

**Open Report on behalf of Debbie Barnes OBE, Executive Director of
Children's Services**

Appendix 1 is exempt and not for publication by virtue of paragraph 3 of part 1 of Schedule 12A of the Local Government Act 1972 as the Appendix contains information relating to the business affairs of the Council and information from Serco which has been provided to the Council on a confidential basis.

The information has a high commercial value. The law of confidence places a legal obligation on the Council to maintain confidentiality. In the event that the Council fails to keep the information confidential then Serco may be able to bring a substantial claim in damages against the Council.

Appendix 1 also contains legal advice to the Council which attracts legal professional privilege and is in itself confidential and exempt information under paragraph 5 of Part 1 of Schedule 12A of the Local Government Act 1972. The Council is entitled to protect such advice from disclosure. In these circumstances the public interest in the Council complying with its legal obligations regarding confidentiality and maintaining legal professional privilege In its legal advice to ensure robust decision making outweighs any interest in disclosing the information particularly where as much information as possible has been made available to the public in the open parts of the report.

Report to:	Executive
Date:	02 October 2018
Subject:	Corporate Support Services Re-commissioning
Decision Reference:	I016334
Key decision?	Yes

Summary:

1. A review has been undertaken to consider possible alternative commissioning approaches to the existing Serco contract discussed in this report and in the background papers.
2. The review work included an assessment of the Serco contract extension proposal along with a consideration of how the Council's corporate centre can be more effective in supporting staff and front-line services. In addition, further exploration was carried out following through on the recommendations approved at the Executive meeting of 1st May 2018; carrying out the necessary due diligence and assurance of the potential Payroll/HR Admin service and ERP system solution with Hoople, along with undertaking market engagement with potential ICT suppliers.

Recommendation(s):

That the Executive;

1. Approves the entering into a contract extension with Serco for a period of two years, with effect from 1st April 2020 to 31st March 2022 to include the following services:
 - Information Management Technology
 - Payroll
 - HR Administration
 - Customer Service Centre (CSC)
 - Exchequer Services and Adult Care Finance.
2. Approves the insourcing of the following services into the Council, with effect from the 1st April 2019;
 - Mosaic technical development support
 - Freedom of Information , Complaints and Information Governance (including Subject Access Requests) administration
 - Agresso (also known as Business World On) System Administration (People Management).
3. Delegates to the Chief Executive in consultation with the Leader of the Council and Executive Councillor for Community Safety and People Management authority to take all decisions relating to the future commissioning or provision of Professional People Management services to the Council and to schools
4. Delegates to the Chief Executive authority to determine the final terms of the extension and insourcing referred to in paragraphs 1 and 2 above and approve the form and the entering into of all contractual and other documentation necessary to give effect to the said extension and insourcing in consultation with the Leader of the Council.

Alternatives Considered:

1. Decide to commence a repeat procurement for another Business Process Outsourcing (BPO) contract to take effect from 1 April 2020. This would enable much of the work done on the original Serco procurement to be re-used having been revised to update/make improvements. That would reduce the cost of the re-provision work and repeat a procurement procedure with which the Council is familiar. However, that would require the continued use of a model which is falling out of favour with Councils and suppliers alike and which has not always delivered across all service streams. It would also potentially require a significant transition to another provider of services at a time when the Council is managing other significant change and when consolidation of its IT platform is necessary to enable the best value to be obtained from any procurement
2. Decide now not to extend the contract with Serco and instead seek to in-source all of the services. This would enable the Council to take more control of the day-to-day delivery of the services but would require the insourcing of staff on what are primarily back-office support services, potentially diverting resource and attention away from front line services. It would also pass the employment, service delivery and cost risk back to the Council. This raises the Council's risk profile particularly in the more complex service areas where the Council has limited experience to mitigate that risk, experienced employees are hard to recruit and where other suppliers may be better positioned to manage that risk.
3. Identify a re-commissioning strategy, which separates out the existing services from a single BPO contract, and seek to re-commission the services independently. This would allow more flexibility and therefore less reliance on a few potential suppliers, but it would probably mean, with the exception of ICT, that the service bundle would be too small to encourage Serco or other suppliers to bid, would enhance fragmentation and increase contract management costs. Initial research has identified that for a number of services there is not a widely available, local authority focussed market place with which to commission these services within.

