

Report for: Cabinet on 13 December 2016

Item number: 16

Title: Award of Contract for a Master Vendor Solution for the Supply of Permanent and Temporary Agency Workers

Report

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Ward(s) affected: N/a – Corporate Contract

Report for Key/

Non Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1 To seek Cabinet approval to award a new contract for the supply of Permanent and Temporary Agency Workers to Hays Specialist Recruitment Limited ('Hays') for a period of 3 years from 1 February 2017 with the option to extend the contract for a further period of one year. This is required under CSO 3.01 where Cabinet approval is required to award contracts valued over £500,000.
- 1.2 The award is made under the Eastern Shires Purchasing Organisation (ESPO) EU Procurement Compliant Framework 'MSTAR2 - Managed Service for Temporary and Agency Resources'.

2. Cabinet Member Introduction

- 2.1 The current contract arrangements for the supply of Temporary Agency staff is via a Neutral Vendor Framework that is due to end in January 2017. Although there is an option to extend the contract for a period of one further year, the Council is seeking to build a 'Recruitment Partnership' to provide a single point of contact for all temporary workers and permanent recruitment (below Tier 3: Head of Service level).
- 2.2 The Council has undertaken a robust market analysis and options appraisal, and recommends to directly award a Master Vendor Contract to Hays for the supply of temporary agency workers and to administer the recruitment of all permanent Council staff at Tier 3 (Head of Service) and below. A direct award provides the Council with best value for money, minimal transitional effort and significant savings in resources by eliminating the need to carry out a tender or mini competition exercise.

- 2.3 A 'Recruitment Partnership' approach optimises permanent and temporary worker recruitment, gives access to a wide range of specialist sourcing approaches not currently available to the Council, a new online eRecruitment system and significant improvements in brand representation and positioning that will improve candidate attraction. The move to a Master Vendor model optimises value for money and Small Medium Enterprise (SME) supplier mix to better deliver the resources the Council requires. Through the new contract arrangements, the provider has greater incentive to fulfil vacant positions (paid by performance), fulfilment rates form part of the service level agreement and simplifies all inclusive fee structures for recruitment (no additional advertising costs).
- 2.4 The proposed new arrangements support the Council in creating a workforce of the future reflecting the diversity and needs of the Borough by maintaining focus on Diversity and Inclusion through proactive management dashboards.
- 2.5 A Social Value Fund will be established to be jointly managed between Hays and the Council to support social value initiatives primarily relating to employment and career opportunities. This fund is anticipated to generate circa £60,000 per annum via Hays' contribution relating to the fees paid by the Council each year.
- 2.6 It is anticipated the migration to a Master Vendor arrangement combined with revised commercial arrangements will deliver in excess of £1m of cumulative contractual related savings over the initial 3 year contract period as part of the Supplier Engagement Programme and will contribute to the Council's wider cost reduction initiatives.
- 2.7 Robust contract governance and management overview will be implemented to ensure Hays deliver the services to the agreed performance standards and service levels, and any service concerns are addressed appropriately with the service provider. Overall operational management of the contract will be overseen by the Shared Service Centre and contractual compliance will be overseen by Procurement.

3. Recommendations

- 3.1 For Cabinet to approve the award of a Master Vendor contract under the Eastern Shires Purchasing Organisation (ESPO) EU Procurement Compliant Framework 'MSTAR2 - Managed Service for Temporary and Agency Resources' to Hays Specialist Recruitment Limited ('Hays') for a three year period with effect from 1 February 2017 with an option to extend for a further period of one year, for the supply of temporary agency workers and to administer the recruitment of all permanent Council staff at Tier 4 and below (below Head of Service level), and optionally to administer recruitment above Tier 4.
- 3.2 The total value for the management fees payable for the temporary and permanent staff resource centre is on average £860k per annum and a total of £3.49m over the period of the contract (including the option to extend for one year).

