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|-------------------------|----------------------|
| <b>AUDIT COMMITTEE</b>  | AGENDA ITEM No. 7    |
| <b>21 NOVEMBER 2016</b> | <b>PUBLIC REPORT</b> |

|                                |  |                            |
|--------------------------------|--|----------------------------|
| Cabinet Member(s) responsible: | Cllr David Seaton, Cabinet Member for Resources  |                            |
| Contact Officer(s):            | John Harrison, Corporate Director Resources<br>Steven Pilsworth, Service Director, Financial Resources | Tel. 452520<br>Tel. 384564 |

## USE OF CONSULTANTS – UPDATE REPORT

| RECOMMENDATIONS  |                            |
|--|----------------------------|
| <b>FROM</b> : Corporate Director Resources   | <b>Deadline date</b> : N/A |
| <p>1. That Audit Committee consider the update report on the use of Consultants for the period 1 October 2015 – 30 September 2016.</p> |                            |

### 1. ORIGIN OF REPORT

- 1.1 This report is submitted to Audit Committee following the Sustainable Growth Scrutiny Committee review into Peterborough City Council's use of consultants, the subsequent endorsement of their recommendations by Cabinet, and the agreement of Audit Committee to undertake an on-going monitoring role.

### 2. PURPOSE AND REASON FOR REPORT

- 2.1 Sustainable Growth Scrutiny Committee recommended that the on-going monitoring role at Member level is undertaken by Audit Committee. Audit Committee considered their approach to this role at their meeting of 26 March 2012. This report is in line with the approach agreed and subsequent updates, and is in accordance with the Committees' Terms of Reference:

- 2.2.1.11 To review any issue referred to it by the Chief Executive or a Director, or any Council body; and
- 2.2.1.15 To consider the Council's arrangements for corporate governance and agreeing necessary actions to ensure compliance with best practice.

### 3. TIMESCALE

|   |           |   |     |
|---|-----------|---|-----|
| Is this a Major Policy Item / Statutory Plan? | <b>NO</b> | If Yes, date for relevant Cabinet Meeting | N/A |
|---|-----------|---|-----|

### 4. REVIEW OF THE USE OF CONSULTANTS

- 4.1 In March 2010, the Sustainable Growth Scrutiny Committee requested a review into Peterborough City Council's use of consultants. A cross-party review group was established to undertake this work on behalf of the Sustainable Growth Scrutiny Committee.
- 4.2 The report from the Consultancy Review Group was issued in March 2011. Scrutiny also recommended that on-going monitoring of the use of consultants should fall to Audit Committee. Audit Committee considered this role at their meeting of 26 March 2012.
- 4.3 A further report, outlining the information requested, was discussed at the meeting of 5 November 2012. Further updates have been considered at the meetings of 4 February 2013, 4

November 2013, 3 November 2014 and again on November 9 2015. This report continues the regular reporting to Audit Committee.

#### 4.4 **Use of consultants**

The definition of consultancy is based upon standard procurement classification. As such it covers a wide range of companies and services. Expenditure is included here if the company meets the standard classification, irrespective of exactly what services have been provided.

4.5 The spend for the last seven full years, plus in current year to date, for both consultancy and interim spend is shown below. The trend over that period is for a reduction in spend.

|  | <b>Consultancy<br/>£m</b> | <b>Interim<br/>£m</b> | <b>Total<br/>£m</b> |
|--|---------------------------|-----------------------|---------------------|
| 2009-10  | 7.1                       | 1.4                   | 8.5                 |
| 2010-11  | 5.3                       | 1.1                   | 6.4                 |
| 2011-12  | 4.7                       | 0.7                   | 5.4                 |
| 2012-13  | 3.5                       | 0.8                   | 4.3                 |
| 2013-14  | 3.3                       | 1.2                   | 4.5                 |
| 2014-15  | 1.9                       | 1.1                   | 3.1                 |
| 2015-16  |                           |                       |                     |
| April 15 – September 15*                       | 0.5                       | 0.5                   | 1.0                 |
| October 15 – March 16                          | <u>0.6</u>                | <u>0.9</u>            | <u>1.5</u>          |
| <b>TOTAL 2015-16</b>                           | <b>1.1</b>                | <b>1.4</b>            | <b>2.5</b>          |
| 2016-17 (6 month period to end September 2016) | 0.6                       | 1.1                   | 1.7                 |