Reasons for Recommendation:

1. Robust due diligence and risk assessment has been carried out on a potential shared service arrangement for Payroll/HR Admin services and ERP system; however it is felt that the significant disruption caused and cost of migration, loss of sovereignty over the ERP system and job losses in Lincolnshire provides too great a risk to pursue.
2. Whilst engagement with ICT suppliers has identified that there is a strong market available to deliver an effective core service, the Council is not in a position to establish its ICT commissioning objectives and will require time to reflect on this prior to any potential re-procurement. Furthermore, following a recent review of the service, a root cause analysis of issues affecting ICT provision identified that many of the issues were in relation to Council policy matters not linked to supplier delivery, which will take some time to work through.
3. Serco's overall performance has improved and is currently performing well against contract measures; where there are known qualitative issues, these have been identified and are being addressed collaboratively.
4. There are clear strategic, financial and operational benefits to insourcing a number of additional roles/functions identified, providing an integrative service within the Council and further strengthening the corporate centre. Further work is required to determine the right scope and delivery mechanisms for professional People Management services to the Council and schools.
5. Additionally, with the exception of ICT, the remaining services do not naturally lend themselves to fragmentation and the review work undertaken has identified that there is not a widely available, local authority focussed market place with which to commission these services within.
6. On this basis, it is appropriate to consider extending the current contract with Serco for a period of 2 years, in order to provide the Council with sufficient time and a period of stability to address important work to develop its IT platforms and systems and re-focus and align its corporate centre and commissioning objectives, in order to act as an effective enabler to the services provided to Lincolnshire citizens.

Background

General

1. The Council entered into a contract with Serco Ltd on 24th March 2014 for a range of corporate support services which then commenced operational delivery on 1st March 2015. These services include:
 - People Management including HR Administration and Payroll;
 - Exchequer Services and Adult Care Finance;
 - Customer Service Centre (CSC);
 - Information Management Technology.
2. To support delivery of these services, Serco contracted the software provider Unit 4 to provide Agresso as its Enterprise Resource Planning (ERP) system. The Council holds this licence for 25 years and is not reliant on Serco to continue access to Agresso.
3. Serco's winning bid had offered the Council sizeable savings of £15m over the initial five-year contract term mainly due to their margins being so low. It became clear that Serco underestimated its costs of delivering the service and as a result, the contract overspent significantly, with Serco liable for these costs. The overspend resulted from under budgeting transformation work, under resourced staffing, over estimating the time efficiency that Agresso could generate and the Council's delayed implementation of Mosaic.
4. The Serco contract will expire on 31 March 2020 but the Council has the option to extend the contract by up to four further years (2+2). Overall performance against key performance indicators is good across all services provided and whilst there remain a number of qualitative issues to manage, it is felt these can be addressed as part of contract extension dialogue and enhanced, collaborative contract management. The Council needs to decide its commissioning approach for these services as any notice of extension must be issued to Serco by 30 March 2019.
5. A report was presented to the Executive on the 1st May 2018 which provided an overview of the Serco contract, service performance, issues with the Agresso ERP system and an appraisal of the Business Process Outsourcing marketplace. The recommendations of the report were approved; subject to satisfactory assurances being received, the outcome of which features in the recommendation being made in this report.
6. A review has been undertaken by the Corporate Support Services Commissioning (CSSC) programme to consider possible alternatives to the Serco contract. This Report includes an assessment of the Serco contract extension proposal together with consideration of a number of options including the result of work following through on the recommendations approved at the Executive on the 1st May 18; including carrying out the necessary due diligence assurance on the potential Hoople payroll service and ERP system solution, along with undertaking market engagement with ICT suppliers.