4. Reasons for Decision

- 4.1 Hays have successfully supplied temporary agency workers to the Council since 2006 when they were awarded a seven year contract and in 2013, were again appointed as the preferred supplier following a mini tender competition using the 'MSTAR1' framework.
- 4.2 The Council awarded Hays the contract in 2013 primarily due to value, where on average, Hays were 10% more cost effective than other bidders. Hays have continued to offer competitive rates which is demonstrated as they were the highest scoring bidder in 'Quality' and 'Price' in the MSTAR2 framework.
- 4.3 The MSTAR framework was established following an EU procurement process and is supported by the Government Procurement Service (GPS) and Local Government Association (LGA). It is recommended to directly award with a Master Vendor model of delivery as this provides the optimum value for money that includes a mixture of large organisations and SMEs to deliver the resources the Council requires.
- 4.4 Over 30 local authorities were involved in developing the scope, specification and evaluation of the MSTAR2 framework to meet a broad range of user requirements. As the framework will be managed by ESPO at a national level, this will help drive performance on an ongoing basis and build strategic relationships with suppliers to gain better value for money, cashable savings and improve performance. Furthermore, having access to a national framework will enable the Council to share commercial knowledge, including supplier and market intelligence and expert advice.
- 4.5 Significant cost savings and efficiency gains have been made through the ongoing relationship between the Council and Hays, including a reduction in average charge rates by £3.40 per hour in five years, providing a saving on the rates charged equivalent to over £2.6m and a reduction in the cost of long term engagement of temporary workers by 39%. Following the award of the 2013 contract a further £1.1m savings were achieved in the first year of the contract.
- 4.6 After nearly 10 years of delivering the service with staff who are not professional recruiters, the Council is seeking to build a 'Recruitment Partnership' with Hays in order to provide a single point of contact for all staff recruitment.
 - 4.6.1 A single point of contact will enable the Council to better control recruitment activity by channelling all recruitment requirements through a single process, thus enabling Hays to have a single view of the Councils staffing requirements and using their existing market experience, recruitment expertise and multiple sourcing channels, will improve permanent recruitment attraction or placement of temporary workers by ensuring the right resources are matched to the Councils requirements. Maximising the economic benefits of sourcing temporary agency workers through a move to a Master Vendor Contract and moving to an online eRecruitment system to significantly streamline recruitment processes and procedures, enabling a better candidate experience and shorter recruitment timescales.

4.6.2 The new business model for recruitment introduces both on-site and off-site service delivery. The on-site team will include Recruitment Partners who are professional and experienced recruiters that will work directly with senior leaders in each directorate to better manage their workforce requirements, and Sourcing and Compliance Partners who will ensure internal management and compliance with recruitment policies and procedures. Off-site services will include Talent Sourcing, Engagement and Management specialists who will manage talent mapping, and contract co-ordinators that will ensure efficient administration of all stages of the recruitment process.

4.7 Spend, Fees and Savings:

4.7.1 Hays will continue to charge a fixed management fee to administer around £20m of temporary worker spend per year through its existing Resource Centre. The fees are £146,900 per annum. The £20m projected spend in temporary workers includes the wages paid to the workers that are capped to a maximum hourly rate as well as a mark up fee. The mark up pricing for each role is consistent whether sourced by Hays or an alternate supplier partner. The total expenditure will vary year-on-year dependent on the number of temporary agency workers engaged by the Council. The new Master Vendor Contract for the provision of temporary agency workers is expected to reduce the level of fees payable by the Council by approximately 5%.

4.7.2 Other additional fees are £110,399 for the cost (over four years) to implement and manage a new eRecruitment system delivered through an existing eRecruitment technology contract. This supplier was selected following a tender process earlier this year. The service has waited for the new contractual arrangements to be in place and will provide the platform to support significantly improved permanent and fixed term contract recruitment. Hays have negotiated further system enhancements to the software at no extra cost to the Council. In the event that Hays can secure an enhanced commercial offer for the provision of the technology with other customers, such benefit will also be passed back to the Council.

4.7.3 The contract will also include the on-going provision of the HAYS online Careers Transition Portal. The HAYS portal was purchased in 2015 to help deliver some of the commitments made in the Council's Workforce Plan around better supporting staff with their personal development and careers. In light of the continued budgetary savings which the Council is required to make, there is an ongoing need to continue to provide staff with a wider range of career tools and support to apply for new roles in and outside of the organisation. The cost is £7,000 per year, which equates to approximately £16 per person. This represents excellent value for money and offers continued support for those within the organisation.

