

Interim staff
resourcing for short
term interim projects
on data driven
services.

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Director

**Harvey
Nash.**

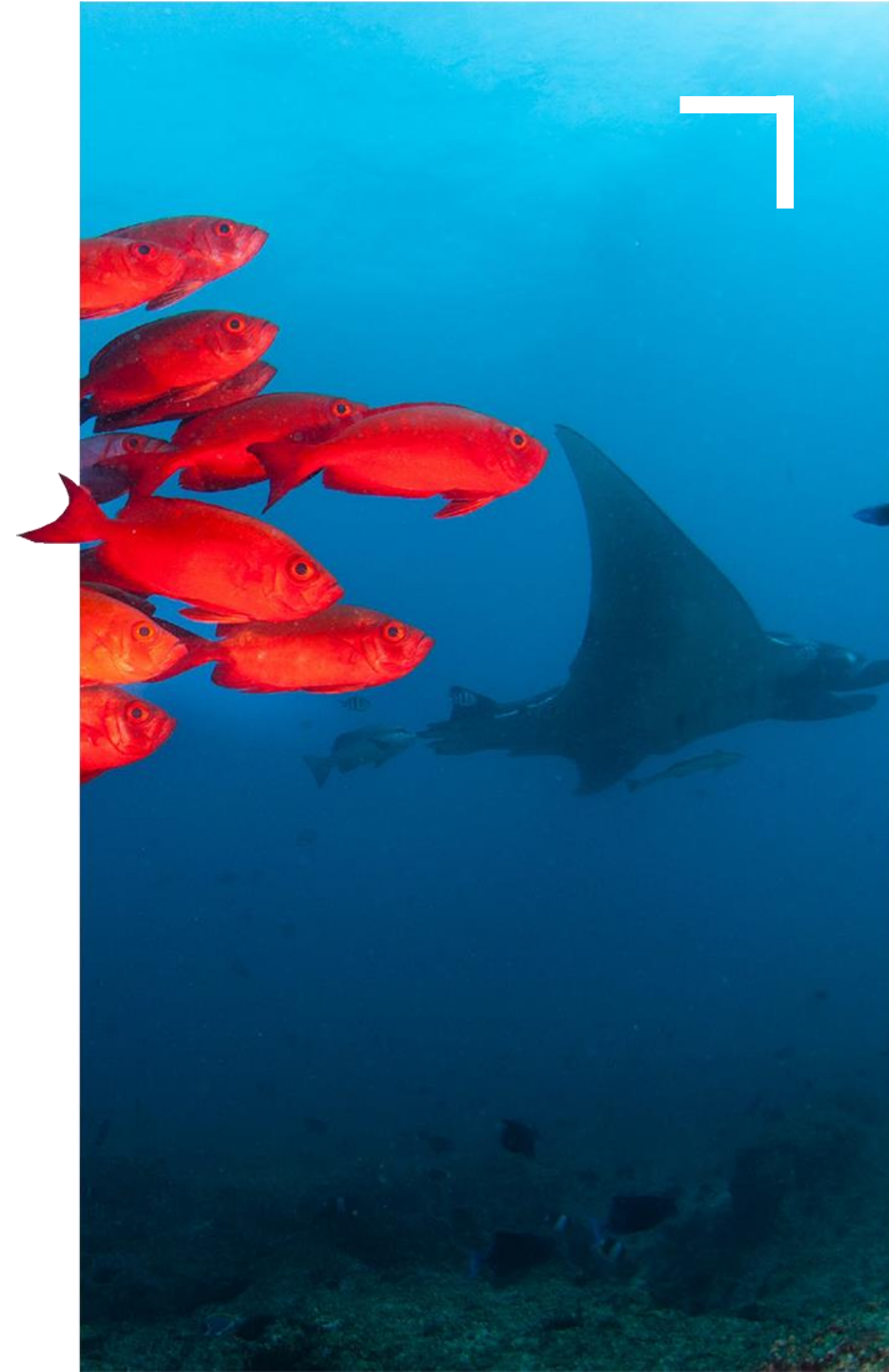
Interim/Contract/Temp/Fixed Term



- **Interim** – Senior individual, engaged to provide short/medium term strategic or delivery focussed expertise. Typically paid via Ltd company as either T&M day rate, or outcome based SoW.
- **Contract** – Skilled service providers, engaged to fill short/medium demand caused by spike in workload or lack of internal capability. Typically paid via Ltd company or umbrella company as T&M day rate.
- **Fixed Term** – Typically the same level as interim or contract but paid as through your PAYE as a perm employee with a fixed end date.
- **Temp** – Typically blue collar brought in to meet a spike in demand. Can be very short engagements often paid hourly via an Umbrella Company or Agency.

