

## Notice of Meeting

# Orbis Joint Committee



**Date & time**  
Friday, 22 April  
2016 at 2.00 pm

**Place**  
CC1, County Hall,  
Lewes,

**Contact**  
Simon Bailey, West D,  
County Hall, Lewes. Tel  
01273 481935.  
simon.bailey@eastsussex.  
gov.uk  
or  
Andrew Baird, Room 122,  
County Hall  
Tel 020 8541 9229  
andrew.baird@surreycc.go  
v.uk

**Chief Executive**  
David McNulty

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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Simon Bailey on 01273 481935 or Martin Jenks on 01273 481327.

### Members of the Committee

Councillor Denise Le Gal (Cabinet Member for Business Services and Resident Experience, Surrey County Council) and Councillor David Elkin (Lead Member for Resources and Deputy Leader, East Sussex County Council)

## AGENDA

### 1 APOLOGIES FOR ABSENCE

To receive apologies for absence.

### 2 MINUTES OF THE PREVIOUS MEETING

(Pages 1  
- 4)

To agree the minutes of the last meeting as a correct record of the meeting.

### 3 DECLARATIONS OF INTEREST

To receive any declarations of interest.

### 4 PROCEDURAL MATTERS

#### MEMBERS' QUESTIONS

The deadline for Members' questions is 12pm four working days before the meeting (18 April 2016).

#### PUBLIC QUESTIONS

The deadline for public questions is seven days before the meeting (15 April 2016).

### 5 ORBIS UPDATE - SERVICE SPOTLIGHTS

(Pages 5  
- 6)

To provide an update to the Joint Committee on the development of plans for the detailed design and integration of services for the following areas; Business Operations, Procurement and Property.

### 6 JOINT BUDGET APPROACH OVERVIEW

(Pages 7  
- 14)

To provide an update to the Joint Committee on development of the Joint Operating budget of the Orbis Partnership.

### 7 BRIGHTON & HOVE CITY COUNCIL - UPDATE

(Pages  
15 - 22)

To provide an update to the Joint Committee on the development and integration of Brighton and Hove City Council into the Orbis Partnership.

### 8 ORBIS PERFORMANCE MANAGEMENT (APPRAISAL)

(Pages  
23 - 32)

To provide the Joint Committee with an update on development of a performance management framework for Orbis.

### 9 ORBIS TRANSFORMATION PARTNER

(Pages  
33 - 34)

To provide the Joint Committee with an update on progress for selection of a transformation partner to support the implementation of the Business Plan.

## 10 EXCLUSION OF THE PUBLIC

That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

## 11 ORBIS UPDATE - SERVICE SPOTLIGHTS

(Pages  
35 - 58)

To provide the Joint Committee with service information for the Procurement, Property and Business Operations teams as part of the Service Spotlight reports.

## 12 ORBIS TRANSFORMATION PARTNER

(Pages  
59 - 62)

To provide the Joint Committee with information concerning the selection of a Transformation Partner.

## 13 PUBLICITY OF PART 2 ITEMS

To consider whether the item considered under Part 2 of the agenda should be made available to the Press and public.

**Philip Baker**  
**Assistant Chief Executive**  
**East Sussex County Council**

**David McNulty**  
**Chief Executive**  
**Surrey County Council**

Published: Thursday, 14 April 2016

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**MINUTES** of the meeting of the **ORBIS JOINT COMMITTEE** held at 1.00 pm on 19 February 2016 at County Hall, Kingston upon Thames, KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on 22 April 2016.

**Elected Members:**

- \* Ms Denise Le Gal
- \* Councillor David Elkin
- \* Councillor Les Hamilton (non-voting)

**Officers in attendance**

**East Sussex County Council**

Kevin Foster, Chief Operating Officer  
Leatham Green, Programme Manager

**Surrey County Council**

Ann Charlton, Director of Legal, Democratic and Cultural Services  
Sheila Little, Director of Finance  
John Stebbings, Chief Property Officer  
Adrian Stockbridge, Orbis Programme Manager  
Andy Baird, Regulatory Committee Manager  
Rianna Hanford, Committee Assistant

**Brighton and Hove City Council**

Sue Moorman, Head of Human Resources and Organisational Development  
Nigel Manvell, Interim Head of Finance

**15/16 APOLOGIES FOR ABSENCE [Item 1]**

Apologies were received from Marion Kelley.

