

## Notice of Meeting



## Orbis Joint Committee



**Date & time**  
Friday, 21 October  
2016 at 2.00 pm

**Place**  
Committee Room,  
County Hall, Lewes

**Contact**  
Andrew Baird  
Room 122, County Hall  
Tel 020 8541 7609  
andrew.baird@surreycc.gov.uk

**Chief Executive**  
David McNulty

or

Martin Jenks, West D,  
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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 or Martin Jenks on 01273 481 327.**

### Elected Members

Ms Denise Le Gal (Business Services and Resident Experience, Surrey County Council)

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  
- 14)

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 ORBIS JOINT COMMITTEE FORWARD PLAN

(Pages  
15 - 18)

To consider the forward plan for the Orbis Joint Committee.

### 5 ORBIS BUDGET MONITORING REPORT - JULY

(Pages  
19 - 24)

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 July 2016.

### 6 ORBIS OPERATING BUDGET 2017/18

(Pages  
25 - 28)

To provide an update to the Orbis Joint Committee on the 2017/18 Orbis Operating Budget, in order for the Joint Committee to recommend budget proposals to East Sussex County Council and Surrey County Council.

### 7 ORBIS BRIGHTON AND HOVE CITY COUNCIL (BHCC) UPDATE

(Pages  
29 - 40)

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

### 8 ORBIS ERNST & YOUNG (EY) CONSULTANCY PARTNERSHIP UPDATE

(Pages  
41 - 56)

To provide an update to the Orbis Joint Committee on the development of the partnership between Orbis and Ernst & Young (EY).

### 9 ORBIS PEOPLE AND CHANGE UPDATE REPORT

(Pages  
57 - 68)

To provide an update on the People and Change workstream in Orbis.

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

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

Published: 13 October 2016

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**MINUTES** of the meeting of the **ORBIS JOINT COMMITTEE** held at 2.00 pm on 18 July 2016 at Members' Conference Room, County Hall, Kingston upon Thames, KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on 21 October 2016.

**Elected Members:**

- \* Ms Denise Le Gal
- \* Councillor David Elkin

**Officers in attendance:**

**East Sussex County Council (ESCC):**

Kevin Foster, Chief Operating Officer  
Leatham Green, Programme Director, People and Change  
Marie Greenan, Orbis Programme Coordinator  
Matt Scott, Chief Information Officer  
Tobe Puckey, Applications Support Officer  
Sergio Sgambellone, Director of Human Resources

**Surrey County Council (SCC):**

John Stebbings, Chief Property Officer  
Sheila Little, Director of Finance  
Adrian Stockbridge, Orbis Programme Manager  
Matt Scott, Chief Information Officer  
Holly Igglesden, Executive Assistant  
Sergio Sgambellone, Director of Human Resources

**Brighton and Hove City Council (BHCC):**

Graham Liddell, Head of Internal Audit

**38/16 APOLOGIES FOR ABSENCE [Item 1]**

There were none.

**39/16 MINUTES OF THE PREVIOUS MEETING [Item 2]**

The minutes were agreed as a true record of the meeting.

**40/16 DECLARATIONS OF INTEREST [Item 3]**

None were received.

**41/16 PROCEDURAL MATTERS [Item 4]**

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

There were none.

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

There were none.

#### **42/16 ORBIS JOINT COMMITTEE FORWARD PLAN [Item 5]**

**Declarations of interests:**

None

**Witnesses:**

Kevin Foster, Chief Operating Officer, East Sussex County Council

**Key points raised during the discussion:**

1. The Committee was informed that the decision by Brighton and Hove City Council's (BHCC) Policy, Resources and Growth Committee on whether to join the Orbis Partnership, and in what capacity, would be taken in October 2016. The outcome of due diligence processes as well as the Policy, Resources and Growth Committee's decision would have implications on the items to be considered at the Orbis Joint Committee meeting scheduled to take place on 20 January 2017 and which may require the Forward Plan to be amended accordingly.

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

None

**RESOLVED:**

That the Orbis Joint Committee approve the Forward Plan.

#### **43/16 BRIGHTON AND HOVE CITY COUNCIL UPDATE [Item 6]**

**Declarations of interests:**

None

**Witnesses:**

Graham Liddell, Head of Internal Audit, Brighton and Hove City Council

Kevin Foster, Chief Operating Officer, East Sussex County Council

John Stebbings, Chief Property Officer, Surrey County Council

**Key points raised during the discussion:**

1. An introduction to the report was provided by the Head of Internal Audit at BHCC who advised Members that due diligence in respect of joining the Orbis Partnership was still being undertaken by BHCC. Attention was drawn to the four key areas of focus that are being used to define the due diligence as outlined in the report. More consideration would need to be given to the areas which had been identified but it was stressed that it was necessary to draw the due diligence process to a conclusion so that Policy, Resources and Growth Committee can confirm the decision to join the Partnership, subject to this due diligence, and in what capacity. The Head of Internal Audit stated that BHCC was required to make 30% savings

within its budget by 2020 and that further consideration was required on how membership of the Orbis Partnership could contribute sufficiently to BHCC achieving these savings.

2. Members inquired about the length of time that it had taken BHCC to conduct due diligence on the Orbis Partnership and why it had taken longer than anticipated. The Head of Internal Audit advised the Committee that undertaking a thorough and effective due diligence process was difficult and time-consuming even for those services at BHCC where integrating with the Partnership was expected to be relatively straightforward.
3. The Committee stated that the report read as being more cautious around the outcomes of due diligence than previous updates and asked if other options for rationalising back office functions were under consideration. Members were informed that other options had previously been reviewed but that, as of December 2015, joining Orbis was the only one that had been given any serious consideration. The Chief Operating Officer stressed that the interests of all parties involved in the partnership were paramount and that it was important to ensure, through due diligence, that BHCC would benefit and achieve considerable savings through its involvement in the partnership.

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

None

**RESOLVED:**

The Orbis Joint Committee:

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

**44/16 ORBIS INDUCTION ENGAGE [Item 7]**

**Declarations of interests:**

None

**Witnesses:**

Leatham Green, Programme Director for People and Change, East Sussex County Council

Kevin Foster, Chief Operating Officer, East Sussex County Council

John Stebbings, Chief Property Officer, Surrey County Council

Tobe Puckey, Applications Support Officer, East Sussex County Council

Holly Igglesden, Executive Assistant, Surrey County Council

**Key points raised during the discussion:**

1. Officers delivered a presentation to the Committee on a strategy which had been developed to implement an effective and engaging induction

programme for new members of staff joining the Orbis Partnership. Members were informed that inductions have the potential to contribute significantly to the success of Orbis by helping to create a happy, motivated workforce which can improve staff and skill retention thereby reducing costs arising from the recruitment process. Officers stressed that inductions should also improve the experience of managers and team members by instituting a process which enables new starters to begin their new role as soon as possible.

2. The Committee heard details of how the Orbis EPIC Induction Programme proposed to engage new starters and improve the experience of existing staff. Following consultation with managers and staff, an induction programme had been developed which included developing a buddy system, allocating IT equipment and support as standard on the first day and providing feedback on why the new starter was interviewed and appointed to the position. Members were further informed that an app was in the process of being developed which staff can access on their phone as a supplement to the induction process. Officers stated that the aspiration was to embed the process across ESCC with specific elements of the programme tailored for those joining the Orbis Team.
3. Members requested information on who was responsible for implementing the First Day Makers programme and were informed that at SCC the process was owned by the Training Team whereas at ESCC this was still in the process of being decided. The Committee asked to receive an update on the implementation of the EPIC Induction Programme at its meeting on 20 January 2017 as part of a Service Spotlight including information on who was responsible for the induction Programme at ESCC.

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

The Committee to receive an update on the implementation of the EPIC Induction Programme at its meeting on 20 January 2017 as a Service Spotlight. The update should include information on who was responsible for the induction Programme at ESCC.

**RESOLVED:**

The Orbis Joint Committee reviewed and noted the approach outlined in the report for inducting new staff into Orbis.

**45/16 MAY BUDGET MONITORING [Item 8]**

**Declarations of interests:**

None

**Witnesses:**

Kevin Foster, Chief Operating Officer, East Sussex County Council  
John Stebbings, Chief Property Officer, Surrey County Council

**Key points raised during the discussion:**



1. Attention was drawn to Table 1 on page 42 of the agenda, the Committee indicated that there appeared to be an underspend in expenditure on staffing which appeared to result in a significant saving to Orbis. The Chief Operating Officer advised Members that there was a discrepancy in when costs hit the ledger and that by the end of the year the amount of savings made through reduced expenditure on staff would not be as significant as that suggested in the report.

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

None

**RESOLVED:**

The Orbis Joint Committee:

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

**46/16 ORBIS SAVINGS PLANS [Item 9]**

**Declarations of interests:**

None

**Witnesses:**

None

**Key points raised during the discussion:**

None

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

None

**RESOLVED:**

The Orbis Joint Committee noted the development of plans for delivering the required savings in 2017/18.

**47/16 ORBIS TRANSFORMATION PARTNER [Item 10]**

**Declarations of interests:**

None

**Witnesses:**

None

**Key points raised during the discussion:**

None

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

None

**RESOLVED:**

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

**48/16 SERVICE UPDATE - INFORMATION TECHNOLOGY (ICT/IMT) [Item 11]**

**Declarations of interests:**

None

**Witnesses:**

None

**Key points raised during the discussion:**

None

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

None

**RESOLVED:**

The Orbis Joint Committee noted the content of the update for the IT department.

**49/16 EXCLUSION OF THE PUBLIC [Item 12]**

**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 Part 1 of Schedule 12A of the Act.

**50/16 ORBIS SAVINGS PLANS (PART 2 REPORT) [Item 13]**

**Declarations of interests:**

None

**Witnesses:**

Kevin Foster, Chief Operating Officer, East Sussex County Council  
John Stebbings, Chief Property Officer, Surrey County Council  
Sheila Little, Director of Finance, Surrey Council Council

**Key points 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 recommendations.

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

Actions arising from this item are set out in the Part 2 minutes.

**RESOLVED:**

The Committee approved the recommendations set out in the confidential report.