4.7.4 The Council recruited 200 permanent roles externally and 76 internally in the last year. Hays have offered extremely competitive fees for both permanent recruitment and internal placements. These fees are fully inclusive and include any costs incurred from advertising vacancies in the marketplace. Using data based on recruitment activity last year for permanent recruitment, the total cost of recruitment is in the region of £690,000 per annum.

4.7.5 A target for savings on permanent staff recruitment is more difficult to ascertain as the total costs involved of recruiting permanent staff is not captured. It has been established that the mark up rates offered by the recommended provider are 4-10% lower than standard agency and recruitment framework rates. This equates to a reduction of around 30–50% in total fees payable under the current arrangements. The new recruitment arrangements gives the Council much more effective control on permanent recruitment spend. Ad hoc off-contract spend; especially around advertising spend, will be stopped as all recruitment will need to follow a single process via Hays in the first instance. All other spend will be blocked giving the Council much firmer control and grip on spending, which will support the Councils need to reduce spend.

4.7.6 Summary of Fees:

	Year 1	Year 2	Year 3	Year 4	Total over Contract Period
Temporary Resource Centre Management Fee	£ 146,900	£ 146,900	£ 146,900	£ 146,900	£ 587,600
eRecruitment Technology	£ 60,359	£ 16,680	£ 16,680	£ 16,680	£ 110,399
Career Transition Portal	£ 7,000	£ 7,000	£ 7,000	£ 7,000	£ 28,000
Permanent Recruitment Placement Fee	£ 690,000	£ 690,000	£ 690,000	£ 690,000	£ 2,760,000
Annual Fee	£ 904,259	£ 860,580	£ 860,580	£ 860,580	£ 3,485,999

* Note: *the above permanent recruitment fees are based upon activity during the last 12 months and will fluctuate year on year*

4.7.7 It is anticipated the migration to these revised commercial structures will deliver in excess of £1m of cumulative contractual related savings over the initial 3 year term of the contract. These savings will be delivered through lower mark up rates in relation to temporary staff, significantly reduced permanent recruitment fees and minimal advertising fees and will contribute to the planned savings from Supplier Engagement Programme.

4.8 Benefits:

4.8.1 Directly awarding the contract to Hays for the provision of temporary agency workers and to administer the recruitment of all permanent Council staff offers a number of benefits:

- Direct award provides significant savings in resources by eliminating the need to carry out a tender or mini competition exercise. The cost of undertaking a full tender exercise with the market could have exceeded £100k and taken up to 12 months to complete when considering the following complexities:
 - Delivery and implementation of a new service operating model,
 - an eRecruitment system, and
 - transfer of all existing temporary agency workers to the new provider
- An innovative and flexible delivery model with a single point of contact for all recruitment activity will be established. A tiered service delivery model will include both on and off-site teams managing all aspects of the recruitment

process, from face-to-face Recruitment Partners working with senior leaders on all aspects of workforce planning and recruitment, to off-site teams managing sourcing and attraction, talent mapping, supplier engagement, contract co-ordinators and administrators.

- The single point of contact offers substantial efficiency improvements in processes (typical 35 percent improvement in time to hire) and procedures as well as using the latest online eRecruitment systems. A single point of contact will enable Hays to have a single view of the Councils staffing requirements and using their existing market experience, recruitment expertise and multiple sourcing channels, will improve permanent recruitment attraction or placement of temporary workers by ensuring the right resources are matched to the Councils requirements.
- Through the new contract arrangements, the provider has greater incentive to fulfil vacant positions (paid by performance), fulfilment rates form part of the service level agreement and simplified all inclusive fee structures for recruitment (no additional advertising costs). If Hays fail to provide the right candidates, the Council will not pay a fee
- The overall recruitment experience will be enhanced at every stage of the process:
 - Awareness – support and understand the Council’s workforce strategy and headcount changes, develop forward planning of resourcing demands and providing information to Council on market changes
 - Understanding Needs – continuous engagement with recruiting managers, ensuring needs are fully understood
 - Supporting Requirements – providing quality candidates, talent mapping and sourcing and assisting recruiting managers with recruitment decisions
 - On-boarding Staff – supporting candidates through the recruitment process, maintaining engagement and candidate feedback
- Giving Council access to Hays’ extensive recruitment channels within the marketplace including an extensive network of offices, talent pools, specialist online and employer brand presence and extensive online social media channels e.g. LinkedIn, job boards, microsites and social media outlets.
- Investment in real time management information on recruitment activity including real-time recruitment progress updates, tracking of candidate progress, monitoring of inclusion and diversity information and access to a fully auditable recruitment process
- Creation of a Social Value Fund to support employment and career initiatives to support local recruitment initiatives within the borough

