

Notice of Meeting



Orbis Joint Committee

Date & time

Monday, 18 July
2016 at 2.00 pm

Place

Members' Conference
Room, County Hall,
Kingston upon
Thames, KT1 2DN

Contact

Andrew Baird
Room 122, County Hall
Tel 020 8541 7609
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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 Andrew Baird on 020 8541 7609.

Members of the Committee

Ms Denise Le Gal (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 any apologies for absence.

2 MINUTES OF THE PREVIOUS MEETING

(Pages 1
- 10)

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

a Members' Questions

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

b Public Questions

The deadline for public questions is seven days before the meeting (11 July 2016).

5 ORBIS JOINT COMMITTEE FORWARD PLAN

(Pages
11 - 14)

To review and agree the Committee's forward work programme.

6 BRIGHTON AND HOVE CITY COUNCIL UPDATE

(Pages
15 - 20)

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

7 ORBIS INDUCTION ENGAGE

(Pages
21 - 40)

To provide the Joint Committee with an update on development of an EPIC induction process for Orbis.

8 MAY BUDGET MONITORING

(Pages
41 - 46)

To provide an update to the Joint Committee on the financial position of the Orbis Joint Operating Budget and the Orbis Investment Programme as at the end of May 2016.

9 ORBIS SAVINGS PLANS

(Pages
47 - 48)

To provide an update to the Joint Committee on development of plans to realise the benefits specified in the Orbis business plan, including savings for 2017/18.

10 ORBIS TRANSFORMATION PARTNER (Pages 49 - 52)
To provide the Joint Committee with an update on progress for selection of a transformation partner to support the implementation of the Business Plan and develop future partnership opportunities.

11 SERVICE UPDATE - INFORMATION TECHNOLOGY (ICT/IMT) (Pages 53 - 54)
To provide an update to the Joint Committee on development of plans for detailed design and integration of services in the IT function.

12 EXCLUSION OF THE PUBLIC
Recommendation: 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 Part 1 of Schedule 12A of the Act.

PART TWO – IN PRIVATE

13 ORBIS SAVINGS PLANS (PART 2 REPORT) (Pages 55 - 58)
To provide an update to the Joint Committee on development of plans to realise the benefits specified in the Orbis business plan, including savings for 2017/18.

14 ORBIS TRANSFORMATION PARTNER (PART 2 REPORT) (Pages 59 - 62)
To provide the Joint Committee with an update on progress for selection of a transformation partner to support the implementation of the Business Plan and develop future partnership opportunities.

15 SERVICE UPDATE - INFORMATION TECHNOLOGY (ICT/IMT) (PART 2 REPORT) (To Follow)
To provide an update to the Joint Committee on development of plans for detailed design and integration of services in the IT function.

16 DATE OF THE NEXT MEETING
The next meeting of the Orbis Joint Committee will be held on 21 October 2016.

Philip Baker
Assistant Chief Executive
East Sussex County Council

David McNulty
Chief Executive
Surrey County Council

Published: 8 July 2016

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Thank you for your co-operation

MINUTES of the meeting of the **ORBIS JOINT COMMITTEE** held at 2.00 pm on 22 April 2016 at CC1, County Hall, Lewes,.

These minutes are subject to confirmation by the Committee at its meeting on Date Not Specified.

Elected Members:

- * Councillor Denise Le Gal
- * Councillor David Elkin
- * Councillor Les Hamilton

Officers In attendance:

East Sussex County Council (ESCC)

Kevin Foster, Chief Operating Officer
Marion Kelly, Chief Finance Officer
Philip Baker, Assistant Chief Executive
Leatham Green, Programme Director, People and Change
Emma Nash, Orbis Public Law, Project Manager
Bethan Hampson, Executive Officer

Surrey County Council (SCC)

John Stebbings, Chief Property Officer
Adrian Stockbridge, Orbis Programme Manager

Brighton & Hove City Council (BHCC)

David Kuenssberg, Executive Director for Finance and Resources

Also Present:

Cllr Mike Blanch (ESCC)
Cllr Peter Charlton (ESCC)(Item 4a)

25/16 APOLOGIES FOR ABSENCE [Item 1]

Apologies for absence were received from Ann Charlton, Julie Fisher and Sheila Little.

26/16 MINUTES OF THE PREVIOUS MEETING [Item 2]

The Chair commented that the figures requested in actions/further information under minute 19/16 were still outstanding. The Chief Operating Officer will ensure the requested information is provided.

The minutes of the previous meeting held on 19 February 2016 were agreed.

27/16 DECLARATIONS OF INTEREST [Item 3]

There were no declarations of interest.

28/16 PROCEDURAL MATTERS [Item 4]

a MEMBERS' QUESTIONS [Item 4a]

Cllr Charlton asked if East Sussex County Council (ESCC) was happy to agree that Brighton and Hove City Council (BHCC) join the partnership given the form BHCC Children's Services sent parents regarding their children's gender.

The Chair responded that he did not regard this was an appropriate question for this forum. Councillor Le Gal added that the decision to admit BHCC is a matter for the Orbis Joint Committee.

b PUBLIC QUESTIONS [Item 4b]

None were received.

29/16 ORBIS UPDATE - SERVICE SPOTLIGHTS [Item 5]

The Committee considered a report by the Chief Operating Officer and the Chief Property Officer on Service Development and Integration (Service Spotlights). The Assistant Chief Executive (ESCC) gave the Committee an update on the progress to establish Orbis Public Law.

Key points raised during the discussion:

1. Service spotlights for Property Services, Business Operations and Procurement were presented to the Committee. Further information was also presented under item 11 of the agenda.
2. Orbis Public Law is a partnership of four local authorities to provide legal services. The partner authorities are BHCC, ESCC, Surrey County Council (SCC) and West Sussex County Council (WSCC).
3. Progress to date has included agreeing the strategic business case, appointing a Project Manager, Emma Nash, and conducting a soft launch of Orbis Public Law on 4 April 2016. The first Orbis Public Law Joint Committee will take place in July 2016. Work has started to establish a common practice manual and implement a common case management software system to enable staff from all the authorities to access case information.
4. The partners have held twelve 'think change' sessions with staff and a number of managers' workshops. There have been good examples of peer to peer support (e.g. "phone a friend") and work on joint recruitment protocols. Each authority has set up its own staff stakeholder group and is part of a common partnership board.
5. One of the workstreams for Orbis Public Law is to evaluate the possibility of establishing a separate trading company to provide services. The regulatory requirements of the Solicitors Regulatory Authority have made this process more complex and it will take a number of months to complete. The evaluation will establish whether it is worthwhile doing this having regard to cost and issues such as the academisation agenda.

Resolved:

The recommendations agreed from this report are detailed under item 11.

30/16 JOINT BUDGET APPROACH OVERVIEW [Item 6]

The Committee considered a report by and the Chief Property Officer on the Joint Budget Approach.

Key points raised during the discussion:

1. Orbis is an integrated service and has two sorts of budgets; operational budgets and; budgets for services managed on behalf of the partners. There are some key differences in the financial reporting procedures used by each authority, but where possible a common approach has been agreed.
2. Orbis has developed a framework for ongoing integrated budget monitoring and will present monitoring reports to the Joint Committee on a quarterly basis. Monthly budget monitoring is carried out, but is reported to the ESCC Cabinet on quarterly basis. At SCC and BHCC budget monitoring is reported on a monthly basis.
3. If there is an increase in demand for Orbis services (e.g. from demand led services like Adult Social Care), the partnership will try to manage the budget pressures within the operational budget (cash limit). Each sovereign partner has ability to make request to amend the budget at any time under the terms of the Inter authority Agreement (IAA). In the longer term this could be dealt with through the annual or mid-year review of the operational budget.