**51/16 ORBIS TRANSFORMATION PARTNER (PART 2 REPORT) [Item 14]**

**Declarations of interests:**

None

**Witnesses:**

Kevin Foster, Chief Operating Officer, East Sussex County Council  
John Stebbings, Chief Property Officer, Surrey County Council

**Key points raised during the discussion:**

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

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

Actions arising from this item are set out in the Part 2 minutes.

**RESOLVED:**

The Committee approved the recommendations set out in the confidential report.

**52/16 SERVICE UPDATE - INFORMATION TECHNOLOGY (ICT/IMT) (PART 2 REPORT) [Item 15]**

**Declarations of interests:**

None

**Witnesses:**

Kevin Foster, Chief Operating Officer, East Sussex County Council  
John Stebbings, Chief Property Officer, Surrey County Council  
Matt Scott, Chief Information Officer, East Sussex County Council and Surrey County Council.

**Key points raised during the discussion:**

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

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

Actions arising from this item are set out in the Part 2 minutes.

**RESOLVED:**

The Committee approved the recommendations set out in the confidential report.

**53/16 DATE OF THE NEXT MEETING [Item 16]**

The Committee noted that's it next meeting would take place on 21 October 2016.

Meeting ended at: 3.25 pm

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**Chairman**

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  
21 October 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).

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### Report contact:

Andrew Baird, Regulatory Committee Manager, Surrey County Council, Tel 020 8541 7609, [andrew.baird@surreycc.gov.uk](mailto:andrew.baird@surreycc.gov.uk)

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

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## Orbis Joint Committee forward plan

Appendix 1

Date	Title	Summary	Responsible Officer(s)	Notes
<b>21 October</b>	July Budget Monitoring report	To update the Committee on the financial position of the Orbis Joint Operating Budget at the end of July 2016.	Kevin Foster, Chief Operating Officer, ESCC John Stebbings, Chief Property Officer, SCC	
	Orbis Operating Budget 2017/18	To update the Committee on the 2017/18 Orbis operating budget to recommend budget proposals to ESCC and SCC.	Kevin Foster, Chief Operating Officer, ESCC John Stebbings, Chief Property Officer, SCC	
	Brighton & Hove City Council Update	To receive an update on the decision on BHCC's Policy and Resources Committee Decision on whether to join the Orbis Partnership.	David Kuenssberg, Chief Finance Officer, Brighton & Hove City Council	
	Orbis and EY Consultancy Partnership	To provide an update to the Committee on the development of the partnership between Orbis and EY.	Kevin Foster, Chief Operating Officer, ESCC John Stebbings, Chief Property Officer, SCC	
	Orbis People and Change Update	To apprise the Committee of work being undertaken to embed staff development and innovation across Orbis.	Kevin Foster, Chief Operating Officer, ESCC John Stebbings, Chief Property Officer, SCC	
<b>20 January 2017</b>	Monitoring report	Regular monitoring budget report to provide an update on progress against savings targets.	Kevin Foster, Chief Operating Officer, ESCC John Stebbings, Chief Property Officer, SCC	



<p><b>20 January 2017</b></p>	<p>Orbis 2017/18 Budget</p>	<p>Provide update on operating budget for 2017/18</p>	<p>Kevin Foster, Chief Operating Officer, ESCC</p> <p>John Stebbings, Chief Property Officer, SCC</p>
	<p>Brighton and Hove City Council Orbis Membership</p>	<p>To provide a recommendation to Cabinet for BHCC to join Orbis.</p>	<p>Kevin Foster, Chief Operating Officer, ESCC</p> <p>John Stebbings, Chief Property Officer,</p>
	<p>Service Spotlight – EPIC Induction Update</p>	<p>To update the Orbis Joint Committee on the progress of embedding the EPIC induction programme.</p>	<p>Tobe Puckey, Applications Support Officer Holly Igglesden, Executive Assistant</p>
	<p>Orbis and EY Consultancy Partnership</p>	<p>To provide an update to the Committee on the partnership between Orbis and EY.</p>	<p>Kevin Foster, Chief Operating Officer, ESCC</p> <p>John Stebbings, Chief Property Officer, SCC</p>
<p><b>3 April 2017</b></p>	<p>Monitoring report</p>	<p>Regular monitoring budget report to provide an update on progress against savings targets.</p>	<p>Kevin Foster, Chief Operating Officer, ESCC</p> <p>John Stebbings, Chief Property Officer, SCC</p>
	<p>Orbis and EY Consultancy Partnership</p>	<p>To provide an update to the Committee on the partnership between Orbis and EY.</p>	<p>Kevin Foster, Chief Operating Officer, ESCC</p> <p>John Stebbings, Chief Property Officer, SCC</p>

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

**ORBIS JOINT COMMITTEE**



**DATE: 21 OCTOBER 2016**

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

**SUBJECT: JULY 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 July 2016.

**INTRODUCTION**

The Joint Committee is responsible for delivering services from a Joint Operating Budget; and 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 (SCC) expectations and to ensure that benefits are tracked and realised.

**RECOMMENDATIONS:**

The Joint Committee is asked to note that:

1. services forecast -£0.5m budget variance at year end on the Joint Operating Budget and zero variance on the investment fund.
2. services are forecast to achieve £1.8m efficiencies by year end.

**REASON FOR RECOMMENDATIONS:**

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

**DETAILS:**

1. 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.
2. As at 31 July 2016 services are forecast to deliver £0.5m of 2017/18 efficiency savings within the Joint Operating Budget early.

## Orbis Joint Operating Budget

3. The following tables show the full year forecast position of the Joint Orbis Budget by service and the revenue contribution for each authority.

Table 1 Joint Operating Budget by service

	Budget £000s	Forecast £000s	Variance £000s		Budget £000s	Forecast £000s	Variance £000s
<b>Business Operations</b>				<b>Management <sup>1</sup></b>			
Staffing	10,081	10,081	0	Staffing	498	383	-115
Non-Staffing	776	776	0	Non-Staffing	1,685	1,685	0
Income	-5,679	-5,679	0	Income	0	0	0
	<b>5,177</b>	<b>5,177</b>	<b>0</b>		<b>2,183</b>	<b>2,068</b>	<b>-115</b>
<b>Finance</b>				<b>Procurement &amp; Commissioning</b>			
Staffing	10,282	10,132	-150	Staffing	3,361	3,361	0
Non-Staffing	421	421	0	Non-Staffing	303	303	0
Income	-1,244	-1,244	0	Income	-154	-154	0
	<b>9,459</b>	<b>9,309</b>	<b>-150</b>		<b>3,510</b>	<b>3,510</b>	<b>0</b>
<b>Human Resources</b>				<b>Property</b>			
Staffing	4,926	4,926	0	Staffing	10,238	10,168	-70
Non-Staffing	733	733	0	Non-Staffing	1,274	1,274	0
Income	-566	-566	0	Income	-1,202	-1,202	0
	<b>5,094</b>	<b>5,094</b>	<b>0</b>		<b>10,310</b>	<b>10,240</b>	<b>-70</b>
<b>Information &amp; Technology</b>							
Staffing	17,322	17,122	-200				
Non-Staffing	1,637	1,637	0				
Income	-1,587	-1,587	0				
	<b>17,372</b>	<b>17,172</b>	<b>-200</b>				

<sup>1</sup> Management costs include an adjustment to ensure that the cost of pension contributions is similar in both SCC & ESCC.

Table 2: Total Joint Operating Budget and revenue contributions by ESCC and SCC

	Budget £000s	Forecast £000s	Variance £000s
Staffing	56,707	56,172	-535
Non-Staffing	6,829	6,829	0
Income	-10,431	-10,431	0
<b>Grand Total</b>	<b>53,105</b>	<b>52,570</b>	<b>-535</b>
<b>Revenue Contribution to Orbis</b>			
ESCC	15,916	15,756	-160
SCC	37,189	36,814	-375
<b>Total</b>	<b>53,105</b>	<b>52,570</b>	<b>-535</b>



4. 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 majority of Orbis' budget is spent on staffing, services are planning restructures and are likely to deliver some of the savings this year as these changes take place and vacancies are held. This is likely to lead to a year end underspend of -£0.5m.
5. The Business Operations' savings are £0.6m. Reorganisations have taken place to deliver these, however there are still income risks and possible delayed savings from implementing the new e-invoicing system. The service is planning to overcome 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.

## Staffing

6. The Orbis Joint Committee is responsible for managing all aspects of the Joint Operating Budget, including staffing. The staffing budget is set on the estimated labour needed to deliver its services, including an estimated level of vacancies. It expresses this as budgeted full time equivalent (FTEs) staff and converts it to a cost for the budget. The budget provides for 1,299 FTE and there are currently 77 vacancies, including vacant positions being covered by agency staff. Recruitment to vacant positions will require Head of Service/Assistant Director approval for the relevant service and will be reported to Orbis Leadership Team, under a recently introduced procedure. Table 3 shows the vacant posts for each service.

Table 3: Vacant positions

<b>FTE</b>	<b>Budget</b>	<b>Filled</b>	<b>Vacant</b>
Business Operations	319	314	-5
Finance	196	179	-17
Human Resources	104	98	-6
Information Technology	374	352	-22
Management*	8	7	-1
Procurement	66	64	-2
Property	232	208	-24
<b>Total Orbis YTD Staffing</b>	<b>1,299</b>	<b>1,222</b>	<b>-77</b>

\*Management includes support for service assistant directors and business improvement for the whole of Orbis

7. As expected, where services are holding staff vacancies to deliver savings, there is a year to date underspend on staffing of -£0.8m. Some of this underspend will fund service reviews and some will offset income pressures. The remaining year to date variances are likely to lead to the full year variance of -£0.5m reported above. The following Table provides a breakdown of the staffing year to date variance for each service.

Table 4: Year to date staffing variance

Year to Date Staffing	Budget	Forecast	Variance
	£000s	£000s	£000s
Business Operations	3,360	3,273	-87
Finance	3,427	3,288	-139
Human Resources	1,642	1,545	-97
Information Technology	5,774	5,489	-285
Management	166	157	-9
Procurement	1,120	1,134	14
Property	3,413	3,228	-185
<b>Total Orbis YTD Staffing</b>	<b>18,902</b>	<b>18,113</b>	<b>-789</b>

## Efficiencies

8. The Joint Operating Budget includes challenging efficiency savings and increased income targets of £1.2m. Services are putting plans in place to achieve a further £3.1m in 2017/18, as per the Orbis business plan to achieve annual savings of £8.3m by 2018/19.
9. Business Operations has the largest 2016/17 efficiency target within the joint Orbis budget. At the start of the year there was some concern as to whether all of this would be fully achieved; this is reflected in the amber (Red, Amber, Green) rating for the joint budget. However, the service has successfully implemented changes to its delivery model and is now on track to fully achieve its savings target.
10. As reported above, £0.5m of the 2017/18 Orbis Joint Operating Budget savings are likely to be delivered early as reflected in the table below.

