

Questions for Officers regarding interims (contractors)

The Members' task and finish group assigned to review the council's use of consultants has adopted the following definitions of consultants and interims:

Consultants

Consultants are external third parties, with expertise that is typically not available internally. Clients employ consultants for short-term projects, and usually specify an end-point to their involvement in a project.

Interims

Interims fill permanent vacancies or temporary increases in operational workload. Interims are therefore contractors used as day-to-day operational resources to maintain departmental function, and are managed by client staff.

Taking the above definitions into account, please provide written responses to the following questions:

No.	Question
1.	When would you use an interim?
2.	What roles were they asked to fulfil and why did you choose not to act a member of staff into that role instead?
3.	What outcomes did you expect, and did they deliver them?
4.	Did you require skills transfer to be part of the arrangement and if so, how was this delivered?
5.	With regard to the use of interims: <ul style="list-style-type: none"> a) would you expect to use any for the next three years? b) would that use be more or less than it has been? c) why?
6.	Is there any additional information that you wish to provide for this review?

Questions for Officers regarding consultants

The Members' task and finish group assigned to review the council's use of consultants has adopted the following definitions of consultants and interims:

Consultants

Consultants are external third parties, with expertise that is typically not available internally. Clients employ consultants for short-term projects, and usually specify an end-point to their involvement in a project.

Interims

Interims fill permanent vacancies or temporary increases in operational workload. Interims are therefore contractors used as day-to-day operational resources to maintain departmental function, and are managed by client staff.

Taking the above definitions into account, please provide written responses to the following questions:

No.	Question
1.	When would you use a consultant?
2.	Please list the consultants you have used in the last 2 years, and provide details regarding: a) reasons for their usage b) what project they worked on c) the outcomes they delivered d) whether skills transfer was part of the brief, and if not, why not? e) how you managed their work
3.	Has skills transfer happened? If yes, how do you know that?
4.	With regard to the use of interims: a) would you need to use any for the next three years? b) would that use be more or less than it has been? c) why?
5.	Is there any additional information that you wish to provide for this review?

Questions for Officers regarding skills transfer

The Members' task and finish group assigned to review the council's use of consultants has adopted the following definitions of consultants and interims:

Consultants

Consultants are external third parties, with expertise that is typically not available internally. Clients employ consultants for short-term projects, and usually specify an end-point to their involvement in a project.

Interims

Interims fill permanent vacancies or temporary increases in operational workload. Interims are therefore contractors used as day-to-day operational resources to maintain departmental function, and are managed by client staff.

Taking the above definitions into account, please provide written responses to the following questions:

No.	Question
1.	Who have you worked with?
2.	What was your position whilst working with the consultant/interim?
3.	What work did you carry out with the consultant/interim?
4.	What skills or abilities did you develop?
5.	Has your career progressed as a result of the skills you learnt from working with a consultant/interim? Please explain
6.	Have the skills and/or abilities you have developed been recorded through your APD, PDR, a skills audit or a similar process?
7.	Is there any additional information that you wish to provide for this review?

Questions for Consultants

The Members' task and finish group assigned to review the council's use of consultants has adopted the following definitions of consultants and interims:

Consultants

Consultants are external third parties, with expertise that is typically not available internally. Clients employ consultants for short-term projects, and usually specify an end-point to their involvement in a project.

Interims

Interims fill permanent vacancies or temporary increases in operational workload. Interims are therefore contractors used as day-to-day operational resources to maintain departmental function, and are managed by client staff.

Taking the above definitions into account, please provide written responses to the following questions:

No.	Question
1.	What expertise were you asked to provide to the council, over what period and what outcomes were you asked to deliver?
2.	What were the outcomes from the work you carried out? Please make specific reference to: Financial outcomes; Project outcomes; and Whether skills transfer was explicitly requested
3.	Of the projects you have been involved with a) how many were successful? b) how many were abandoned and why?
4.	Do you have any constructive feedback to offer the council regarding potential improvements in the contractual or working arrangements?
5.	Is there any additional information that you wish to provide for this review?

Questions for Interims (contractors)

The Members' task and finish group assigned to review the council's use of consultants has adopted the following definitions of consultants and interims:

Consultants

Consultants are external third parties, with expertise that is typically not available internally. Clients employ consultants for short-term projects, and usually specify an end-point to their involvement in a project.

Interims

Interims fill permanent vacancies or temporary increases in operational workload. Interims are therefore contractors used as day-to-day operational resources to maintain departmental function, and are managed by client staff.

Taking the above definitions into account, please provide written responses to the following questions:

No.	Question
1.	What role or roles were you asked to fulfil, over what period and what outcomes were you asked to deliver?
2.	What were the outcomes from the work you carried out? Please make specific reference to: a) financial outcomes; b) service outcomes; and c) whether skills-transfer was explicitly requested
3.	Did you achieve all you were tasked with, or were there any obstacles to prevent this?
4.	Do you have any constructive feedback to offer the council regarding potential improvements in the contractual or working arrangements?
5.	Is there any additional information that you wish to provide for this review?

Questions for Cabinet Members (Cllrs Cereste, Lee, Seaton and Walsh)

The Members' task and finish group assigned to review the council's use of consultants has adopted the following definitions of consultants and interims:

Consultants

Consultants are external third parties, with expertise that is typically not available internally. Clients employ consultants for short-term projects, and usually specify an end-point to their involvement in a project.

Interims

Interims fill permanent vacancies or temporary increases in operational workload. Interims are therefore contractors used as day-to-day operational resources to maintain departmental function, and are managed by client staff.

Taking the above definitions into account, please provide written responses to the following questions:

No.	Question
1.	As a Cabinet Member please describe your experience of working with consultants and interim managers.
2.	How do you ensure that the work done by consultants and interim managers meets the outcomes that they are procured to deliver?
3.	Would you challenge a decision to procure these, and have you ever done so effectively? Please explain.
4.	Is there any additional information that you wish to provide for this review?

Questions for Cllr Fletcher

The Members' task and finish group assigned to review the council's use of consultants has adopted the following definitions of consultants and interims:

Consultants

Consultants are external third parties, with expertise that is typically not available internally. Clients employ consultants for short-term projects, and usually specify an end-point to their involvement in a project.

Interims

Interims fill permanent vacancies or temporary increases in operational workload. Interims are therefore contractors used as day-to-day operational resources to maintain departmental function, and are managed by client staff.

In January 2010, you posed a number of questions in your capacity as Chairman of the Sustainable Growth Scrutiny Committee. The meeting on the 18 February will include discussion on some of those questions. Can you please provide answers to the following questions to assist that discussion?

No.	Question
1.	a) Do you agree with the definitions above? b) If not, why not?
2.	If you do agree, when you referred to consultants in January 2010 were you referring primarily to the appointment of interim managers by the Council (i.e. those external parties fulfilling management roles)?
3.	Do you have any matters you wish to raise in relation to the use of consultants e.g. architects and/or builders for projects such as the Corn Exchange demolition?
4.	Do you have any experience of working with either consultants or interim managers at the Council and if so, can you please describe your experience of working with consultants and interim managers?
5.	Do your concerns in relation to the use of consultants and interim managers relate only to cost or are there other concerns you wish to raise?
6.	Do you think there are any benefits to the Council's use of consultants or interim managers?

This page is intentionally left blank