Resolved:

The Orbis Joint Committee resolved to:

- i. note the approach to managing joint budgets and;
- ii. undertake budget monitoring quarterly.

31/16 BRIGHTON & HOVE CITY COUNCIL - UPDATE [Item 7]

The Committee considered a report by the Chief Operating Officer and the Chief Property Officer on the Brighton and Hove City Council update.

Key points raised during the discussion:

1. The Joint Committee noted the work that is taking place with BHCC officers and the spirit of collaboration and enthusiasm for the partnership. All the three main political parties of BHCC are keen to pursue the partnership.
2. The work that BHCC is undertaking to join the Orbis partnership is outlined in a report to the forthcoming BHCC Policy and Resources Committee on the 28 April (appendix 1). Section 3 of the report describes the services in scope and outlines some of the key issues for BHCC in joining the Orbis partnership. It is anticipated that the recommendations of the report will be adopted at the meeting on the 28 April.
3. Discussions with trade unions have taken place for BHCC staff and as part of joint union discussions with all partners. Some further work may be required to ensure that what the partnership involves is fully understood by all BHCC staff and their representatives. BHCC are also making sure staff are aware of the alternatives for services should BHCC not take part in the Orbis partnership.

Resolved:

The Orbis Joint Committee resolved to:

- i. note the progress being made to integrate Brighton and Hove City Council into the Orbis Partnership and;
- ii. note 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.

32/16 ORBIS PERFORMANCE MANAGEMENT (APPRAISAL) [Item 8]

The Committee considered a report by the Chief Operating Officer and the Chief Property Officer on Orbis Progress and Development (appraisal). The Programme Director, People and Change introduced the report.

Key points raised during the discussion:

1. It is important for the partnership to develop a common way of working across the three organisations. Currently there are approximately 160 policies around how to manage people, particularly around the issue of progress and development of staff.
2. The new approach moves away from a concentration on an annual appraisal meeting, to a greater focus on a continual progress throughout the year. The approach looks at the achievement of objectives and places responsibility for personal development onto individuals. It has been well received by unions at ESCC and SCC.
3. The new approach tackles the issue of changing the culture, at the same time as encouraging and empowering people. The work to

manage change has been recognised nationally through an award for people and change.

4. For pay and reward it is important to have a common approach, whilst retaining the sovereignty of the employing organisation. It is recognised that this may be a challenge in some circumstances. There are number of blended roles which are shared between both organisations. Any new situations will be fully discussed to find an appropriate solution. At present there are no situations where staff from the ESCC and SCC carry out the same role, in the same service, but are paid differently.

Resolved:

The Orbis Joint Committee resolved to note the approach for progress and development of staff.

33/16 ORBIS TRANSFORMATION PARTNER [Item 9]

The Committee considered a report by the Chief Operating Officer and the Chief Property Officer on Orbis Transformation Partner.

Key points raised during the discussion:

1. The Orbis partnership had some transformation support when it first developed the business case. It would be beneficial to have access to further business transformation support and to be able to offer it to other partners or customers.
2. The report outlines the approach that is being taken to the purchase business transformation support. Further information is provided under item 12 on the agenda.

Resolved:

The recommendations agreed from this report are detailed under item 12.

34/16 EXCLUSION OF THE PUBLIC [Item 10]

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.

35/16 ORBIS UPDATE - SERVICE SPOTLIGHTS [Item 11]

The Committee considered a part 2 report by the Chief Operating Officer and the Chief Property Officer on the Service Development and Integration (Spotlights).

Key points raised during the discussion:

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

Resolved:

The Orbis Joint Committee agreed to note the content of the service spotlights.

36/16 ORBIS TRANSFORMATION PARTNER [Item 12]

The Committee considered a part 2 report by the Chief Operating Officer and the Chief Property Officer on the Orbis Transformation Partner.

Key points raised during the discussion:

1. The Chief Operating Officer introduced the report and outlined the procurement process for providing business transformation support through the Orbis Transformation Partner. The Committee asked a number of questions which were responded to by the officers present before moving to the recommendations.

Resolved:

The Orbis Joint Committee agreed to note the proposal, requirements and approach for selecting a transformation partner.

37/16 PUBLICITY OF PART 2 ITEMS [Item 13]

Resolved:

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

Meeting ended at: 3.31 pm

Chairman

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Orbis Joint Committee
18 July 2016

Orbis Joint Committee Forward Plan

Purpose of the report:

For Members to consider and comment on the Committee's Forward Plan.

Introduction:

A Forward Plan recording agenda items for consideration at future Orbis Joint Committee meetings is attached as **Appendix 1**, Members are asked to comment on upcoming items and review new items added to the forward plan.

Recommendations:

It is recommended that the Joint Committee reviews and approves the forward plan (Appendix 1).

Report contact:

Andrew Baird, Regulatory Committee Manager, Surrey County Council, Tel 020 8541 7609, andrew.baird@surreycc.gov.uk

Martin Jenks, Senior Democratic Services Advisor, East Sussex County Council, Tel: 01273 481 327, martin.jenks@eastsussex.gov.uk

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Orbis Joint Committee forward plan

Date	Title	Summary	Responsible Officer
18 July 2016	Monitoring report (inc. budget)	Regular monitoring budget report to provide an update on progress against savings targets.	Kevin Foster John Stebbings
	Savings plans for 17/18	To ensure robust plans to provide assurance for Members and Officers in relation to savings for 2017/18.	Kevin Foster John Stebbings
	Induction	Proposed approach for inducting new employees into Orbis.	Kevin Foster John Stebbings
	Service Spotlight IT	Overview of the plans for integrating the IT service.	Kevin Foster John Stebbings
	BHCC update Transformation partner	Update on progress around BHCC joining Orbis. Update on progress for selection of a consultancy partner to support the delivery of the Orbis business plan.	David Kuenssberg Kevin Foster John Stebbings
21 October	Monitoring report (inc. budget)	Regular monitoring budget report to provide an update on progress against savings targets.	Kevin Foster John Stebbings
	17/18 Operational budget – recommendation to cabinet	Providing clarity for the provisional operating budget for 2017/18 in Orbis.	Kevin Foster John Stebbings
	BHCC – tie in with Policy & Resources Committee report – soft launch/formally join	Update on progress around BHCC joining Orbis, with further detail around the recommendation being taken to the P&R Committee in October.	David Kuenssberg
	Service Spotlight (service tbc)	Overview of the plans for integrating the agreed service area (tbc).	Kevin Foster John Stebbings
	Cross Cutting Areas update (tbc?) <ul style="list-style-type: none"> o Growth & branding o Customer experience 	Cross cutting areas are areas that aren't specific to one service. Overview of progress in relation to these areas (tbc).	Kevin Foster John Stebbings
January 2017	Monitoring report (inc. budget)	Regular monitoring budget report to provide an update on progress against savings targets.	Kevin Foster John Stebbings
	Decision– BHCC to formally join Orbis (tbc)	Depending on recommendation from P&R Committee report in October, formal decision required.	David Kuenssberg
April 2017	Monitoring report (inc. budget)	Regular monitoring budget report to provide an update on progress against savings targets.	Kevin Foster John Stebbings

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

ORBIS JOINT COMMITTEE



DATE: 18 JULY 2016

LEAD OFFICER: DAVID KUENSSBERG (EXECUTIVE DIRECTOR, FINANCE & RESOURCES, BRIGHTON AND HOVE CITY COUNCIL)

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 & Hove City Council (BHCC) into the Orbis Partnership.