Table 5: 2016/17 Efficiencies

Efficiency Saving	Plan 2016/17 £000	Forecast	
		Plan RAG	Forecast t RAG
Business Operations			
staffing	-310	G	-310 G
income	-100	G	-100 G
e-invoicing	-91	A	-91 G
income & staffing	-80	A	-80 G
Finance (staffing)	-265	G	-415 G
Human Resources (staffing)	-160	G	-160 G
Information Management (staffing)	-85	G	-285 G
Management	0	G	-115 G
Procurement (staffing)	-40	G	-40 G
Property (staffing)	-96	G	-166 G
	<b>-1,227</b>		<b>-1,762</b>

## Orbis Investment

11. 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.
12. 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 6: 2016/17 Orbis Investment

	Plan £000	YTD Actual £000	Estimate £000	Var £000
<b>Programme Level</b>				
Programme Manager	78	24	78	0
Programme Co-ordinator	40	4	25	-15
Business Analyst	40	0	40	0
	<b>158</b>	<b>28</b>	<b>143</b>	<b>-15</b>
<b>Driver Programmes</b>				
Service Design Procurement	32	0	32	0
	<b>32</b>	<b>0</b>	<b>32</b>	<b>0</b>
<b>Enabling Programme Support</b>				
People & change Programme Director	107	41	122	15
Head of Finance	0	1	-0	-0
Organisational Design Manager	54	14	14	-40
Senior Engagement Officer	48	15	44	-4
Internal IT Support	31	0	31	0
Other non-Staffing	0	8	25	25
	<b>240</b>	<b>79</b>	<b>237</b>	<b>-3</b>
<b>Total Programme Expenditure</b>	<b>430</b>	<b>108</b>	<b>411</b>	<b>-19</b>
<b>Joint Bandwidth &amp; Synch. email</b>	<b>67</b>	<b>0</b>	<b>67</b>	<b>0</b>
<b>Redundancy</b>	<b>256</b>	<b>18</b>	<b>256</b>	<b>0</b>
<b>Total Approved Expenditure</b>	<b>753</b>	<b>125</b>	<b>734</b>	<b>-19</b>
<b>Earmarked but not approved to proceed</b>				
<b>Core IT</b>	<b>1,005</b>	<b>0</b>	<b>1,005</b>	<b>0</b>
<b>Business Services IT</b>	<b>1,098</b>	<b>0</b>	<b>1,098</b>	<b>0</b>
<b>External Advice</b>	<b>250</b>	<b>0</b>	<b>269</b>	<b>19</b>
<b>Contingency</b>	<b>217</b>	<b>0</b>	<b>217</b>	<b>0</b>
	<b>2,569</b>	<b>0</b>	<b>2,588</b>	<b>19</b>
<b>Total Orbis Investment</b>	<b>3,322</b>	<b>125</b>	<b>3,322</b>	<b>0</b>

**WHAT HAPPENS NEXT:**

13. 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 the committee does not have a meeting.
14. The Quarter 2 position will be reported to each member by the end of November. The Joint Committee will review the period Quarter 3 position in January 2017.

**Contact Officers:**

Kevin Foster – Chief Operating Officer  
John Stebbings – Chief Property Officer

**Consulted:**

Sheila Little, Integrated Director of Finance

**Appendices:**

None

**Sources/background papers:**

None

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

**ORBIS JOINT COMMITTEE**



**DATE: 21 OCTOBER 2016**

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

**SUBJECT: ORBIS OPERATING BUDGET 2017/18**

**PURPOSE OF REPORT:**

To provide an update to the Orbis Joint Committee on the 2017/18 Orbis Operating budget, in order for the Joint Committee to recommend budget proposals to East Sussex County Council and Surrey County Council.

**INTRODUCTION**

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

East Sussex County Council (ESCC) and Surrey County Council (SCC) contribute to the Joint Operating Budget in proportion to their service delivery requirements. The amount each contributes is determined as part of the financial planning process.

The Joint Committee is responsible for reviewing and recommending any proposed Joint Operating Budget efficiencies and mitigation of budget pressures identified in order for Orbis to meet the needs of the sovereign authorities. The Joint Committee should advise both councils on the likely impact of any reductions on service delivery.

**RECOMMENDATIONS:**

The Joint Committee is asked to note the latest position of the 2017/18 Joint Operating budget and recommend the level of 2017/18 Orbis Joint Operating Budget savings to Cabinets.

**REASON FOR RECOMMENDATIONS:**

The Joint Committee is responsible for the effective management of the Orbis Joint Operating Budget.

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## DETAILS:

### Existing Budget

1. In 2015 both East Sussex (ESCC) and Surrey County Council (SCC) Cabinets approved the business plan to establish a joint public-sector partnership 'Orbis', to deliver business and support services to each authority. The business plan delivers annual savings of £8.3m, on the Joint Operating Budget, by 2018/19 onwards and requires £7m investment.
2. ESCC and SCC contribute to the Orbis Joint Operating Budget and Investment in proportion to their service delivery requirements, currently 30% and 70% respectively. The 2016/17 Orbis Joint Operating Budget is £53.1m and the approved 2017/18 variations to this are as set out in the Orbis business plan. The contributions to the Joint Operating Budget are included in both authorities' financial plans.
3. The net business plan savings by service are shown in the following tables. The latest Red, Amber, Green rating for the 2016/17 savings are also included. The latest forecast is that in 2016/17 all of the savings will be achieved plus £0.5m of the 2017/18 savings.

Table 1: Net Savings as per the Orbis business plan

	2016/17 £000	2017/18 £000	2018/19 £000	Total £000	2016/17 RAG
<b>Operating Budget</b>					
Property	-56	-540	-1,200	-1,796	G
ICT	145	-879	-1,118	-1,852	G
HR	-85	-400	-625	-1,110	G
Finance	-121	-525	-994	-1,640	G
Business Operations	-581	-244	-125	-950	G
Procurement	10	-245	-15	-250	G
<b>Total Net OB Growth &amp; Savings</b>	<b>-688</b>	<b>-2,833</b>	<b>-4,077</b>	<b>-7,598</b>	
<b>Managed Budgets - IMT</b>	<b>-280</b>	<b>-110</b>	<b>-110</b>	<b>-500</b>	<b>G</b>
<b>Pension Fund</b>	<b>-182</b>	<b>0</b>	<b>0</b>	<b>-182</b>	<b>G</b>
<b>Total Business Plan Net Savings</b>	<b>-1,150</b>	<b>-2,943</b>	<b>-4,187</b>	<b>-8,280</b>	

### Budget Review

4. Following the financial challenge facing ESCC and SCC, both authorities require additional savings from Orbis and their Business Services. The Orbis Joint Committee is asked to consider and comment on how to deliver additional savings to both authorities on the Joint Operating Budget proposals.
5. SCC has reviewed its financial position and has identified a budget gap of £31m in 2017/18, increasing to £59m in 2018/19. The target reductions for Orbis and Business Services is a further 3% of the net budget. The Orbis Leadership Team (OLT) believe that the majority of the savings will be made from the budgets

managed on behalf of SCC. The Joint Committee is not responsible for scrutinising the sovereign budget savings.

6. ESCC has similar financial challenges and an expected target of £0.5m in 2017/18 will be applied to Business Services budgets in order to meet the financial gap. This will be delivered by a combination of additional Orbis operating savings and budgets managed on behalf of ESCC.

### **Budget Proposals**

7. OLT recommends that any additional Joint Operating Budget savings should have a similar impact on each authority. This means that the savings would not alter the agreed contribution ratios.
8. OLT has identified revised areas of search to deliver additional savings. This will involve further reconfiguration of services and reduction in staffing for Procurement and Property. Across Orbis, additional savings are expected to be realised from the Procurement budget that will be part of the wider restructure being undertaken in Autumn/Winter 2016/17. Property propose bringing forward some of the 2018/19 business plan savings.
9. These would be in addition to the already challenging business plan savings and may impact on the support provided to services. There is a risk to these and the business plan savings if either council's financial planning decisions require increased support from Orbis.

### **WHAT HAPPENS NEXT:**

10. A review of the partner contribution ratios is underway and recommendations will be reported to OLT.
11. The Joint Committee recommendations will be reported to the sovereign authorities as part of their financial planning.
12. The 2017/18 contributions to the Joint Orbis Operating Budget will be reported to the Joint Committee in January 2017.

### **Contact Officers:**

Kevin Foster – Chief Operating Officer  
John Stebbings – Chief Property Officer

### **Consulted:**

Sheila Little, Integrated Director of Finance

### **Annexes:**

None

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

None

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

**ORBIS JOINT COMMITTEE**



**DATE: 21 OCTOBER 2016**

**LEAD OFFICER: DAVID KUENSSBERG (EXECUTIVE DIRECTOR, FINANCE & RESOURCES)**

**SUBJECT: BRIGHTON & 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 notes the attached report presented to the Brighton and Hove City Council Policy, Resources & Growth Committee on 13 October 2016.

**REASON FOR RECOMMENDATIONS:**

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

**DETAILS:**

1. On 18 July 2016 a paper was presented to the Joint Committee providing an update on progress against Brighton and Hove City Council's (BHCC) key strategic due diligence 'tests' and highlighted issues to be resolved in order to reach a decision on service integration.
2. The report provided in Annex 1 was presented to the BHCC Policy, Resources & Growth Committee on 13 October. The report concluded that the key financial test has been met and recommended that detailed work commences with a view to integrating the council's corporate services into Orbis.
3. BHCC staff have been briefed on these recommendations and activities have commenced to agree a plan for 'on boarding' BHCC services.