4.9. KPIs & SLA:

- 4.9.1 The Council will implement all Key Performance Indicators and Service Level Agreements specified under the ESPO EU Procurement Compliant Framework ‘MSTAR2 - Managed Service for Temporary and Agency Resources’ will form part of the Council’s contract with Hays.

- 4.9.2 Incorporated in the Hays contract are provisions to deduct up to 20% of the managed service fee for non-performance in relation to not meeting the fulfilment threshold.
- 4.9.3 HR will contract manage the performance of Hays ensuring they comply with the SLAs and KPIs stated in the contract. This approach will assist the Council in delivering its business needs and strategic objectives, whilst offering the best opportunity to achieve further significant savings in both temporary agency and permanent recruitment activity via a recruitment partnership
- 4.9.4 Robust contract governance and management overview will be implemented to ensure Hays deliver the services to the agreed Service Level Agreements and Key Performance Indicators. Quarterly contract meetings; led by Strategic Procurement, will be held to ensure high-level compliance with all agreed contractual arrangements through monitoring of key performance reports, and where appropriate, service credits will be levied on Hays for any service non-performance. Monthly operational meetings; led by Shared Service Centre, will monitor 'in play' recruitment, address any immediate shortfalls in performance, ensure Hays are meeting the needs of recruiting managers and where necessary, consider alternative recruitment activity to meet hard to fill roles.

5. Alternative options considered

- 5.1 Do Nothing - the Council is required to ensure that its temporary agency workforce continues to be engaged using an EU procurement compliant approach. The current contract expires in January 2017. Ending the contract without alternative provision would undermine the ability of the Council to flexibly manage its workforce and breach EU Procurement Regulations; therefore this is not an option.
- 5.2 Extend the current contract for a further year - the contract was awarded in January 2014 with the option to extend for a further one year. The Vendor Neutral model is not currently fulfilling the Council's recruitment needs and does not facilitate the provision of permanent recruitment services. In addition the contractual rates under the existing arrangements are not as favourable as the new arrangements under the Master vendor arrangement.
- 5.3 Carry out an EU tender exercise - this option involves the highest demand of time and resources, with an estimated cost in excess of £100k, and is unlikely to achieve the best value for the Council. It is also likely that the suppliers that would be shortlisted will be very similar to those on existing national and regional frameworks. The MSTAR2 framework was created nationally in 2015 to enable Councils to engage quickly and cost effectively with temporary agency Managed Service Providers.
- 5.4 Utilise another direct call off Framework - procurement has explored other frameworks; many of the alternate frameworks contain the same supplier choice, with the selected provider also being a supplier on those frameworks. The MSTAR2 Framework is one of the most up to date and most recently tendered frameworks involving consultation with over 30 local authorities. The MSTAR2 Framework provides a quick route to market, together with greater

clarity on the pricing to be charged and terms of the contract compared with alternate framework options.

- 5.5 Run a mini competition via a framework - the Council previously ran a mini-competition using the MSTAR framework involving all suppliers. This would not be considered best value for money, since it still involves significant resources to run the tender and evaluation process, with the likelihood of the same outcome. Currently Hays fees are 20% - 50% less than other providers on frameworks, something other providers would struggle to compensate for when being evaluated. In addition to the fees provided by the suppliers, the Council would need to consider the cost of transition from the current provider to an alternate provider. Therefore this option is not regarded as the most cost effective use of the Council's resources.