\* Breakdown provided to Audit Committee 9 November 2015

4.6 Consultancy spend continued to reduce in 2015-16. Interim spend in 2015-16 has increased since the previous year and in the six month period to September 2016 has further increased mainly due to interim roles within the People and Communities department. There are a number of interim roles supporting the council's transformation programme which includes customer experience, adult social care transformation and change management and communications. Although the transformation programme is being led with the People and Communities department some of the interim roles sit within other departments, for example communication and change management roles. In addition there have been a number of interim roles in senior management positions. The Quality Assurance team and Commissioning team interims were filling vacancies due to restructures within the teams.

4.7 The council as part of its budget setting for 2016/17 budgeted for consultancy and interim spend to support the customer experience programme, a major transformation project for the future delivery of services by the council and is an invest to save basis initiative. Investment is needed to support the project as it will be implemented over the next few years. The council invested £1.5m in 2016/17 and £1.0m in 2017/18 to deliver £2.0m and £5.1m savings respectively.

4.8 It should be noted that the exact pattern of spend depends entirely on what projects are underway in the council. These projects may be one-off, but given the scale of some projects they may continue across more than one year. Spend on consultants occurs across both the revenue and capital budgets of the Council, some of which is externally grant funded.

4.9 The policy agreed by Cabinet and Audit Committee to manage use of consultants, including the need for a business case to be produced, remains in place. The Corporate Management Team have reviewed all arrangements as part of the 2016/17 budget process, and considered the necessary exit strategies to reduce reliance on interims.

4.10 A list of companies used for the period 1 October 2015 to 30 September 2016 is included in appendix 1, indicating the breadth of these companies and services that are included in the standard classification and in the analysis in this report. Appendix 2 includes the breakdown of

spend by department for the same period, and Appendix 3 includes those interims in role for more than one year as at 30 September 2016.

## **5. CONSULTATION**

- 5.1 Audit Committee considered options for how they wish to monitor use of consultants in the future at their meeting of 26 March 2012. Subsequent discussions at the meetings referred to have refined the information they wish to monitor.

## **6 ANTICIPATED OUTCOMES**

- 6.1 That Audit Committee consider the update report on the use of consultants.

## **7 REASONS FOR RECOMMENDATIONS**

- 7.1 The recommendations are in line with the recommendations of Scrutiny, and the view of Audit Committee in undertaking this role.

## **8 ALTERNATIVE OPTIONS CONSIDERED**

- 8.1 Audit Committee considered options for how they wish to monitor use of consultants in the future at their meeting of 26 March 2012.

## **9 IMPLICATIONS**

- 9.1 Where appropriate, the policy outlines implications for areas such as Legal, Human Resources, Procurement and Finance.
- 9.2 This report does not have implications for specific wards.

## **10 BACKGROUND DOCUMENTS**

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985)

- Consultancy Review Report, March 2011;
- Report to Sustainable Growth Scrutiny Committee, 8 November 2011;
- Report to Sustainable Growth Scrutiny Committee, 6 March 2012; and
- Reports to Cabinet and Audit Committee 26 March 2012.
- Report to Audit Committee of 5 November 2012
- Report to Audit Committee of 4 February 2013
- Report to Audit Committee of 4 November 2013
- Report to Audit Committee of 3 November 2014 and supplementary report to Audit Committee of 2 February 2015
- Report to Audit Committee of 9 November 2015

## **11 APPENDICES**

- Appendix 1 - list of companies used during the period 1 October 2015 and 30 September 2016 with project breakdown; and
- Appendix 2 - Spend by department
- Appendix 3 – consultants/interims in place for more than one year as at 30 September 2016.

