

Public

Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: HR Policy Update

Meeting/Date: Employment Committee – 23 July 2025

Executive Portfolio: Cllr Lara Davenport-Ray, Executive Councillor for Climate, Transformation and Workforce

Report by: Leanne Harfield, Acting Head of HR

Ward(s) affected: N/A

Executive Summary:

As noted in the November 2022 committee meeting HR are undertaking a programme of reviewing and refreshing our current policies to ensure that they are accurate, legally compliant and reflect current practice within HDC. We are therefore bringing the next set of policies we have reviewed to you.

The policies reviewed in this period are:

- Neonatal Care Leave Policy
- Recruitment and Selection Policy

Summary of the changes:

Policy	Amendments
Neonatal Care Leave Policy	This is a new policy brought in inline with the Employment Rights Act 2025
Recruitment and Selection Policy	Updated to reflect process change and included approach to secondments and internal moves. Included The Immigration Act 2016

Full copies of the policies are included in the appendices for your information.

Recommendation:

The Committee is asked to consider and endorse the updated policies.

2.1 PURPOSE OF THE REPORT

- 1.1 The report draws Committee attention to the revised policies and that we are seeking endorsement to use the new format.

2.2 WHY IS THIS REPORT NECESSARY/BACKGROUND

- a. The main reason for these policies being updated is to ensure that we have legally compliant, up to date and in line with current processes policies that are accessible for all to use.
- b. It also ensures we have correct version control on the document to reflect any changes as we move forward.
- c. Finally, this will ensure that all policies going forward will reflect the correct employee representative groups.

2.3 KEY IMPACTS / RISKS

- a. Having up to date policies that are regularly reviewed ensure that we are legally compliant and that our processes are robust by following them, reducing any risks of potential future claims.

2.4 WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- a. The updated policies will replace the current policies on our employment policy section of the intranet.

2.5 LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES

- a. To have an engaged and motivated workforce, as part of being a more efficient and effective council – through updated, clear employment policies.

2.6 CONSULTATION

- a. Corporate Leadership Team, the Employee Representative Group and UNISON have been briefed and given the opportunity to review the proposed policy changes and support them.

2.7 REASONS FOR THE RECOMMENDED DECISIONS

- a. Adoption of the revised policies will ensure that HDC is legally compliant and has a clear trail of policy amendments.

2.8 LIST OF APPENDICES INCLUDED

- Neonatal Care Leave Policy
- Recruitment and Selection Policy

Neonatal Care Leave

Version 1

Version Control			
Version	Author	Date	Changes
1	Lisa Baggaley	31 March 2025	New policy in line with ERA 2025

Name of Policy	Neonatal Care Leave Policy
Person/posts responsible	Head of HR, OD and H&S
Date approved/adopted	July 2025
Approved by	Employment Committee
Review Date	July 2027

1. Introduction

- 1.1 The Council has introduced support for parents of babies who require neonatal care (for at least 7 consecutive days) before the baby reaches 28 days of life. It is envisaged that this leave will allow parents to extend their time off with their baby at home when they are out of hospital instead of using their parental leave.

2. Purpose

- 2.1 The purpose of this policy is to inform employees of their right to request a period of Neonatal Care Leave ("NCL") when their baby requires neonatal care. This leave is in addition to existing parental leave entitlements namely: maternity, adoption, paternity, shared parental, collectively known as "family leave".

3. Neonatal Care definition

- 3.1 Neonatal care means care of a medical or palliative nature which lasts for at least 7 consecutive days within the first 28 days of birth.

4. Scope and eligibility

- 4.1 This policy applies to all current Huntingdonshire District Council employees whose baby was born after 6 April 2025.
- 4.2 Employees who have a child that meets the definition of neonatal care in section 3 will be eligible to request NCL.
- 4.3 Employees who meet the eligibility criteria to receive the Council's package for the child (as outlined in the relevant policy e.g. maternity, paternity) will be entitled to take this leave at full pay. Employees who do not meet this criteria are eligible to take this leave as unpaid.