6. Background information

- 6.1 London Borough of Haringey currently has a Neutral Vendor contract with Hays Specialist Recruitment Limited for temporary agency worker requirements obtained via ESPO MSTAR1 Framework Agreement. This was awarded based on best value following a mini-competition in 2013. This contract will expire in January 2017 but does have an option to extend on the current terms for a further one year. The contract is valued at £20m for the temporary agency contract of which approximately £147k per annum is a management fee. The value of the permanent recruitment cannot be specified, however in the last financial year, the Council spent at least £500k on recruitment advertising alone.
- 6.2 A Neutral Vendor delivery model is a single organisation appointed to manage a supply chain of supplier agencies. The provider signs up to one set of terms and conditions in order to be eligible to put forward candidates. The neutral vendor provider does not always supply candidates itself, but manages the release of jobs to the supply agencies and shortlists for the hiring manager to consider. This is the model currently used by the Council.
- 6.2.1 The advantages of a Neutral Vendor model are that it should provide a more extensive supply chain of agencies better able to meet all the needs of the customer across a variety of roles. A Neutral Vendor is also motivated to include SMEs and local suppliers as it primarily deals with the market rather than sourcing from its own resource pool.
- 6.2.2 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 may also result in a higher number of 'unqualified' CVs being sent to the hiring manager, leaving the hiring manager to sift for potential candidates unnecessarily.
- 6.2.3 Currently there are 65 suppliers under the Neutral Vendor model; service areas are currently struggling to recruit temporary staff that meet their needs, predominately because they are reliant on the market responding to their

needs. There are no enforceable measures under the current contract to ensure the market fulfils our requirements; migrating to the new operating model addresses this issue and should see increased fulfilment rates.

- 6.3 Under the proposed Master Vendor delivery model, the provider seeks to fulfil the available jobs itself through the use of its own available worker pool and only if it cannot meet the requirements are those vacancies released to agencies within its own supply chain. Through incorporating contractual fulfilment thresholds it ensures the Master Vendor has a robust supply chain that assists it to meet its contractual obligations. Therefore it generally has a good relationship with its supply chain. In addition the master vendor gains an understanding of the customers' business needs and forms a stronger partnership with hiring managers. However, there is a greater reliance on one agency.
- 6.4 Permanent recruitment is currently undertaken within the Human Resources team in the Shared Service Centre by a team of eight administrative staff. These staff members are not professional recruiters but administrators who ensure relevant Council policies, processes and procedures are followed. They do not provide any added value recruitment advice to recruiting managers. As a result of these proposals, these staff members will be redeployed into other roles with Human Resources or Shared Service Centre.
- 6.5 There is no defined recruitment strategy or consistent approach to permanent recruitment activity. Time to hire ranges from 69 to 172 days. Advertising spend is ad hoc, often not coordinated and is inefficient. There is no direct access to modern recruitment markets such as job boards and LinkedIn. The fees associated with internal and external permanent recruitment are fixed and are inclusive of recruitment advertising costs. This will be a significant saving for the Council.
- 6.6 Migrating to a managed service for all recruitment activities enables the Council to access professional recruitment advisors and services. This will reduce the challenges the Council currently encounters with recruitment.

7. Contribution to strategic outcomes

- 7.1 The principal strategy proposal is aimed to contribute to achieving value for money. The strategic priority states "*We will get better value out of every pound spent by integrating a value for money culture in everything that we do*"

- 7.1 Under Priority 4 Growth & Employment from which everyone can benefit. This proposal will support SMEs. On a quarterly basis, the performance of each agency in the supply chain is reviewed against an objective scorecard resulting in the agency being promoted / demoted between the tiers. Thus opportunities for agencies to potentially fill Council vacancies are based on performance and ability to supply quality staff in a timely manner. Hays can also review local SMEs not engaged to understand how we can further support the SME agenda.
- 7.4 Hays have worked in partnership with the Council to develop and maintain SME suppliers and this level of engagement is anticipated to continue. Hays has also offered to support workshops, training days and in particular, the apprenticeship initiative.
- 7.3 Diversity and inclusion reporting for recruitment hires and candidates will be part of the standard reporting regime. Hays will work with the Council to understand how to enhance inclusion for the Council and support the engagement of a workforce reflective of the Borough's community. The team will also analyse job descriptions, which can be an enabler to reducing unconscious bias, thereby improving application rates from a more diverse candidate base. Currently 65% of agency workers are from Black, Asian and minority ethnic backgrounds and 73% are women.
- 7.4 For every external permanent placement made, Hays has proposed a contribution of 1% from its fees will be deposited in the Social Value Fund. Based on previous years' hiring volumes, this is estimated to create a fund of circa £60,000 per annum. Projects for Social Value Fund expenditure will be agreed by the Council's contract manager and Hays's contract manager. Success in delivering the objectives of each project will be tracked in the Social Value Plan, which will form part of the contract management review process.
- 7.5 Hays will review inclusion of temporary staff and permanent candidates from a geographical perspective and build into the Council's attraction strategy approaches to increasing inclusion across wards. The contract will help maintain focus on the Diversity and Inclusion agenda (women in leadership, new workforce entrants, mature age workers) and potentially extend to cultural diversity. The Social Value Fund can be used to support specific Council objectives in delivering an inclusive, sustainable workforce. The provider can also continue to support those most in need – Not in Employment, Education or Training (NEETs) and long term unemployed get back into work through our attraction activities and work with the Council in identifying appropriate roles.