**Appendix 1 - List of companies with project descriptions**  
**Period of 1 October 2015 – 31 March 2016 (2015/16) being spend since the last Audit Committee report**

| Supplier name                              | Project / Initiative   | Consultant    | Interim       | Grand Total   |
|--|--|---------------|---------------|---------------|
| <b>Artelia UK</b>                          | Space study of council premises  | 27,360        |               | 27,360        |
| <b>Artelia UK Total</b>                    |  | <b>27,360</b> |               | <b>27,360</b> |
| <b>Athene Communications</b>               | Communication support - Provision of media cover and internal communications on the transformation programme (The total spend between Athene Communications and Westco trading period in this report is £160k - £60k to cover media roles including maternity cover, £48k on the customer experience programme, £22k covering a vacant post, £30k on projects such as media training, energy campaign and internal communications) |               | 47,650        | 47,650        |
| <b>Athene Communications Total</b>         |  |               | <b>47,650</b> | <b>47,650</b> |
| <b>Baltimore Consulting</b>                | Educational Psychology   | 15,000        |               | 15,000        |
|  | Passenger Transport review   | 4,500         |               | 4,500         |
|  | Interim Head of Admissions   |               | 50,600        | 50,600        |
| <b>Baltimore Consulting Total</b>          |  | <b>19,500</b> | <b>50,600</b> | <b>70,100</b> |
| <b>Cambridgeshire County Council</b>       | Sacre and Religious Education course programme development 2015-16   |               | 3,400         | 3,400         |
| <b>Cambridgeshire County Council Total</b> |  |               | <b>3,400</b>  | <b>3,400</b>  |
| <b>Caritas Recruitment</b>                 | High cost placements, Reablement and Assistive Technology (Adult Social Care)  |               | 22,800        | 22,800        |
| <b>Caritas Recruitment Total</b>           |  |               | <b>22,800</b> | <b>22,800</b> |
| <b>Chatham Associates Ltd</b>              | Interim Finance Manager role in Financial Services - support to the Serco PSSP contract and Energy initiative projects   |               | 20,250        | 20,250        |
| <b>Chatham Associates Ltd Total</b>        |  |               | <b>20,250</b> | <b>20,250</b> |
| <b>Claudia Wade Ltd</b>                    | School improvement   | 29,972        |               | 29,972        |
| <b>Claudia Wade Ltd Total</b>              |  | <b>29,972</b> |               | <b>29,972</b> |
| <b>Deloitte LLP</b>                        | Professional services - Waste project  | 22,962        |               | 22,962        |
|  | Professional services - Fletton Quays project  | 9,777         |               | 9,777         |
|  | Professional services - Energy projects  | 51,093        |               | 51,093        |

