

# City of London Corporation Committee Report

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| <b>Committee(s):</b><br>Corporate Services Committee  | <b>Dated:</b><br>18/06/2025              |
| <b>Subject:</b><br>Temporary Agency Workforce User guide  | <b>Public report:</b><br>For Information |
| <b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024-29 outcomes</li> <li>• provides statutory duties</li> <li>• provides business enabling functions</li> </ul>         |  |
| <b>Does this proposal require extra revenue and/or capital spending?</b>  | No                                       |
| <b>If so, how much?</b>   | n/a                                      |
| <b>What is the source of Funding?</b>   |  |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>   |  |
| <b>Report of:</b><br>Alison Littlewood, Chief People Officer and Executive Director, HR   |  |
| <b>Report author:</b><br>Alison Mulholland, People and HR Contract Manager<br>Adeola Lawal, Head of Workforce and Resourcing<br>Monica Patel, Commercial Lead (Corporate and People's Services – Chamberlain's) |  |

## Summary

This report sets out the purpose, background, and implementation approach for the City of London Corporation's new Temporary Agency Workforce Contract, awarded to Reed Talent Solutions following a rigorous procurement process. The contract provides a single, managed service solution for engaging temporary agency workers across all departments, supporting better compliance, strategic workforce planning, cost control, and alignment with the Corporation's People Strategy.

The accompanying Temporary Agency Workforce Engagement User Guide outlines how managers should engage temporary labour through this contract, offering consistent, clear, and compliant processes. As well as guiding compliant hiring, the contract and user guide serve as a practical tool for workforce planning—enabling

managers to make informed, timely decisions about short-term resourcing needs as part of broader strategic workforce management.

Members are asked to note this guidance as a live document, developed in consultation with key stakeholders. While some elements, including embedded links and operational references, will be added nearer the go-live date, all content will be finalised in advance of the 28th June 2025 as mobilisation activities are concluded. The guide is supported by HR and Commercial Services and aligns with broader initiatives such as the Enterprise Resource Planning (ERP) implementation and the Casual Worker Review.

## **Recommendation(s)**

Members are asked to:

- Note the report regarding guidance on engaging a temporary agency workforce

## **Main Report**

### **Background**

1. Following extensive stakeholder engagement and a rigorous procurement process, in September 2024, Members endorsed the onward approval by the Court of Common Council to award the Managed Services for Temporary Agency Workforce Contract to the preferred bidder, Reed Talent Solutions, for a total of six (6) years for an estimated value of £104m.
2. This contract is made up of an initial three (3) year term with the option to extend by a further two (2) years and then an additional one (1) year.
3. As part of the extensive review, a Contract Manager post was recommended as part of the People & HR structure. This post holder is now in place with the role playing a strategic role in the management of the temporary workforce contract within the City of London Corporation's HR function.
4. This involves overseeing the contract in a way that aligns with broader organisational goals, ensuring that hiring managers have access to a skilled, diverse, and cost-effective contingent labour pool, while maintaining compliance with employment law, procurement standards, and corporate policies.
5. Once the contract commences on 28th June, the Contract Manager will be responsible for monitoring supplier performance, driving continuous improvement, and supporting the development of an inclusive, innovative, and high-performing resourcing service. The postholder will also engage and collaborate with key stakeholders across departments and institutions,

including the existing temporary agency workforce, current on-contract suppliers, and identified off-contract suppliers. In addition, they will liaise closely with the Strategic Contract Management Lead within Commercial Services, who will provide support on supplier relationship management issues and future contract extensions.

6. Further information on this is available in Section 6: CoL Contract Management of the Temporary Agency Workforce Engagement User guide.

### **Current Position**

7. Mobilisation and stakeholder engagement is underway, and we are set to transition to Reed as our Managed Services provider for Temporary Agency Workforce Resources on the 28<sup>th</sup> June 2025.
8. As per the report submitted to the committee in September 2024, we are now reporting back to Senior Officers and the Corporate Services Committee with a robust approach and clear guidance for managers on how and when temporary labour is engaged at the CoLC should be engaged as part of our broader approach to more effective workforce planning, strategic resourcing governance and appropriate cost control through proper contract management.
9. Reed as our Managed Services provider for Temporary Agency Workforce is one of the tools developed for Workforce Planning.

