

**Questions from Finance & Resources Scrutiny Review to Heads of Service**

Question	Response
1. How would you define the term consultant ?	
2. What distinction do you use to define between consultant, agency and temporary staff?	
3. How many temporary/agency or consultant staff have you employed for: More than 6 months over the last 2 years More than 12 months over the last 2 years	
4. Please list all those at 4 above and provide reasons for their employment	
5. How do you budget for temporary/agency/consultant staff?	
6. How do you evaluate the cost-effectiveness of using such staff rather than employ to these posts?	
7. What is the impact on staff morale from using consultants or agency staff?	
8. What other options do you consider or are available?	
9. How do you determine the skills and abilities of your own staff to assist with providing cover for gaps in service provision, where you employ temporary/agency/consultant staff ?	
10. How do you determine the skills and abilities of staff across PCC to assist with providing cover for gaps in service provision, where you employ temporary/agency/consultant staff and are there any barriers to this?	

Questions for Heads of Service

11. How much does it cost your service to provide cover for sickness/absence? (excluding the cost of SSP)	
12. What time and money is spent on training and developing your own staff to fill "hard to fill" posts from within existing resources?	
13. How many temporary/agency/consultants do you engage who cost more than £5k during the lifetime of their contract? Please list and advise of reasons for employment	
14. Have you ever employed as a consultant – a member of staff from PCC who had previously been made redundant or retired? If so please provide details of contract and reasons	
15. Please provide a breakdown of consultant and agency staff costs for 2008/09 and 2009/2010 for your service and a summary of how these were funded	

Please complete and return the above questions to;

Anthony Quinn

Senior Local Democracy Officer  
customer, community & democratic services

Tel: 02392-834002 (ext 4002)

The completed returns will be submitted to the scrutiny panel for your work area who will invite you to attend a formal scrutiny meeting in early September to discuss your response and answer any supplementary questions. All responses will be considered by Scrutiny Management Panel at their meeting on 15 September.