In Demand Projects

- **Centralised BI reporting system** – Implementing BI tools such as PowerBI, Tableau for reporting purposes - making data easily accessible, self-service BI for employees and giving single view to an organisation.
 - **Data Visualisation** – PowerBI, Tableau, Qlikview –
£400 – £500 pd
- **Building a Data Warehouse** - combining multiple data sources/data sets into one for single version of the truth. Can be big data solution (data lakes), combining unstructured and structured data to gain better insight on customer base or to drive business strategy.
 - **Data Engineering** - SQL (Structured, relational data) -
SQLServer/PostgreSQL/MySQL - Python -
AWS/Azure/BigQuery - Hadoop - Apache Spark - Kafka -
Scala - NoSQL (non-relational/unstructured data).
£400 - £500 pd



Cont'd

- **Migrating to cloud** – Scalable solution for data storage. e.g. use Azure Data Factory to transform data, Azure data lake to store and Azure analytics to get insight from the data. Throw in PowerBI to display findings and then use Machine Learning and AI to turn insight into action.
 - **Data Engineering** - SQL (Structured, relational data) - SQLServer/PostgreSQL/MySQL - Python - AWS/Azure/BigQuery - Hadoop - Apache Spark - Kafka - Scala - NoSQL (non-relational/unstructured data).
£400 - £500 pd
- **Data Science** – Predictive Analytics, Machine Learning, AI.
 - Data Scientist - £650+ (Engage with a consultancy!)
 - Data Architects - £800 +
 - Programme Management - £750+
 - Project Management - £550+



Considerations when using interim resource for building data driven solutions:

- **Data Literacy** – Do you know your maturity levels? Need to get organisation to adopt and utilise tech effectively. Getting people to understand and act on the insight. – Start with a Data Architect/Head of Data/Data Consultant
- **Maintenance and support** – After implementing these tools, who will maintain and enhance them? Skills hard to find in perm market and hard to keep skilled individuals as the skills are so in demand. Perm shortage in this area – Google BigQuery (very rare), Azure more common but in demand.
- **The why?** – what is the business looking to achieve? What questions looking to answer through data? Does the cost outweigh the benefit? Pragmatic Heads, someone with a track record of delivering right size solutions. Avoid evangelists/artists.



IR35 – What, when, how?



Workforce
Solutions



What is it

IR35 is tax legislation that is designed to combat tax avoidance by workers supplying their services to clients via an intermediary, such as a limited company, but who would be an employee if the intermediary was not used. Such workers are called 'disguised employees' by Her Majesty's Revenue and Customs (HMRC)

What is changing

As proposed within the Finance Bill, the changes to IR35 are with regards to responsibility and liability. This is being removed from the Limited Company Contractors, and being placed on to the End Client and Fee Payer (Harvey Nash or any other supplier). What **isn't** changing is what determines an engagement to be 'inside' or 'outside of IR35. This will remain the same.

Adopt an IR35 Management Framework:

1. Understand & Education
2. Assign Ownership
3. Identify Stance & Approach
4. Create a Working Practices Policy
5. Agree Methodology for Determinations
6. Design a Process for new/current Contingent Workers
7. Initiate Workforce Planning
8. Develop an Engagement and Comms Strategy
9. Launch the Framework
10. Manage Project & Service Continuity



April
2021



Autumn
Statement
Expected Final
Legislation



Review
Completed

IR35 – Our Stance:



- Positive and Pragmatic – we believe that organisations do not need to make blanket decisions. We accept that some contractors/contract roles will be considered ‘inside’ and some will be considered ‘outside’.
- This change can be managed effectively. HMRC have stated they believe 66% of contractors are to be outside – see HMRC Factsheet (embedded within document library).
- Our experience in the public sector shows us that organisations who take a pragmatic view to the changes have been able to mitigate risk, control costs and access the best talent.
- The CEST tool has been publicly criticised, however it is the “guidance” provided by HMRC. In our opinion, the CEST tool should be adopted but not relied upon. An IR35 determination should be a true reflection of the contractual terms and working practices of the engagement.
- Take this as an opportunity to review and align the utilisation of your contingent workforce strategically and work with an expert to provide you options
- SOW is not the ‘silver bullet’ to IR35. However, it is an opportunity to consider the possibility of procuring services through a mature service offering.
- With the Finance Bill still to be confirmed this information is subject to change. The review of IR35 is completed and we expect the final legislation to be updated with the Autumn Statement. We expect IR35 changes will be implemented in line with April 2021 as planned.