**16/16 MINUTES OF THE PREVIOUS MEETING [Item 2]**

The Chairman noted that the minutes included a paragraph which was repeated, apart from this amendment the minutes were agreed as an accurate record of the meeting.

**17/16 DECLARATIONS OF INTEREST [Item 3]**

None were received.

**18/16 PROCEDURAL MATTERS [Item 4]**

**a MEMBERS' QUESTIONS [Item 4a]**

None were received.

**b PUBLIC QUESTIONS [Item 4b]**

None were received.

## **19/16 ORBIS PROGRESS UPDATE [Item 5]**

### **Key points raised during the discussion:**

1. The Chief Property Officer introduced the report informing the Committee that there were four key areas to the programme highlighted in the report. Members were told that it was coming up to the first anniversary of Orbis and that levels of efficiencies were currently being reviewed through feedback from strategic customers.
2. A question was raised on what work would be implemented following the completion of the business plan; officers commented that after this was completed, the programme board would focus on how the Orbis arrangements affect business as usual (BAU).
3. The Committee was informed that the views of employees had been collated from the staff survey and each service would produce an action plan to reflect these results. It was added that staff felt there was a slight gap when moving from phase one to two in the Orbis programme. Most of the feedback received from staff had, however been positive, including feedback relating to efforts made to mitigate the impact of moving staff to different locations as part of the Orbis programme. The Committee was further informed that plans were being progressed to hold a staff event which would provide more feedback on how Orbis employees felt about the first year of the programme.
4. It was noted that the next area of focus would be management development, capacity among senior officers had been reduced by 50% and maintaining service delivery was essential.
5. Officers updated the Committee on the launch of the EPIC people programme, a highly successful self nominating event had been hosted as part of the programme and was designed to encourage innovation, positivity and forward thinking among Orbis staff. A total of 20 staff members took part in the event which required participants to develop and communicate new ideas in a pressurised environment. The winner of the event was given the opportunity to present their idea to the Orbis Senior Leadership Team and also received coaching to develop their skills further.

### **Actions/further information to be provided:**

- **Provide confirmation on the number of staff who had their terms and conditions transferred (TUPE'd) to Surrey County Council between January and April 2014.**

### **RESOLVED:**

That the Joint Committee noted the detail and content within the sections outlined in the report.

## **20/16 FORMALISING AND EXPANDING THE ORBIS PARTNERSHIP [Item 6]**

### **Key points raised during the discussion:**

1. The Chief Operating Officer for East Sussex County Council (ESCC) introduced the report and informed the Committee that the agreement would be formally signed following the conclusion of the Orbis Joint Committee meeting.

**Resolved:**

It was agreed that;

- i. the Joint Committee noted and considered the content of the IAA between ESCC and SCC before the document is sealed by the Councils.
- ii. the Committee recognised that a process of due diligence is currently being undertaken for BHCC to join the partnership.

**21/16 DATE OF THE NEXT MEETING [Item 7]**

The next Orbis Joint Committee will be held on 22 April 2016 at 2.00pm at County Hall, Lewes.

**22/16 EXCLUSION OF THE PUBLIC [Item 8]**

**Resolved:**

That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Schedule 12A of the Act.

**23/16 ORBIS INTER AUTHORITY AGREEMENT [Item 9]**

**Key point raised during the discussion:**

1. The Chief Operating Officer introduced the report. The Committee asked a number of questions which were responded to by the officers present before moving to the recommendations.

**Resolved:**

The recommendations agreed from this report are detailed in the Part 2 minutes.

**24/16 PUBLICITY OF PART 2 ITEMS [Item 10]**

The Committee agreed that information relating to the Part 2 items were to remain confidential.

Meeting ended at: 2.12 pm

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**Chairman**

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**EAST SUSSEX COUNTY COUNCIL AND  
SURREY COUNTY COUNCIL**

**ORBIS JOINT COMMITTEE**



**DATE: 22 APRIL 2016**

**LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER) AND JOHN STEBBINGS (CHIEF PROPERTY OFFICER)**

**SUBJECT: SERVICE DEVELOPMENT AND INTEGRATION (SPOTLIGHTS**

**PURPOSE OF REPORT:**

To provide an update to the Joint Committee on development of plans for detailed design and integration of services in the following areas; Business Operations, Procurement and Property

**INTRODUCTION**

1. Each service within the Orbis family has been developing more detailed plans for the integration of services across the Orbis Partnership, a précis of these plans has been created for each department entitled 'Service Spotlight'.
2. The Joint Committee reviewed the Human Resources (HR) service spotlight in February 2016 and Members expressed an interest to see further service spotlights as they are developed for each service.

