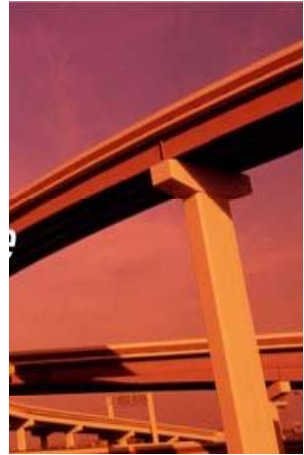
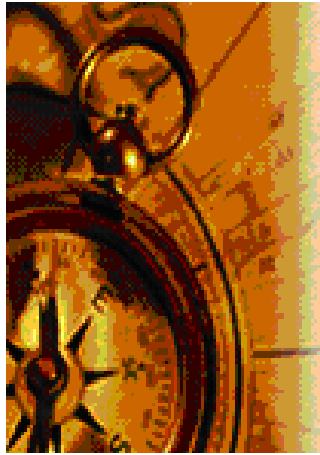


# Use of Consultants

SCRUTINY REVIEW FINAL REPORT

March 2008



## **Salisbury District Council: Resources Overview and Scrutiny Panel**

*The Extent and Effectiveness of Consultant Usage at Salisbury District Council.*

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### **Introduction by Councillor Elizabeth Chettleburgh**

*Lead Member: The Use of Consultants Review Group*



The Use of Consultants Review has been an insightful experience for the Review Group. The Council spends a significant amount on consultants in return for impartial, specialist project work. The risks of not employing consultants are that important work might not get completed because of lack of specialist knowledge, staff, in-house resources and limited officer time.

On the other hand the group have found that there are a number of ways to reduce the amount spent on consultants by looking at ways of maximising the use of in-house, local authority staff.

In 2005 the Council's Internal Audit team undertook an audit on the use of consultants finding that there were a number of improvements that need to be made in order ensure that the process of engaging consultants is robust. Furthermore the audit uncovered that the guidance for the use of consultants could be improved in order to get more value for money, along with other improvements to the system.

Finally this scrutiny review has been significantly delayed due to a number of reasons including the change of administration in May 2007, staffing issues within the Democratic Services Unit and crucially the proposed local government reorganisation (LGR) in Wiltshire. LGR has led to the review being delayed and also has limited the scope of the review. However it was felt that this review must continue in order to ensure that robust measures are put in place by the new authority prior to vesting day. This will ensure that the risks are minimised when engaging consultants and value for money is achieved as it has been identified that the new council will spend significant amounts of money on consultants.

**Councillor Elizabeth Chettleburgh**

**Lead Member**

**The Use of Consultants Review Group**

## **Report of the Use of Consultants Scrutiny Review Group: March 2008**

*A review of the Extent and Effectiveness of the use of consultants at Salisbury District Council*

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## **Terms of Reference and Scope of the Use of Consultants Review**

1. The Use of Consultants Scrutiny Review Group was commissioned by the Council's Resources Overview & Scrutiny Panel in May 2006 to undertake a review of the extent and effectiveness of consultant usage at Salisbury District Council (SDC), as part of the Panel's work programme for 2006/07. Now in 2008, Members of the Resources Overview and Scrutiny Panel have called for more explicit information regarding the amount spent by the Council over recent years and to outline any key lessons that are to be learnt by the new unitary authority.
2. The Panel was keen to undertake this review since it would give Members the opportunity to examine why the Council employed consultants and differentiate between the use of contractors and the use of consultants.
3. The terms of reference of the review group were to:
  - (i) Investigate the reasons for the use of consultants at SDC by examining a number of recent decisions taken by Services Units.
  - (ii) Evaluate the effectiveness of the work undertaken by consultants within the authority.
  - (iii) Investigate how much is spent on engaging consultants and to compare these costs to other similar local authorities.
  - (iv) Consider the alternatives to using consultants.
  - (v) Examine the procurement arrangements associated with consultants.