Serco Proposal

7. A detailed overview of the proposal, including the price and key assumptions can be found in Appendix 1. Serco were initially asked for a proposal that priced an extension over two and four years and which covered (i) all of the services; (ii) all of the services minus payroll & HR Admin and (iii) all of the services minus payroll & HR Admin and IT. It was recognised that Serco could not continue to make losses on any extension and that it would only be interested in maintaining a presence in Lincolnshire for a significant proportion of the existing services. Serco delivered a draft proposal on the 6th July 2018 and over the last few weeks the Council has worked with Serco to refine that proposal and to better understand its own requirements.
8. As the Council wishes to maximise its flexibility and to keep to the existing contract terms, Serco were also asked to provide a proposal for a fourth option, namely a 2 year extension for all of the services with the exception of professional People Management. This is because People Management is a core strategic function and there are potential opportunities to streamline the service in relation to the Council and schools.
9. In addition, the Council requested a proposal which excluded the following services in order to incorporate them with the corresponding services within the Council, providing an integrative, agile function:
 - Technical development support to Mosaic
 - Freedom of Information , complaints and Information Governance (including Subject Access Requests) administration
 - Agresso System Administration (People Management)
10. Serco raised the following matters in support of an extension;
 - Serco's continued honouring of contractual obligations in spite of large losses;
 - Serco's restructuring of the business, strong leadership and a healthy balance sheet;
 - A new management team in Lincoln;
 - Their experienced and local workforce;
 - As incumbent they have a full understanding of the Council's environment, current risks and opportunities;
 - Combining the above makes acceptance of Serco's proposal a low risk and comprehensive solution.
11. The approach to pricing is on the basis set out in the contract – i.e. a fixed and a volume variable element. As a result of the volume variable element any future price given by Serco can only be an estimate based on the Council's expected volume.

Separate Arrangements for ICT Services

12. The Council has outsourced its IMT Service since 2000. There are currently c6000 users over 120 sites and those working from home or in the community. The Council has a direct contract with Serco who sub contract with other suppliers to deliver specialist capability where necessary. The Council is not yet in a position to focus on transformation e.g. fundamentally changing how the Council uses ICT. Instead the focus needs to be on improving its current ICT infrastructure.
13. The Council's current intelligent client function is considered too small and regardless of the commissioning approach taken an increase to this team is required.
14. Should the Council seek to procure ICT services for 2020 outside the existing contract, there are two main delivery models available:
 - Prime supplier – a single supplier is appointed who is responsible for delivering all of the commissioned ICT services.
 - Multi source – a number of suppliers are appointed to deliver separate specialised aspects of the ICT service.
15. A review of these options was undertaken by a leading Local Authority ICT procurement advisor and due to the complexity of the multi-source approach combined with the limited time available for implementing such a delivery model, it was recommended that, should a procurement option be selected for 2020, a prime supplier model should be sought through the Crown Commercial Framework (RM3804) as the recommended route.
16. Given the preferred procurement route, soft market testing was directed at providers on this framework and a market update document was issued to all 72 providers registered on the appropriate lot of the Crown Commercial Framework. The market update included a high level service design for our ICT services from 2020 and detailed the scope of the procurement in terms of services and scale as well as a broad indication of the likely minimum and maximum costs anticipated by the Council. The market update also set out the process for soft market testing.
17. Following the issuing of the market update, 19 providers contacted the Council by email to express their initial interest and/or develop a better understanding of the prospect. Following further dialogue regarding matters such as the procurement route, service design models, the scope of services to be included, anticipated and required investment levels, the Council's aspirations and vision etc., a number of providers went on to participate in face to face meetings with the Council to further explore the potential procurement and included consideration of issues such as:
 - Potential operating models
 - Ability/view to deliver:
 - a core managed ICT service

