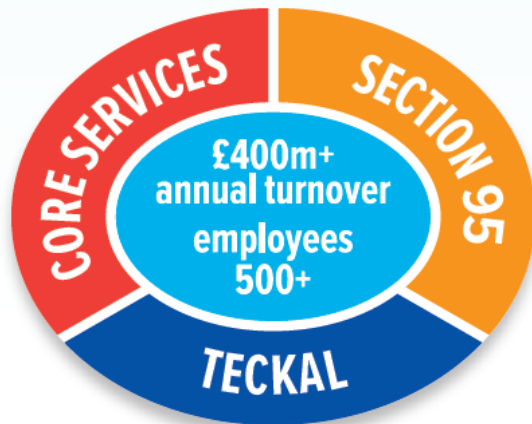


Delivering through a Joint Venture model

Steve Wilson
Group Head of Collaboration & Development

Helen Archer – Lock
Director



EDUCATION SUPPLIES

- Stationery
- Furniture
- Office Equipment
- Art, Craft & Curriculum
- Exercise Books
- Catering
- Cleaning & Hygiene
- Healthcare & First Aid

ENERGY

- Energy Procurement
- Energy Management
- Energy Surveying
- Invoice Validation & Bureau Services
- LED Lighting
- Water Services

PROFESSIONAL SERVICES

- MFDs
- Interactive AV
- IT Hardware & Software
- Vehicle Leasing Services
- Projectors
- Video Conferencing
- Telephony
- Office Supplies
- Catering Services
- Cleaning Services
- Education IT Services
- Managed Services
- Bespoke Printing Services

RECRUITMENT

- Managed Services
- Consultancy
- Health & Social Care
- Education
- Executive & Management
- Media & Marketing
- Construction, Technical & Engineering
- Commercial & Support
- Interpreters & Translation

OPERATIONAL SERVICES

- Landscape Services
- Inspection Services
- Vehicle Engineering Services

PROCUREMENT SERVICES



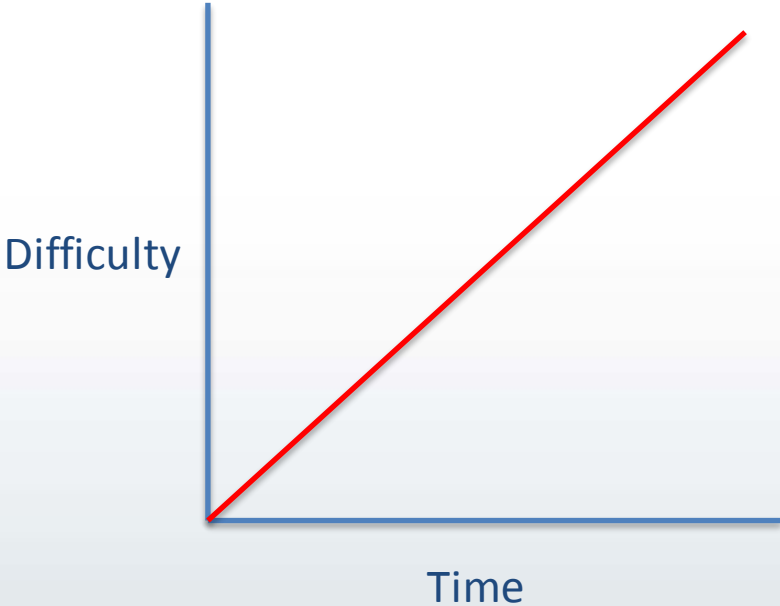
A Flexible Approach to a Diverse Market

A unique blend of control, flexibility and governance to build the right solution for your organisation.