5. Key Principals of neonatal care leave

- Both parents are entitled to take NCL.
- Eligible employees will be entitled to NCL on full pay, equivalent to the number of days the baby received neonatal care for at least 7 consecutive days. This leave is capped at 12 weeks.
- NCL is prorated to the normal weekly hours of work and payment will be based on the normal rate of pay (e.g. if the employee normally works 21.75 hours per week, and the baby received neonatal care for 1 calendar week/7 days, the employee would be eligible to 21.75 hours at their normal rate of pay).
- NCL can be taken in one block (e.g. at the end of the maternity leave) or taken as non-consecutive periods of at least one week.
- NCL must be taken no later than 68 weeks from the child's date of birth.
- The Council reserves the right to request evidence of neonatal care to process this leave.
- The right to NCL is per child therefore if an employee has multiple births (e.g. twins) and both require neonatal care, the total NCL will be added together. This will be capped at 12 weeks in total.

- In the unfortunate event that a baby is admitted to neonatal care (for a period of at least 7 consecutive days), discharged, and then readmitted to neonatal care (for a period of at least 7 consecutive days), providing that the second admittance occurs before 28 days of birth, both instances will count towards NCL.
- Where an employee is taking NCL immediately after the period of family leave, no additional notice will be required as this should have already been confirmed as part of the return to work process. If the employee is taking their NCL at a later date (e.g. not immediately after family leave), employees should give their line manager notice of at least twice the length of the period of leave to be taken, capped at 4-weeks (e.g. if the employee is requesting 1 week of NCL, they should request this at least 2 weeks in advance).
- There may be exceptional situations where the line manager may have to refuse a request for NCL (if not taken immediately) due to operational demands. Where requests to take NCL are declined, the line manager should ensure that the employee is given appropriate opportunity to take the leave at the earliest possible time and confirm to the employee the reason for declining the request.

6. Procedures

6.1 Notifying the Council

- 6.1.1 Employees should notify their line manager if their baby has been admitted into neonatal care (for at least 7 consecutive days). The line manager should take a note of the date that the baby was admitted into neonatal care and discuss with the employee their leave options (as confirmed in section 6.2).
- 6.1.2 The employee should notify their line manager once the baby has been discharged from neonatal care. The line manager should take a note of the date that the baby was discharged. Once the leave options have been agreed and the neonatal dates have been confirmed, the line manager must notify HR Inbox (humanresources@huntingdonshire.gov.uk) to ensure that the leave is accurately recorded and processed.
- 6.1.3 Employees can contact their HR Business Partner for support and advice to discuss their options at any time.

6.2 Taking Neonatal Care Leave

6.2.1 Maternity and Adoption

- If the employee is the primary carer (and taking a period of maternity or adoption leave), the leave can be taken after their maternity/adoption leave has ended or curtailed (if moving onto Shared Parental Leave). They can choose to take this leave immediately after maternity/adoption leave (before they return to work) or at a different time (no later than 68 weeks after the baby's date of birth).
- HR will write to the employee approximately 10 weeks prior to the end of their leave confirming the expected date of return to work. Employees should ensure that they respond to this letter to confirm that they are intending to return to work on the date confirmed in the letter and whether they intend to take NCL (and annual leave) directly after their maternity/adoption leave.

- If the employee chooses to take the leave at a different time, the employee must ensure that they provide advanced notice to take this leave as confirmed in section 5.

6.2.2 All other family leave types

- If the employee is taking a period of paternity leave, shared parental leave or parental leave, more flexibility can be provided as to when the leave can be taken.
- If NCL is being taken immediately, or directly after the period of family leave, the line manager must notify HR of these arrangements.
- If the employee chooses to take the leave at a different time, the employee must ensure that they provide advanced notice to take this leave as confirmed in section 5

7. During Neonatal Care Leave

- 7.1 All terms and conditions remain the same during a period of NCL (except salary if employees do not meet the eligibility criteria).

8. Returning to Work

- 8.1 Employees should refer to the relevant parental leave policy for details on planning for their return to work.
- 8.2 The Council understands that returning to work can be a difficult time for parents, particularly those who have experienced a traumatic and upsetting time seeing their baby in a neonatal ward. Babies can have ongoing medical needs requiring regular hospital appointments and check-ups when the parent returns to work. The Council will support time off with pay to allow parents to attend these appointments. Employees should refer to the Special Leave Policy for further information

9. Support

- 9.1 Any questions employees have about matters raised in this policy should be raised with HR. Any work-related issues should be addressed with their line manager.