- IT modernisation
 - digital/citizen transformation
 - The potential procurement route and commercial considerations.
18. Embarking on a new procurement for ICT services beyond 2020 provides a number of opportunities for the Council and could result in a range of benefits including; having an ICT specialist provider to deliver ICT Services, providing the Council with the ability to update and re-specify the Council's requirements and secure improved ICT service delivery with a focus on the quality of ICT services.
19. There are also a number of risks associated with an ICT procurement which include; no award being made and service disruption whilst alternative arrangements are put in place and a new provider's delivery model could include the structure and particularly the locality of some service provision being delivered off-site outside of Lincolnshire. Significantly, during the 15 month period of the procurement and transition to a new supplier, the majority of ICT effort would be focused on transition rather than service and system stabilisation and improvement.
20. The standard professional nature of much of the core managed service supports the Council's commissioning principles for outsourcing the service and it is felt that Serco are able to maintain and in places improve overall service levels. Largely, Serco performance is good, and whilst there remain a number of qualitative issues to manage, it is felt these can be addressed as part of collaborative contract management and improved governance.
21. It is not possible, nor appropriate to determine a direct cost and value for money assessment by comparing Serco's price with an indicative estimate of what a potential price from prospective suppliers would be following market testing. Serco's price is based on delivering the existing contract for a further 2 years, of which ICT is one element, whereas any potential market place price would be based on an indicative estimate, purely to deliver ICT services for a 5 year period which would likely be based on a different (more remote) model of delivery and less stringent Key Performance Indicators.

Separate Arrangements for Payroll/HR Administration and ERP (Agresso)

22. The Council has the option to extend its contract with Serco for the continued provision of HR Administration and Payroll Services. Alternatively, the Council has been exploring another option of entering into a shared service agreement. Further information on the background to this can be found in the Executive report of the 1st May 2018.
23. On 1st May 2018, the Executive approved, subject to satisfactory assurances being provided, the entering into of a shared service agreement with Herefordshire Council to exercise the Council's People Management function for HR administration and Payroll. Executive also approved the entering into of an agreement with Herefordshire Council to provide access to Hoople Ltd.'s

Agresso ERP system. Further decision making in relation to these agreements was delegated to the Executive Director of Children's Services in consultation with the Leader and Executive Councillor for Community Safety and People Management. If the Executive decide to pursue the option to extend this element of the contract with Serco, the Executive Director of Children's Services will not exercise this discretion.

24. Since the Executive decision, extensive due diligence activity and risk assessment has been undertaken on the potential arrangement with Hoople. The due diligence activity carried out on Hoople has identified that they are an effective payroll supplier with whom the Council should have confidence with to provide the payroll/HR Admin service and ERP system. Should the Council choose to enter into a contract with Hoople - there would, however, be number of significant issues to deal with as part of any transfer which must be taken into account - updates on the due diligence activity and risk assessment have been provided to Overview & Scrutiny Management Board on the 28th June and 30th August.
25. The loss of sovereignty of the ERP system remains a concern to the Council. The ERP system is a fundamental tool to enable the Council to make strategic decisions on how the Council commissions its services at a strategic, tactical and operational level and therefore it is essential that the Council considers the need to retain overall authority and control of the development and configuration of the system.
26. Whilst the payroll service operational cost for Hoople to deliver the service is lower than the price with Serco, there are significant costs associated with the on-boarding to Hoople along with further transfer costs which the Council would incur. These are in addition to the Agresso development costs, estimated at £0.998m required to both repair the existing system to deliver payroll until March 2020 and have it in a fit state prior to a potential transfer to Hoople, which once complete, should provide the Council with a robust Agresso platform, only to then move onto Hoople's platform.
27. As part of any service transition to a new supplier there are issues in being able to retain existing staff to deliver business as usual support. Hoople have identified they do not intend to have a local base in Lincoln which would result in a loss of local knowledge and jobs. Should there be an issue with the Hoople service in the future or should Hoople no longer wish to deliver the service then there would not be the expertise locally to deliver a payroll service/ERP system and existing staff employed within Hoople are unlikely to want to transfer from Hereford into Lincoln. As a result there are no opportunities or contingencies available to offer some form of mitigation against this. Previous market analysis has identified that there isn't a readily available market place to deliver these services outside of a BPO contract. We also know from Serco's experience that recruiting public sector payroll managers and staff is difficult.
28. Serco's results against the payroll performance indicators within the contract are good and are accompanied by wider improvements in delivering the service overall, with a 0.3% Serco payroll error failure rate (as at June 18), well within

the (2015) 1.01% national average. There remain a number of improvements to make associated with the June 18 Payroll Internal Audit Report, but the service is now moving in the right direction and all the issues are resolvable.