**RECOMMENDATIONS:**

It is recommended that:

3. The Joint Committee is asked to note the content of the service spotlights.

**REASON FOR RECOMMENDATIONS:**

4. To ensure the Joint Committee is kept informed about the plans for integration and understands the high level approach being taken in each service

**DETAILS:**

5. Each spotlight details the approach for the service and specifies the areas of focus, savings targets and management structure for tier 3.

**CONSULTATION:**

- Laura Langstaff – Head of Procurement
- Simon Pollock – Head of Business Operations
- Mark Irons – Head of Customer Services
- Kevin Foster – Chief Operating Officer
- John Stebbings – Chief Property Officer
- Leatham Green – Programme Director People and Change

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**Contact Officer:**

Adrian Stockbridge, Orbis Programme Manager (07837 170418)

**Consulted:**

Kevin Foster – Chief Operating Officer

John Stebbings – Chief Property Officer

Leatham Green – Programme Director for People and Change

**Appendices:**

**Sources/background papers:**

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**EAST SUSSEX COUNTY COUNCIL AND  
SURREY COUNTY COUNCIL**

**ORBIS JOINT COMMITTEE**



**DATE: 22 APRIL 2016**

**LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER) AND JOHN STEBBINGS (CHIEF PROPERTY OFFICER)**

**SUBJECT: JOINT BUDGET APPROACH**

**PURPOSE OF REPORT:**

To provide an update to the Joint Committee on development of the Joint Operating Budget of the Orbis Partnership.

**INTRODUCTION**

The Orbis partnership will be responsible for delivering services from a joint operating budget. The Inter Authority Agreement (IAA) detailed the responsibilities of the Joint Committee in respect of the Joint Operating Budget and specified the services included in the Partnership.

The Joint Operating Budget needs to be managed and monitored effectively to ensure good financial management in line with both East Sussex County Council's (ESCC) and Surrey County Council's (SCC) expectations and to ensure that benefits are tracked and realised. Finance Officers have developed an operational approach that will enable managers within the partnership to undertake this activity.

**RECOMMENDATIONS:**

It is recommended that the Orbis Joint Committee:

- i. notes the approach to managing joint budgets and;
- ii. agrees to review the budget monitoring position quarterly.

**REASON FOR RECOMMENDATIONS:**

The Joint Committee is responsible for ensuring the sound financial management of the partnership, delivering the business plan and monitoring investment.

**DETAILS:**

1. The Joint Operating Budget captured in the Inter Authority Agreement (IAA) is the result of due-diligence carried out by finance officers following the agreement to the Business Plan by each partner. In the due-diligence process the 2015/16 Business Services' budgets were analysed to determine which costs should be in the Joint Operating Budget and which budgets remain under the direct control of the sovereign authorities.

2. The Joint Operating Budget comprises primarily of staff costs. East Sussex County Council (ESCC) and Surrey County Council (SCC) contribute to the joint budget in proportion to their service delivery, currently 30% and 70% respectively.
3. Staff within the Orbis partnership manage budgets on behalf of each council, for example staff within Property manage the cost of utilities for both council's office buildings. Budgets that are managed in this way are not part of the Joint Operating budget and are not overseen by the Joint Committee.
4. The 2016/17 net Orbis Partnership Joint Operating Budget is £53.1m and was approved by ESCC Full Council on 9 February 2016 and SCC Cabinet on 22 March 2016 and is attached as Annex 1. Also included in this annex are the Orbis investment and savings, as identified in the Business Plan and the most recent forecast.
5. In order to ensure sound financial management, appropriate processes and procedures have been put in place. The Committee is asked to note and support these.
6. The Orbis budget holders will forecast their likely income and expenditure each month. The Orbis Leadership Team will review these forecasts monthly as part of each council's budget monitoring process. Any variances will be reported and actions agreed to mitigate any overspends. The status of the Orbis Business Plan efficiency savings will form part of this monitoring to ensure that any risks are identified and addressed as soon as possible.
7. To ensure the Joint Committee is managing the joint operating budget effectively it is recommended that the budget position, including efficiencies, is formally reported to the Joint Committee quarterly. The Committee would be responsible for reviewing and challenging any forecast variances and budget savings risks.
8. Budget transfers within the Joint Operating Budget will be approved by the relevant members of the leadership team. Changes to the net operating budget can only be made with the agreement of each council using the process described in the IAA for example, if one authority requests additional resources to deliver its agreed capital programme. Changes to the net operating budget would be addressed as part of a review which, if agreed, may change the contribution ratios.
9. The estimated amount of investment required to ensure the success of the partnership and deliver the efficiency savings is £7.6m. The partnership is responsible for ensuring this is effectively managed and, as a result, this will continually be monitored and reported to the Leadership Team monthly and the Joint Committee quarterly.
10. The Orbis Business Plan identified the likely cost of redundancies to deliver the efficiency savings. All redundancies will be approved by the Leadership Team before being presented to each employing authority for approval.