Appendix 1

Frequently Asked Questions

My baby has been admitted into neonatal care at birth. What do I need to do?

As soon as is reasonably practicable, you should contact your line manager to notify them of the situation. In the event that your baby spends 7 consecutive days in neonatal care, you will be eligible to request neonatal care leave "NCL". You should ensure that your line manager is made aware of the admission and discharge date in order to process the leave. NCL must be taken no later than 68 weeks from the child's date of birth.

- For employees taking maternity or adoption leave: NCL can be used after your family leave has ended.
- For employees taking Shared Parental Leave: NCL can be taken before, during or after your leave.
- For all other family leave types (e.g. paternity): NCL can be taken before or after your leave however it should be noted that paternity leave must be taken no later than the child's first birthday. It is recommended that paternity leave is taken in the first instance.

Is neonatal care leave paid?

If you met the eligibility to receive the Council's enhanced/occupational package for the child, then the NCL will be paid at full pay equivalent to the number of days the baby received neonatal care (for at least 7 consecutive days). This leave is capped at 12 weeks. If you did not meet the eligibility criteria, you can still take this leave however this will be unpaid.

Note: The leave is pro rated to your contracted weekly hours of work.

My baby was admitted into neonatal care after they were born. I am currently on paternity leave. Should I pause my paternity leave and take neonatal leave instead?

No, you cannot pause and restart a period of paternity leave. You should continue your paternity leave and arrange with your line manager and HR when you want to take your neonatal care leave.

Do I need to take Neonatal Care Leave immediately after my maternity leave?

No. NCL can be taken at any time up until 68 weeks from the child's date of birth. (The only exception to this is that maternity and adoption leave is driven by the date of birth/placement of the child therefore NCL must be taken once maternity/adoption leave ends). If you are not taking the leave immediately or directly after a period of family leave, you will need to provide notice to your line manager of at least twice the length of the period of leave to be taken, capped at 4-weeks (e.g. if you are requesting 1 week of NCL, you should request this at least 2 weeks in advance).

Do I need to take the Neonatal Care Leave (NCL) all at once?

No. You can take NCL in non-consecutive blocks however the minimum leave you can take in a block is one-week. Employees must ensure that advanced notice is provided to the line manager in order to take this leave if the leave is not being taken immediately or directly after a period of family leave.

I have had twins, both of which required a period in neonatal care. Twin 1 was admitted for 5 weeks and twin 2 was admitted for 8 weeks. Am I entitled to take NCL for both children?

Yes. The leave is capped at 12 weeks therefore, in this situation, you would be entitled to a total of 12 weeks NCL.

Recruitment & Selection policy

1.1

<u>Version Control</u>			
<u>Version</u>	<u>Author</u>	<u>Date</u>	<u>Changes</u>
1.1	Sam Sanderson	May 2025	Updated to reflect process change and included approach to secondments and internal moves. Included The Immigration Act 2016

Name of Policy	Recruitment & Selection Policy
Person/posts responsible	Head of HR, OD and H&S
Date approved/adopted	Reviewed May 2025 for Approval in July 2025
Approved by	Employment Committee
Review Date	June 2027

1. Policy Statement

- 1.1 Huntingdonshire District Council (HDC) acknowledges that recruiting and retaining a skilled workforce is essential for achieving our goals. This policy promotes fair and consistent recruitment practices that support equality of opportunity, vital for service delivery.
- 1.2 Recruitment and selection are critical management functions representing significant investments. Our policy ensures effective recruitment practices to build a diverse workforce that enhances our service quality.
- 1.3 The policy is based on equal opportunities, emphasising equity, fairness, consistency, and merit-based appointments.
- 1.4 It aims to appoint the best candidates, support diversity, and ensure cost-effectiveness in the recruitment process.
- 1.5 HDC commits to ensuring hiring managers are trained and competent in managing recruitment and understanding equality standards.

2. Scope of Policy

- 2.1 Effective recruitment is key to HDC's success, requiring employees with the skills and qualifications to meet strategic objectives.
- 2.2 This policy applies to all permanent and fixed-term employees directly employed by HDC and serves as a guideline for recruiting temporary and contract staff.