29. Overall Serco offer a knowledgeable service of the Council, with a specific understanding of Fire & Rescue payroll, whereas Hoople offer a more capable Agresso system, but with the loss of system sovereignty for the Council. Consideration should be given to the Council maintaining the existing Agresso system post reparation because of the cost savings and retention of sovereignty whilst at the same time avoiding the risks that accompany a transition of the service to a new supplier.

Separate Arrangements for Customer Service Centre

30. The highly transactional and standard professional nature of much of this service supports the commissioning principles for outsourcing the service and it is felt that Serco are able to maintain and in places improve overall service levels.
31. Whilst there is a broad CSC market place available, local authority commissioning often forms part of a wider BPO contract for this type of function. There are limitations to independent CSC contracts that can meet the Council's requirements, which are far more complex than standard call centres and which can also be delivered locally.
32. Overall Serco performance is good, and whilst there remain a number of qualitative issues to manage, it is felt these can be addressed as part of enhanced collaborative contract management.

Professional People Management Services

33. Although performance in the delivery of the service by Serco is good, the service forms part of the Council's core strategic function and supports its ability to set the appropriate HR related policies and governance arrangements, whilst providing strategic planning & advice and overseeing the control of the Council's change management principles.
34. The professional People Management service provides a range of support including; HR advisory, recruitment, organisational and learning development, along with People Management advisory staff to schools. Potentially in-sourcing these services would help the Council continue to manage its agency spend down and reduce its financial exposure in relation to school claims. As indicated above Serco would retain payroll and HR administration.
35. An opportunity therefore exists to end the current fragmentation of the strategic and professional operational service and for the future provision to be consolidated into a single strategic function delivered by the Council. Further work is required on this, however and it is proposed that the precise scope of

the services and delivery mechanisms would be considered under the delegation to the Chief Executive set out in recommendation 3.

Exchequer and Adult Care Finance

36. There is no identifiable dedicated market place for this type of function and the opportunity to segregate the exchequer service and combine it with an alternative supplier would present too great a risk at this stage.

37. The transactional and standard professional nature of much of this service supports the commissioning principles for outsourcing the service and it is felt that Serco are able to maintain and in places improve overall service levels. Overall Serco performance is good, and whilst there remain a number of qualitative issues to manage, it is felt these can be addressed as part of ongoing contract management arrangements.

Legal Issues:

Equality Act 2010

38. Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

39. The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

40. Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

41. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

42. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.
43. Compliance with the duties in section 149 may involve treating some persons more favourably than others.
44. The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process.
45. An Equality Impact Analysis is attached at Appendix 2 and identifies any potential impact on persons with a protected characteristic. The mitigating factors are set out in the impact analysis and relate to channels of communication. The analysis results in a number of actions for the Council as set out in Appendix 2. The Impact Analysis and the conclusions drawn from it will be kept under review so that as issues arise any potential for differential impact can be mitigated.
46. The legal duty is to have due regard to the section 149 obligations and as a consequence so long as the Executive carefully consider the Impact Analysis at Appendix 2 it is entitled to adopt the recommendations or one of the alternatives considered.

Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

47. The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision.
48. Again there is not an immediate direct connection between the back-office services under the corporate support services contract and the themes of the JSNA and JHWS but the following connections can be identified:
- Pursuing good value solutions for back office support services will enable a high proportion of the Council's resources to be allocated to front line services directly relevant to the achievement of the strategy.
 - The proposed approach is likely to maintain local delivery for much of the services thus helping to maintain local jobs and creating the potential for further employment, which would tackle social determinants of ill health.

Crime and Disorder

49. Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.
50. The specific nature of the services is not of direct relevance to Crime and Disorder. However, the ongoing securing of good value back office support services will ensure that a greater proportion of the Council's available resources can be allocated to front line services including those aimed at reducing crime and disorder.