| Supplier name                                     | Project / Initiative   | Consultant    | Interim        | Grand Total    |
|---|--|---------------|----------------|----------------|
| <b>Deloitte LLP Total</b>                         |  | <b>83,831</b> |                | <b>83,831</b>  |
| <b>East Cambridgeshire District Council</b>       | Local Plan Viability Assessment  | 14,925        |                | 14,925         |
| <b>East Cambridgeshire District Council Total</b> |  | <b>14,925</b> |                | <b>14,925</b>  |
| <b>Enterprise</b>                                 | Asset Management surveying   | 20,253        |                | 20,253         |
| <b>Enterprise Total</b>                           |  | <b>20,253</b> |                | <b>20,253</b>  |
| <b>GatenbySanderson Ltd</b>                       | Interim Assistant Director - Property Services   |               | 30,510         | 30,510         |
| <b>GatenbySanderson Ltd Total</b>                 |  |               | <b>30,510</b>  | <b>30,510</b>  |
| <b>Green Park Interim and Exec Ltd</b>            | HR consultant to support the customer experience programme which includes new ways of working and terms and conditions |               | 99,970         | 99,970         |
|   | Interim Head of Service (ASC) – this role is supporting delivery of commissioning savings projects                     |               | 17,690         | 17,690         |
|   | Interim Manager Strategic Commissioning – these are covering vacant roles  |               | 12,790         | 12,790         |
| <b>Green Park Interim and Exec Ltd Total</b>      |  |               | <b>130,450</b> | <b>130,450</b> |
| <b>Kealey-HR</b>                                  | HR Support and union liaison   | 375           |                | 375            |
| <b>Kealey-HR Total</b>                            |  | <b>375</b>    |                | <b>375</b>     |
| <b>Lind Associates</b>                            | SEND consultancy   | 52,837        |                | 52,837         |
| <b>Lind Associates Total</b>                      |  | <b>52,837</b> |                | <b>52,837</b>  |
| <b>Number 10 Interim Ltd</b>                      | 3 consultants to support the project - Social care system reporting including implementing business objects            | 16,250        |                | 16,250         |
| <b>Number 10 Interim Ltd Total</b>                |  | <b>16,250</b> |                | <b>16,250</b>  |
| <b>Panoramic Associates Limited</b>               | Public Health  |               | 6,960          | 6,960          |
| <b>Panoramic Associates Limited Total</b>         |  |               | <b>6,960</b>   | <b>6,960</b>   |
| <b>Patten Resource Management</b>                 | Transformation Director - Adult Social Care and Customer Experience  |               | 48,300         | 48,300         |
| <b>Patten Resource Management Total</b>           |  |               | <b>48,300</b>  | <b>48,300</b>  |
| <b>Penna Plc</b>                                  | Review of governance arrangements  | 49,938        |                | 49,938         |
| <b>Penna Plc Total</b>                            |  | <b>49,938</b> |                | <b>49,938</b>  |
| <b>ReThink Recruitment</b>                        | Commissioner   |               | 3,325          | 3,325          |

| Supplier name                          | Project / Initiative   | Consultant     | Interim        | Grand Total    |
|--|--|----------------|----------------|----------------|
| <b>ReThink Recruitment Total</b>       |  |                | <b>3,325</b>   | <b>3,325</b>   |
| <b>Richard Ellis-Braithwaite</b>       | Asteria project - Implementation of a data matching tool to help with identifying fraud and errors   | 14,031         |                | 14,031         |
| <b>Richard Ellis-Braithwaite Total</b> |  | <b>14,031</b>  |                | <b>14,031</b>  |
| <b>Sanctuary Personnel Ltd</b>         | Better Care Fund   | 17,719         |                | 17,719         |
|  | Commissioner   |                | 15,400         | 15,400         |
|  | Interim Manager Strategic Commissioning  |                | 44,448         | 44,448         |
|  | Interim Head - Social Care   |                | 17,000         | 17,000         |
|  | Strategic Lead Adult Safeguarding  |                | 18,480         | 18,480         |
|  | Quality Assurance Officer  |                | 51,490         | 51,490         |
|  | Project Manager - communities  | 24,296         |                | 24,296         |
|  | Quality Assurance Manager  |                | 16,317         | 16,317         |
| <b>Sanctuary Personnel Ltd Total</b>   |  | <b>42,015</b>  | <b>163,135</b> | <b>205,150</b> |
| <b>Serco Ltd</b>                       | Adult Social Care Procurement Support  |                | 68,717         | 68,717         |
|  | Interim Head of Service (ASC) – this role is supporting delivery of commissioning savings projects   |                | 63,312         | 63,312         |
|  | Interim Manager Strategic Commissioning – these are covering vacant roles  |                | 28,719         | 28,719         |
|  | Transformation Director - Adult Social Care and Customer Experience  |                | 20,330         | 20,330         |
|  | Transformation Lead (Adult Social Care and Customer Experience)  |                | 77,287         | 77,287         |
|  | Interim Finance Manager role in Financial Services - support to the Serco PSSP contract and Energy initiative projects                                     |                | 8,325          | 8,325          |
|  | Children's Social care improvement   | 12,086         |                | 12,086         |
|  | Delivery Vehicles - alternative models of delivery of services within people and communities   | 73,202         |                | 73,202         |
|  | Waste 2020 project to provide the council engineering advice / supervision of contractor during commissioning and testing phase of Energy from Waste plant | 48,086         |                | 48,086         |
|  | Connecting Cambridgeshire Broadband project  | 43,277         |                | 43,277         |
|  | Project manager support on the HR case management system   | 16,402         |                | 16,402         |
| <b>Serco Ltd Total</b>                 |  | <b>193,053</b> | <b>266,689</b> | <b>459,742</b> |