3. Policy Objectives

- 3.1 We value diversity in our workforce and are committed to fostering diversity through our recruitment practices.
- 3.2 The recruitment policy will be regularly reviewed to ensure fair and equitable processes that do not discriminate unlawfully on various grounds.
- 3.3 All colleagues involved in recruitment must adhere to our Equality and Diversity Policy and Code of Conduct; violations may result in disciplinary action.
- 3.4 We will promote vacancies to a wide pool of candidates, encouraging applications from under-represented groups and considering positive action where appropriate.
- 3.5 Recruitment decisions will be based on merit, incorporating results from role-related assessments and interviews.
- 3.6 We will support career mobility by considering internal promotions and secondments.
- 3.7 Flexible working options will be offered where appropriate.
- 3.8 Agencies providing temporary workers must adhere to an open and transparent process aligned with HDC values.

- 3.9 Coaching and training on recruitment, equality, and diversity will be provided to all involved in the recruitment process.

4. Recruitment Steps

It is HDC policy to follow the steps below when considering the recruitment of new staff. Please refer to our Recruitment Processes Guide for Hiring Managers for more detail.

- 4.1 When an existing position becomes vacant, the hiring manager must review the requirements of the role and determine if the role is still required. If it is, considerations should be made to determine if a like for like replacement, or a revision of the role is required. If recruitment is necessary, the existing job description should be reviewed and any necessary changes made.
- 4.2 All new job descriptions must be evaluated before recruitment; existing posts should be re-evaluated if there are any changes made to the job description.
- 4.4 For any recruitment need, the hiring manager must complete and submit a vacancy authorisation form (VAF) to the Recruitment Team, for CLT approval.
- 4.5 Upon VAF approval, the hiring manager will provide advert copy along with a job description to the recruitment team, and a recruitment timetable will be established.
- 4.6 Job advertisements will usually close at least two weeks from publication, although the advertising period can be shortened, depending on business need. Hiring managers are encouraged to review applications regularly and can close the advert early, should sufficient applications be received. Shortlisting will be completed within five working days and the completed shortlisting matrix and interview schedule emailed to the recruitment team to action.
- 4.6 Secondment opportunities will be advertised internally.
- 4.7 Interview panel members must be informed of the timetable and collaborate and agreed on interview questions in advance.
- 4.8 Recruitment documentation will be retained for 12 months post-appointment and then destroyed.
- 4.9 If the successful candidate declines the offer or the post becomes available within six months, other suitable candidates will be contacted.

5. Advertising

- 5.1 We will ensure advertisements reach a diverse candidate pool, with all permanent and fixed-term posts advertised internally and externally as needed.
- 5.2 All vacancies will be posted on the HDC website, and advertising expenditures will be coordinated through the recruitment team.
- 5.3 The most effective advertising methods will be utilised, and positive action may be taken to encourage applications from under-represented groups.
- 5.4 Cost-effective campaigns may be run for specific posts.
- 5.5 In certain cases, vacancies may be offered to redeployees or as secondments instead of external advertising.

6. Information for Applicants

All advertised roles must include:

- Application instructions
- Job description and person specification
- Contract length and salary/grade
- Closing date and potential interview dates
- Location
- Working hours
- Background information on HDC and/or the role
- Any conditional offer requirements (e.g., DBS checks, Drug and Alcohol screening)
- Equality and diversity statement

7. Shortlisting

- 7.1 The application forms received by the closing date will be longlisted by the hiring manager. Applicants **must** be chosen against the essential criteria. It is the responsibility of the hiring manager at this stage to record on the shortlisting matrix scores for all applicants. The completed shortlisting matrix and interview schedule must be returned to the Recruitment Team who will invite selected candidates for interview. This will include timetabling the interviews and arranging any pre-employment checks if appropriate. Candidates who have not been shortlisted will also be informed by the Recruitment Team.
- 7.2 HDC is a Disability Confident employer. Being a Disability Confident employer means actively committing to attracting, recruiting, retaining, and developing a diverse workforce, including disabled people. A key component is the "guaranteed interview" aspect, where if an applicant with a disability meets the essential criteria (minimum requirements) outlined in the job description, they are guaranteed an interview. It is the responsibility of the hiring manager to ensure disabled candidates who meet the essential criteria, are shortlisted for interview.
- 7.3 The appointing manager will approach suitable colleagues to assist with **shortlisting and interviewing**. At least two people should be involved in shortlisting and sit on the interview panel. The same people should be involved in all interviews where possible to ensure consistency. If a panel member feels there is a conflict of interest with a candidate, they should seek advice from the recruitment team at the earliest opportunity.