INTRODUCTION

To provide an update to the Joint Committee on the progress being made by Brighton & Hove City Council towards completing due diligence on joining the Orbis Partnership.

RECOMMENDATIONS:

It is recommended that the Orbis Joint Committee:

- i. notes the progress being made by BHCC towards completing due diligence on joining the Orbis Partnership.
- ii. notes the current intention to make a recommendation to the Brighton and Hove City Council Policy, Resources & Growth Committee in October 2016.

REASON FOR RECOMMENDATIONS:

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

DETAILS:

1. As of 28 April 2016, Brighton and Hove City Council's (BHCC) Policy & Resources Committee (now Policy, Resources & Growth (PR&G)) agreed that due diligence on joining the Orbis Partnership should continue. This report was shared with Orbis partners. There are four issues that are in the process of being resolved with the aim of completing due diligence robust enough to make a 'stop / go' recommendation to P, R & G. If the recommendation is positive then this would lead to a 'soft launch' and ultimately the signing of an Inter Authority Agreement (IAA) by all three councils at some point in the future.
2. Firstly progress towards the target operating models for each service is different. For example the offer from Orbis for legal services and internal audit is clear, but there is more to do on finance. BHCC has accepted, therefore, that in some

cases they are in effect performing due diligence on services that are not yet in place. It is also obvious that joining up services that do not have a heavy reliance on ICT systems integration is more straight-forward by comparison to those that do.

3. Secondly, BHCC resources are not sufficient to operate an open-ended due diligence work stream. A process has therefore been defined which will take BHCC to October 2016. This involves managing the process in a structured way to mitigate the risks associated with there not being enough information available at that stage for BHCC Members to take a decision. Appendix 1 below sets out the 'tests' required by BHCC to provide sufficient information.
4. Thirdly the 'test' that presents the highest risk relates to BHCC's financial context up to 2020. If the trajectory of savings that Orbis offers is materially different from those required by BHCC then some negotiation may be required with existing partners on how the budget can be made to work for all parties.
5. Finally, it is clear that East Sussex and Surrey will need to be satisfied with BHCC's own arrangements before accepting a third partner into the Orbis organisation. In this respect, due diligence is a two-way exercise.

RISK MANAGEMENT AND IMPLICATIONS:

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

Legal Implications

7. 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).
8. The IAA is a legally binding contract. Its terms will formalise the arrangements between the councils for the Orbis Partnership and provide the legal framework for its operation.

Equalities and Diversity

9. Equalities Impact Assessments will be completed for each service as plans for operational change are developed.

Contact Officers:

Chris Carter – BHCC Programme Manager (01273 296499)

David Kuenssberg – BHCC Director of Finance & Resources (01273 291333)

Consulted:

Kevin Foster – Chief Operating Officer

John Stebbings – Chief Property Officer

Leatham Green – Programme Director for People and Change

Adrian Stockbridge, Orbis Programme Manager

Appendices:

Appendix 1 – BHCC Due Diligence Tests

Sources/background papers:

- P&R committee Paper 3 December 2015
 - P&R committee Paper 28 April 2016
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Appendix 1 – Brighton and Hove City Council Due Diligence Tests

The P & R paper from 28 April set a number of tests, and these provide a logical underpinning to the due diligence. The table below contains proposals for how we can reach a conclusion on each one. More detail is required, in particular for parts 1 and 3.

Test	Work required	Progress
<p>1. Finance and BHCC's ability to meet our savings targets.</p>	<p>Continue work to cost existing services and ensure consistency with East Sussex and Surrey, i.e. 'apples with apples'.</p> <p>Calculate the 'break-even' point with regard to BHCC being able to achieve required savings.</p> <p>Identify 'managed on behalf of' (MOBO) budgets.</p> <p>Where trajectory and scale of savings required by Orbis and BHCC does not align, negotiate on possible solutions.</p>	<p>Financial analysis is close to completion, including the treatment of MOBO budgets.</p> <p>BHCC need 30% savings by 2020, and will need to deliver a proportion of this through the MOBO route.</p> <p>Principle of negotiation agreed with Orbis if required, however BHCC financials need to be appropriate for Orbis as well as the other way around.</p>
<p>2. The level of investment that could be required in ICT infrastructure</p>	<p>Establish best-estimate range of investment required to:</p> <ul style="list-style-type: none"> a) Support existing BHCC systems up to a 'natural' point for integration; and b) Integrate BHCC and partner core systems. 	<p>This work is well under way. The timing of when business critical systems need to be replaced broadly aligns across the three councils.</p> <p>More work will be required to identify the costs of change, and system integration will not take place for at least three years.</p>
<p>3. Service Level assessment, i.e. will the services be fit for purpose?</p>	<p>Consider using template approach to identify all services and then how BHCC compares to partners.</p> <p>Identify level of efficiency versus partners using high level benchmarks.</p> <p>Identify services that BHCC uniquely provide and work with customers to understand need. Recommend to P, R & G which services we want to continue, but that we do not wish to place in Orbis.</p> <p>Identify quick wins (services that could be traded irrespective</p>	<p>Good progress has been made on Legal Services and Internal Audit. There is significant alignment in terms of how partners work.</p> <p>Some progress has been made on ICT, Procurement, and Human Resources & Organisational Development with more work required in Finance, Property, and Business Operations. Revenue & Benefits needs to be treated differently, as this is common to BHCC only – however there is potentially strong alignment with Business Operations.</p> <p>BHCC are assessing the work that could be placed in Business Operations by process mapping across a number of services.</p>

	of Orbis).	
4. Legal form and governance.	<p>David Kuenssberg to integrate into Orbis Leadership Team (OLT) as soon as possible.</p> <p>BHCC governance to be agile through due diligence phase.</p>	<p>David has started attending OLT meetings.</p> <p>Orbis is a standing agenda item at weekly BHCC team meetings for Finance & Resources. The programme management resource has increased.</p> <p>Cllr Les Hamilton represents BHCC on the Orbis Joint Committee.</p>

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

ORBIS JOINT COMMITTEE



DATE: 18 JULY 2016

LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL) AND JOHN STEBBINGS (CHIEF PROPERTY OFFICER, SURREY COUNTY COUNCIL)

SUBJECT: ORBIS INDUCTION (ENGAGE)

PURPOSE OF REPORT:

To provide the Joint Committee with an update on development of an EPIC induction process for Orbis.

INTRODUCTION

It is recognised that to fulfil Orbis' vision as the 'Compelling Alternative' it is vital that new staff joining Orbis have a positive experience from the time they accept the offer of employment, to starting in their role and the support they receive in the months after joining.

The aspiration is to create an induction process for new Orbis employees that embeds the partnership values and ensures they have the tools and skills to help shape the future of Orbis. An approach has therefore been developed to help ensure that all staff are welcomed into Orbis in the right way and have the appropriate support and equipment to enable them to work effectively from day one.