## **RISK MANAGEMENT AND IMPLICATIONS:**

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

## **Legal Implications**

5. 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).
6. 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**

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

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### **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

### **Annexes:**

Annex 1 – BHCC Policy, Resources & Growth Committee Report

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

- Policy & Resources committee Paper 3 December 2015
- Policy & Resources committee Paper 28 April 2016
- Orbis Joint Committee Paper 18 July 2016

<b>Subject:</b>	<b>Orbis Partnership</b>		
<b>Date of Meeting:</b>	<b>13 October 2016</b>		
<b>Report of:</b>	<b>Executive Director for Finance and Resources</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>David Kuenssberg</b>	<b>Tel:</b> 01273 29-1333
	<b>Email:</b>	<a href="mailto:david.kuenssberg@brighton-hove.gov.uk">david.kuenssberg@brighton-hove.gov.uk</a>	
<b>Ward(s) affected:</b>	<b>All</b>		

## 1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 This report provides the Committee with an update and recommendations relating to Brighton & Hove City Council's commitment to the Orbis partnership, which currently includes East Sussex and Surrey County Councils as founding partners.

## 2. RECOMMENDATIONS

That Policy, Resources & Growth Committee to note:

- 2.1 The key financial test has been met, i.e. that the trajectory of Orbis savings is sufficiently aligned with this council's requirements to make partnership working viable and desirable.
- 2.2 Detailed work will now commence to integrate the council's corporate services into Orbis, and that progress will be communicated to the Orbis partnership and staff.
- 2.3 By taking this decision now, the council will attain founding partner status and so have a stronger influence over how Orbis manages, shapes and develops its services; this will not be possible if a decision is delayed further.
- 2.4 Services are likely to fully integrate at different times, given their relative complexity, and the relative progress made to date; there is more work to do on Property & Design in particular to make the case for integration.
- 2.5 Investment resources required to achieve integration will need to be reviewed and factored into the 2017/18 budget round.
- 2.6 In parallel, further assurance will be sought over high level financial requirements for ICT and systems investment.
- 2.7 Existing Brighton & Hove staff will retain the council's terms and conditions and that trade unions will be recognised.
- 2.8 Committee previously delegated authority to the Executive Director, Finance & Resources to agree the timings for services to integrate into the Orbis model of delivery and to sign the Inter-Authority Agreement (IAA) once it is judged appropriate to do so, following consultation with the council's Lead Member for Orbis, the Council's Chief Executive and Monitoring Officer.

2.9 The two existing Orbis members will undertake due diligence with Brighton & Hove as an integral part of the integration plan, process and activities before all parties are in a position to enter into a binding Inter-Authority Agreement.

### 3. CONTEXT / BACKGROUND INFORMATION

3.1 The Orbis partnership is based on a 'collaborate to integrate' model. This means that it starts with developing strong working relationships and seeking areas where collaborative working can provide opportunities and benefits. The integration of services within Orbis can then be developed where this provides further opportunities and benefits. Orbis is committed to a people-centred approach with a focus on developing staff and building resilient shared services that are delivered by the public sector but also have the ability to grow by providing services to others. It achieves economies by creating scale, increasing standardisation where possible, and minimising duplication.

3.2 At Policy & Resources Committee on 3 December 2015 it was agreed that, subject to a period of due diligence, BHCC would become the third founding partner in the Orbis shared services partnership for business services, joining East Sussex and Surrey County Councils.

3.3 Services in scope for delivery via the partnership are:

- Finance (some functions included in Business Operations)
- Procurement
- Internal Audit
- Revenues and Benefits
- Human Resources and Organisational Development (again some functions included in Business Operations)
- ICT
- Property & Design Services

3.4 The outcome of the options appraisal, which was the substance of that report, was that the only viable options, given time, opportunity, and the requirement to deliver a 30% reduction in budget by 2020, were to enter into an existing partnership or to 'do nothing' other than continue to reduce budgets and the service offer. The options appraisal also explored large scale outsourcing for our support functions. This showed that this option was unlikely to deliver the pace or scale of savings required and would restrict those functions' abilities to support the council through change.

3.5 A paper at Policy & Resources Committee on 28 April 2016 provided progress on due diligence and identified the key areas that were being considered.

3.6 On 18 July 2016 a further paper was presented to the Orbis Joint Committee providing an update on progress against BHCC's key strategic due diligence 'tests' and highlighted issues to be resolved in order to reach a 'stop / go' decision. The BHCC due diligence process to date has been largely "on" Orbis. It has taken longer than anticipated. This is largely due to the level of analysis required to assess financial information; each authority structures services and apportions budgets in different ways, so it is not straightforward to achieve a like-for-like comparison.

3.7 Separately, Legal Services have developed Orbis Public Law in partnership with East Sussex, Surrey, and West Sussex County Councils. Proposals for Orbis Public Law will be the subject of a separate report to this committee in December 2016.

## 4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

### Update on Due Diligence

#### Budgetary considerations (recommendation 2.1)

- 4.1 The council's corporate services are required to save approximately 30% of net costs by 2020. Table 1 shows the 2016/17 actual savings and future Indicative savings targets (against net budgets) for corporate services.

TABLE 1	Projected Brighton & Hove Savings										
	Net Budget 2016-17	Actual 2016-17		2017-18		2018-19		2019-20		Total over 4 years	
	£'000	£'000	%	£'000	%	£'000	%	£'000	%	£'000	%
Property & Design *	3,689	789	21.4%	1,148	31.1%	409	11.1%	406	11.0%	2,752	74.6%
Audit	615	64	10.4%	57	9.3%	38	6.1%	21	3.3%	179	29.1%
Financial Services ~	4,017	322	8.0%	375	9.3%	248	6.2%	135	3.4%	1,080	26.9%
Procurement	514	69	13.4%	48	9.3%	32	6.1%	17	3.3%	165	32.2%
HR & OD	2,957	335	11.3%	278	9.4%	183	6.2%	99	3.4%	895	30.3%
ICT	7,049	434	6.2%	647	9.2%	428	6.1%	234	3.3%	1,742	24.7%
<b>Total</b>	<b>18,840</b>	<b>2,013</b>	<b>10.7%</b>	<b>2,554</b>	<b>13.6%</b>	<b>1,337</b>	<b>7.1%</b>	<b>912</b>	<b>4.8%</b>	<b>6,815</b>	<b>36.2%</b>

\* The gross budget for Property & Design is significantly greater than the net budget, so this distorts the savings % against the net budget.

~ Revenues & Benefits not included here as savings are currently under review and there is no comparator data.

- 4.2 In determining whether the council's savings requirement aligns with Orbis requirements, the budgets for all services need to be defined as either 'managed on behalf of' (MoBo) or 'operating services (i.e. in scope)'.
- 4.3 Budgets identified as MoBo will be retained by the sovereign authority for them to continue to make investment and business decisions. This means whilst the services provided through Orbis will support the identification and delivery of savings, the savings against these budgets and any efficiencies identified in these budgets will be fully retained by the sovereign authority. Budgets classed as MoBo are those that could not be reasonably shared, or those where the partners are unable to treat the budget in a consistent manner. This would therefore mainly include internal income budgets and corporate council contracts such as Corporate Landlord contracts, Banking contracts, Insurance, ICT hardware, staff advertising, legal fees, and audit fees.
- 4.4 Budgets identified as 'Operating Services' will be shared within the partnership with any savings and pressures shared across the partners in line with ratios to be specified by the IAA. Operating costs mainly cover most staffing budgets and team running costs.
- 4.5 Work has been undertaken to identify the council's budgets within these categories but some costs are likely to move between categories as further detailed work continues.
- 4.6 In order to meet the key test and provide a comparison of the council's savings targets against Orbis savings targets the council's services had to be re-cast in line with the Orbis

functions as well as allocated between MoBo and operating services.

4.7 Table 2 below shows proposed Orbis savings percentages against net budgets for each of its functions for the four year period 2016/17 to 2019/20.

Orbis Current Operating Budget	Net budget 2016-17 £'000	Projected Orbis Savings					
		2016-17	2017-18	2018-19	Total 2016-17 to 2018-19	Indicative 4th yr 2019-20	Total over 4 years
Property	10,274	0.5%	8.8%	11.7%	21.0%		
Finance	9,421	1.3%	5.6%	10.6%	17.4%		
Business Operations	5,171	14.8%	9.7%	9.7%	34.1%		
Procurement	3,496	-0.3%	9.9%	0.4%	10.0%		
HR	5,250	1.6%	7.6%	11.9%	21.1%		
ICT	17,004	0.8%	5.8%	7.2%	13.8%		
Management overheads	2,488						
<b>Total</b>	<b>53,104</b>	<b>2.2%</b>	<b>6.9%</b>	<b>8.6%</b>	<b>17.7%</b>	<b>4.8%</b>	<b>22.5%</b>

4.8 In the forthcoming financial year, the difference between the Brighton & Hove's required savings (13.6%) and Orbis' (6.9%) is too wide to look at integrating budgets. The council will therefore be reliant on existing plans to meet its budgets in 2017/18.

4.9 However from 2018/19 there is close alignment, so the 3 councils could pool budgets at that point. Although the two tables are not a *direct* comparison (because some services are cut differently in Orbis – para. 3.6) they do show that in 2018/19 the overall level of savings required is broadly similar (with the exception of Property Services for reasons outlined above).

4.10 The overall savings target for 2018/19 for the council is 7.1% compared to 8.6% for Orbis. For 2019/20 the council's requirement is 4.8% and it is expected that this will be comparable to the Orbis requirement.

4.11 Pooling budgets from April 2018 rather than 2017 is acceptable to existing Orbis partners, subject to the ongoing due diligence that is referred to in this report.

#### Assessment of 'fit' with Orbis (recommendations 2.2 – 2.5)

4.12 While work is at different stages for each service, there is sufficient assurance that the Orbis approach to integration can work for the council. The strong levels of engagement and understanding regarding Procurement and Internal Audit are evidence of this. There is also now a better understanding of activities across Orbis which has been achieved through:

- Engagement in Orbis project boards and governance;
- Senior management engagement of partners across all services;
- Sharing and understanding of organisational and staffing structures;
- Detailed sharing and understanding of operating service and MoBo budgets;
- Sharing and understanding of proposed savings targets and proposed measures to achieve them.

