



Open Report on behalf of James Drury, Executive Director - Commercial

Report to:	Overview and Scrutiny Management Board
Date:	17 December 2020
Subject:	Corporate Support Services Review - Scope, Prime Provider Update and Draft IMT Model

Summary:

This report is seeking views from the Overview and Scrutiny Management Board (OSMB) on:

- The scope of services included within the Corporate Support Services Review (CSSR) Project;
- The validity of a single Business Process Outsourcing (BPO) type provider for future services; and
- The principles and rationale of the early draft IMT model which is under development.

Actions Required:

The Board is requested to consider the report and presentation, and provide feedback on

1. The scope of services included within the Corporate Support Services Review (CSSR) Project;
2. The validity of a single Business Process Outsourcing (BPO) type provider for future services; and
3. The principles and rationale of the early draft IMT model which is under development.

1. Background

The Corporate Support Services Review (CSSR) Project has been established as part of the Council's Transformation Programme to support informed decision making around the future delivery of services in the current Corporate Support Services Contract we have with Serco. This contract will reach its natural conclusion in March 2024, as further extensions are not possible beyond then, and as such the Council needs to have alternative arrangements in place for 1 April 2024 at the latest.

The CSSR project has commenced now to ensure the Council is able to make an informed decision in a timely manner, whilst all potential options remain genuinely viable (ie it would allow sufficient time for procurement or insourcing or partnerships / shared services for all potential models and nothing is ruled out prior to the decision being sought).

The intention is to report progress to OSMB at regular intervals to coincide with the existing quarterly updates on the performance of the existing corporate support services contract. This is the first such report and deals with IMT, scope and the market.

Given the nature of IMT services, in order to establish a potential model which meets the Council's requirements beyond 2024, whilst also ensuring services continue to be commissioned and delivered in the most appropriate way in the meantime, we need to understand the nature and principles of a potential new IMT 'to be' model now.

To achieve this, the CSSR project has been phased to focus on IMT initially and then, in April 2021, widen the detailed work required for all services in the current contract. This will facilitate an informed decision on all services by April 2022. Additionally, however for phase one of the CSSR project, we need to be clear about the scope of services that should be included in the review and also assess current market conditions for the services under consideration.

The briefing slides attached at Appendix A detail the potential scope for the project and market conditions for back office functions as well as an early draft of the principles, models and timeframe which may apply specifically to the future delivery of IMT. This briefing will be presented at OSMB to facilitate discussions and explore the work undertaken to date.

2. Conclusion

The work embarked upon to date suggests the proposed draft high-level model for IMT services would best meet the Council's future needs.

Additionally, there is no benefit in expanding the scope of the CSSR project to services beyond the current Corporate Support Services Contract and the market conditions have changed so significantly that alternative options to a single BPO type provider should be explored.

3. Consultation

a) Risks and Impact Analysis

The key risk for this work not being undertaken now is that the Council will be unable to make an informed decision in April 2022. After that time some options become unviable, due to the required implementation timeframes, and as a result the Council's choice would be limited.

A full risk log is maintained for the CSSR project and monitored through weekly reporting to the Project Sponsor (Sophie Reeve) and the Transformation Programme Management Office, with supplementary monthly reporting to the Transformation Governance Board and the Corporate Leadership Team.

An initial Equality Impact Assessment has been undertaken. This will be updated for each work-stream within the project as the options appraisal work commences for each service in scope.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Presentation to be provided to OSMB on 17 December 2020

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Sophie Reeve and John Wickens, who can be contacted on 07717340625 / 01522 553651 or sophie.reeve@lincolnshire.gov.uk / john.wickens@lincolnshire.gov.uk.

This page is intentionally left blank