## **Membership of the Use of Consultants Group**

4. Councillor Elizabeth Chettleburgh (Liberal Democrat, St Edmund & Milford Ward) was appointed by the Resources Overview and Scrutiny Group to lead the Use of Consultants Review and Councillors Tom Couper (Conservative, Knoyle Ward) and Murial Tomlinson (Liberal Democrat, Harnham West Ward) were appointed to serve on the Review Group during the year 2006 –07. Membership of the review group then changed following elections in May 2007. Councillors Elizabeth Chettleburgh and Murial Tomlinson remained in the group and new input was received from Councillors John Cole-Morgan (Conservative, Donhead Ward) and Bill Moss (Conservative, Winterslow Ward). Arabella Davies in the Council's Democratic Services Unit supported the Scrutiny work during 2006-07 and Tom Bray continued the review after the elections in May 2007.

## **Methodology**

5. The review was undertaken in accordance with the council's new scrutiny arrangements and included the following research methods:

### ***Desk Research***

6. The scrutiny support officer Arabella Davies assembled a list of relevant publications, papers and documents before handing over the file for completion by the subsequent scrutiny support officer, Tom Bray.

### ***Interviews***

7. Interviews were conducted with the following officers from Salisbury District Council:  
Graham Creasey, Property Services Manager  
Clare Dunwell, Procurement Manager  
Graham Gould, Head of Marketing, Economic Development and Tourism  
Diana Melville, Chief Internal Auditor  
Alan Osborne, Head of Financial Services  
Andrew Reynolds, Head of Strategic Housing  
Derek Streek, Head of Housing Management  
Robin Townsend, Head of Community Initiatives
8. Interviews were also conducted with the following external interviewees: -  
Robert Gardner, Humberts (responsible for land valuations)  
Barry Williams, Gillespies (responsible for development of the Salisbury Vision)
9. Notes from the interviews undertaken have been included in the background papers to this review.

### ***Other Local Authorities***

10. The Review Group analysed the spend relating to the use of consultants with the following local authorities in the Wiltshire area as part of the review process:-  
Kennet District Council  
North Wiltshire District Council  
West Wiltshire District Council
11. The Review Group also had regard to the scrutiny reviews undertaken by the following local authorities in relation to their own use of consultants: -  
North Lincolnshire Council, Surrey County Council, Torbay Council and Worcestershire County Council.

***Best Practice Research***

12. The review group has considered best practice guidance produced by: -
- The Research Councils' Internal Audit Service (RCIAS)
  - National e-Procurement Project: Using Consultants – General Principles
  - Management Consultancies Association: How to source and manage consultants and contractors

***Review Group Meetings***

13. After each stage of the scrutiny review the members of the Review Group came together to discuss the issues raised and to identify areas where further work or research may be required.

## **Introduction**

14. It is important to have a clear process when engaging consultants. From the initialisation of a project, the need for a consultant must be determined. Once need is established, accurate project briefs should be drawn up. Measuring the final outcome and the effectiveness of the consultant engaged is also crucial and an example of best practice. If every unit is working to the same guidelines, it is more likely that best practice can be achieved, however it was identified that some units within the Council are more in need of guidance than others due to varying levels of experience in using consultants, thus highlighting the need for accessible guidelines.
15. At the start of this review in May 2006, the review group focused on interviews with lead officers and external consultants, figures detailing expenditure on consultants and the Internal Audit report completed in February 2005. The group acknowledged the need to strengthen the process in engaging consultants so that all units use updated guidelines. Revisiting the work carried out by the previous review group supported by Arabella Davies, the goals theoretically have not changed. There is still a need for guidelines to be updated and adhered to but in the current climate of Local Government Reorganisation priorities have changed and resources are very limited. The Resources Overview and Scrutiny Panel agreed that, in the light of the Local Government Reorganisation, they were interested to know how much is spent on consultants by the Council, but considered that there was very little they could do to influence the engagement procedure given the situation. With the imminent change on the political horizon, the purpose of this review has now changed. This review will show the past and current spend on consultants but also go onto describe how important it is for Wiltshire Council to provide clear and accessible guidelines on engaging consultants in order to get the best out of a very costly exercise.

