

## Equality Impact Analysis to enable informed decisions

### The purpose of this document is to:-

- I. help decision makers fulfil their duties under the Equality Act 2010 and
- II. for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

### Using this form

This form must be updated and reviewed as your evidence on a proposal for a project/service change/policy/commissioning of a service or decommissioning of a service evolves taking into account any consultation feedback, significant changes to the proposals and data to support impacts of proposed changes. The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker and the Equality Impact Analysis must be attached to the decision making report.

**\*\*Please make sure you read the information below so that you understand what is required under the Equality Act 2010\*\***

### Equality Act 2010

The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a personal duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics.

### Protected characteristics

The protected characteristics under the Act are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

### Section 149 of the Equality Act 2010

Section 149 requires a public authority to 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 relevant protected characteristics and persons who do not share those characteristics
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.AP

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics and by evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

### **Decision makers duty under the Act**

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:-

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms,
- (ii) remove any unlawful discrimination, harassment, victimisation and other prohibited conduct,
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics,
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

## **Conducting an Impact Analysis**

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision making process.

### **The Lead Officer responsibility**

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

### **Summary of findings**

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision making report and attach this Equality Impact Analysis to the report.

## Impact – definition

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

### How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this asking simple questions “Who might be affected by this decision?” “Which protected characteristics might be affected?” and “How might they be affected?” will help you consider the extent to which you already have evidence, information and data, and where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to arrive at a view as to where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable then it must be clearly justified and recorded as such, with an explanation as to why no steps can be taken to avoid the impact. Consequences must be included.

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**Proposals for more than one option** If more than one option is being proposed you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

**The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.**

<b>Title of the policy / project / service being considered</b>	Corporate Support Services Review (CSSR) Project – CSC, HR Admin and Payroll, Exchequer and ASC Finance Workstreams	<b>Person / people completing analysis</b>	Gail Macdonald (Senior Project Officer) with review and input from i) the CSSR Sponsor Sophie Reeve ii) Workstream Leads for the CSC – Andrew Hancy, HR – Vicki Sharpe, Fiona Tuck, Fiona Thompson, Exchequer – Tony Warnock and ASC Finance – Pam Clipson; iii) the CSC Senior Project Officer Lucy Robertson; iv) the Corporate Support Services Implementation Programme (CSSI) Director Mike Hedges and Project Officer Sheralee Lunn.
<b>Service Area</b>	CSC, HR Admin and Payroll, Exchequer and ASC Finance – As part of the Corporate Support Services Review Project.	<b>Lead Officer</b>	Gail Macdonald – Project Officer undertaking EIA
<b>Who is the decision maker?</b>	Executive	<b>How was the Equality Impact Analysis undertaken?</b>	Initial desk exercise supplemented with review and input from Sponsor, Workstream Leads for CSC, HR Admin and Payroll, Exchequer and ASC Finance, CSC Senior Project Officer and the CSSI Programme Director and Project Officer.
<b>Date of meeting when decision will be made</b>	07/06/2022	<b>Version control</b>	V1 15 <sup>th</sup> March 2022
<b>Is this proposed change to an existing policy/service/project or is it new?</b>	Existing policy/service/project	<b>LCC directly delivered, commissioned, re-commissioned or de-commissioned?</b>	Commissioned – Currently the services are externally commissioned; the review has considered the most appropriate delivery method for future services.
<b>Describe the proposed change</b>	<p>This Corporate Support Services Review (CSSR) Project has been established to:</p> <ul style="list-style-type: none"> <li>Review the Council's requirements for the services within the current CSS contract which will expire in March 2024.</li> <li>Investigate commissioning options (procurement, in-house delivery, partnerships/shared services) for IMT, Payroll, HR Administration, the Customer Service Centre, ASC Finance and Exchequer services beyond March 2024</li> <li>Develop a commissioning strategy for the services in scope and facilitate informed strategic decision making to secure the Council's agreement for the preferred strategy.</li> </ul>		

Once a decision has been taken by the Council, the Corporate Support Services Implementation (CSSI) Programme will oversee the delivery of the preferred commissioning strategy for each service. Implementation is beyond the scope of this project and is not covered within the EIA, which is intended to support the Council make an informed decision as to which option for future delivery will best meet the Council's needs. The Implementation Programme will undertake further EIA's for each service in scope.