### **Proposal**

10. A contingent worker is someone who is not a permanent employee of a company and is hired for a specific project or a limited time. They are often employed on a contract basis, through a staffing agency, or as a freelancer. Examples of contingent workers include independent contractors, freelancers, consultants, and temporary workers.
11. Please refer to Appendix X for the Temporary Agency Workforce Engagement User Guide. These guidelines support the People & HR strategic objectives for how the City of London Corporation will seek to engage its agency workforce. The user guide enables managers to be agile and effective in how we access and effectively engage a contingent workforce and therefore supporting service delivery.
12. Members are asked to endorse this approach and note that, as the mobilisation period is still ongoing, the document will continue to be developed based on the previously approved principles as shown in Appendix 2 - Managed Service Temporary Agency Resource
13. Endorsement of this approach has been sought from the Town Clerk's Executive Leadership Board. Managers will continue to be engaged to ensure

they are equipped to utilise the contract fully. The user guide will also be socialised with Future Ambition 18 by the Contract Manager.

14. This live document has been produced in consultation with Officers working on the casual worker review project and with Commercial Services to ensure a holistic approach to resourcing via the People and HR and Commercial Services routes. It takes into account the Enterprise Resource Planning (ERP) implementation and the Digital Transformation agenda. The Reed system is scheduled to integrate with the ERP solution in December 2025.

#### **Corporate & Strategic Implications**

15. In line with our People Strategy ambitions, it is crucial for the City Corporation to have the right people in the right roles at the right time and at the right price. There are a variety of options in place and under development to provide a holistic staffing solution such as permanent employee recruitment and casual workforce approach.
16. The Enterprise Resource Planning (ERP) implementation and Digital Transformation agenda is aligned with this work. This link is being managed closely, and the relevant Boards are updated on this project as and when necessary.

#### **Financial implications**

17. None

#### **Resource implications**

18. The recommended Contract Manager post within the People & HR structure is now in place, with the successful candidate having started in February. The cost of this role is fully funded by service users through a rebate applied to the hourly rate. Importantly, the role brings significant financial oversight to the contract, including monitoring and managing departmental spend, ensuring compliance with agreed rates, addressing off-contract usage, and driving value for money through effective supplier performance management.

#### **Legal implications**

19. The guidance is fully compliant with the Agency Worker Regulations.

#### **Risk implications**

20. Addressing Corporate Risk 39 on the Risk Register, the implementation of this guidance supports hiring managers to access a wider candidate talent pool whilst reducing employment risk to the organisation.

#### **Equalities implications**

21. The specification for the temporary labour contract and the Temporary Agency Workforce Engagement User Guide was written in line with our commitment to equalities.

### **Climate implications**

22. The specification for the Managed Service Temporary Agency Resource contract was written in line with our commitment to responsible procurement guidance and bidders scored against responsible procurement questions relating to climate action.

In relation to climate action, Reed has committed to:

- Reduce their scope 1 and 2 emissions (direct and indirect) by 24% by 2028.
- Reduce their scope 3 emissions (value chain) by 40% by 2028.
- Reduce their total emissions by 32% by 2028 and become climate positive by 2050.

### **Security implications**

23. Engaged candidates will be screened in line with the City of London Corporation's screening policy.

### **Conclusion**

24. The introduction of the Temporary Agency Workforce Contract has been a lengthy process, spanning from extensive stakeholder engagement to a thorough procurement exercise. This contract represents a significant milestone in improving the City Corporation's approach to contingent labour, offering a more structured, transparent, and cost-effective model for engaging temporary agency workers.
25. The accompanying user guide provides a vital operational framework for managers, supporting them with the initial steps in improved workforce planning. As part of the City Corporation's broader strategy to reduce over-reliance on temporary labour and strengthen strategic resourcing, this initiative will continue to evolve in line with organisational needs. Supported by People & HR and aligned with the ERP implementation, the model ensures that departments and institutions are equipped to make informed decisions while maintaining accountability, equity, equality, diversity, and inclusion, as well as financial oversight.

### **Appendices**

Appendix 1 – City of London Corporation's Temporary Agency Worker User Guide

Appendix 2 - Contract Manager activities and responsibilities

### **Background Papers**

- Corporate Services Committee 11 September 2024 - Managed Service Temporary Agency Resource -Procurement Stage 2 Award Report

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