| Supplier name  | Project / Initiative   | Consultant     | Interim        | Grand Total      |
|--|--|----------------|----------------|------------------|
| <b>South Cambs District Council</b>                  | Gypsy and Traveller Accommodation Needs Assessment   | 4,690          |                | 4,690            |
| <b>South Cambs District Council Total</b>            |  | <b>4,690</b>   |                | <b>4,690</b>     |
| <b>Terry Reynolds Education Consulting Ltd</b>       | Interim Assistant Director - Education   |                | 30,886         | 30,886           |
| <b>Terry Reynolds Education Consulting Ltd Total</b> |  |                | <b>30,886</b>  | <b>30,886</b>    |
| <b>WESTCO TRADING LIMITED</b>                        | Communication support<br>(The total spend between Athene Communications and Westco trading period in this report is £160k - £60k to cover media roles including maternity cover, £48k on the customer experience programme, £22k covering a vacant post, £30k on projects such as media training, energy campaign and internal communications) |                | 36,845         | 36,845           |
| <b>WESTCO TRADING LIMITED Total</b>                  |  |                | <b>36,845</b>  | <b>36,845</b>    |
| <b>V4 Services Ltd</b>                               | Connecting Cambridgeshire Broadband project  | 9,630          |                | 9,630            |
|  | Project manager support on the HR case management system   | 16,200         |                | 16,200           |
| <b>V4 Services Ltd Total</b>                         |  | <b>25,830</b>  |                | <b>25,830</b>    |
| <b>Grand Total</b>                                   |  | <b>594,860</b> | <b>861,800</b> | <b>1,456,660</b> |

Period of 1 April 2016 – 30 September 2016 (2016/17 to date)

| Supplier name                              | Project / Initiative   | Consultant    | Interim       | Grand Total    |
|--|--|---------------|---------------|----------------|
| <b>Arcus Global Ltd</b>                    | ICT consultancy (Salesforce applications provided by Arcus Global)   | 14,400        |               | 14,400         |
|  | Professional service support for the council around structuring and maintenance of the Salesforce environment (Salesforce Environment Review and Domain Management)  | 12,642        |               | 12,642         |
| <b>Arcus Global Ltd Total</b>              |  | <b>27,042</b> |               | <b>27,042</b>  |
| <b>Artelia UK</b>                          | Space study of council premises  | 1,725         |               | 1,725          |
| <b>Artelia UK Total</b>                    |  | <b>1,725</b>  |               | <b>1,725</b>   |
| <b>Athene Communications</b>               | Communication support - Provision of media cover and internal communications on the transformation programme (The total spend between Athene Communications and Westco trading period in this report is £160k - £60k to cover media roles including maternity cover, £48k on the customer experience programme, £22k covering a vacant post, £30k on projects such as media training, energy campaign and internal communications) |               | 69,388        | 69,388         |
| <b>Athene Communications Total</b>         |  |               | <b>69,388</b> | <b>69,388</b>  |
| <b>Badenoch &amp; Clark Ltd</b>            | Programme Manager - Council's Front Door including better health and social care integration   | 37,718        |               | 37,718         |
| <b>Badenoch &amp; Clark Ltd Total</b>      |  | <b>37,718</b> |               | <b>37,718</b>  |
| <b>Baltimore Consulting</b>                | Educational Psychology   | -1,000        |               | -1,000         |
|  | Interim Head of Service - Older People   |               | 29,070        | 29,070         |
|  | Passenger Transport review   | 43,575        |               | 43,575         |
|  | Interim Head of Admissions   |               | 67,100        | 67,100         |
| <b>Baltimore Consulting Total</b>          |  | <b>42,575</b> | <b>96,170</b> | <b>138,745</b> |
| <b>Cambridgeshire County Council</b>       | Sacre and Religious Education course programme development 2015-16   |               | 3,400         | 3,400          |
| <b>Cambridgeshire County Council Total</b> |  |               | <b>3,400</b>  | <b>3,400</b>   |
| <b>Caritas Recruitment</b>                 | High cost placements, Reablement and Assistive Technology (Adult Social Care)  |               | 53,000        | 53,000         |
| <b>Caritas Recruitment Total</b>           |  |               | <b>53,000</b> | <b>53,000</b>  |