## **Financial Arrangements**

11. The finance teams in both councils have been working closely to establish the future financial arrangements for both the Orbis Joint Operating Budget and the budgets managed on behalf of each authority by the partnership.
12. There are some risks to managing the joint budgets and finance teams are working together to overcome these. The financial management tools in both authorities are different and separate. As a result the joint expenditure and budgets will be maintained on spreadsheets. Finance will carry out monthly reconciliations to ensure the integrity of the data. Budget holders responsible for the joint budget will be supported by one accountable member of the Finance team.
13. The budget reporting cycles in both authorities are different, ESCC reports to Cabinet quarterly and SCC reports to its Cabinet monthly and deadlines vary. This could lead to information being shared with one partner before the other. Therefore summary information will be shared with the Joint committee on a monthly basis by email.
14. The accounting practices in both authorities are different, meaning that the reported year to date expenditure and income may not be consistent. SCC make adjustments at month end to reflect the cost of activities not yet paid for (accrual accounting). This is completed in ESCC at year end only. As the majority of the joint expenditure budget is staff costs which are automatically generated from payroll this is not likely to create any material issues other than in respect of income. However, as staff in the partnership manage budgets on behalf of each authority they will need to understand these differences and will be supported accordingly. Finance will work towards standardising the accountancy treatment over time as the partnership develops.

## **WHAT HAPPENS NEXT:**

15. The Joint Committee will review the operational budget quarterly, starting in July.

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### **Contact Officer:**

Adrian Stockbridge, Orbis Programme Manager (07837 170418)

### **Consulted:**

Louise Lawson – Senior Principle Accountant  
Thomas Alty – Finance Manager  
Susan Smyth – Strategic Finance Manager  
Marie Nickalls – Head of Finance  
Kevin Foster – Chief Operating Officer  
John Stebbings – Chief Property Officer  
Leatham Green - Programme Director for People and Change

### **Appendices:**

Appendix 1  
Joint 2016/17 Budget, Business Plan Investment & Savings

### **Sources/background papers:**

- Inter Authority Agreement
-

## Annex 1 - Joint 2016/17 Budget, Business Plan Investment & Savings

Orbis Operating Budget 2016/17	Full Year Gross Expenditure	Full Year Income	Full Year Net Expenditure
	£'000	£'000	£'000
Property	11,530	-1,256	10,274
IMT/ICT	18,591	-1,586	17,005
HR/PAT	5,812	-562	5,250
Finance	9,385	-1,152	8,233
Business Operations	9,896	-4,725	5,171
Procurement	3,650	-154	3,496
Audit	1,256	-68	1,188
Management	2,488	0	2,488
<b>TOTAL</b>	<b>62,608</b>	<b>-9,503</b>	<b>53,105</b>

ESCC Contribution

15,916

SCC Contribution

37,189

<b>Planned Investment</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>Total</b>
	£000	£000	£000	£000	£000	£000
Transformation Fund	231	399				630
Business Plan Investment						
Core IT						
Joint bandwidth & synchronise email		67				67
Other		148	930	420	53	1,551
BS IT		395	900	620		1,915
Contingency		61	183	104	5	353
Programme Team						
External advisory			250	250	250	750
Other		510	398	318	149	1,375
Redundancy		150	200	400	250	1,000
<b>Total New Investment</b>	<b>0</b>	<b>1,331</b>	<b>2,861</b>	<b>2,112</b>	<b>707</b>	<b>7,011</b>
<b>Total Investment</b>	<b>231</b>	<b>1,730</b>	<b>2,861</b>	<b>2,112</b>	<b>707</b>	<b>7,641</b>