- 4.13 As a result, there is sufficient confidence that our financial and non-financial objectives are sufficiently aligned to signal to Orbis that BHCC would wish to pursue the integration of services as soon as possible. Commitment at this stage will ensure that BHCC are able to operate as a founding partner, and be able to influence the nature and shape of services within the Orbis framework from this point forward.
- 4.14 This commitment means that Brighton & Hove will immediately behave and operate as though it is part of Orbis, even in advance of agreeing an IAA and integrating budgets. This would initiate immediate actions with and in Orbis, including (but not limited to):
- Staff engagement and service and partnership visioning events;
  - Talent development and staff performance management;
  - Co-ordinated and collaborative recruitment and retention activity;
  - Joint communications;
  - Joint management team meetings;
  - Structured shared intelligence on key national policy changes, developments and consultation;
  - Evaluation of the opportunities for and implications of integration of management and staffing structures and responsibilities;
  - Starting the partnership due diligence on budgets, integration of budgets, partnership “shareholding” and delivery plans for savings in Orbis with BHCC integrating.
- 4.15 The above actions are part of the Orbis Partner joining process and supplement the due diligence already undertaken. It would ultimately lead to a revised Orbis IAA being drafted and presented for signing. At that stage all parties will be legally committed to the partnership.
- 4.16 From experience thus far, and recognising the significance of the commitment to join Orbis, it is important that the council properly resources integration work, or else pace is sacrificed, and partnership relationships could be strained. As a result Finance & Resources will need to make adequate budgetary provision as part of the 2017/18 budget round subject to the usual business case approval process.
- 4.17 For more information, in terms of progress made on a service by service basis in addition to the progress that has been made on evaluation of the overall operating model, please note the following:
- 4.18 **Finance:** Whilst the finance service and teams have been an integral part of the development of Orbis, progress on developing the finance service model through Orbis was deferred and has recently been reinitiated following the appointment of a single lead finance director.
- 4.19 In addition, plans to evaluate and implement a new Partnership wide Business Solutions Platform (or similar) are progressing which alongside the development of the finance service model will enable the greatest opportunities for savings and efficiencies to be targeted. Following a successful planning event on 28 September, Brighton & Hove will be working with the Orbis Director of Finance on the design of the service and the integration plans and timescales.
- 4.20 **Procurement and Internal Audit:** Through close collaboration with Orbis colleagues, it has been possible to achieve sufficient assurance that integration will safeguard current service levels and provide opportunities to increase resilience for both services. Procurement teams will build on existing close working that has led to the aggregation of a number of contracts and significant savings to be achieved.

- 4.21 **Revenues & Benefits:** Given that neither Surrey nor East Sussex have this service, the decision on whether to integrate into Orbis is largely strategic. For Orbis, integration is important, as this is the service that provides a fully rounded service offer that may be of interest to other councils, notably districts councils. A key issue to resolve is how this service will be managed given that it is unique to Brighton & Hove, and it incorporates specialist policy and delivery expertise not replicated elsewhere. This will be resolved by the Orbis Joint Management Board.
- 4.22 **ICT:** The analysis is that, in order to maintain and increase the resilience of our systems and platforms, integration with Orbis would be a viable solution. There remains detailed planning to do, but there is already significant alignment in terms of service requirements across all three councils, and the Orbis ICT structure largely maps well to what will work for Brighton & Hove.
- 4.23 Each partner within Orbis would still have strategies and programmes that are sovereign to the Council e.g. Finance strategy and Medium Term Financial Plan, workforce strategy, asset management and investment strategies. In this context, the Digital First programme would remain sovereign to the council.
- 4.24 **HR:** There is a strong rationale for integration including added resilience for a function that is at the heart of supporting change. Forthcoming work will include a review of how Orbis will provide services that reflect the council's culture and complexity. Integration here would also be supported by the move to a common Business Solutions Platform or similar (as for Finance). Detailed work has commenced following the appointment of the Orbis HR Director during the summer. As with Finance, full HR integration is likely to be dependent on joint procurement of systems.
- 4.25 **Business Operations:** The Orbis Business Operations service includes operational HR, and Finance functions such as payroll, recruitment, accounts payable and accounts receivable. Brighton & Hove is assessing the work that could be placed in Business Operations by process mapping across a number of services. Orbis colleagues are being kept fully apprised on this work to ensure any decisions are consistent with the partnership model of delivery.
- 4.26 **Property & Design:** Initial work commenced in September involving the Head of Property & Design and Orbis. This will be completed by Christmas under the direction of the Director of Economy, Environment, and Culture. A key aim here is that the asset strategy work that the Brighton & Hove team leads for the council is not disrupted, given its centrality to budget stability. At this stage there remains work to do to identify how the council's strategy can best be implemented by the partnership approach.

ICT investment requirements (recommendation 2.6)

- 4.27 Orbis is developing detailed investment plans for the consolidation and integration of ICT systems across the partnership. The most significant investment required is likely to be in joining up Finance and HR systems potentially onto a single platform. Any investment proposal would be the subject of a business case. It is not possible at this stage to identify costs or benefits however partners would need to agree commitment to invest once a solution is identified.
- 4.28 The council has made some provision for investment within existing budgets (£2.6m over 4 years), however this may not be sufficient meaning that any incremental funds will need to be covered either by borrowing or capital receipts, providing there is a viable business case.



- 4.29 The council will contribute to the development of a business case as part of joining Orbis and seek to identify a working financial assumption as soon as possible.

Impact on Staff (recommendation 2.7)

- 4.30 Clearly, the decision to move individual services towards integration will be of significant interest to staff, and it is very important that the period of uncertainty for those staff is brought to a close as soon as possible. Staff are being engaged on the plans for integration and the council will formally consult when detailed service proposals are clear.

- 4.31 Key points for staff include:

- The central Orbis design principle that it is a solution that is delivered within the public sector.
- Staff currently employed by the council will continue to be employed by the council, and terms and conditions will remain unchanged.
- Trade union recognition is maintained, and
- The process for agreeing and implementing HR policies will remain sovereign.

- 4.32 The closer integration of services will be assisted by the experience that Orbis has already gained from its work to join up Surrey and East Sussex. What worked will be adopted, and what did not work will provide learning.

**Governance**

Governance of the partnership

- 4.33 Under its Terms of Reference, the Orbis Joint Committee has delegated decision making power to oversee and deliver 'the Services'. The agreed operational budget is to be referred to each of the sovereign councils for approval. Currently Councillor Leslie Hamilton has a place on the Committee but no formal voting rights. At the point Brighton & Hove is ready to formalise its place in the partnership, the Terms of Reference would change to incorporate the council's membership (as has been done with the Orbis Public Law Joint Committee) and be incorporated into an IAA.

- 4.34 A Joint Management Board of Senior Officers leads the delivery of Orbis and includes the council's Executive Director, Finance & Resources.

Towards an IAA (recommendation 2.8)

- 4.35 The existing IAA signed by Surrey and East Sussex provides clarity about the services to be delivered jointly, the financial contributions of each council, how budgets will be agreed, and the agreed contribution ratio.

- 4.36 The assessment of when the timing is right for Brighton & Hove to join Orbis has already been delegated to the Executive Director, Finance & Resources and this will be informed through the forthcoming integration work.

Orbis due diligence on the council (recommendation 2.9)

- 4.37 While consideration of Orbis has been the key focus, it is clear that existing Orbis partners have to be confident that integration with Brighton & Hove would work well for them. Forthcoming integration planning will provide the opportunity for this judgement to be made. Approval of the council's admission to Orbis would ultimately be a decision for the respective Cabinets of East Sussex and Surrey County Councils through the Orbis Joint Committee.

## **5 COMMUNITY ENGAGEMENT & CONSULTATION**

- 5.1 On 13th April senior managers and Heads of Service from BHCC met with colleagues from East Sussex and Surrey County Councils as the Orbis Leadership Community. This provided the opportunity to build relationships and look at the next steps for working in partnership and collaborating together in each service. The outcome of this has differed across services, with very positive progress being made in some, but notably less with others. A second event for the 'Orbis Leadership Community' is scheduled for 24 November 2016.
- 5.2 A joint trade union meeting with representatives from the three partner authorities took place on 22nd April 2016 and a subsequent joint trade union meeting will take place on 27<sup>th</sup> October 2016.
- 5.3 For some services, senior managers have been involved in cross-working with Orbis, but this has not involved all staff. The Executive Director, Finance & Resources has written to staff periodically with updates on the due diligence process, however the level of detail it has been possible to share has until now been limited. Face-to-face meetings were held during the two weeks leading up to this Committee to ensure that staff are now aware of the direction of travel and the recommendations being made.

## **6. CONCLUSION**

- 6.1 The due diligence conducted to date confirms that from 2018/19 the trajectory of Orbis savings aligns with this council's requirements and that detailed work to integrate the council's corporate services into Orbis can commence in conjunction with full engagement and consultation with staff and trade union colleagues. Communicating our intentions to Orbis partners would provide assurance to Orbis that it can commit resources to supporting the council's integration, and reduce the uncertainties facing Brighton & Hove staff. In addition the value of signalling this intent now means that the council will achieve founding partner status, and provide the opportunity to shape services going forwards.

## **7. FINANCIAL & OTHER IMPLICATIONS:**

### Financial Implications:

- 7.1 This report recommends that detailed work should commence to integrate corporate services into Orbis in order to meet the council's requirement to make savings in line with the indicative savings targets for 2018/19 to 2019/20 as detailed in paragraph 4.2.
- 7.2 The gross revenue budget for all the services (including Revenues & Benefits) is £44.2 million in 2016/17 with a net budget of £25.2 million. These budgets include areas that would be 'managed on behalf of' the council by Orbis and those operating services. In addition, a significant proportion of the councils capital programme will be 'managed on behalf of' by services within the Orbis Partnership.

- 7.3 Integration to the partnership will require investment and additional project support in some services for which business cases will be developed and approved as normal. Any future investment requirements and savings proposals will be included in the council's 2017/18 Budget and Medium Term Financial Strategy and reported to Policy, Resources & Growth Committee later in the year.

*Finance Officer Consulted:* Sue Chapman.