## **Definition of Consulting and Consultants**

16. The Management Consultancies Association (MCA) defines consulting as “the creation of value for organisations, through the application of knowledge, techniques, and assets to improve performance. This is achieved through the rendering of objective advice and/or the implementation of business solutions.”
17. 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 the project. Although a project manager from the consulting firm generally manages the consultant, responsibility for the final outcome of the project

rests with the client. This means that consulting is distinct from “outsourcing” or “staff-substitution” (National Audit Office: Central government’s use of consultants).

18. Consultants are also distinct from contractors, in that the latter fill permanent vacancies or temporary increases in operational workload. Contractors are therefore used as day-to-day operational resources to maintain departmental function, and are managed by client staff (MCA).

### **Process for Engaging Consultants**

19. As set out in the Council’s protocols on the use of consultants (1998), there are 11 steps to be undertaken when engaging consultants. These steps are set out as follows:

Step 1 – Preparation of the Project Brief

Step 2 – Assess alternative means of achieving required objectives

Step 3 – Obtain adequate budget provision

Step 4 – Submission to Management Team (or Committee)

Step 5 – Competitive Tendering

Step 6 – Standing Orders

Step 7 – Selecting the list of consultants who will be invited to tender

Step 8 – Selecting the winning bid

Step 9 – Agreements

Step 10 – Monitoring Process

Step 11 – Reviewing Performance

20. The Protocols on the Use of Consultants (1998) is a useful document that outlines the process and offers advice to service managers when engaging consultants. This review has brought to light some important issues surrounding the use of these protocols and their accessibility that are discussed under section 15.

21. The process of engaging consultants should encompass post project evaluation. Evaluating outcomes will improve the process of engaging consultants at the Council. Post project evaluation provides:

- Information on experiences that can be documented and drawn upon in future projects.
- Analysis of the budget, value for money and non-quantifiable benefits
- Feedback on overall performance of the Consultant



## Reasons for engaging consultants

22. According to the MCA, the single most important reason for hiring consultants is to bring in people with a particular set of skills. Skills could be industry- or issue-specific, but at times an organisation may also need individuals who can help get a new initiative up and running when there are difficulties freeing up internal resources. The Council has recently engaged consultants who possess specialist skills for some major programmes, like the Salisbury Vision and Housing Stock Transfer project. Recent management changes in the Council and the pressures of Local Government Reorganisation are reasons why consultants have been engaged instead of recruiting permanent members of staff, for example, changes to the Chief Executive and Director circumstances meant that the use of consultants for a temporary period was more cost effective than recruiting to a permanent post.
23. As third parties, consultants are also able to approach challenges facing an organisation from a fresh perspective. As the MCA notes, sometimes an outside opinion expressed by an expert can be enough to jump-start a project, and unlike internal participants on a project who still have day-jobs, consultants are able to dedicate all their time and efforts to the project, which means that they are helpful in keeping a project going. Managers may also wish to hire consultants to collect data to help them decide what to do, or to offer a creative solution to a problem (MCA). Furthermore, the Department for Communities and Local Government (DCLG) notes that consultants are independent of internal politics that can often hinder progress, and are able to recommend actions that client staff may be unwilling to undertake as a result of their vested interests.
24. On some projects, managers may seek a tried-and-tested approach to the issue in hand. In those instances, consultants will be able to develop a plan with a structured methodology that captures the accumulated lessons of previous projects. This may also be important in increasing confidence that the project will meet the expectations of its sponsors and partners (MCA).
25. The RCIAS notes that the employment of consultants can be an effective solution to the pressures of restricted salary budgets and increasing demands on management time. The use of consultants is not, however, a cheap option, which means that consultants should only be used where they can add the greatest value.