Joint Ventures

Sharing Knowledge, Risk & Investment



Model	Benefits / Advantages	Risks / Disadvantages
In-house Teckal Managed Service	<ul style="list-style-type: none"> Control of the Managed Service provision through LBC Governance Increase quality of candidate through 'LBC owned' service (knowledge and understanding) Opportunity to integrate Managed Service provision into other business streams e.g. supporting permanent recruitment Opportunity for external trading through Teckal allowance Increase interaction with hiring manager community Additional candidate attraction through Social Values impact Additional flexibility to add further, related services to Managed Service provision e.g. DoLS Additional flexibility to change service offering to meet changing needs / outcomes Full cost savings through removal of outsourced Managed Service fee and some Supply chain mark-ups if direct fulfilment model is realised Ability to reinvest dividends into local Social Values based activity, to benefit the local residents within the Borough, to complement Luton's Investment Framework and Luton's employment and skills strategy. 	<ul style="list-style-type: none"> Full liability of initial set-up costs, with investment in Legal, IT, communications, property, candidate attraction methods, dedicated recruitment website and governance Investment and resources will be required to establish suitable HR policies, Service Level Agreements, Temporary Worker contracts and agency contracts. Full investment of legal advice to establish a compliant Teckal business within a competitive market place and reduce the risk of challenge. Limited / lack of internal personnel experienced in running a commercially viable managed service recruitment business Identification and on-boarding of experienced recruits to fulfil the Managed Service provision Identification and on-boarding of suitably skilled Account Managers with knowledge of successfully running a Managed Service provision including KPIs and P&L Full investment and on-going costs to maintain an in-house fulfilment team Market research activity and tender provision to purchase and integrated IT systems including: CRM database, Candidate Portal, Supply chain and vacancy management platform, candidate attraction tools and new / amended flexible pay/bill system to facilitate multiple payment schedules. Limited / lack of personnel to operate a recruitment specific sales / external trading recruitment business LBC / LATCo would have to undertake a full, OJEU compliant tender process to vet and select a compliant supply chain Stand-alone accountability for risk of failure and associated losses A reduction in LBC requirements could impact the long-term profitability of the in-house model. This will have to be managed through clear forecasting and P&L management

Joint Venture Vehicles

What are the Options?

Considerations



Options



Joint Venture Vehicles

Finding a Partner

Purpose

Key Drivers

Desired Outcomes

Transparency

Buy-in

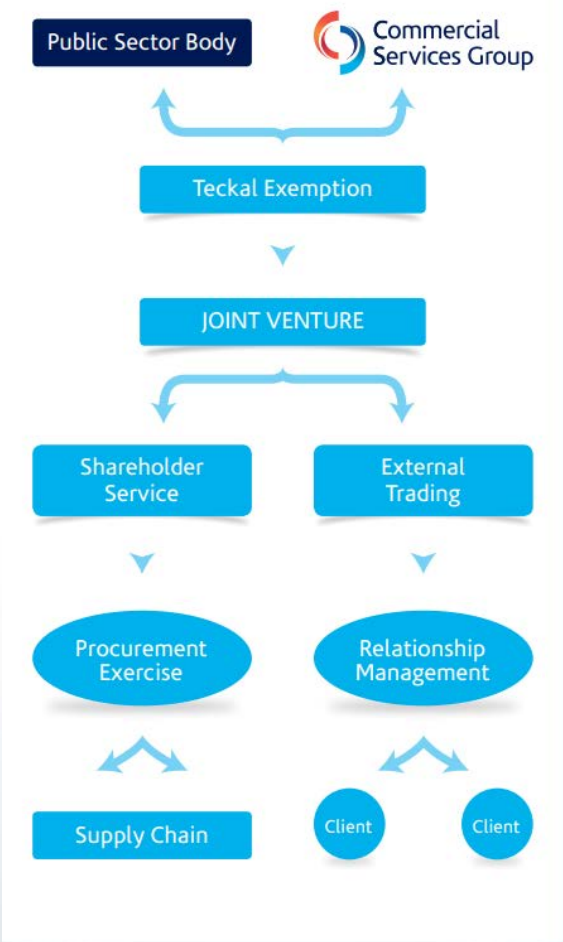
Negotiation

Partnership

Project
Plan

Collaborative Working Case Study

THE JOINT VENTURE MODEL



Home Politics HR Finance Transformation Health & Social Care

Mark Whitehead 21 September 2018

Counties launch joint venture to recruit temporary agency staff

Hampshire has joined forces with a company set up by Kent County Council to recruit temporary agency workers.

It says the joint venture will recruit staff in a wide range of roles across the authority to meet the growing demand for services, especially in social care.