| Supplier name  | Project / Initiative   | Consultant    | Interim        | Grand Total    |
|--|--|---------------|----------------|----------------|
| Deloitte LLP   | Professional services - Waste project  | 0             |                | 0              |
|  | Professional services - Fletton Quays project  | 0             |                | 0              |
|  | Professional services - Energy projects  | 0             |                | 0              |
| <b>Deloitte LLP Total</b>  |  | <b>0</b>      |                | <b>0</b>       |
| Eden Brown Ltd   | Quality Assurance Officer  |               | 23,760         | 23,760         |
| <b>Eden Brown Ltd Total</b>  |  |               | <b>23,760</b>  | <b>23,760</b>  |
| Enterprise   | Asset Management surveying   | 3,450         |                | 3,450          |
| <b>Enterprise Total</b>  |  | <b>3,450</b>  |                | <b>3,450</b>   |
| GatenbySanderson Ltd   | Interim Assistant Director - Property Services   |               | 41,850         | 41,850         |
| <b>GatenbySanderson Ltd Total</b>                                      |  |               | <b>41,850</b>  | <b>41,850</b>  |
| Grant Thornton UK LLP  | Professional services - Housing Joint Venture  | 38,692        |                | 38,692         |
|  | Professional services - Norse Joint Venture  | 3,500         |                | 3,500          |
| <b>Grant Thornton UK LLP Total</b>                                     |  | <b>42,192</b> |                | <b>42,192</b>  |
| <b>Green Park Interim and Exec Ltd</b>                                 | HR consultant to support the customer experience programme which includes new ways of working and terms and conditions |               | 66,560         | 66,560         |
|  | Interim Head of Service (ASC) – this role is supporting delivery of commissioning savings projects                     |               | 30,500         | 30,500         |
|  | Interim Manager Strategic Commissioning – these are covering vacant roles  |               | 98,410         | 98,410         |
| <b>Green Park Interim and Exec Ltd Total</b>                           |  |               | <b>195,470</b> | <b>195,470</b> |
| Kealey-HR  | HR Support and union liaison   | 1,125         |                | 1,125          |
| <b>Kealey-HR Total</b>   |  | <b>1,125</b>  |                | <b>1,125</b>   |
| Lind Associates  | SEND consultancy   | 77,854        |                | 77,854         |
| <b>Lind Associates Total</b>   |  | <b>77,854</b> |                | <b>77,854</b>  |
| NHS Cambs & P'boro CCG (Clinical Commissioning Group)                  | Better Care Fund   | 20,385        |                | 20,385         |
| <b>NHS Cambs &amp; P'boro CCG (Clinical Commissioning Group) Total</b> |  | <b>20,385</b> |                | <b>20,385</b>  |
| NPS Group  | Property client and commissioning role   |               | 7,691          | 7,691          |
|  | Interim PFI Manager  |               | 4,003          | 4,003          |
| <b>NPS Group Total</b>   |  |               | <b>11,694</b>  | <b>11,694</b>  |