## **Alternatives to employing Consultants**

The (DCLG) lists a number of alternatives to employing consultants:

26. Working Groups

The main advantages to setting up a working group are that its members would already be familiar with the organisation and its culture, and may also have a better understanding of the project's context than a consultant. Objectivity can, however, be lost, and individuals may not have sufficient time to devote to the project given their existing workload.

27. Secondment

Seconding an employee to work on a fixed term project is likely to be significantly cheaper than employing a consultant, but it is essential to ensure that the secondee has the experience, professionalism, aptitude and references to demonstrate that he or she can deliver.

28. Sharing Resources

Increasingly, government organisations and local authorities undertake procurement collaboratively, as their combined buying power allows them to negotiate better deals from common suppliers.

29. Training

Training is a longer-term strategy for meeting the needs of the organisation, and if training needs can be identified in advance, this can alleviate the need to employ consultants at a later stage.

30. Experience Sharing

It may be possible to look to another organisation that has undertaken a similar project, and find out whether they would be willing to share experience. This can offer the advantage of seeing a solution already in operation. It is important to note, however, that every organisation is different, and one organisation's solution to its needs may not fit those of another.

## Expenditure on Consultants

### 31. Expenditure

Figure 1: Expenditure on consultants by Salisbury District Council for 2005/06 and 2006/07

Use of Consultants 2005/2006				
	Specific Consultancy	General and non - Consultancy	Total	
Consultancy (510)	£ 232,536.36	£ 99,603.67	£ 332,140.03	
Consultancy (510) (HRA)	£ 130,166.43	£ -	£ 130,166.43	
Capital	£ 965,838.59	£ 559,627.71	£ 1,525,466.30	
Total	<b>£ 1,328,541.38</b>	£ 659,231.38	£ 1,987,772.76	
Use of Consultants 2006/2007				
	Specific Consultancy	General and non - Consultancy	Total	
Consultancy (510)	£ 440,963.70	£ 125,391.16	£ 566,354.86	
Consultancy (510) (HRA)	£ 257,934.79	£ -	£ 257,934.79	
Capital	£ 814,596.37	£ 129,707.17	£ 944,303.54	
Total	<b>£ 1,513,494.86</b>	£ 255,098.33	£ 1,768,593.19	

NB. Specific Consultancy has been classified as those suppliers that have: provided specific information and/or have produced a report and General Consultancy has therefore been classified as those suppliers that have carried contracted/non- contracted work and do not come under the above description

32. The expenditure on specific consultancy (who provided specific information or produced a report) in 2005/06 was **£1,328,541.38**. The expenditure in the following year, 2006/07 was **£1,513,494.86**. This shows an increase of **£184,593.48** mainly due to projects such as the Salisbury Vision and the Stock Transfer project. The approximate expenditure on consultants for 2007/08 is likely to be in the region of **£1,250,000**.
33. Some of the above costs are funded by grants. For example, the Council will receive about £175,000 from the Regional Development Agency (RDA) to appoint consultants for the Salisbury Vision and similar arrangements are seen on other programmes.
34. Expenditure on consultants means that the Council can benefit from specific specialist skills, impartiality and an effective way of solving short-term staffing issues, as well as the reasons stated in the above section on reasons for engaging consultants. Expenditure on consultants also depends on fluctuations in levels of demand for Council services.
35. Cross-district comparisons of Local Authorities in Wiltshire for the year 2005/06 (see figure 2) showed that Salisbury spent more on specific consultancy than all other districts in Wiltshire. These figures must take into consideration that all comparators had a smaller

revenue budget and capital programme and Salisbury is the only council in the group to retain its council housing.