Contribution to New Investment

ESCC Contribution	69	519	857	633	212	2,290
SCC Contribution	162	1,211	2,004	1,479	495	5,351

<b>Forecast Investment</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>Total</b>
	£000	£000	£000	£000	£000	£000
Transformation Fund	231	399				630
Business Plan Investment						
Core IT						
Joint bandwidth & synchronise email		0	67			67
Other			1,005	494	53	1,551
BS IT			1,098	818	0	1,915
Contingency			217	131	5	353
Programme Team						
External advisory		30	261	250	250	791
Other		469	398	318	149	1,334
Redundancy		85	200	465	250	1,000
<b>Total New Investment</b>	<b>0</b>	<b>583</b>	<b>3,245</b>	<b>2,475</b>	<b>707</b>	<b>7,011</b>
<b>Total Investment</b>	<b>231</b>	<b>982</b>	<b>3,245</b>	<b>2,475</b>	<b>707</b>	<b>7,641</b>

Contribution to New Investment

ESCC Contribution	69	294	973	742	212	2,290
SCC Contribution	162	688	2,272	1,733	495	5,351



<b>Business Plan Savings</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Total £000</b>
<b>Savings</b>				
Property	-96	-600	-1,100	-1,796
ICT	-85	-1,099	-1,258	-2,442
HR	-160	-400	-550	-1,110
Finance	-265	-525	-850	-1,640
Ops	-763	-244	-125	-1,132
Procurement	-40	-195	-15	-250
	-1,409	-3,063	-3,898	-8,370
<b>Pressures</b>				
Property	40	60	-100	0
ICT	230	220	140	590
HR	75		-75	0
Finance	144	0	-144	0
Ops				0
Procurement	50	-50		0
	539	230	-179	590
<b>Net Savings</b>				
Property	-56	-540	-1,200	-1,796
ICT	145	-879	-1,118	-1,852
HR	-85	-400	-625	-1,110
Finance	-121	-525	-994	-1,640
Ops	-763	-244	-125	-1,132
Procurement	10	-245	-15	-250
	-870	-2,833	-4,077	-7,780

These savings are the joint operating budget savings only. Orbis business plan savings to be made from the budgets managed by the partnership on behalf of the sovereign authorities are reflected in those budgets. For information the total net savings are shown below.

<b>Business Plan Savings</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Total £000</b>
Orbis Joint Operating Budget	-870	-2,833	-4,077	-7,780
ESCC Budgets Managed by the Partnership	-84	-33	-33	-150
SCC Budgets Managed by the Partnership	-196	-77	-77	-350
<b>Total</b>	<b>-1,150</b>	<b>-2,943</b>	<b>-4,187</b>	<b>-8,280</b>

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**EAST SUSSEX COUNTY COUNCIL AND  
SURREY COUNTY COUNCIL**

**ORBIS JOINT COMMITTEE**



**DATE: 22 APRIL 2016**

**LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER) AND JOHN STEBBINGS (CHIEF PROPERTY OFFICER)**

**SUBJECT: BRIGHTON AND HOVE CITY COUNCIL UPDATE**

**PURPOSE OF REPORT:**

To provide an update to the Joint Committee on the development and integration of Brighton and Hove City Council into the Orbis Partnership.

**INTRODUCTION**

To provide an update to the Joint Committee on the collaboration work currently being undertaken to integrate Brighton and Hove City Council (BHCC) into the Orbis partnership

**RECOMMENDATIONS:**

It is recommended that the Orbis Joint Committee:

- i. notes the progress being made to integrate Brighton and Hove City Council into the Orbis Partnership and;
- ii. reviews the report being taken to Brighton and Hove City Council's Policy & Resources Committee on 28 April 2016 which outlines progress being made to join the partnership.

**REASON FOR RECOMMENDATIONS:**

To ensure the Joint Committee is fully briefed on developments for expanding the Orbis Partnership.