RECOMMENDATIONS:

It is recommended that the Orbis Joint Committee reviews and notes the approach outlined in this report for inducting new staff into Orbis.

DETAILS:

1. An induction can make the difference between a business that grows quickly and one that does not grow at all.
2. The induction approach has been developed by a group of EPIC champions that have led the design and consultation process
3. The main focus of the Orbis induction is to engage staff and will therefore do the following:
 - a. provide all new employees with a sense of belonging;
 - b. give new Orbis employees access to the knowledge needed to flourish in their role; and
 - c. accelerate their development to achieve EPIC performance in the shortest period of time

CONSULTATION:

- Orbis Leadership Team
- EPIC champions
- Trade Unions

WHAT HAPPENS NEXT:

4. The new approach is being trialled in July 2016.
-

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:

Appendix1 – Orbis Induction slide pack

Sources/background papers:

None

Engage Induction

Presented by:

Holly Igglesden & Tobe Puckey

on behalf of the Induction Working Group



Introduction

Who are we?

- Tobe Puckey – Orbis IT & Digital
- Holly Igglesden – Orbis Property

Our working group:

- Amy Newnham
- Susan Holt
- Elaine Thomas
- Lyn Duggan
- Ramesh Panchagnula
- Kerry Nicol
- Grace Schultz
- Joanna Klimera
- Payssani Wickramaratna
- Siobhan Dodson
- Tom Holmwood
- Laurence Ranger
- Suresh Navaratnam

Compelling Need

“We want to create an induction process for new Orbis employees which embeds the partnership values, and ensures they have the tools and skills to help shape the future of Orbis.”

Why?

“An induction can make the difference between a business that grows quickly, and one that does not grow at all.”

A good induction:

- ✓ Happier workforce
- ✓ Save time
- ✓ Staff & skill retention



What have we been doing?

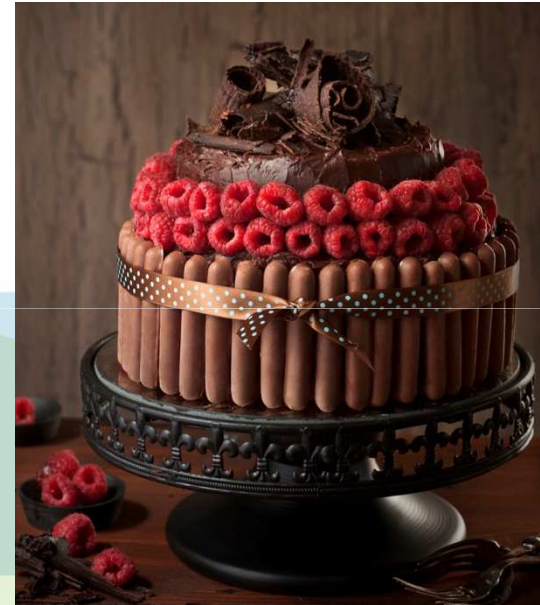


How do we make an EPIC induction? **Orbis**



EPIC Recipe

- Correct base ingredients
- The right people involved
- Relevant decorations
- Cake stand
- Ribbon
- Refining the recipe



Engage

the Orbis Induction



Engage, the Orbis Induction, will:

- ♥ Provide all new employees with a sense of belonging
- 💡 Give new Orbis employees access to the knowledge needed to flourish in their role
- 🏃 Accelerate their development to achieve EPIC performance in the shortest period of time

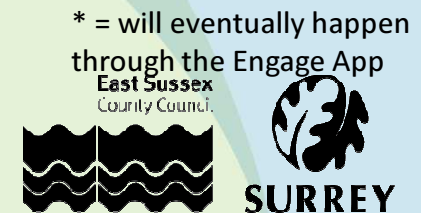
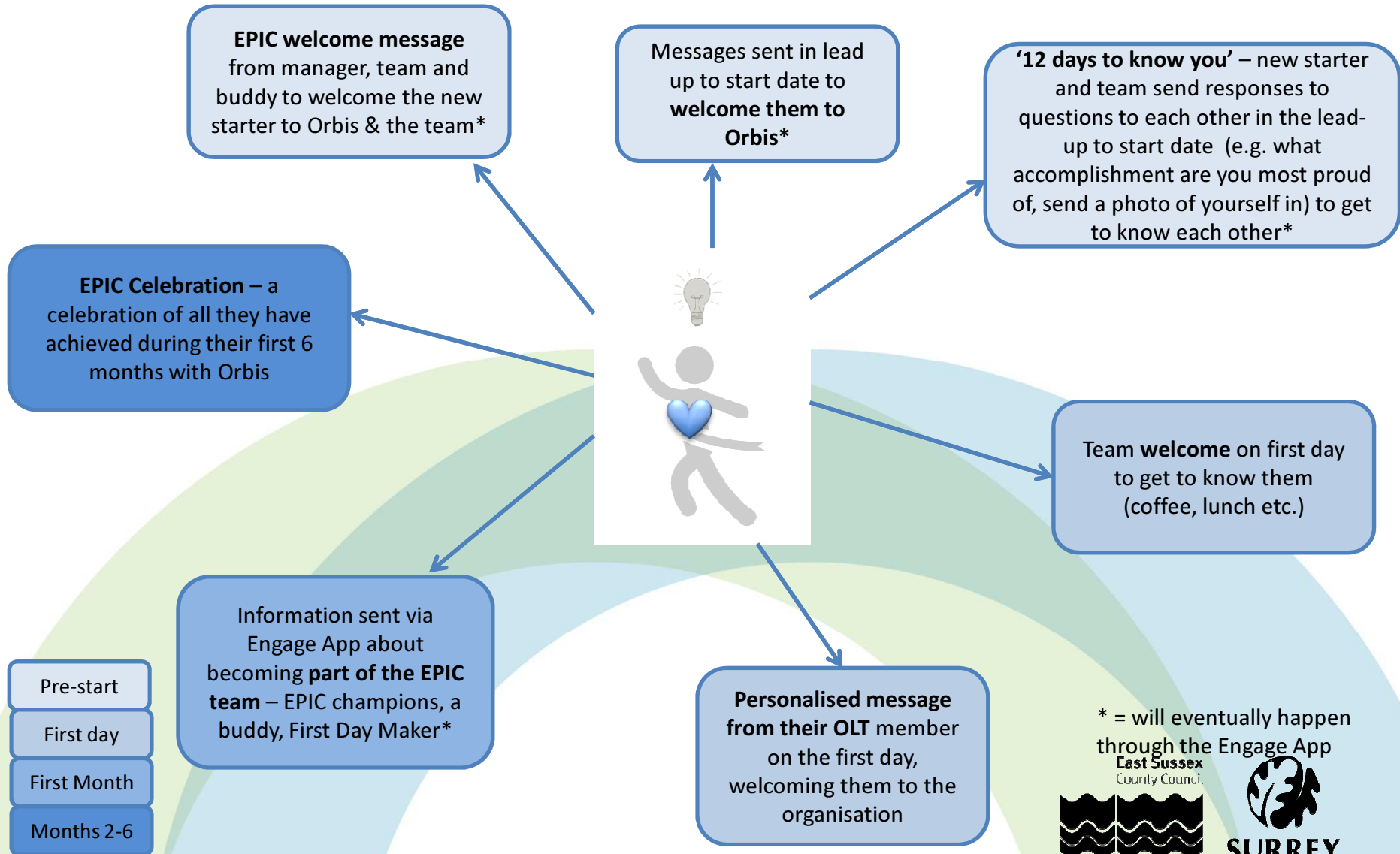