Figure 2: Cross-District Comparisons (Wiltshire) for expenditure on consultants for 2005/06

	Total	Specific Consultancy	General & Non Consultancy
<b>North Wilts</b>			
Revenue	126,394 n/k	n/k	
Housing	0	0	0
Capital	128,684 n/k	n/k	
TOTAL	255,078 n/k	n/k	
<b>Kennet</b>			
Revenue	138,040	62,690	75,350
Housing	0	0	0
Capital	2,115,410	605,270	1,510,140
TOTAL	2,253,450	667,960	1,585,490
<b>West Wilts</b>			
Revenue	945,191	306,588	637,789
Housing	0	0	0
Capital	152,674	152,674	0
TOTAL	1,097,866	459,262	637,789
<b>SALISBURY</b>			
Revenue	332,140	232,536	99,604
Housing	130,166	130,166	0
Capital	1,525,466	965,839	559,628
TOTAL	1,987,773	1,328,541	659,231

## **Summary of other authorities' scrutiny reviews on the use of consultants**

34. The following is a summary of the key findings of the scrutiny reviews carried out by North Lincolnshire, Worcestershire County Council, Surrey County Council and Torbay Council.

### General Observations

35. North Lincolnshire Council (NLC) found that the use of consultants is often a controversial and sensitive subject. Worcestershire County Council (WCC) considered that there was a perception amongst the public and elected Members that large sums of money are spent on engaging consultants too frequently and sometimes unnecessarily.
36. NLC found that it is impossible to employ staff covering every specialist area. Therefore bringing in outside expertise for a short period, often to maximise grant aid from Government and European Union sources makes good sense. This was particularly the case of smaller councils because they cannot provide a whole range of technical expertise at any one time e.g. engineering, architectural specialists.

### Use of Consultants

37. Worcestershire CC's review highlighted a number of areas where practice differs across the directorates. Worcestershire CC and NLC both recommended that a corporate approach to the use of consultants should be adopted.
38. At NLC, contracts are not always awarded to consultants used previously, although there are benefits from using the same people, particularly where knowledge of the council's operations is important.
39. NLC concluded that successful consultancy projects require a clearly defined project brief, including the scope, aims and objectives, quality required, performance expected, timescale, monitoring and budget.
40. NLC concluded that consultants should only be used where:
- Specialist expertise is not available from in-house sources
  - There is a lack of in-house capacity to undertake the project
  - An independent opinion is required
  - Only temporary help is required and can be met from existing budgets.

41. NLC also noted that where opportunities exist to use specialist skills in-house, this could reduce the amount of work offered externally and also enhance job satisfaction and offer potential promotion opportunities.
42. Surrey County Council (SCC) noted the ongoing employment of consultants, usually self-employed individuals. In the majority of cases there were no tender exercises to secure their ongoing retention nor were there clear briefs for the work to show why a particular consultant was always the best choice for ongoing pieces of work.
43. SCC found that given the increased use of consultancies and the move towards ever larger and more complicated corporate projects, the need for appropriately skilled managers becomes ever vital. Seniority within a role does not necessarily give that post holder the tools to successfully performance manage large consultancy firms within a tight budget and time frame.
44. Worcestershire CC noted that Cheshire County Council's Performance Improvement Services has recently been set up an informal consultants' network to assist services in identifying suitable consultants, together with a database. This enables information to be shared informally across the authority.
45. Worcestershire CC noted that another source of expertise could be other local authorities. The review indicated that not much consideration was given to using best practice or expertise from other local authorities before a consultant was engaged.

#### Expenditure

46. In 2002-2003 SCC's expenditure on consultancy was £27,360,106.22 (n.b this is a county council: £17m spent in Children and Young People directorate).
47. During the period 1 April 1998 – 31 March 2000, NLC engaged 82 consultants, costing £500,000. Over half the contracts had a value of less than £5,000.
48. WCC spent £1,062,000 in 2003/04, which amounted to less than 0.25% of the Council's overall budget.