Conclusion

51. Serco's overall performance has improved and is currently performing well against contract measures. Where there are known qualitative issues, these have been identified and are being addressed collaboratively. An extension of the existing contract with Serco provides continuity of services at a time when the Council needs to focus on stabilising and developing its ICT and rebuilding Agresso. To pursue a procurement at the same time as carrying out this work presents unacceptable risks of failure while going to the market when existing issues have not been resolved.
52. Additionally, with the exception of ICT, the remaining services do not naturally lend themselves to fragmentation and the review work undertaken has identified that there is not a widely available, local authority focussed market place with which to commission these services within.
53. At the same time there are clear strategic, financial and operational benefits to insourcing the services identified, providing an integrative service within the Council and further strengthening the corporate centre. There are also potential strategic, financial and operational benefits to insourcing professional people management services to the Council and schools but it is proposed that these are further explored and decisions on the scope and delivery mechanisms for such services be delegated to the Chief Executive in consultation with the Leader.
54. On this basis, it is appropriate to consider extending the current contract with Serco for the existing services, excluding professional People Management services and the other services referred to. It is considered that a period of 2 years will provide the Council with sufficient time and a period of stability to re-focus and align its corporate centre and commissioning objectives, in order to act as an effective enabler to the services provided to Lincolnshire citizens.
55. This allows the position to be kept under further review and enables the option of the services being taken to market in future in an appropriate package and at

a time when underlying systems are stabilised and improved and present a better risk profile to any incoming contractor. Insofar as comparison is possible the price being offered by Serco for a two year extension on the proposed scope is competitive.

Legal Comments:

The Council has the power to adopt the recommendations.

The recommendation is considered to be consistent with the Council's procurement law obligations for the reasons given in Appendix 1.

The decision is consistent with the Policy Framework and within the remit of the Executive.

Resource Comments:

Accepting the recommendation of extending the Serco contract for a period of two years, with effect from 1st April 2020 will have budget implications for the Council. Although this will create a budget pressure for these service budgets, this had been anticipated and has been allowed for in the budget forecast modelling. These pressures will be determined and put to Council as part of the budget setting process for 2020/21.

Accepting the recommendation to insource the roles identified in the report from April 2019, together with any future insourcing associated with professional People Management services, will create service budget pressures requiring the update of existing budgets as part of the budget setting exercise for the review of 2019/20 budgets by Council.

Consultation**a) Has Local Member Been Consulted?**

N/A

b) Has Executive Councillor Been Consulted?

Yes. Councillor Hill - Leader of the Council and Executive Councillor for Governance, Communications and Commissioning; Councillor Davies - Executive Councillor Highways, Transport and IT and Councillor Young - Executive Councillor People Management, Crime reduction and legal.

Identified Councillors are members of the relevant programme Sounding Board meetings and have been consulted accordingly.

c) Scrutiny Comments

This report will be presented to Overview & Scrutiny Management Board on the 27th September 2018. The views of the Committee will be reported to the Executive.

d) Have Risks and Impact Analysis been carried out?

A risk log has been produced for the CSSC Programme overall and for each of the individual projects delivered within the programme. The key risks have been identified along with relevant mitigations and have been rated in terms of probability and impact. The risk log is reviewed monthly by the Programme Board, which then reports by exception to CMB and the Sounding Board as appropriate.

e) Risks and Impact Analysis

An Equality Impact Assessment is attached at Appendix 2.

Appendices

These are listed below and attached at the back of the report	
Appendix 1	Serco Contract Extension Overview (Exempt)
Appendix 2	Equality Impact Assessment

Background Papers

The following Background Papers within the meaning of section 100D of the Local Government Act 1972 were used in the preparation of this Report.

Background Paper	Where it can be obtained
Report to the Executive "Corporate Support Services re-provision" dated 1 May 2018.	Democratic Services
Reports to Overview & Scrutiny Management Board "Corporate Support Services Re-provision – Payroll Progress Report" dated 28 th June 2018	Democratic Services
Reports to Overview & Scrutiny Management Board "Corporate Support Services Re-provision – Payroll Progress Report" dated 30 August 2018	Democratic Services

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