Engaging the heart

Providing all new starters with a sense of belonging

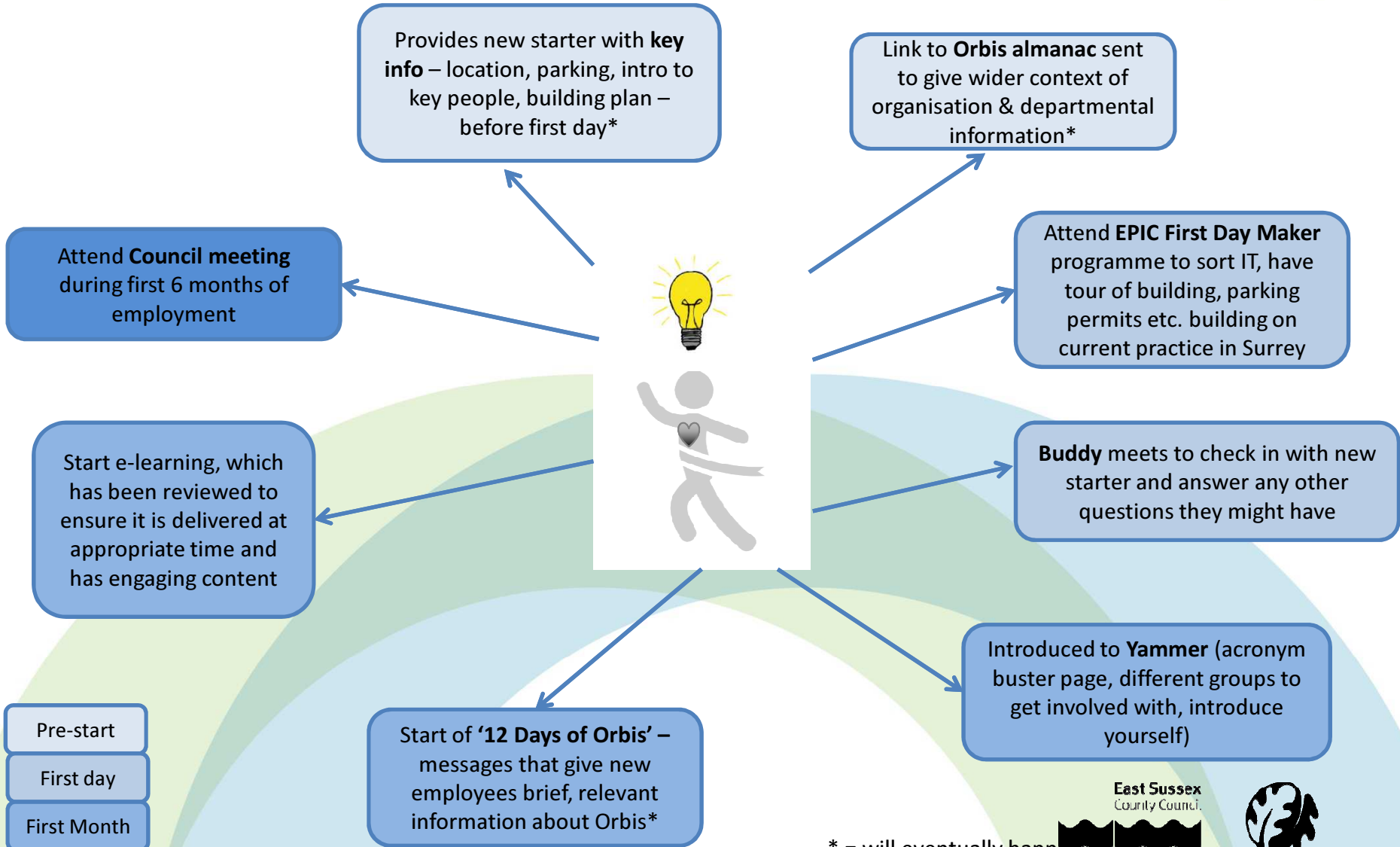


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Engaging the mind

Giving the knowledge needed to flourish in their role



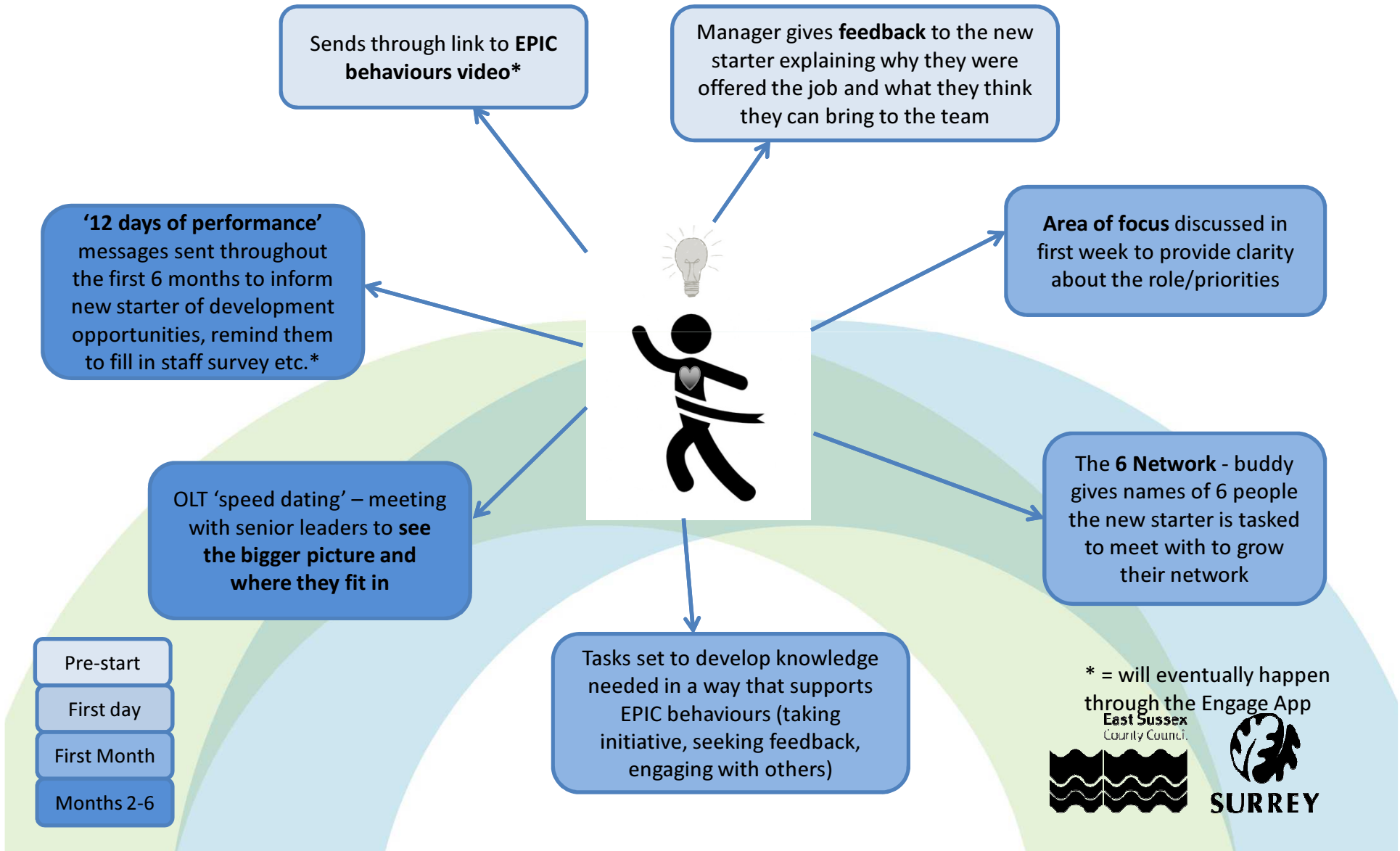
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Engaging their will

