unfair. Any member of staff who, in good faith, claims unfairness, may do so without fear of consequence.

#### The Role of the Trade Unions

As in the case of any Policy in the field of employment, the commitment and co-operation of the Trade Unions is vital.

The Trade Unions have endorsed this Policy and Standards document and have expressed their willingness to co-operate fully in its implementation, and to provide support for any staff who feel that they have been subject to unfair treatment.



## Pricing

### 1. Pricing schedule - attached

Explanation of pricing schedule:

Pay rates – The pay rates outlined within the schedule have been taken from the current pay rates applied to temporary staff within London Borough of Barking & Dagenham and compared with benchmarking data. Pay rates from of the type of temporary staff who are not currently being managed by Matrix have been taken from examples within other London Council contracts.

WTD – Holiday pay is set at 8.33% of the pay rate and the agency will include this within a temporary worker's rate or accrue this to be paid when the temporary worker takes leave. Limited company contractors will have the equivalent, rolled up within their rate.

National Insurance contribution – For the purposes of the spreadsheet, we have calculated NI at as close to real NI as possible taking an average 35 hour week. For many of these positions listed, temporary workers may operate through a Limited company.

To allow vendors to apply a multiplier prior to a candidate working, we suggest NI is calculated against a schedule of rates which matches closely to actual NI.

Margin – Margin is calculated as a percentage of the charge rate and reconverted for this schedule as a percentage of the pay rate.

### 2. Management Fee

Matrix proposes a management fee based on the monthly total invoiced value (net of VAT) processed by Matrix.

The fee proposed is 2.50% of the monthly total invoiced value.

The fee can be incorporated within the charge rate depending on how the Council wishes to capture and distribute savings.

### 3. Incentives

Matrix is committed to performing to a high level in all of its contracts regardless of incentives that may be put in place.

As the success of this contract is dependent on both Matrix and the London Borough of Barking & Dagenham working in partnership together, we would expect the relationship and contract to thrive regardless of incentives.

However we would be happy to consider suggestions regarding incentives that the Council may propose.

Initiatives for incentives may include:

- Savings targets

Targets for savings can be set prior to contract commencement and reviewed annually. Matrix can be incentivised on achieving those targets. Typically, this would entail Matrix receiving a higher percentage of the increase in savings, though designed to ensure that the Council the majority of each increase.

- Reduce Agency Workers

One of the expected outcomes required by the Council is an overall reduction of Agency Workers employed by the Council.

Matrix will work closely with the Council to achieve this objective and annual targets can be put in place.

An incentive can be put in place to reward Matrix for helping the Council achieve this reduction. This could be a calculated as a percentage of the savings or as the management fee applied on savings achieved.

- Early payment discount

Payment within 14 days – discount @ 0.15% of invoice value

Payment within 7 days – discount @0.20% of invoice value

- Contract extension incentive

The Council could make the potential 2 year extension to the contract term contingent upon Matrix achieving a series of performance targets and other objectives.

#### 4. Further scope for savings

Throughout the contract, we would continuously look at improving processes and seek further savings both cashable and from efficiency gains. For example:

- Long term temporary workers

Agencies that have temporary workers that have been with the Council for more than 6 months would have their margin reduced by 20%.

- Direct temporary workers

Temporary workers that approach the Council directly can be managed by Eden Brown at 5% margin (6.3% mark-up of pay rate).

- Public Jobs Direct

Temporary workers applying direct through the job board will be offered to the Council at 10% below the standard agency margin.

Candidate selection and checks will be undertaken by Matrix Managed Services.

For permanent requirements, the Council can advertise within Public Jobs Direct as a **free service** to increase candidate applications.

#### **5. ASP**

Matrix licenses its systems from an independent software provider. The London Borough of Barking & Dagenham may license the system directly from our suppliers or provide a full specification in order for Matrix to engage with the supplier on behalf of the Council.

It is very difficult to provide clear indication of costs for a system solution without understanding the Council's requirements for how this system would be implemented and integrated.