*Date:* 21 September 2016

Legal Implications:

- 7.4 As referred to in the body of the report at section 4.34, if the recommendations are agreed, the Inter Authority Agreement (IAA) between the Councils would be the mechanism through which Brighton & Hove formally joined the Orbis Partnership. The IAA would need to be amended to incorporate BHCC. Legal advice will be required in relation to this work and it is proposed that the IAA is agreed following consultation with both the Lead Member and the Council's Monitoring Officer.

*Lawyer Consulted:* Elizabeth Culbert

*Date:* 26<sup>th</sup> September 2016

Equalities Implications:

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

Sustainability Implications:

- 7.6 None.

Any Other Significant Implications:

- 7.7 None.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

None.

### **Documents in Members' Rooms**

None.

### **Background Documents**

1. Policy & Resources Committee Report December 2015
2. Policy & Resources Committee Report April 2016
3. Orbis Joint Committee Report July 2016

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

**ORBIS JOINT COMMITTEE**



**DATE: 21 OCTOBER 2016**

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

**SUBJECT: ORBIS AND EY CONSULTANCY PARTNERSHIP**

**PURPOSE OF REPORT:**

To provide an update to the Orbis Joint Committee on the development of the partnership between Orbis and EY

**INTRODUCTION**

To provide an update to the Joint Committee on the development of the partnership between Orbis and Ernst & Young (EY) based on the work to date in mobilising the relationship. The aim of this update is to demonstrate that, through this initial work, shared value and mutual benefit is being created.

**RECOMMENDATIONS:**

It is recommended that the Orbis Joint Committee notes the progress being made by EY and Orbis on key elements of the work plan is demonstrating the value of Public and Private Sector Partnership

**REASON FOR RECOMMENDATIONS:**

To ensure the Joint Committee is fully briefed on progress with the EY and Orbis Partnership against three key areas of the joint work plan.

**DETAILS:**

1. As of October 2015, Cabinets in East Sussex and Surrey agreed the Orbis three year business plan which demonstrated the early achievements of the aims and projected benefits. The aim was to provide both Cabinets with the confidence that the investment required is essential to deliver the three year integration plan in a financially beneficial and sustainable way. This investment proposal included the use of targeted, external support in specialist areas where capability does not currently exist within the partnership.
2. In April 2016 Orbis engaged the external market to fill this external support role and EY were successful in their response. This decision was based on EY's ambition to work with Orbis in a way which pioneers how the Public and Private Sectors can partner together to deliver joint value and shared opportunities.
3. EY have now been working with Orbis over the past three months to mobilise this partnership and are successful in creating the opportunity for shared value and innovative ways of working. There are three key areas of focus for this:

- a. **Providing strategic steer and positive challenge** to support Orbis through the three year business plan. This includes specialist advice on areas where Orbis benefits from an external viewpoint. Specifically included is the facilitation and set up of an external advisory panel to provide Orbis with a well-rounded external network whilst playing an active role in the Orbis governance arrangement to help inform and provide challenge in to the Orbis Strategy.
  - b. **Establishing joint opportunities** to develop staff and the market to place Orbis and its people in the centre of a wider network. Specifically included is the building and maintaining of an Orbis and EY secondment scheme which will effectively share resources in a two-way relationship.
  - c. **Creating a repeatable process to engage targeted resource** for time limited consultancy to deliver and where possible, accelerate progress of the three year business plan.
4. The work to date on the Orbis and EY partnership for the past three months has mobilised this and specifically set up:
- a. A review of the Orbis Governance structure whilst providing a forum to best utilise external viewpoints through an Advisory Panel and junior level inputs through creation of an Orbis Leadership Team “Shadow Board”.
  - b. The mobilisation of an EY and Orbis Secondment Programme
  - c. The scoping of five targeted pieces of work to compliment the delivery of the business plan, specifically scoping of work has included:
    - i. Business Solutions Platform (BSP) – identifying the next steps to reach a mutually beneficial BSP for all partners and enable the integration.
    - ii. Due Diligence – creation of a repeatable and scalable process for on-boarding new partners, with a specific focus on the key elements to be resolved to help the Orbis Joint Committee reach a decision in on-boarding Brighton & Hove City Council. The strategy is currently being developed and will consist of a number of key principles, these will be tested as part of on boarding BHCC.
    - iii. Benefits Ambition – providing further challenge into the Orbis Business Plan financials to understand what considerations there are to stretch these benefits and / or deliver them sustainably.
    - iv. Customer at the Heart – creation of a philosophy for Orbis to deliver services which place the customer at the heart of what it does.
    - v. Public Sector Provider of Choice – generation of criteria to expand on what being the provider of choice could mean for Orbis and understanding the ambitions and aims of the Partnership beyond the three year business plan.

## **RISK MANAGEMENT AND IMPLICATIONS:**

5. A review of the Orbis and EY Partnership on a periodic basis to appraise and evolve the relationship.
- 

### **Contact Officers:**

Kevin Foster – Chief Operating Officer  
Adrian Stockbridge, Orbis Programme Manager

### **Consulted:**

John Stebbings – Chief Property Officer  
Leatham Green – Programme Director for People and Change

### **Annexes:**

Annex 1 – Orbis and EY Partnership Mobilisation Phase

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

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Appendix 1



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the compelling alternative

# Orbis & EY Partnership Prospectus Joint Committee

Appendix 1

# Partnership Prospectus



EY and Orbis are establishing an enduring partnership and this document sets out, at a high level how this will be achieved.

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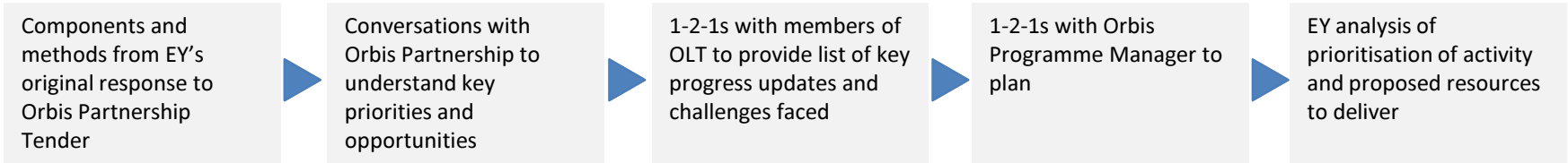
## Success Criteria for the Partnership:

- 1) Work together to drive pace and energy into the delivery of the Orbis Business Plan and supporting requirements
- 2) Provide Orbis with new thinking in to the ‘art of the possible’ and challenge us to realise our brand of the Compelling Alternative
- 3) Partner with us in a way that is innovative and different and does not reflect a traditional contracting model

## Document Contents:

- Section 1 – Principles of the Partnership
- Section 2 – Orbis Current Challenges & Opportunities
- Section 3 – Partnership Programme Scope
- Section 4 – Mobilisation Plan and Deliverables

## How this document has been developed:



## Section 1

# Principles of the Partnership

# We have developed a model together which outlines how we will work in Partnership



Support Tiers	How EY and Orbis will work together
<p>1 Strategic Advice &amp; Governance</p>	<ul style="list-style-type: none"><li>- We will build an enduring partnership which will be in place for three years initially</li><li>- This level will be maintained throughout as a minimum to provide advice and manage quality of the partnership</li></ul>
<p>2 Innovation &amp; Opportunity Development</p>	<ul style="list-style-type: none"><li>- We will leverage our networks in order to provide opportunities for innovation within the market including facilitation of other partners to Orbis and joint commercial opportunities</li><li>- We will look to provide development opportunities for our staff to meet both organisation's ambitions of building high performing people and teams</li></ul>
<p>3 Capacity &amp; Pace</p>	<ul style="list-style-type: none"><li>- We will adopt a 'sprint' method which injects energy and pace into a series of outcome driven projects</li><li>- Timescales and outputs are agreed upfront</li><li>- Work as 'one team' to enable capability building throughout delivery</li><li>- Sponsorship for all sprints is always from members of OLT</li><li>- We will invest time in to the scoping of these sprints to establish clear outputs and timescales, this will then form a conversation around whether EY is required to provide support to deliver them</li></ul>

## Section 2

# Current Challenges & Opportunities

# Challenges & Opportunities



Following 1-2-1 meetings with a number of key stakeholders from Orbis, including OLT, partnership governance, programme team and potential new partner (Brighton & Hove City Council), we have gathered the following:

Challenges	Opportunities
<ul style="list-style-type: none"> <li>- The benefits from the Orbis Business Plan are on track for 16/17 and majority on track for 17/18</li> <li>- There is clarity needed on the benefits identified for 18/19 and 19/20</li> <li>- There is an additional savings requirements that Orbis has been tasked with (2.8m SCC 17/18 and 0.5m ESCC)</li> <li>- Service designs are based on refinement and efficiencies to what is currently the offer, in most cases</li> <li>- There are a number of cross-cutting areas which need to be resolved to develop of service designs incl. enabling technology &amp; data, customer contact, governance</li> <li>- It is unclear how the on-boarding of new partners is taking place and decisions around due-diligence are needed</li> <li>- Work around BSP has paused and there is a need to generate momentum around a financially sustainable BSP solution</li> </ul>	<ul style="list-style-type: none"> <li>- Momentum and pace has began with services mobilising their service transformation teams and resources and opportunity to focus these on delivery of sprints with EY</li> <li>- There are some new contextual changes such as Health &amp; Social care integration and the accountable care model, academisation of schools which could provide an opportunity to define broader Orbis customer offering</li> <li>- There are a number of potential innovation platforms to build upon including EPIC+, Shared Services Summit</li> <li>- Significant work has taken place to engage Orbis people and provide development opportunities (EPIC+) and there is appetite to leverage the partnership to continue this</li> <li>- There is an appetite from some senior members of the Partnership to provide further challenge to the Orbis model and associated service designs to understand ‘the art of the possible’</li> <li>- Significant progress on enabling technology has taken place making it easier for Orbis employees to work in partnership, opportunity to maintain momentum through enabling technologies</li> </ul>

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- 1 Strategic Advice & Governance
- 2 Innovation & Opportunity Development
- 3 Capacity & Pace

The rest of this document focusses these challenges and opportunities in to a partnership scope based on the ‘support tiers’ outlined in the previous section of this document.