Accelerating the development of EPIC performance




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Welcome letters




The first day makers programme (FDM)



Welcome

A purple rounded rectangular card with a white circular icon at the top. The icon depicts a grey stick figure holding a blue heart. Below the icon, the word "Welcome" is written in black text.

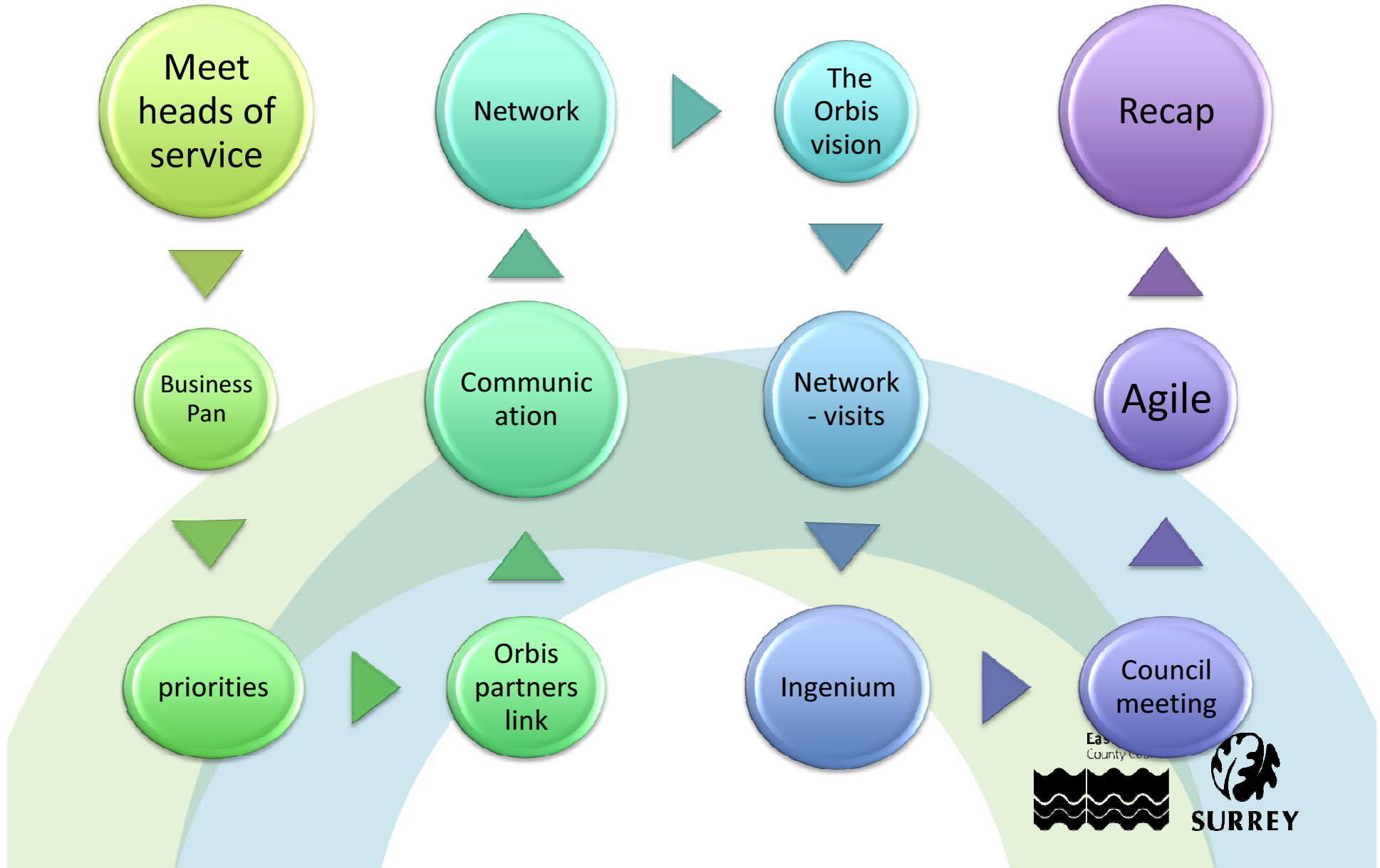
IT
HR
E-learning

A blue rounded rectangular card with a white circular icon at the top. The icon depicts a grey stick figure holding a glowing yellow lightbulb. Below the icon, the text "IT", "HR", and "E-learning" is written in black text, stacked vertically.

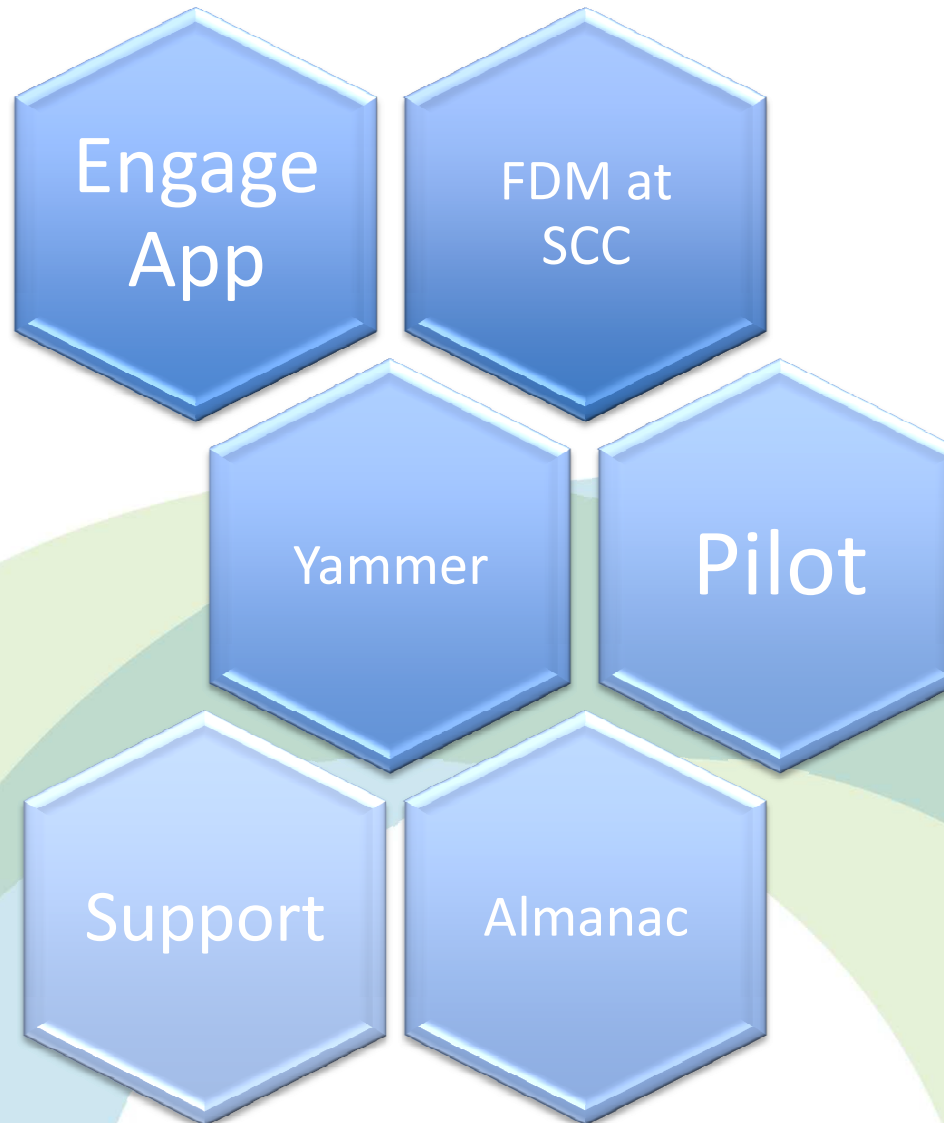
Guest speaker
GO!