Hampshire County Council
14,689 followers
1w

[+ Follow](#)

A new and innovative joint venture has been announced by the County Council to recruit temporary agency staff into a wide range of roles across the Authority to meet the growing demand for services, particularly in social care. ...see more



Hampshire County Council to launch new recruitment venture for temporary agency staff with Kent County Council
hants.gov.uk

Hampshire's leader Roy Perry said: *'By creating what is effectively our own in-house agency, drawing on the expertise of our partners in Kent who have a similar set-up locally, our aim is to attract and retain good temporary staff over a longer period.'*

'In doing so, we would hope that many will take the opportunity to convert to permanent employment with us, which we would welcome.'

'Through the launch of this agency, we will ensure a more cost effective solution to providing the good quality care Hampshire residents deserve.'

Collaborative Working Case Study

Finding a Partner

Evaluation Process	Commercial					
		Financial Feasibility				
		External Trading within Teckal				
		Section 95 External Opportunities				
		Risk Register templates				
		Project management (mobilisation planning)				
		Business Plans				
		Market Engagement [Supply Chain] Strategies				
		Sales & Marketing Plans				
		Joint Ventures/Partnership models				
		Procurement Advice				
		Market Intelligence including benchmarking				
		Capability and Capacity Assessments				
		Governance Advice				
		Insourcing Health check & scenario Planning				
	Due Diligence & Sensitivity Checking					

Mobilisation & Delivery	HR	Finance & Procurement	Legal	Systems / IT	Operations
	Employment Policies	Financial Modelling & Rate Card Development	Teckal Advice	Recruitment CRM System setup and configuration	Service Delivery Team Structure [specialist verticles]
	Employment Contracts (permanent and temporary staff)	Operational P&L, Balance Sheet & Cash Flow Statement build	Company Model Type (e.g. Company Limited by Shares)	Client Portal setup and configuration	Recruitment and Onboarding of Service Delivery Team
	TUPE Advice	HMRC Self-Assessment Registration	Company Incorporation	Agency Portal setup and configuration	Training Programmes / Induction
	Agency Workers Regulations Advice	Company Bank Account Set-Up	Shareholder Agreement and Articles of Association [or equivalent]	Online timesheeting including App	Performance standards and KPIs
	Umbrella Compliance	VAT Registration	Services Contract [including Service Level Agreements]	Website / Job Board Creation and Setup	Accreditations & Membership
	Umbrella Preferred Supplier List	Insurance	External trading opportunities and Business Plan	Systems integration (recruitment CRM, financial system, pay and bill system)	Compliance and Vetting Checks
	IR35 Advice	Financial System setup	ICO registration and advice	Suite of Management Information Reports	Temporary Worker Agreements / Contracts
	Pension administration	Financial Systems integration	Appointment of Internal and External Auditors	Market engagement tools (e.g. job sites)	Temporary Worker Handbooks
	Reward and Recognition Schemes	Pay and Bill setup and services	Taxation advice	IT infrastructure setup (access to systems)	Candidate Attraction Strategies
	HR & Organisational Development Strategies	Financial Reporting		IT Support (e.g. starters and leavers, service desk support)	Operational processes and workflows
	Career Pathways	Cashiering / Treasury / Transaction Processing		Online ordering process	Business Continuity
	Talent Acquisition (Permanent Staff) & supporting processes	Procurement - DPS setup and ongoing maintenance		Talent pool & automated compliance solution	Operational Risk Register
	Strategic and HR Organisational Support	Statutory reporting (large companies and for contracting authorities)		Systems training and ongoing support	Temporary Worker Mandatory Training
	Learning & Development	Accountancy			Temporary Worker Retention Programmes
	Payroll setup (permanent and temporary staff)	Financial Risk Management			Audit of Supply Chain
	Payroll support	Credit Control			Supply Chain Engagement and Management
	Annual Pay Review	Signing Authority Matrix			Novation of existing temporary workforce
	Employee Relations				Communications Plan
					Hiring Manager Engagement
				Company Policies	
				Company Branding	
				Marketing Strategies	

Collaborative Working Case Study



Mobilisation

Communications

Risk Management

Cabinet	Executive	Senior Stakeholders
Hiring Managers	Finance	Legal
Operations	Procurement	Supply Chain

Temporary Workforce