#### Value for Money

49. Surrey County Council's (SCC) review found that officers sometimes struggled to identify whether value for money had been attained for certain projects. In the majority of cases, senior officers of the council were pleased with the service they received from external consultants.

## Internal Audit Review of the Use of Consultants

50. An Internal Audit Review on the use of consultants was carried out in accordance with the Internal Audit Plan for the financial year 2004/05. An audit was also carried out in 2000 and the principal recommendations were for Service Units to implement the Protocol when engaging consultants.
51. The 2004/05 report looked to assess the extent to which value for money was gained from engaging consultants. The audit focused on the following areas:
- Awareness and understanding of existing regulations including Protocols on the use of Consultants.
  - Selection of Consultants and justification for their use.
  - Confirming contracts are in place and clearly defined
  - Work is monitored and payments checked.
  - Post project evaluation arrangements
  - Examining alternative approaches and best practice.
52. It was stated that in two of the three cases investigated clients were satisfied with the outcome received. Consultants were well briefed on the Council's culture, environment and objectives resulting in good working relations.
53. The Internal Audit opinion for the use of consultants was a limited rating. Therefore highlighting the fact that there were weaknesses in the process. The opinion was based on the fact that the processes in engaging consultants needed to be more robust. In addition, the recommendations put forward by the Internal Auditor would help rectify the situation thus improving the process and effectiveness when engaging consultants.
54. Key findings of the auditor that are of concern were as follows:
- Continuing failure to make full use of, or comply with, the current guidance
  - Better compliance and project management when appointing consultants will lead to improved services and better value for money.
  - Awareness of the Protocols was poor
  - Insufficient evidence of market testing and cost comparison
  - Detailed specifications that reflect the Council's needs were not always prepared.
  - Evaluation of consultancy bids not based on pre-set written criteria.
  - Lack of clear S CAT procedure.
  - Deadlines for deliverables not set and kept.
  - No mechanism for capturing benefits and efficiencies for corporate benefit

55. It has emerged that the follow-up actions to the Internal Audit Report carried out in 2005 has been limited. Although a new protocol was issued by the Procurement Manager, it is considered that they seem to cover contractual formats and other aspects of the relationship with consultants rather than the guidance, dos and don'ts, checklist, and definitions that made the 1998 Protocol such a useful guide for managers, not least to help ensure consultants were employed sensibly and the Council got value for money. There is a continued need to update the protocols, publicise them and ensure that all Units are fully aware of all processes when engaging consultants.

### **2006-2008: Transition to Wiltshire Council?**

56. We have established that the amount spent on consultants has risen in recent years. Considering the Internal Audit report in 2005, the interviews carried out in 2006 and the expenditure we can say that using consultants remains to be an issue that needs to be monitored in order to achieve good practice and efficiency.
57. Protocols on the Use of Consultants (1998), as mentioned above, could be revisited and subsequently reissued, as it would bring a unified approach to employing consultants across the Council. Although, the 1998 document, is poorly presented, with formatting problems and effectively out of use, it would not be difficult to update and publish it. However, this level of attention might not be deemed necessary in light of Local Government Reorganisation. The transition process will no doubt bring with it contractual agreements and directives controlling the initiation of new large-scale projects, also it is understood that the number of consultants likely to be engaged will be very low in the run up to vesting day. Therefore in that respect, updating the protocols would not bring much added value other than good housekeeping.
58. On the other hand, it could be considered that when the transition task groups are looking at setting up guidelines for using consultants they will want to pull together district and county policies therefore highlighting the need for the protocols to be clearly presented and accessible. This might not be too much to ask given that the Council's contract regulations point out that 'the appointment of consultants should comply with the Council's guidance on the "Protocol on the use of consultants" ' (Point 5.1 of Council's Contract Regulations). As it stands, written guidance is not easily accessible and it is unclear as to which document is the actual "Protocol on the Use of Consultants".
59. In light of Local Government Reorganisation it will be difficult for this review to achieve tangible outcomes. However it can act as a clear message to the transition task groups and the transitional Cabinet that ensuring clear and accessible guidelines and processes are set



up from the outset of the new unitary council. This is especially pertinent given that the new council is likely to spend significant sums of money on consultants.