As the Executive is being asked to decide on the future delivery of IMT services separately to the other services currently within the Serco contract, this EIA does not cover IMT.

## Background Information

### Workforce profile – Non-IMT Services

As the current contract for Corporate Support Services cannot legally be extended beyond March 2024, alternative arrangements need to be put in place for all services currently covered by the contract. This will have an impact on the staff currently delivering the services and employed by Serco.

Workforce profiles have been obtained from Serco for the purposes of this EIA. They are a snapshot in time and do not reflect the actual staffing figures which will be used for TUPE purposes in 2024.

Serco Non- IMT staff by service

Staffing	CSC	HR & Finance
<b>Summary</b>		
Headcount	136.0	104.0
FTE	117.2	98.9

## February 2022, the workforce profile for NON- IMT staff shows:

Headcount by ethnic origin	CSC		HR & Finance	
	Female	Male	Female	Male
White: British	72	23	42	25
White: English	11	8	8	9
Not assigned	7		9	1
O8/Not assigned	3	4	2	2
Mixed/Multiple: White and Black	3			
White: Other	2		2	1
White Irish	1			
Mixed/Multiple: Other	1			
I choose not to self-identify	1			
Asian/Asian British: Other			1	
Asian/Asian British: Indian				1
Arab			1	
<b>Total</b>	<b>101</b>	<b>35</b>	<b>65</b>	<b>39</b>

Nationality (top 10)	CSC		HR & Finance	
	Headcount	%	Headcount	%
British	133	98%	99	95%
American	2	1%		
Czech	1	1%		
Brazilian			1	1%
Bulgarian			1	1%
Haitian			1	1%
Italian			1	1%
Polish			1	1%
<b>Top 10</b>	<b>136</b>	<b>100</b>	<b>104</b>	<b>100%</b>
Remainder				
<b>Total</b>	<b>136</b>	<b>100</b>	<b>104</b>	<b>100%</b>

Gender by Age Range	CSC		HR & Finance	
	Female	Male	Female	Male
Age 16-25	14	4	4	9
Age 25-40	34	15	28	17
Age 40-45	31	12	19	10
Age 55-65	18	4	13	3
Age 65+	4	0	1	0
Total	101	35	65	39
	74%	26%	63%	38%

Any impacts of potential changes will be considered in relation to this profile.

HR and Finance services provided within the Corporate Support Service contract are back-office functions and the service delivery approach has no impact on the community.

Whilst the CSC is customer facing, the proposals under consideration largely relate to whether this service is provided directly by the Council, by a third-party provider or a partner and in that sense little change is anticipated to the services delivered. However the Council is embarking on a wider digital transformation programme which is likely to affect the CSC and how customers engage with the Council. Primarily this will mean that additional channels of communication will be made available to citizens enabling some Council transactions to be delivered 24 hours a day, 7 days a week and 52 weeks a year unlike the current arrangements when most transactions have to be completed between 8am -6pm.

Currently the CSC provide services to enable communication for all. That includes making the CSC telephony service accessible to deaf, speech impaired and the hard of hearing through the promotion and use of Relay UK a free service provided by BT. A translation service is used by the CSC for non -English speakers to use the CSC. Training is provided to the CSC agents to ensure that plain English is spoken and communication is straightforward to aid understanding. The CSC provide support to adult care users who are predominately elderly or disabled to help maximise their independence and if a caller is very distressed the CSC are trained to risk assess and refer any concerns about the individuals safety to an appropriate body as necessary e.g, the police

There is likely therefore to be an increase in the number of digital notifications and transactions for the more straightforward exchanges. That will increase choice for all and should therefore also benefit those who have protected characteristics. For some people with protected characteristics such as the hard of hearing, and non -English speakers digital services are easier to navigate than telephony services. In principle it has been agreed that whilst digital transactions will be promoted the telephone channel will still be available to those who do not have access to the equipment necessary to carry out digital transactions. Further the CSC will be available to support those who struggle to use the digital channels as they become available.

## Background Information

As part of the implementation process all those steps taken to maintain effective communication for all will be reviewed to see if they can be improved upon. This review is not within the scope of this project and an impact assessment will be conducted separately on this and will include mitigating any adverse impact of increasing digitalisation on people with protected characteristics.

### Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics. To help you do this first consider the impacts the proposed changes may have on people without protected characteristics before then considering the impacts the proposed changes may have on people with protected characteristics.

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify please state 'No perceived benefit' under the relevant protected characteristic. You can add sub categories under the protected characteristics to make clear the impacts. For example under Age you may have considered the impact on 0-5 year olds or people aged 65 and over, under Race you may have considered Eastern European migrants, under Sex you may have considered specific impacts on men.

### Data to support impacts of proposed changes

When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

#### Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. Visit the LRO website and its population theme page by following this link: <http://www.research-lincs.org.uk> If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

#### Workforce profiles

You can obtain information by many of the protected characteristics for the Council's workforce and comparisons with the labour market on the [Council's website](#). As of 1<sup>st</sup> April 2015, managers can obtain workforce profile data by the protected characteristics for their specific areas using Agresso.



**Positive impacts**

The proposed change may have the following positive impacts on persons with protected characteristics – If no positive impact, please state 'no positive impact'.

<b>ALL</b>	<p>We anticipate positive impacts for all as recommissioning corporate support services provides the opportunity to deliver improved value for money ultimately protecting front line services.</p> <p>Staff currently employed by Serco will benefit from guarantees that any change will be subject to TUPE regulations and the Council's commitment that third party providers adhere to the same equalities legislation as the Council.</p> <p>Citizens will benefit from increasing channels of communication being available making it easier and more convenient to engage with the Council.</p> <p>Provision in the CSC to aid those with communication difficulties will be maintained and improved upon if possible.</p>
<b>Age</b>	In addition to the general positive impacts outlined above, the increased digitalisation of standard transactions is expected to lead to an increased focus in the CSC on richer contacts especially with more vulnerable users of Council services including older people.
<b>Disability</b>	In addition to the general positive impacts outlined above, the increased digitalisation of standard transactions is expected to lead to an increased focus in the CSC on richer contacts especially with more vulnerable users of Council services including people with a disability.
<b>Gender reassignment</b>	Other than the general positive impacts outlined above, no additional positive impacts are anticipated specifically in relation to gender reassignment.
<b>Marriage and civil partnership</b>	In addition to the general positive impacts outlined above, additional positive impacts are anticipated specifically in relation to marriage and civil partnership as digital transformation will provide additional marriage and civil partnership services on- line improving accessibility.
<b>Pregnancy and maternity</b>	Other than the general positive impacts outlined above, no additional positive impacts are anticipated specifically in relation to pregnancy and maternity.
<b>Race</b>	Other than the general positive impacts outline above, no additional positive impacts are anticipated specifically in relation to race.
<b>Religion or belief</b>	Other than the general positive impacts outline above, no additional positive impacts are anticipated specifically in relation to religion or belief.
<b>Sex</b>	Other than the general positive impacts outline above, no additional positive impacts are anticipated specifically in relation to sex.
<b>Sexual orientation</b>	Other than the general positive impacts outline above, no additional positive impacts are anticipated specifically in relation to sexual orientation

**If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.**

Other than the general positive impacts outline above, no additional positive impacts are anticipated in relation to other groups not specifically covered by the Equality Act. ]

**Adverse/negative impacts**

You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is justified; eliminated; minimised or counter balanced by other measures.

If there are no adverse impacts that you can identify please state 'No perceived adverse impact' under the relevant protected characteristic.

**Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact please state 'No mitigating action identified'.**

Age

Age profiles of the staff working at Serco indicate 19% of staff working within the CSC and 16% of staff working on HR and Finance services are aged 55 or above. As people in this age bracket may find the employment market more challenging, it is important that any potential negative impact on this group is considered.

To mitigate any potential negative impacts the Council will support and work with Serco, in so far as possible, to undertake effective staff engagement and consultation processes and will ensure any transfers comply fully with TUPE regulations and the Equality Act.

Depending on the decisions made, some aspects of the current services may be delivered in-house in future. In these cases, we will follow LCC's HR policies and practices in full and seek support from the HR team to lead on any transfer arrangements for staff moving into the Council which will ensure no adverse consequences in relation to the age of staff transferring.

Depending on the decisions made, some aspects of the current services may be delivered from Council owned accommodation in future which would benefit those who by reason of age would find it more difficult to relocate than a person who did not share that characteristic.