| Supplier name                                  | Project / Initiative  | Consultant     | Interim        | Grand Total    |
|--|---|----------------|----------------|----------------|
| Number 10 Interim Ltd                          | 3 consultants to support the project - Social care system reporting including implementing business objects | 119,265        |                | 119,265        |
| <b>Number 10 Interim Ltd Total</b>             |   | <b>119,265</b> |                | <b>119,265</b> |
| Patten Resource Management                     | Transformation Director - Adult Social Care and Customer Experience   |                | 51,175         | 51,175         |
| <b>Patten Resource Management Total</b>        |   |                | <b>51,175</b>  | <b>51,175</b>  |
| Penna Plc                                      | Review of governance arrangements   | 35,014         |                | 35,014         |
| <b>Penna Plc Total</b>                         |   | <b>35,014</b>  |                | <b>35,014</b>  |
| Peopletoo Ltd                                  | Early Help Review and Children's Demographic Analysis   | 27,000         |                | 27,000         |
| <b>Peopletoo Ltd Total</b>                     |   | <b>27,000</b>  |                | <b>27,000</b>  |
| Ray Worsley Education Consultancy              | Education   | 1,800          |                | 1,800          |
| <b>Ray Worsley Education Consultancy Total</b> |   | <b>1,800</b>   |                | <b>1,800</b>   |
| ReThink Recruitment                            | Commissioner  |                | 24,938         | 24,938         |
| <b>ReThink Recruitment Total</b>               |   |                | <b>24,938</b>  | <b>24,938</b>  |
| Sanctuary Personnel Ltd                        | Commissioner  |                | 17,500         | 17,500         |
|  | Interim Manager Strategic Commissioning   |                | 3,250          | 3,250          |
|  | Interim Head - Social Care  |                | 41,000         | 41,000         |
|  | Independent Chair   |                | 29,421         | 29,421         |
|  | Strategic Lead Adult Safeguarding   |                | 43,680         | 43,680         |
|  | Quality Assurance Officer   |                | 52,867         | 52,867         |
|  | Project Manager - communities   | 35,966         |                | 35,966         |
|  | Interim Head of Commissioning   |                | 80,518         | 80,518         |
|  | Health and Social Care  | 15,708         |                | 15,708         |
|  | Quality Assurance Manager   |                | 31,635         | 31,635         |
| <b>Sanctuary Personnel Ltd Total</b>           |   | <b>51,674</b>  | <b>299,871</b> | <b>351,545</b> |
| Serco Ltd                                      | Adult Social Care Procurement Support   |                | 3,166          | 3,166          |
|  | Transformation Lead (Adult Social Care and Customer Experience)   |                | 16,008         | 16,008         |

