

1. Has the authority outsourced or proposes to outsource any of its back office functions? i.e. HR, Payroll, Finance, Legal, Customer Services if so, please list which services and to whom they are outsourced or will be outsourced.
2. Has the authority outsourced or is it actively considering outsourcing services that are direct customer facing i.e. front facing services? If so what services are being considered for outsourcing and the expected timeline for this to be realised
3. Further to the above does the authority have control or ownership over any other entities? If so, is the authority required to produce consolidated or Group Accounts? Please list the entities and their function. For example are there any leisure trusts or has the authority passed leisure and tourism services over to externally controlled and managed organisations.
4. Has the Authority established or proposed to establish any Community Interest Companies (CiC's) to undertake some of its services or functions such as housing provision.
5. What is the Authority's procurement policy with regard to systems and services – does the Authority utilise frameworks and procurement vehicles such as the GPS or does it follow EU procurement procedures?
6. Can the authority please detail who are the providers of the following products / systems
  - a. Payroll
  - b. Personnel
  - c. Debtors
  - d. Creditors
  - e. Payment Services
  - f. Accounting
  - g. Asset Management
  - h. Expenses and Purchasing
7. In respect of the systems listed in response to 5) above what is the cost of these systems such as Implementation (if known) Support, Licences, Updates and Training & Professional Services
  1. Implementation year 1 inc. Licenses, training and professional services, support
  2. On-going annual costs, support and recurring fees
8. In respect to the systems listed in response to 5) above when does the current contract fall due for renewal?