**DETAILS:**

1. Brighton and Hove City Council (BHCC) have made a decision to join the Orbis Partnership and are currently undertaking a process of due diligence and preparatory work to join the partnership
2. A report detailing the progress will be taken to BHCC's Policy and Resources Committee on 28 April 2016 (see appendix 1). The recommendations in the report are as follows:

That the Policy & Resources Committee:

- Notes the progress made in carrying out due diligence for Brighton & Hove City Council as a founding partner in the Orbis partnership with East Sussex and Surrey County Councils.

- Agrees to support the continuation of work for the Council to formally partner with East Sussex and Surrey County Councils within the Orbis partnership.
  - Supports the approach for collaboration leading to integration through a continued due diligence and business case approach (see appendix 2).
3. The first stage of work is to review the in scope services and understand the operating budget for BHCC is in progress and is expected to be completed by the end of April 2016.
  4. Governance arrangements for Orbis have been reviewed with a number of changes have been agreed for the Partnership. This ensures BHCC colleagues are integrated in the decision making process and have the opportunity to influence at all levels (appendix 3).

#### **RISK MANAGEMENT AND IMPLICATIONS:**

5. A review of the Business Plan will be required in order to elucidate the implications of BHCC joining Orbis as there will be an impact on the investment and savings profiles.

#### **Legal Implications**

6. A review of the Legal implications of integrating BHCC into the Orbis Partnership will be required, this will be undertaken in conjunction with the development of a tri-party Inter Authority Agreement (IAA).
7. The IAA is a legally binding contract upon the Partners. The terms of the Agreement formalise the arrangements between the councils for the Orbis Partnership and provides the legal framework for its operation.

#### **Equalities and Diversity**

8. An initial Equalities Impact Assessment will need to be undertaken as part of the due diligence process.

#### **Contact Officer:**

Adrian Stockbridge, Orbis Programme Manager (07837 170418)

#### **Consulted:**

Kevin Foster – Chief Operating Officer  
 John Stebbings – Chief Property Officer  
 David Kuenssburg – Director of Finance & Resources  
 Leatham Green – Programme Director for People and Change  
 Sue Moorman – Head of HR/OD  
 Chris Carter – BHCC Programme Manager

#### **Appendices:**

Appendix 1 – Policy & Resources Committee Paper 28 April 2016 – To follow  
 Appendix 2 – Collaborate to Integrate overview

Appendix 3 – Updated Governance Arrangements

**Sources/background papers:**

- P&R committee Paper 3 December 2015
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# The journey to an integrated service

Key steps to convergence.

	Contact	Cooperation	Coordination	Collaboration	Convergence
Level of Integration	Experimental	Minimal	Selective		Full
Orbis Staff Commitment	<ul style="list-style-type: none"> <li>Casual Networking</li> </ul>	<ul style="list-style-type: none"> <li>Trust Building</li> </ul>	<ul style="list-style-type: none"> <li>Shared goals with separate administrative framework</li> </ul>	<ul style="list-style-type: none"> <li>Shared vision with changes to working practices and new cross-partner interdependencies</li> </ul>	<ul style="list-style-type: none"> <li>Shared mission and service delivery</li> <li>Common standards and policies</li> <li>Performance Management</li> </ul>
Typical Activities & Focus	<ul style="list-style-type: none"> <li>Exploration of differences and commonalities</li> </ul>	<ul style="list-style-type: none"> <li>Information Sharing</li> <li>Identify Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Planning Joint Projects</li> <li>Process simplification</li> </ul>	<ul style="list-style-type: none"> <li>Implementing joint Projects leading to shared services</li> <li>Process standardisation</li> </ul>	<ul style="list-style-type: none"> <li>Optimised common processes</li> <li>Common infrastructure</li> <li>Partner on-boarding</li> </ul>
Forum (Examples)	<ul style="list-style-type: none"> <li>Ad-hoc Contact</li> </ul>	<ul style="list-style-type: none"> <li>Ad-hoc meetings at partner locations</li> <li>Ad-hoc correspondence</li> </ul>	<ul style="list-style-type: none"> <li>Regular Planning Meetings</li> <li>Regular structured correspondence</li> </ul>	<ul style="list-style-type: none"> <li>Virtual project team working (Using partner shared resource pools)</li> </ul>	<ul style="list-style-type: none"> <li>Orbis Virtual Team Delivering Services (using single Orbis resource pool)</li> </ul>