## Section 3

# Partnership Programme Scope

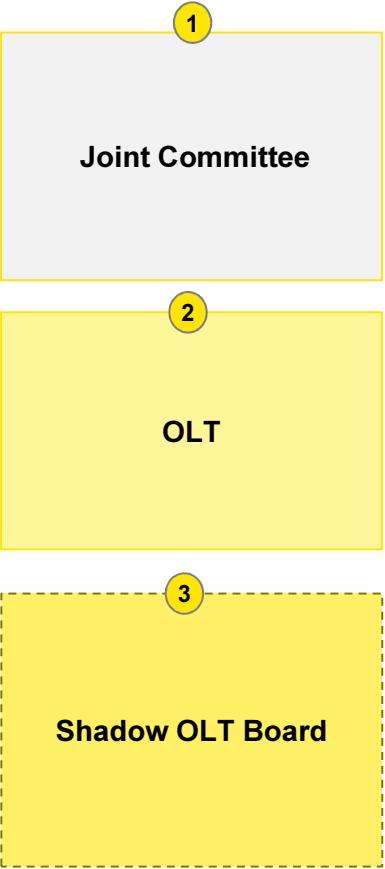
# Scope



Strategic advice and governance will form a core and consistent role on the EY and Orbis Partnership. We have named individuals and proposed their role to feed in to your established governance which will enable us to be sighted and inputting in to your challenges and opportunities. This structure will allow for strategic advice in the right forums and delivery oversight which maintains pace and momentum.

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### Governance Structure



### Terms of Reference in relation to Partnership

- 1** **Members:** Elected members from Sovereign organisations, Orbis leadership, EY Partner  
**Frequency:** Quarterly  
**Role:** Final approval of partnership expansion (e.g. Brighton), significant changes to Orbis operating model

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- 2** **Members:** Partner SROs, Programme People Director Service leads, Programme Manager, EY Engagement Manager  
**Frequency:** Weekly  
**Role:** Sponsor sprints and ownership of designs, test and challenge design decisions

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- 3** **Members:** Nominated individuals from key components of Orbis design incl. services, cross cutting  
**Frequency:** Monthly  
**Role:** TBC – test and challenge design decisions, mirror key items from the OLT agenda

### EY Membership

- EY Partner**  
**Neil Sartorio**  
*Report on key partnership updates, provide external viewpoint and strategic advice*

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- EY Engagement Manager**  
**Adele Jenkins**  
*Report on sprint pipeline and key decisions to be made as a result of sprint delivery, provide external viewpoint and sounding*

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- EY Engagement Manager**  
**Adele Jenkins**  
*Initial set-up of shadow board including TORs, membership and compiling agenda with the nominated Chair*



Orbis has been designed to be the Compelling Alternative and innovation will be at the heart of the organisation to develop new thinking and opportunities. This partnership provides a truly unique platform to develop joint innovation interventions and pave the way for public and private sector future working.

### Innovation Opportunities

### Examples

a **Engage our people** & leverage partnership to create development opportunities

Secondments in to EY to provide Orbis people with opportunities to develop careers to succeed and flourish

b - **Engage the market** & share commercial opportunity

Commercialise the relationship to bid together jointly for new business

c **Launch Orbis Innovation** to place ourselves in the centre of a wider network which gives Orbis the opportunity to be truly different & compelling

Identify a key set of innovation challenges and opportunities and mirror the high exposure and well established London Ventures model to engage new innovation partners in the market

### Sprint Topics to be scoped and detailed

- **Business Solutions Platform (BSP)** – identifying the next steps to reach a mutually beneficial BSP for all Partners and enable the integration
- **Due Diligence** – creation of a repeatable and scalable process for on-boarding new Partners, with a specific focus on the key elements to be resolved to help Joint Committee reach a decision in on-boarding Brighton & Hove City Council
- **Benefits Ambition** – providing further challenge and steer in to the Orbis Business Plan financials to understand what considerations there are to stretch these benefits and / or deliver them sustainably
- **Customer at the Heart** – creation of a philosophy for Orbis to deliver services which place the customer at the heart of what they do
- **Public Sector Provider of Choice** – generation of criteria to expand on what being the provider of choice could mean for Orbis and understanding the ambitions and aims of the Partnership beyond the three year business plan

### Main principles of a Sprint

1

#### Timelines are clear

Timelines have to be agreed prior to the implementation of a sprint team. This will allow fast pace projects, where the progress can be monitored closely.

2

#### Sponsorship is clear and at the right level

Sponsorship has to be agreed prior to sign off and it has to be at the right level to drive pace and decision making throughout the sprint.

3

#### Outputs are agreed

The main outputs have to be agreed early on to ensure that all members of the team are working towards the same goal. This will increase the quality of the output and the pace of the project.

### Utilising the sprint methodology at Orbis

1

#### Identifying opportunities

- Prioritisation matrix is used to identify which sprints need to be progressed
- Five opportunities for sprint projects have been identified for the first phase of work – this was based on OLT 1-2-1s

2

#### Scoping and planning

The first task of mobilising a Sprint is through the creation of a 'Sprint High Level Initiation Document':

- This will be developed with a clear OLT sponsor
- This document will contain: scope, timescales, outputs, resources required to deliver

3

#### Mobilisation and delivery

Once the Sprint High Level Initiation Document has been agreed, the sprint can start, ensuring the following is in place:

- Key stakeholders identified
- Sponsor identified
- Target resources identified
- Governance forums

## **Section 4**

# **Mobilisation Plan and Deliverables**

- 1 Strategic Advice & Governance
- 2 Innovation & Opportunity Development
- 3 Capacity & Pace

# Mobilisation Plan



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Support Tier	High level Activities between Aug – Oct	Final Deliverables	Target Successes
<p>1</p> <p>Strategic Advice &amp; Governance</p>	<ul style="list-style-type: none"> <li>Mobilise governance incl. OLT Shadow Board</li> <li>Attend OLT and other applicable forums</li> <li>Build the Advisory Panel</li> <li>Support agenda for Shared Services Summit</li> </ul>	<ul style="list-style-type: none"> <li>Shadow OLT Board Initiation Document</li> <li>Advisory Panel Initiation Document</li> </ul>	<ul style="list-style-type: none"> <li>Shadow board up and running and helping OLT make decisions</li> <li>Advisory panel has met to discuss a topic, which has provided Orbis with new thinking</li> </ul>
<p>2</p> <p>Innovation &amp; Opportunity Development</p>	<ul style="list-style-type: none"> <li>Explore and build the specification for Orbis Innovation</li> <li>Build the Secondment specification and terms</li> </ul>	<ul style="list-style-type: none"> <li>Orbis and EY Secondment Initiation Document</li> <li>Orbis Innovation Programme Initiation Document</li> </ul>	<ul style="list-style-type: none"> <li>Engaged secondee(s) and aligned scheme to fit with their personal goal planning</li> <li>Held an Orbis Innovation day to identify priorities and potential solutions</li> </ul>
<p>3</p> <p>Capacity &amp; Pace</p>	<ul style="list-style-type: none"> <li>Build sprint initiation documents to identify activity, resources and support required</li> </ul>	<ul style="list-style-type: none"> <li>Delivery Sprint High Level Initiation documents which cover the following topics:               <ol style="list-style-type: none"> <li><i>Customer at the Heart – Engaging customers in the design of services</i></li> <li><i>BSP – Applying work to date on design and mobilisation of a business solutions platform</i></li> <li><i>Public Sector Provider of Choice – Horizon scanning exercise to understand what attributes a ‘provider of choice’ would possess and where Orbis wish to place themselves on this scale</i></li> <li><i>Benefits Ambition/realisation/delivery – Challenge of benefits within the business plan</i></li> <li><i>BHCC – Due Diligence – mobilisation and on-boarding activities for new partner joining Orbis</i></li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>Engaged the OLT sprint sponsors and identified resources to deliver</li> </ul>

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

**ORBIS JOINT COMMITTEE**



**DATE: 21 OCTOBER 2016**

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

**SUBJECT: ORBIS PEOPLE AND CHANGE UPDATE**

**INTRODUCTION:**

As part of the Orbis vision, it is recognised that the development of the Orbis brand and its employees is pivotal in the success of becoming the compelling alternative.

Orbis is undertaking several opportunities to develop and share its expertise, both internally and externally, to maximise the opportunity for growth and development, including participation in a Shared Services Summit, nominations for awards and the launch of the EPIC+ staff development programme.

**RECOMMENDATIONS:**

It is recommended that the Orbis Joint Committee reviews and notes the ongoing work of the People and Change workstream in Orbis.

**DETAILS:**

**EPIC+ Development Programme**

1. As part of the development of staff, Orbis has launched a new development programme, EPIC+, which provides specific, tailored and experiential development for selected colleagues.
2. Orbis Leadership Team (OLT) members nominated individuals at all levels that demonstrate consistent and sustained EPIC performance and who have both the aspiration and the potential to develop and progress their careers further.
3. The EPIC+ nominees will receive development that specifically supports their career and development aspirations. Individual success will depend on the level of personal responsibility people take for their own development. See Annex 1 for more detail.

**Awards**

4. To date, Orbis has been recognised in many areas and has won awards in the Public Service People Manager's Association Awards (PPMA) and been finalists for the iESE (Improvement & Efficiency Social Enterprise) and Municipal Journal Awards. Orbis continues to be nominated for a number of awards as detailed below.

5. At the Organisational Culture (OC) Excellence Awards being held on 16 November 2016, Orbis is a finalist for three awards:
  - i. Organisational Culture Excellence Award: Champion
  - ii. Organisational Culture Excellence Award: Transformation
  - iii. Organisational Culture Excellence Award: Public/Not-For-Profit Organisation
6. At the Personnel Today Awards, the Orbis Programme Office has been shortlisted for Public Sector HR Team, Dawn Tomlyn (People and Change Manager) is a finalist for the HR Rising Star Award and Leatham Green (Orbis Programme Director) is a finalist for the HR Director of the Year Award.
7. At the Local Government Chronicle (LGC) Awards, Sarah Mainwaring (Head of HR/OD) has been nominated for the Rising Star Award, the results of which will be announced in the New Year.

### **Shared Services Summit**

8. As part of a commitment to creating greater value across the sector, on 23 November 2016, Orbis is hosting the first collaboration and learning event between three of the local governments sector's largest shared services providers: Orbis, One Source (Havering & Newham London Borough Councils) and LGSS (Cambridge & Northamptonshire County Councils).
9. The Shared Services Summit is the first event to pool a number of Public Sector shared services experts to share expertise, think about how to collaborate and solve a common business challenge. See Annex 2 for more detail.