8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

8.1 Head of Procurement comments:

- 8.1.1 Accessing the national MSTAR2 framework avoids the use of a considerable amount of resources undertaking a full OJEU tender. By accessing the framework, most of the procurement path has already been completed; therefore the process should be efficient and straightforward. This is a cost

effective solution that is also familiar to all service users and will require no additional input to implement. Corporate Procurement supported the direct award, MSTAR2.

- 8.1.2 As Hays are a current supplier there will be minimal disruption to the current service provision. Therefore appointment of Hays will avoid additional costs in resources as well as mitigate the risk and cost of changing a provider.
- 8.1.3 The Council has already established with Hays a common approach to supplier management and in particular a strategy to support SMEs, London Living Wage for all employees, hiring apprentices, minimising long-term temporary staff and achieving better value. By continuing with this strategic partnership these achievements can be further developed where the recommendation supports procurement's future strategy to migrate to a strategic procurement function
- 8.1.4 The proposal will offer significant financial savings whilst continuing to provide an effective service for temporary agency staff and a more streamlined and valuable permanent recruitment solution.
- 8.1.5 Procurement has been heavily involved in constructing the commercial arrangements for this contract. This commercial model is anticipated to deliver a minimum of £1m in cumulative savings over a 3 year period, as projected in Supplier Engagement Programme.
- 8.1.6 Head of Procurement supports the recommendations in this report on the basis this provides best value to the Council, for the reasons previously stated in the report.

8.2 Assistant Director of Corporate Governance

- 8.2.1 The MSTAR2 Framework is available for use by local authorities in the UK.
- 8.2.2 This is a key decision and the Service have confirmed this is on the Forward Plan.
- 8.2.3 The Assistant Director of Corporate Governance is not aware of any legal reasons preventing Cabinet from approving the recommendations in the report.

8.3 Head of Finance comments

- 8.3.1 Expenditure on temporary agency staff will vary in any one year depending on the mix and volume of staff required.
- 8.3.2 The annual costs of temporary staff will be met from individual business units and managed as part of the monthly budget monitoring process.
- 8.3.3 In principle there are benefits to having the contract awarded to Hays, one such benefit being that there will be a quarterly report which will allow the council to monitor performance and the use of agencies across the council. However since there are no budgets held with the individual business unit for Temps and

Agency costs, savings that arise will not be cashable through reducing budgets but will instead result in avoiding expenditure that would otherwise have been incurred within services.

8.3.4 The estimated £1m savings given in the report is calculated from figures given by Hays Specialist Recruitment Ltd. In order to realise this proposed savings for the Council, there will need to be measures put in place to ensure that services use this prefer supplier and not other providers. This will require that expenditure on certain categories be stopped at purchase order stage. This block should only be lifted by exception at senior level.

8.4 Equalities comments

8.4.1 The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

8.4.2 As a recruiter and employer, Haringey Council aims for its workforce to reflect the diversity of the Borough's communities and is progressive at offering opportunities to underrepresented groups.

8.4.3 Diversity and inclusion will continue to be part of the standard reporting regime under the new master vendor solution agreement. As part of the agreement, Hays are expected to strategically support the Council's workforce inclusion agenda, including promoting women in leadership, mature age workers and new entrants and apprenticeship opportunities. Hays have also agreed to carry out targeted activities aimed at the long term unemployed and those not in education, employment or training. The new Social Value Fund will be used to support Council inclusion objectives.

9. Use of Appendices

Not applicable

10. Local Government (Access to Information) Act 1985

Not applicable