Older people may struggle more with accessing digital channels and may struggle even with the telephony. The Background Information section of this EIA sets out the steps currently taken to mitigate these impacts through the operation of the CSC and these will remain in place and may be enhanced.

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<p><b>Disability</b></p>	<p>Changes to the way services are delivered may have an impact on the locality from which they are provided. Should this be the case, the Council will ensure that any new providers and the in-house teams undertake workplace assessments and make reasonable adjustments required for each member of staff.</p> <p>Depending on the decisions made, some aspects of the current services may be delivered from Council owned accommodation in future which would benefit those who by reason of disability would find it more difficult to relocate than a person who did not share that characteristic.</p> <p>As people with a disability may find the employment market more challenging, it is important that any potential negative impact on this group is considered.</p> <p>To mitigate any potential negative impacts the Council will work with and support Serco, in so far as possible, to undertake effective staff engagement and consultation processes and will ensure any transfers comply fully with TUPE regulations and the Equality Act.</p> <p>Existing LCC flexible working practices will also be extended to any staff transferring into the Council and smarter working will be encouraged where applicable for external services.</p> <p>Whilst the number of staff with a disclosed disability are not recorded by Serco, this approach will be applied to all staff regardless of disclosure to ensure needs are met.</p> <p>People with a disability may struggle more with accessing digital channels and may struggle even with the telephony. The Background Information section of this EIA sets out the steps currently taken to mitigate these impacts through the operation of the CSC and these will remain in place and may be enhanced.</p>
<p><b>Gender reassignment</b></p>	<p>No negative impact is anticipated in relation to gender reassignment and therefore no mitigating action has been identified.</p> <p>Any new delivery arrangements will be covered by the Equalities Act to ensure no discrimination occurs.  </p>
<p><b>Marriage and civil partnership</b></p>	<p>No negative impact is anticipated in relation to marriage or civil partnership and therefore no mitigating action has been identified.</p> <p>Any new delivery arrangements will be covered by the Equalities Act to ensure no discrimination occurs.  </p>

<p><b>Pregnancy and maternity</b></p>	<p>Any staff moving to the Council will be covered by the LCC processes for staff that are on maternity or parental leave. During any consultation this will ensure they are not negatively impacted through their absence. HR direction will be sought and followed to ensure the established process is implemented appropriately.</p> <p>The Council will seek to ensure as far as possible that Serco and any potential new providers follow similar processes.</p> <p>Any new delivery arrangements will be covered by the Equalities Act to ensure no discrimination occurs.</p> <p>Depending on the decisions made, some aspects of the current services may be delivered from Council owned accommodation in future which would benefit those who by reason of pregnancy and maternity would find it more difficult to relocate than a person who did not share that characteristic.  </p>
<p><b>Race</b></p>	<p>Any new delivery arrangements will be covered by the Equalities Act to ensure no discrimination occurs.</p> <p>People whose first language is not English may struggle more with accessing the CSC through telephony. The Background Information section of this EIA sets out the steps currently taken to mitigate these impacts through the operation of the CSC and these will remain in place and may be enhanced.  </p>
<p><b>Religion or belief</b></p>	<p>No negative impact is anticipated in relation to religion or belief and therefore no mitigating action has been identified.</p> <p>Any new delivery arrangements will be covered by the Equalities Act to ensure no discrimination occurs.  </p>
<p><b>Sex</b></p>	<p>Data shows a predominance of female employees working at Serco. 74% of the staff working at the CSC and 63% of staff working on HR and Finance services are women.</p> <p>Changes to the way services are delivered may have an impact on the locality from which they are provided and given women tend to take on primary carer responsibilities, the Council will seek to ensure, in so far as possible, that flexible working practices are in place and smarter working will be encouraged where applicable for external services.</p> <p>Depending on the decisions made, some aspects of the current services may be delivered from Council owned accommodation in future which would benefit those who by reason of primary carer responsibilities would find it more difficult to relocate than a person who does not have carer responsibilities.  </p>

**Sexual orientation**

No negative impact is anticipated in relation to sexual orientation and therefore no mitigating action has been identified.

Any new delivery arrangements will be covered by the Equalities Act to ensure no discrimination occurs.

**If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.**

No negative impacts have been identified for other groups not specifically covered by the Equality Act which would assist the Council with informed decision making.