8. Interviews

- 8.1 The hiring manager must lead the interview panel, familiar with equality, diversity, and recruitment policies. All panel members should have received relevant training.
- 8.2 The interview panel should ideally consist of two members, ensuring diversity. More senior positions may require three members.
- 8.3 Candidates will be given reasonable notice for interviews and any required tests, with adjustments made for disabled candidates.

- 8.4 The panel will discuss questions in advance, covering requisite skills and HDC values. Consistency is essential; all candidates should be asked the same core questions.
- 8.5 Interview durations should be consistent, and notes should be taken and retained for 12 months.
- 8.6 Appropriate selection methods will be used, including assessment centres or tests as needed.
- 8.7 The panel will score candidates based on their performance, considering both technical competence and alignment with HDC values.

9. Selection and Offer

- 9.1 Following interviews, the panel will compare candidates' answers against the person specification and decide on suitability.
- 9.2 Panel scores will be recorded, and appointment decisions will be made by consensus. If no candidates are suitable, the post may be re-advertised.
- 9.3 The hiring manager will inform the successful candidate and agree on a start date and salary.
- 9.4 Feedback will be provided to all interviewed candidates within 48 hours of the final interview. For external candidates, the recruitment team will facilitate this on behalf of the hiring manager. For internal candidates, the hiring manager is responsible for communicating the outcome and feedback.

10. External Offers

- 10.1 It is the responsibility of the hiring manager to extend the verbal offer. Once accepted, the hiring manager will complete a preferred candidate form and email it along with the interview notes to the recruitment team.
- 10.2 The Recruitment Team will contact the selected candidate with a written conditional offer, subject to satisfactory pre-employment checks.
- 10.3 The Recruitment Team will ask the candidate for evidence of their right to work in the UK at point of offer. The hiring manager will verify the original right to work in the UK documentation on the candidate's first day and email it to the recruitment team for our records. HDC does not hold a Sponsorship Licence and is unable to provide a Certificate of Sponsorship (CoS) or take over existing sponsorship.
- 10.4 Employment commences upon receipt of satisfactory references and required pre-employment checks, including an occupational health fit certificate.
- 10.5 The Recruitment Team will manage DBS/BPSS checks, with costs covered by HDC. If the new starter requires a BPSS, the hiring manager will need to request this from the Recruitment Team.
- 10.6 Any unsatisfactory pre-employment checks (as laid out in section 16.1), may lead to a withdrawal of the conditional offer.

11. Internal Offers

- 11.1 It is the responsibility of the hiring manager to extend the verbal offer. Once accepted, the hiring manager will complete an internal mover's form and email it along with the interview notes to the recruitment team.
- 11.2 The Recruitment Team will contact the selected candidate with a written conditional offer, subject to any necessary pre-employment checks.
- 11.3 Hiring managers are advised to follow the guidelines as set out in the Guidance for Secondments and Internal Moves.

12. Redeployees

- 12.1 The Council is committed to minimising compulsory redundancies and redeploying employees who are no longer able to fulfil their current role. One way of achieving this is to redeploy employees who are at risk to other jobs within the Council.
- 12.2 Redeployees need only to demonstrate during the shortlisting and interview process that they meet the essential criteria in the person specification in order to be appointable to the job. The post must be deemed a suitable alternative employment.
- 12.3 Please see the Redundancy Policy for more details.

13. Secondments and Internal Moves

- 13.1 We encourage the use of secondment arrangements as a valuable means of providing cost-effective career development opportunities for our employees. Secondments are also a way of effectively covering the need for resources on a fixed term basis and for resourcing project work. Managers are advised to follow the guidelines as set out in the Guidance for Secondments and Internal Moves.
- 13.2 Hiring managers are advised to conduct a formal interview process ensuring fairness and transparency by ensuring all interested parties are asked the same interview questions.
- 13.3 Applications shall be accepted from internal applicants who are: not subject to a current capability action plan concerning performance, not subject to current disciplinary proceedings or not subject to a live formal disciplinary sanction.