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## Brighton & Hove Partnership Governance

<b>Committee/Board/Group</b>	<b>BHCC Attendees</b>	<b>Frequency</b>	<b>Location</b>	<b>Purpose</b>
Joint Committee	Cllr Les Hamilton David Kuenssburg	Quarterly	Varies	Provides strategic direction
Programme Board	David Kuenssburg Roger Snell	Monthly	Lewes/ Kingston	Decision/ recommendations on all areas that impact on the wider organisations prior to Cabinet approvals; Quality Assurance of outputs; set programme direction, sign off TOM, business cases and other programme deliverables, check and challenge via select committees.
Joint Management Board	David Kuenssburg	Weekly	Lewes	Lead Officers managing strategic direction
Orbis Programme meeting	David Kuenssburg	Weekly	Lewes	Programme planning meeting with Lead Officers and Orbis Programme Manager
Architecture Design Authority (ADA)	Neil Cholerton Julian Cobbett	Fortnightly	Redhill Data centre	Provide oversight for all IT delivery projects, resolve IT architecture design queries, commission architecture design projects.
Programme Team	Chris Carter	1 day per week	Lewes	Programme planning, monitoring, and communications.

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**EAST SUSSEX COUNTY COUNCIL AND  
SURREY COUNTY COUNCIL**

**ORBIS JOINT COMMITTEE**



**DATE: 22 APRIL 2016**

**LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER) AND JOHN STEBBINGS (CHIEF PROPERTY OFFICER)**

**SUBJECT: ORBIS PROGRESS AND DEVELOPMENT (APPRAISAL)**

**PURPOSE OF REPORT:**

To provide the Joint Committee with an update on development of a performance management framework for Orbis.

**INTRODUCTION**

1. The approach developed for Orbis is pragmatic and builds on the strong foundations of the existing processes in East Sussex and Surrey Councils. It combines key elements of the appraisal processes from both authorities to create a common way for Orbis.

**RECOMMENDATIONS:**

It is recommended that:

2. The Joint Committee reviews and notes the approach for progress and development of staff.

**DETAILS:**

3. The new Orbis approach to progress and development will focus on three key elements:
  - a. The areas of focus are agreed between the manager and member of staff together and are aligned to strategic priorities
  - b. The focus is having a quality conversation led by the individual
  - c. Having regular conversations – 12 throughout the year and not just focused on one annual review
4. Within this item the following papers have been provided as background information:

A presentation that provides full details of the approach that has been developed for Orbis (Annex 1).

## **CONSULTATION:**

- Orbis Leadership Team
- EPIC champions
- Trade Unions

## **WHAT HAPPENS NEXT:**

5. The new approach will launch in April 2016

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### **Contact Officer:**

Adrian Stockbridge, Orbis Programme Manager (07837 170418)

### **Consulted:**

Kevin Foster – Chief Operating Officer

John Stebbings – Chief Property Officer

Leatham Green – Programme Director for People and Change

### **Annexes:**

Annex 1 – Progress and Development slide pack

### **Sources/background papers:**

- 
-



# The Orbis approach to Performance and Development



# People Commitments that determine the design of the Performance and Development approach...



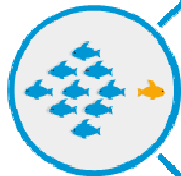
EPIC people are central to the success of Orbis. We commit that we will:

- ...always start from a position of trust
- ...treat everyone with respect
- ...enable our people to flourish and succeed
- ...value and recognise EPIC performance
- ...keep things simple
- ...encourage personal responsibility
- ...increase freedom of decision making
- ...act in the best interests of Orbis

# We want to drive different behaviour



**Achieve more together:** Working with others to achieve more than could have been achieved alone



**Challenge the Status Quo:** Always looking for opportunities to further improve.



**Be customer centred:** Delivering excellent services to our customers and residents, based on strong insight and relationships.