## Stakeholders

Stake holders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders)

You must evidence here who you involved in gathering your evidence about benefits, adverse impacts and practical steps to mitigate or avoid any adverse consequences. You must be confident that any engagement was meaningful. The Community engagement team can help you to do this and you can contact them at [consultation@lincolnshire.gov.uk](mailto:consultation@lincolnshire.gov.uk)

State clearly what (if any) consultation or engagement activity took place by stating who you involved when compiling this EIA under the protected characteristics. Include organisations you invited and organisations who attended, the date(s) they were involved and method of involvement i.e. Equality Impact Analysis workshop/email/telephone conversation/meeting/consultation. State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics please state the reasons why they were not consulted/engaged.

## Objective(s) of the EIA consultation/engagement activity

At this stage consultation is not regarded as appropriate or proportionate.

The Project Sponsor, CSC, HR and Finance workstream leads, along with the CSC Senior Project Officer and CSSI Programme Director and Project Officer have reviewed this Impact Analysis and their contributions have been incorporated into it.

Once a decision is made and the implementation stage for each workstream begins, requirements for appropriate and proportionate consultation will be considered and implemented.

**Who was involved in the EIA consultation/engagement activity? Detail any findings identified by the protected characteristic**

<b>Age</b>	Consultation not required at this stage – this will be covered by the Corporate Support Services Implementation Programme.
<b>Disability</b>	Consultation not required at this stage – this will be covered by the Corporate Support Services Implementation Programme.
<b>Gender reassignment</b>	Consultation not required at this stage – this will be covered by the Corporate Support Services Implementation Programme.
<b>Marriage and civil partnership</b>	Consultation not required at this stage – this will be covered by the Corporate Support Services Implementation Programme.
<b>Pregnancy and maternity</b>	Consultation not required at this stage – this will be covered by the Corporate Support Services Implementation Programme.
<b>Race</b>	Consultation not required at this stage – this will be covered by the Corporate Support Services Implementation Programme.
<b>Religion or belief</b>	Consultation not required at this stage – this will be covered by the Corporate Support Services Implementation Programme.



<b>Sex</b>	Consultation not required at this stage – this will be covered by the Corporate Support Services Implementation Programme.
<b>Sexual orientation</b>	Consultation not required at this stage – this will be covered by the Corporate Support Services Implementation Programme.
<b>Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way?</b> The purpose is to make sure you have got the perspective of all the protected characteristics.	<p>Given the nature of the review and back-office functions within the scope of the project I do not believe external consultation is required and I am confident that appropriate and proportionate desk research has been undertaken.</p> <p>Once the Corporate Support Services Implementation Programme is established, a further EIA will be completed, and consideration will be given to the appropriate time to engage with staff from Serco.</p>
<b>Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?</b>	<p>Once the options appraisal has been completed and recommendations are made to the Council for the Executive to make a decision, this project will close and the Corporate Support Services Implementation Programme will be initiated.</p> <p>Each implementation project will undertake a new EIA to identify any potential impacts and the mitigation required. They will test the effectiveness of the mitigation in line with feedback from any consultations and staff engagement.</p>

## Further Details

<b>Are you handling personal data?</b>	<p>No</p> <p>Generic workforce profile data only has been used.</p> <p>If yes, please give details. NA</p>
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Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	CSC, HR and Finance implementation EIAs to be completed once the CSSI Programme is initiated	CSC, HR and Finance service leads working with the CSSI Programme Director.	Commence post decision making – June 2022.
	Appropriate staff consultation and engagement activity will be identified and implemented by the CSSI Programme.	CSC, HR and Finance service leads working with the CSSI Programme Director.	Commence post decision making – June 2022.

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Version	Description	Created/amended by	Date created/amended	Approved by	Date approved
1	First draft updated following review by CSSR Project Sponsor, CSC, HR and Finance workstream leads, the CSC Senior Project Officer and the CSSI Programme Director and Project Office. Formal sign off provided by full project board. Covered at Board meeting on 25/02/2022 with follow up to 15/03/22.	Gail Macdonald	15/03/2022	Fill CSSR Project Board	15/03/22
01	First draft initial impact analysis prior to decision making for the CSC, HR and Finance services.	Gail Macdonald	9/02/2022	Not yet approved - to be reviewed by the CSSR Project Sponsor, CSC, HR and Finance workstream leads, the CSC	

				Senior Project Officer and the CSSI Programme Director and Project Office.	
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