14. Acting Up

- 14.1 It is the responsibility of the Hiring Manager to determine the need for an acting up arrangement, usually in response to a temporary vacancy, absence, or project requirement. This assessment should involve consultation with your HR Business Partner.
- 14.2 The hiring manager must clearly communicate the acting up opportunity to all members of the team, outlining the reasons for the arrangement, the role's responsibilities, and the expected duration. This can help to manage expectations and encourage suitable candidates to apply.

- 14.3 Where more than one expression of interest is made, or there is more than one suitably qualified member of staff, hiring managers are advised to conduct a formal interview process ensuring fairness and transparency by ensuring all interested parties are asked the same interview questions. If there is only one expression of interest, it is the hiring manager's decision as to whether to conduct a formal interview process.

15. Equality and Diversity

- 15.1 HDC recruits based on ability and job requirements.
- 15.2 The Equality and Diversity statement is included in all external advertisements and is available on HDC's careers page.
- 15.3 Applicants will complete an equality and diversity monitoring form, securely stored to ensure fairness in recruitment.

16. Employment Checks

- 16.1 The following checks are to be used to ensure suitability of all new colleagues, prior to commencement of employment at HDC.
- Proof of identity and right to work in the UK
 - Reference checks for two previous employers or character/education references if no employer references are available.
 - Occupational Health fit certificate
 - Proof of qualifications (if relevant to the role)
 - Valid UK driving licence (if relevant to the role)
 - DBS (if relevant to the role)
 - Drug and Alcohol screening (if relevant to the role)
- 16.2 All candidates must have the proof of identity confirmed by the hiring manager and Recruitment before they are offered employment. They must submit original documents (on the approved list) to prove their identity and their right to work in the UK. HDC does not hold a Sponsorship Licence and is unable to provide a Certificate of Sponsorship (CoS) or take over existing sponsorship.
- 16.3 Candidates are required to disclose any unspent criminal convictions under the Rehabilitation of Offenders Act 1974. Possession of a criminal record does not necessarily preclude the candidate from employment. Information which has a bearing on the requirements of the post will normally be discussed with the candidate at interview.
- 16.4 If information given during the application process is found to be untrue, the offer of employment will be withdrawn.

17. English language

- 17.1 The Immigration Act 2016 created a duty for public sector employers to ensure that each person who works for them in a customer facing role speaks fluent English.

- 17.2 Fluency relates to an individual's ability to speak with confidence and accuracy, using accurate sentence structures and vocabulary, all without hesitation and appropriate to the situation in hand. It does not relate to regional accents, dialects, speech impediments or the tone of conversations.
- 17.3 The person specification for customer facing roles explains what our fluency standard is for those roles.
- 17.4 Job applicants will demonstrate their level of fluency by competently answering interview questions in English.

18. References

- 18.1 Employment references are required for each new colleague to cover the last two employers. One must be from their current or most recent employer unless suitable reason is given.
- 18.2 Where the candidate has no previous employment record, a reference from their school or other educational institution should be obtained where relevant. In exceptional circumstances, where no employment or education reference we will accept character references.
- 18.3 Where the candidate was self-employed, they will need to provide evidence that their business was properly conducted, i.e references from clients, bank manager, or accountant.
- 18.4 The recruitment team will take up references. If there are concerns about a reference, we will contact the referee for further information. If this is not possible or there is difficulty obtaining references, we will contact the hiring manager for authorisation to proceed without references.
- 18.5 If satisfactory references are not received within a reasonable timescale, the conditional offer of employment may be withdrawn.

19. Health

- 19.1 All employees at HDC are asked to complete an occupational health questionnaire via our occupational health provider. This is to ensure the employee is able to undertake all of the duties expected of them in line with the job requirements.
- 19.2 Successful applicants who share they are disabled or may require adjustments to their work or working environment may be referred to our Occupational Health provider. Where reasonable adjustments are agreed these must be recorded in writing using the adjustment passport. The candidate should also receive written confirmation of whatever adjustments have been agreed.

20. Use of Agencies

- 20.1 In circumstances where there is deemed a business need, HDC shall use an agency to assist with finding the right candidate for a role.

- 20.2 Recruitment is responsible for all contact with the agencies and for negotiating the recruitment fees. Managers or other employees should have no contact with agencies unless agreed by Recruitment and all enquiries from agencies should be re-directed to Recruitment. Equality and inclusion policies of all agencies shall be verified by Recruitment.