A light blue rounded rectangular card with a white circular icon at the top. The icon depicts a black stick figure holding a grey lightbulb. Below the icon, the text "Guest speaker" and "GO!" is written in black text, stacked vertically.

The 12 days of Engage



Where we are now



What's next?



*Thank
you*



Any questions?

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

ORBIS JOINT COMMITTEE



DATE: 18 JULY 2016

LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL) AND JOHN STEBBINGS (CHIEF PROPERTY OFFICER, SURREY COUNTY COUNCIL)

SUBJECT: MAY BUDGET MONITORING

PURPOSE OF REPORT:

To provide an update to the Joint Committee on the financial position of the Orbis Joint Operating Budget and the Orbis Investment Programme as at the end of May 2016.

INTRODUCTION

The Joint Committee is responsible for delivering services from a joint operating budget and for ensuring successful implementation of the partnership from a joint investment fund.

The joint operating budget and investment fund need to be managed and monitored effectively to ensure good financial management in line with both East Sussex County Council (ESCC) and Surrey County Council's expectations as well as to ensure that benefits are tracked and realised.

RECOMMENDATIONS:

The Orbis Joint Committee is asked to:

1. note the forecast zero budget variance at year end on both the joint operating budget and investment fund; and
2. note that Orbis forecast to achieve £1.2m efficiencies by year end.

REASON FOR RECOMMENDATIONS:

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

DETAILS:

3. The Joint Operating Budget is £53.1m. This includes £1.2m of efficiency savings. The 2016/17 budget for investment to achieve a successful partnership is £3.3m, which includes £0.5m carried forward from 2015/16.
4. As at 31 May 2016, forecast spending across the services is in line with both the Joint Operating Budget and the Orbis Investment Budget., There are, however, some risks which are being closely monitored and may lead to year end variances.

Orbis Joint Operating Budget

5. Services are planning to spend to their budgets this year but there are some risks to achieving this.
6. In addition to the savings to be delivered this year, Orbis is expected to deliver further savings of £3.1m in 2017/18 as part of the Business Plan. Since the major budget is staffing, services in the partnership are planning restructures and may deliver some of the savings this year as these changes take place and vacancies are held. This may lead to an underspend in 2016/17.
7. The Business Operations savings are £0.6m, reorganisations have taken place to deliver these but there are still income risks and possible delayed savings from implementing the new e-invoicing system. The service is planning to surmount the income pressure by reviewing the services it offers and the costs of delivering them. The e-invoicing system has been implemented and should realise full year savings from 2017/18.

Table 1: 2016/17 Joint Operating Budget

Joint Operating Budget	YTD Budget £000s	YTD Actual £000s	YTD Variance £000s	Full Year Budget £000s	Full Year Forecast £000s	Full Year Variance £000s
Business Operations	855	629	-226	5,130	5,130	0
Finance	1,571	1,745	174	9,426	9,426	0
Human Resources	853	429	-424	5,120	5,120	0
Information & Technology	2,884	2,768	-115	17,303	17,303	0
Management	393	136	-257	2,359	2,359	0
Procurement	583	549	-34	3,496	3,496	0
Property	1,712	1,585	-127	10,272	10,272	0
Orbis Net Expenditure	8,851	7,842	-1,009	53,105	53,105	0

Subjective Analysis	YTD Budget £000s	YTD Actual £000s	YTD Variance £000s	Full Year Budget £000s	Full Year Forecast £000s	Full Year Variance £000s
Income	-1,704	-2,519	-816	-10,222	-10,222	0
Staffing	9,416	8,885	-531	56,497	56,497	0
Non-staffing	1,138	1,475	337	6,830	6,830	0
Total Expenditure	10,555	10,361	-194	63,327	63,327	0
Orbis Net Expenditure	8,851	7,842	-1,009	53,105	53,105	0

Revenue Contribution	YTD Budget £000s	YTD Actual £000s	YTD Variance £000s	Full Year Budget £000s	Full Year Forecast £000s	Full Year Variance £000s
ESCC Contribution to Orbis	2,653	2,350	-302	15,916	15,916	0
SCC Contribution to Orbis	6,198	5,491	-707	37,189	37,189	0
	8,851	5,491	-707	37,189	37,189	0

Efficiencies

8. The Joint Operating budget includes challenging efficiency savings and increased income targets of £1.2m. Services plan to achieve all of these savings. However there are some risks to deliver some of the Business Operations Savings where the target is highest. The other services may be able to deliver some 2017/18 savings early to offset these timing pressures in Business Operations.

Business Operations has reorganised to achieve most of its savings, but there are some risks to delivering its income targets and implementing a new e-invoicing system. The service has reduced the risk since the start of the year estimate and is working to achieve these full year saving in 2017/18.

Table 2: 2016/17 Efficiencies

Efficiency Saving	Plan	Plan	Forecast	Forecast
	2016/17	RAG	2016/17	RAG
	£000		£000	
Business Operations				
staffing	-310	G	-310	G
e-invoicing	0		-41	G
income	-100	G	-100	G
Business Operations				
e-invoicing	-91	A	-50	A
income & staffing	-80	A	-80	A
Finance (staffing)	-265	G	-265	G
Human Resources (staffing)	-160	G	-160	G
Information Management (staffing)	-85	G	-85	G
Management	0	G	0	G
Procurement (staffing)	-40	G	-40	G
Property (staffing)	-96	G	-96	G
	-1,227		-1,227	

Orbis Investment

9. The estimated amount of investment required to ensure the success of the partnership and deliver the efficiency savings is £7.6m, over five years from 2014/15. The partnership is responsible for ensuring this is effectively managed and as a result this will continually be monitored and reported to the Orbis Leadership Team monthly and the Joint Committee quarterly.
10. The amount earmarked in both authorities' 2016/17 budgets for Orbis Investment totals £3.3m. Of this, the councils have given their approval to spend £0.75m. This is primarily for the Orbis Programme Team and redundancies. It is currently estimated that the remaining funding of £2.6m will be required and spent, subject to the appropriate approval.