| Supplier name  | Project / Initiative   | Consultant     | Interim          | Grand Total      |
|--|--|----------------|------------------|------------------|
|  | Delivery Vehicles - alternative models of delivery of services within people and communities   | 21,891         |                  | 21,891           |
|  | Waste 2020 project to provide the council engineering advice / supervision of contractor during commissioning and testing phase of Energy from Waste plant   | 6,869          |                  | 6,869            |
| <b>Serco Ltd Total</b>                               |  | <b>28,761</b>  | <b>19,174</b>    | <b>47,934</b>    |
| <b>Socitm Ltd</b>                                    | ICT Interim to additional client team project support  |                | 24,000           | 24,000           |
| <b>Socitm Ltd Total</b>                              |  |                | <b>24,000</b>    | <b>24,000</b>    |
| <b>STC (Wirksworth) Ltd</b>                          | Passenger Transport review   | 5,975          |                  | 5,975            |
| <b>STC (Wirksworth) Ltd Total</b>                    |  | <b>5,975</b>   |                  | <b>5,975</b>     |
| <b>Terry Reynolds Education Consulting Ltd</b>       | Interim Assistant Director - Education   |                | 60,981           | 60,981           |
| <b>Terry Reynolds Education Consulting Ltd Total</b> |  |                | <b>60,981</b>    | <b>60,981</b>    |
| <b>Thawait's Consulting Ltd</b>                      | Interim Child Health Transformation Lead   |                | 49,000           | 49,000           |
| <b>Thawait's Consulting Ltd Total</b>                |  |                | <b>49,000</b>    | <b>49,000</b>    |
| <b>WESTCO TRADING LIMITED</b>                        | Communication support<br>(The total spend between Athene Communications and Westco trading period in this report is £160k - £60k to cover media roles including maternity cover, £48k on the customer experience programme, £22k covering a vacant post, £30k on projects such as media training, energy campaign and internal communications) |                | 6,841            | 6,841            |
| <b>WESTCO TRADING LIMITED Total</b>                  |  |                | <b>6,841</b>     | <b>6,841</b>     |
| <b>White, Steve J</b>                                | Adolescent Services  |                | 14,107           | 14,107           |
| <b>White, Steve J Total</b>                          |  |                | <b>14,107</b>    | <b>14,107</b>    |
| <b>Willowmead Consultants Ltd</b>                    | Transformation Lead (Adult Social Care and Customer Experience)  |                | 72,485           | 72,485           |
| <b>Willowmead Consultants Ltd Total</b>              |  |                | <b>72,485</b>    | <b>72,485</b>    |
| <b>V4 Services Ltd</b>                               | Connecting Cambridgeshire Broadband project  | 59,947         |                  | 59,947           |
|  | Project manager support on the HR case management system   | 15,998         |                  | 15,998           |
| <b>V4 Services Ltd Total</b>                         |  | <b>75,944</b>  |                  | <b>75,944</b>    |
| <b>Grand Total</b>                                   |  | <b>599,499</b> | <b>1,117,303</b> | <b>1,716,802</b> |

## Appendix 2 - Spend by department

This table breaks down the consultancy and interim spend shown in appendix 1 outlined in section 4.5 by department:

| Period                       | Department            | Consultant       | Interim          | Grand Total      |
|------------------------------|-----------------------|------------------|------------------|------------------|
| <b>Oct 15 - Mar 16</b>       | Governance            | 66,344           | 99,970           | 166,314          |
|                              | Growth & Regeneration | 39,868           |                  | 39,868           |
|                              | People & Communities  | 189,348          | 619,890          | 809,238          |
|                              | Public Health         |                  | 6,960            | 6,960            |
|                              | Resources             | 299,300          | 134,980          | 434,280          |
| <b>Oct 15 - Mar 16 Total</b> |                       | <b>594,860</b>   | <b>861,800</b>   | <b>1,456,660</b> |
| <b>Apr 16 - Sep 16</b>       | Governance            | 48,639           | 71,660           | 120,299          |
|                              | Growth & Regeneration | 42,142           |                  | 42,142           |
|                              | People & Communities  | 386,504          | 939,973          | 1,326,477        |
|                              | Resources             | 122,214          | 105,670          | 227,884          |
| <b>Apr 16 - Sep 16 Total</b> |                       | <b>599,499</b>   | <b>1,117,303</b> | <b>1,716,802</b> |
| <b>Grand Total</b>           |                       | <b>1,194,358</b> | <b>1,979,103</b> | <b>3,173,461</b> |

As outlined earlier in this report (paragraph 4.7), the People and Communities department lead the council's customer experience programme with all consultancy and interim roles supporting the programme being charged to this department which is where the budget has been allocated to. Although some roles are interim, these are not substantive roles once the programme has completed.

### **Appendix 3 - Interims utilised for more than a year as at end of September 2016**

The following appendix lists roles that were being utilised at the end of September 2016, and were being utilised in some form 12 months earlier. Note that not all individuals will have been employed continuously in that period, some will have worked for ad hoc periods as necessary, and/or operate on a part time basis. All of the roles below are supporting the council's transformation programme which was a two year project.

- Transformation Lead (Adult Social Care and Customer Experience)
- Transformation Director – Adult Social Care and Customer Experience
- Interim Head of Service (ASC)
- HR Consultant

As outlined earlier in this report (paragraph 4.7), the above roles are supporting the council's customer experience programme. Although some roles are interim, the above roles are not substantive roles once the programme has completed.

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