60. To ensure that the new council effectively uses consultants, the transitional working group involved in this might consider:

- The formation of new guidance/protocols for lead officers
- That they ensure every consultancy task is defined within a formal contract and Procurement is notified without fail.
- Specific indicators could be developed to monitor performance
- Ensure that Post-Project Evaluation (PPE) is carried out without fail
- The project should receive formal signing-off thus drawing to a close the PPE
- Long-term use of a consultant should be critically reviewed, thus continuously evaluating value for money and efficiency of the consultant
- Training of officers to effectively manage performance of consultants
- Creation of a database to keep information on consultants used by the authority
- The Procurement Team develops and maintains communications with other authorities to exchange information about consultants.

## Recommendations

61. As referred to above, the current climate of Local Government Reorganisation has led to this review being an informative description of Council practices over recent years and a useful reference for future policy makers under the transition arrangements to Wiltshire Council. In October 2007, the Resources Overview and Scrutiny Panel resolved to finish the review, despite the identified effects of LGR, with the main objective of highlighting the amount spent by the Council in recent years and concluding the investigative work into recent practices. Having outlined the expenditure and identified key issues for consideration when drawing up a corporate Wiltshire-wide policy on the Use of Consultants, the review group recommends the following:

**Recommendation 1:** That the Resources Overview and Scrutiny Panel recommends to the Towards One Council Resource Work stream (or Implementation Executive) that a robust system for the engagement of consultants should be put in place for the new council to mitigate the possible risks and to ensure that value for money and efficiency are achieved when engaging consultants.

The following issues have been highlighted as areas that could also be addressed:

**Recommendation 2:** A database detailing the key features and rating of consultants used by the Council so that any service unit can tap into and benefit from shared experiences.

**Recommendation 3:** That database sharing with other Local Authorities detailing consultants used should be explored so that a greater level of knowledge on effective consultants can be shared.

**Recommendation 4:** That the Council's Contract Regulations and Protocols on the Use of Consultants should be made more accessible for all officers across the Council who engage consultants.

**Recommendation 5:** That the Council continues with its current good practice in many areas of its engagement of consultants with particular regard to officers continuing their strong relationships and frequent communication with engaged consultants.

**Recommendation 6:** That People and Organisational Development (POD) and Procurement are to devise guidance outlining important questions for officers when interviewing short listed consultants.

**Recommendation 7:** That sufficient provision is made regarding how to address recommendations coming from consultants that are potentially hard to implement.

**Recommendation 8:** That Fixed Price contract should continue as best method for paying consultants.

**Recommendation 9:** Cost coding for the use of consultants might need to be revised along with the updated guidance issued as Local Authorities can find it difficult to record and code appropriately the payments for consultants and contractors because of blurred definition and sometimes complex differences between specialist services.

**Recommendation 10:** In addressing the operational issues already outlined, it is also prudent for all costs involved with employing consultants to be continuously monitored.

## **Bibliography**

### **Salisbury District Council Documents:**

Internal Audit Report - Use of Consultants (2005)

Salisbury District Council's Final Instruction – Protocols On The Use of Consultants (1998)

Salisbury District Council Protocols On The Use Of Consultants – Best Practice Guide (2006)

### **Local Authority Reviews on Use of Consultants**

The Extent and Effectiveness of Consultant Usage, North Lincolnshire Council (2000)

Use of Consultants, Surrey County Council (2004)

The Use of Consultants, Worcestershire County Council (2005)

Review of Consultants and Agency Labour, Torbay Council (2006)

### **Further Research**

How to Source and Manage Consultants and Contractors, Management Consultancies Association

Central Government's Use of Consultants, National Audit Office

National e-Procurement Project: Using Consultants – General Principles