Table 3: 2016/17 Orbis Investment

Orbis Investment	Plan £000	YTD Actual £000	Estimate £000	FY Var £000
Programme Level				
Programme Manager	78	12	78	0
Programme Co-ordinator	40	0	40	0
Business Analyst	40	0	40	0
	158	12	158	0
Driver Programmes				
Service Design Procurement	32	0	32	0
	32	0	32	0
Enabling Programme Support				
People & change Programme Director	107	20	107	0
Organisational Design Manager	54	10	54	0
Senior Engagement Officer	48	7	48	0
Internal IT Support	31	0	31	0
Other non-Staffing	0	5	0	0
	240	42	240	0
Total Programme Expenditure	430	54	430	0
Joint Bandwidth & Synchronise email	67	0	67	0
Redundancy	256	18	256	0
Total Approved Expenditure	753	71	753	0
Earmarked but not approved to proceed				
Core IT	1,005	0	1,005	0
Business Services IT	1,098	0	1,098	0
External Advice	250	0	250	0
Contingency	217	0	217	0
	2,569	0	2,569	0
Total Orbis Investment	3,322	71	3,322	0

WHAT HAPPENS NEXT:

11. The Orbis Leadership Team will review the position each month and report this to the Joint Committee. It will brief both members in the months that the committee does not have a meeting.
12. The quarter 1 position will be reported to each member by the end of July. The Joint Committee will review the period 4 position on 21 October 2016.

Contact Officers:

Adrian Stockbridge, Orbis Programme Manager

Consulted:

Kevin Foster – Chief Operating Officer

John Stebbings – Chief Property Officer

Tom Alty – Finance Manager

Louise Lawson – Senior Principal Accountant

Susan Smyth – Strategic Finance Manager
Marie Nickalls – Head of Finance

Appendices:

None

Sources/background papers:

- Joint Budgets Report 22 April Joint Committee

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

ORBIS JOINT COMMITTEE



DATE: 18 JULY 2016

LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL) AND JOHN STEBBINGS (CHIEF PROPERTY OFFICER, SURREY COUNTY COUNCIL)

SUBJECT: ORBIS SAVINGS PLANS

PURPOSE OF REPORT:

To provide an update to the Joint Committee on development of plans to realise the benefits specified in the Orbis business plan, including savings for 2017/18.

INTRODUCTION

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

Work has been progressing to create detailed plans that highlight the areas where savings in 2016/17 and 2017/18 will be achieved.

RECOMMENDATIONS:

It is recommended that the Orbis Joint Committee:

- i. Notes the development of plans for delivering the required savings in 2017/18.

REASON FOR RECOMMENDATIONS:

The Joint Committee is responsible for ensuring the sound financial management of the partnership, overseeing delivery of the business plan, as well as monitoring delivery of benefits and investment.

DETAILS:

1. To ensure that the benefits of the Orbis business plan can be delivered, it is imperative that robust plans are created to understand how and when savings will be realised.

2. It is recognised that planning now for benefits that need to be delivered in 2017/18 is prudent and will provide assurance to both the Joint Committee and Senior Officers that benefits will be achieved.
3. Further information on the savings plan is contained in item 13 in Part 2 of the agenda.

WHAT HAPPENS NEXT:

4. The plans for savings in 2017/18 will be further developed and the position reported back to Joint Committee in October 2016.

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:

None

Sources/background papers:

- Orbis Inter Authority Agreement
-

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

ORBIS JOINT COMMITTEE



DATE: 18 JULY 2016

LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL) AND JOHN STEBBINGS (CHIEF PROPERTY OFFICER, SURREY COUNTY COUNCIL)

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 and develop future partnership opportunities.

INTRODUCTION

1. We recognise that in order to deliver the Orbis Business Plan, 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.
2. A report detailing the reasons for seeking a transformation partner, and the approach being undertaken, was presented to Joint Committee on 22 April 2016.

RECOMMENDATIONS:

It is recommended that:

3. The Joint Committee notes progress in the selection of an organisation to support the delivery of the Business Plan.

REASON FOR RECOMMENDATIONS:

4. To ensure the Joint Committee is informed about the latest developments in selection of a transformation partner.

DETAILS:

5. Orbis has committed to a level of savings in the Business Plan (£8.3m) and it is imperative that these savings are delivered. The scale and pace required to deliver service transformation, in order to deliver improved outcomes for customers and service users, will ultimately deliver improved efficiency and reduce costs.
6. Orbis is looking for an external partner to help deliver the Orbis programme of works, which will provide a range of business advice and support needs.
7. Both Surrey and East Sussex Councils try to minimise the use of external consultancy services and we have been very clear in this instance that we are not seeking to enter into a traditional consultancy arrangement with a standard rate

card approach. Therefore agreeing an innovative approach to this arrangement is key, with both parties needing to have clearly defined commitments, deliverables and agreed outcomes.

8. Where it is possible to draw on existing skills that are already present within the business we will do this, and backfill staff roles where appropriate, as this will be less expensive than paying standard consultancy rates. An example of this could be for process re-engineering or project management, where skills of this type already exist within the business.
9. 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'.
10. 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
11. A procurement exercise has been undertaken through an organisation called Nepro (North East Procurement Organisation). Nepro provide a neutral vendor solutions framework for specialist professional services and the process is fully OJEU (Official Journal of the European Union) compliant.
12. Further information on the procurement process is contained in agenda item xx in part 2 of the agenda.

CONSULTATION:

13. A report detailing the approach and reasons for seeking a transformation partner was shared with the Orbis Joint Committee on 22 April 2016.
14. Officers and Nepro Staff involved in the selection process are listed below:
 - Kevin Foster – Chief Operating Officer
 - John Stebbings – Chief Property Officer
 - Leatham Green – Programme Director People and Change
 - Matt Scott – Orbis CIO
 - Laura Langstaff – Head of Procurement
 - Keith Coleman – Procurement Category Manager
 - Chris Penny - Implementations and Service Optimisation - Nepro

WHAT HAPPENS NEXT:

15. Further information on next steps is contained in agenda item 14 in Part 2 of the agenda.

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:

None

Sources/background papers:

None

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

ORBIS JOINT COMMITTEE



DATE: 18 JULY 2016

LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL) AND JOHN STEBBINGS (CHIEF PROPERTY OFFICER, SURREY COUNTY COUNCIL)

SUBJECT: SERVICE UPDATE - INFORMATION TECHNOLOGY (ICT/IMT)

PURPOSE OF REPORT:

To provide an update to the Joint Committee on development of plans for detailed design and integration of services in the IT function.

INTRODUCTION

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

RECOMMENDATIONS:

It is recommended that Orbis Joint Committee notes the content of the update for the IT department.

REASON FOR RECOMMENDATIONS:

3. 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:

4. A spotlight details the approach for a specific service and specifies the areas of focus, savings targets and management structure for tier 3. Further information is contained under item 15 in Part 2 of the agenda.

CONSULTATION:

- Matthew Scott – Orbis Chief Information Officer
- Kevin Foster – Chief Operating Officer
- John Stebbings – Chief Property Officer
- Leatham Green – Programme Director People and Change

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:

None

Sources/background papers:

None

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