### **Innovation**

10. Part of the Orbis brand is being innovative in day to day practice. To support this ambition and enable colleagues to challenge the status quo, Orbis wants to put the building blocks in place to support this journey.
11. A number of creativity workshops have been held for selected members of staff across all services to explore concepts, tools and techniques that could be used to help think about what the future of Orbis services will look like.
12. These selected members of staff will effectively create a pool of creativity champions that will help to create a culture of innovation. An innovative culture will focus on behaviours, people and process and will embed the drive to continually improve how services are delivered.
13. Bringing these skills to life will play an important part in each service's journey to integration and becoming the compelling alternative.
14. Orbis is working with Ernst and Young (EY) to look at creating an Orbis Innovation Lab. There is a meeting on 28 October 2016 to meet with London Ventures to see what can be learned from the work across London Boroughs and share this across Orbis.

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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

**Annexes:**

Annex 1 – EPIC+ slide pack  
Annex 2 – Draft Shared Services Summit agenda

**Sources/background papers:**

None

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# EPIC+

Developed to:

- ...enable our people to flourish and succeed
- ...value and recognise epic performance
- ...keep things simple
- ...encourage personal responsibility
- ...act in the best interests of Orbis

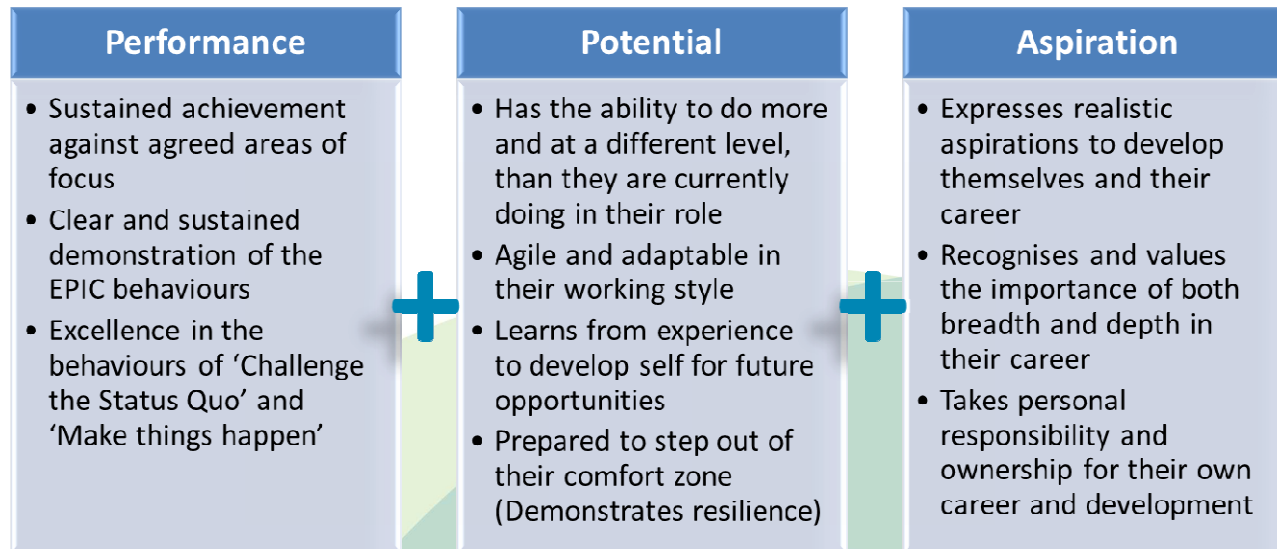
# So what is EPIC+?

Within Orbis, we believe that every colleague is talented. Through our approach to performance and development we commit to focus on developing and realising everyone's potential.

Those individuals at all levels that demonstrate consistent and sustained EPIC performance and who have both the aspiration and the potential to develop and progress their careers further will be supported by the Orbis EPIC+ Talent Strategy which provides specific, tailored and experiential development.



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Individuals are nominated based on the extent to which they have demonstrated:

1. EPIC Performance
2. Potential
3. Aspiration



- Drives things through to completion
- Demonstrates initiative by anticipating future trends and challenges and delivering appropriate solutions
- Influences and works effectively with others to deliver the best result
- Demonstrates high levels of autonomy
- Demonstrates tenacity



- Not content with the Status Quo and constantly seeks out opportunities to try new things
- Thinks differently and demonstrates this through innovative ideas and solutions
- Builds; demonstrates and use insight to make decisions
- Highly self aware and actively seeks feedback for their own self development

# What does the EPIC+ programme involve?

Individuals will receive development that specifically supports their career and development aspirations. Individual success will depend on the level of personal responsibility people take for their own development.



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Development preparation	EPIC+ Launch event	EPIC+ Development
<p>Pre-work:</p> <ul style="list-style-type: none"> <li>• What do you want to get out of the EPIC+ programme?</li> <li>• How do you think the EPIC+ programme will develop you?</li> <li>• Specifically what EPIC behaviours do you want to focus on developing?</li> <li>• What are your strengths and gifts that you can bring to the programme?</li> <li>• What are your personal career aspirations?</li> </ul>	<p>The event will:</p> <ul style="list-style-type: none"> <li>• Explain more about the EPIC+ programme</li> <li>• Help individuals explore their personal development plans in more detail</li> <li>• Outline the development support available</li> <li>• Create a network and set up EPIC+ Action Learning Sets</li> </ul>	<p>Individuals will need to establish what development interventions are best suited to their development needs. The initial opportunities available include:</p> <ul style="list-style-type: none"> <li>• Business Challenges</li> <li>• Mentor</li> <li>• Shadow Board</li> </ul> <p>The list is not exhaustive and will include other opportunities</p> <p>In addition, nominees will be invited to attend development workshops:</p> <ul style="list-style-type: none"> <li>• Coaching and action learning</li> <li>• Creativity tools</li> <li>• Writing a compelling commercial business case</li> <li>• Personal Impact</li> </ul>

They are expected to:

- Attend a monthly Action Learning Group meeting (ALG) to review your learning
- Allocate approximately ½ day per week to their development
- Complete self reflection using a 'learning log' to review learning and progress against development plan

The Business Challenges that individuals will have a choice of working on are:

1. How do we create a compelling recruitment experience?
2. How do we build development partnerships with local universities and employers to drive innovative practices?
3. Orbis Shadow board
4. Putting the customer at the heart of everything that we do
5. Driving EPIC performance to enhance the customer and employee experience
6. Mentor



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## Shared Services Summit

### Proposed Structure for Launch Event

# Context

***“Small minds compete, big minds collaborate and great minds encompass.”***

**The Shared Services Summit is the first event to pool a number of Public Sector Shared Services Experts to:**

**Share Expertise      Think about how to Collaborate      Solve a common Business Challenge**

Outputs from the event will be a piece of published Thought Leadership to showcase the three organisations and their combined thinking and potentially a commitment to continue collaborating in the future.

## **Shared Services Providers in the South East commit to collaborating in order to realise greater potential**

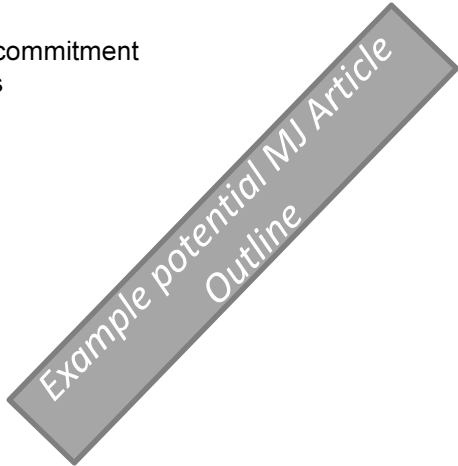
Three of local governments largest shared services providers held a collaboration and learning event as part of a commitment to creating greater value across the sector from the intelligence and experience that is held within public sector operated shared services.

Orbis; One Source and LGSS brought their senior leaders together to explore how they can work in collaboration to:

- Explore and develop public sector leadership in business services functions
- Identify opportunities for sector innovation through the power of strong collaborative working and commitment
- Seek opportunities for efficiencies through coordinating related development and change activities
- Present to and work with commercial organisations to open up new service models
- Bring different thinking to identify solutions for similar business issues

The commitments made by the end of the event were:

- A business issue
- Ongoing operation of the Forum
- A procurement activity
- Subject specific shared learning event



# Proposed Agenda for Launch Event

**Coffee & Croissant Networking - to enable colleagues to meet and introduce themselves to each other informally**

Session 1 – a short overview from each partnership (Max – 10 min overview from each with a Q&A from colleagues at the end) focusing on:

**Share – What is your Shared Service famous for?**

1. Our ambition for Public Sector shared services is:
2. We are proud of:
3. Our biggest challenges for next three years are:

**Think – Could we collaborate together? Table discussion:**

1. What can we learn from each other?
2. Why should we work together on this?
3. What is stopping us in working together?
4. How will we commit to do this?

**Lunchtime Networking**

**Solve – Can we start to put collaboration in to practice today?**

1. Generate – using the pre-defined business challenges , generate your ideas
2. Collaborate - Challenge and build on your ideas
3. Refine - Choose your best idea and refine it
4. Pitch- Sell your idea

# Solve – Hackathon Style Outline

**What is a Hackathon:** A hack is a quick fire, high pressure, high intensity ideas session. You will tackle some of your problems in a different way. There is an emphasis on collaboration and speed, and no idea is a bad idea.

1

## Generate

1. Understand your problem statement
2. We will provide prompt cards to get you started – feel free to use your own knowledge to add more
3. Work in pairs or threes to combine the cards and come up with some new ideas to address your problem
4. Scribble them down

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## Collaborate

1. In your groups, choose your favourite idea
2. Spend 1min 30secs explaining your idea to the rest of your team
3. Write you idea on the paper and pass it round allowing others to comment
4. Spend a few minutes discussing your new ideas
5. Vote on the best (you can combine ideas)

3

## Refine

1. Refine your chosen idea and prep to pitch it
2. What problem are you trying to solve?
3. What's the big solution?
4. What do you need to create your solution?
5. Who will benefit and how?

4

## Pitch

3 minutes. No more.