



Report for:	Staffing & Remuneration Committee (20th Nov.2014)	Item Number:	
Title:	Report on the Process for Managing Consultants & Interims into the Organisation		
Report Authorised by:	Jacque McGeachie		
Lead Officer:	Carole Engwell (HR)		
Ward(s) affected:	Report for Key/Non Key Decisions:		

1. Describe the issue under consideration

- 1.1 The Council has embarked on a major change agenda that will deliver modern and efficient services to our residents/customers. The transformation programmes have been put in place to achieve this and as part Mid Term Financial Strategy they are accountable for delivering sustainable savings the Council needs to make over the next three years.
- 1.2 To support the change programmes and services there maybe a requirement to procure skills, knowledge and experience that the organisation does not have within its workforce or provide additional capacity. This report deals with the process for managing this additional capacity and a reporting mechanism that senior managers and this committee will receive on a quarterly basis.

2. Recommendations

- 2.1 That the Committee note the report.

3. Alternative options considered

- 3.1 None



4. Background information

4.1 Through the transformation programmes the organisation is committed to providing opportunities to the workforce; to move staff into new roles, to develop new and different skills, and build internal capability which will be required in future years. Those said, due to the pace, complexity and reach of the change programmes the organisation does not have all the depth and breadth of skills it now requires. This may be due to a number of factors;

- workforce skills and development would need to have been identified 2 -3 years ago for strength and experience it now needs
- the change required can no longer be achieved through individual service reviews
- to achieve the change the organisation needs a mix of consultants, interims and strategic partners to bring in a range of skills that the organisation would not normally need and would be expensive if to retain on a permanent basis
- a change programme of this nature does require a healthy mix of external and internal perspectives and ideas.

4.2 Interims and Consultants bring a wealth of knowledge and experience and we are using this to up skill and educate our teams. For example the consultants working as Programme Managers have shared tried and tested methodologies. This enables us to move quicker in the knowledge that they work. Other interims are supporting knowledge share in services as they restructure.

Proposed Gate-keeping Process

4.3 Going forward it is important that our interims and consultants are managed in line with any other procurement of services so the following steps will be put in place

- HR will act as a gatekeeper for the approval and monitoring purposes
- Contract reviews with Interims and Consultants will happen on a quarterly basis where knowledge sharing and value for money is evidenced and attributed to a programme or assignment
- Guidelines will be produced for Corporate Leadership Group to follow when procuring Interims and Consultants

The Hays contract and the London Borough Recruitment Partners framework (LBRP) are the two frameworks the Council use. Any off contract spend is reviewed and an action plan is put in place.

4.4 A copy of a Members Briefing circulated on 8 October 2014 is attached together (Appendix 2) with a copy of the Consultant / Interim report for the period up to the end of September 2014 (Appendix 1).



5. Comments of the Chief Finance Officer and financial implications

5.1 The proposed process for a tighter management of the council's use of consultants and interims is welcomed. It should ensure greater scrutiny of this costly resource, ensure that it is procured appropriately through the agreed frameworks and that employing managers are held to account in terms of progressing permanent recruitment in a timely manner and for obtaining the agreed outcomes from consultants.

6. Comments of the Assistant Director of Corporate Governance and legal implications

6.1 There are no legal implications in this report.

7. Equalities and Community Cohesion Comments

7.1 The proposed gatekeeping process will follow the council's policy on equality and diversity.

8. Head of Procurement Comments

Not applicable.

9. Policy Implication

None

10. Use of Appendices

Appendix 1: Details of current Interims and Consultants
Appendix 2: Member Briefing

11. Local Government (Access to Information) Act 1985

Not applicable.