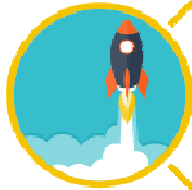


**Make things happen:** Taking ownership and accountability to deliver results



**Role model our Public Service Values:** Always behaving in a way that is consistent with the values unique to the Public Sector

# We want to drive different behaviour - Leadership



**Empower:** leading in a way that enables others to take action and develop themselves



**Inspire and Involve:** Setting a clear direction and involving others in the achievement of it



**Lead by example:** Consistently role modelling the Orbis behaviours



# The new Orbis approach



## Areas of focus

Agree objectives together and agree short term areas to focus on

Objectives aligned to Strategic Priorities

Reviewed regularly and reset when appropriate to ensure relevance

## Focus on the conversation

Review *what* and *how* as well as wellbeing and development

Simple form used in support of the conversation, not to *drive* the conversation

Led by the individual

## Regular Feedback

Regular monthly meetings instead of annual review meeting

Ongoing feedback and discussion about progress; behaviours and performance

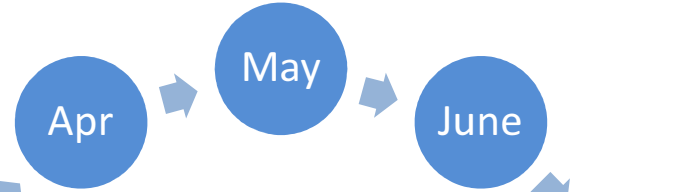
Introduction of team objectives and team peer review



Orbis strategic direction setting



First setting of team objectives and areas of focus



x12 Individual Progress & Development reviews



Team review



Team review



# 'The conversation'



Wellbeing  
(every meeting)

Areas of focus  
(as relevant for the individual)

Use of the EPIC  
behaviours  
(as relevant for the individual)

Career &  
Development  
(minimum of x2 per year)

- Conversation should be tailored to the needs of the individual
- Feedback provided at every meeting
- Individual to lead the conversation and provide relevant information e.g.
  - Feedback from customers
  - Examples of use of the behaviours

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**EAST SUSSEX COUNTY COUNCIL AND  
SURREY COUNTY COUNCIL**

**ORBIS JOINT COMMITTEE**



**DATE: 22 APRIL 2016**

**LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER) AND JOHN STEBBINGS (CHIEF PROPERTY OFFICER)**

**SUBJECT: ORBIS TRANSFORMATION PARTNER**

**PURPOSE OF REPORT:**

To provide the Joint Committee with an update on progress for selection of a transformation partner to support the implementation of the Business Plan.

**INTRODUCTION**

1. We recognise that in order to deliver the Orbis Business Plan that some additional capacity will be required. Provision was made in the business plan for a commercial partner to assist with the delivery of the programme and to help develop further opportunities to grow the partnership.

**RECOMMENDATIONS:**

It is recommended that:

2. The Joint Committee notes the proposal, requirements and approach for selecting a transformation partner.

**REASON FOR RECOMMENDATIONS:**

3. To ensure the Joint Committee is informed about the plan for working in conjunction with a transformation partner.

**DETAILS:**

4. Orbis is looking for an external partner to help deliver the Orbis programme of works which will cover a range of business advice and support needs.
5. Where it is possible to draw on existing skills that already exist within the business we will do this and backfill as appropriate, this will be less expensive than paying standard consultancy rates. An example of this could be for process reengineering or project management where skills of this type already exist in the business.
6. The opportunity to work alongside Orbis provides a unique opportunity for potential partners as it provides a window into the Public Sector, utilising the trusted Orbis brand to jointly bid for future opportunities based on the ethos of 'by the public sector for the public sector'.
7. The benefits of such an approach are many, including:

- a. Increased capability and capacity to grow the Orbis partnership
  - b. Opportunities to share skills, knowledge and resources
  - c. Increased capacity to deliver the business plan
8. A copy of an overview of the key modules required for partner support has been provided under item xx in part 2 of the agenda.

**CONSULTATION:**

- Kevin Foster – Chief Operating Officer
- John Stebbings – Chief Property Officer
- Leatham Green – Programme Director People and Change
- Laura Langstaff – Head of Procurement
- Keith Coleman – Procurement Category Manager

**WHAT HAPPENS NEXT:**

9. An evaluation of prospective providers will be undertaken in April 2016 with selection of a transformation partner expected shortly after.

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**Contact Officer:**

Adrian Stockbridge, Orbis Programme Manager (07837 170418)

**Consulted:**

Kevin Foster – Chief Operating Officer

John Stebbings – Chief Property Officer

Leatham Green – Programme Director for People and Change

**Annexes:**

**Sources/background papers:**

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