**Product / Service:** Other Professional Services (e.g. Consultancy, Audit, Accountancy, Legal Services, Training Services, Relocation Services, Photographers, Translation Services, Estates Professional Services, Recruitment Services, Temporary Staff, Banking & Insurance)

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|  | **Negative Impacts / Risks** |  | **Positive Opportunities** |
| **Environmental** | * Vehicle fuel & emissions (carbon impact) – travel impact of professional resources (may not be locally based) | * Alternatives to physically attending the site e.g. video conferencing, Skype, online resources * Use of public transport or a car pool, rather than driving to the site * Working from home |
| **Social** | * Working conditions of professional resources (unsocial hours / job security) * Risks of external professional on site (health & safety, exposure to confidential materials) * Disruption to permanent workforce (perceived quality work being given to external resources) | * Professional resources – good wages / good development opportunities * Apprenticeship opportunities * Pro-bono assignments * Fresh approach to internal challenges – business (and potentially sustainability) impact |
| **Economic** | * Cost of external expertise can be significant (short-term resource expensive) * Cost control issues – scope creep * Working time regulations – lack of visibility & management of risk | * Skills & knowledge transfer to staff – benefits local economy / job market * Opportunities for local professional services companies / small & medium enterprises |

**RELATED PROC HE:** AE / CS / FK / RD / RE / RF / RG / RH / RK / RM / RQ / RU / TR / UH / UL / WU