

# Notice of Meeting



## Orbis Joint Committee

**Date & time**

Friday, 20 January  
2017 at 2.00 pm

**Place**

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

**Contact**

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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 9019.**

**Members of the Committee**

Councillor 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 any apologies for absence.

### **2 DECLARATIONS OF INTEREST**

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter

- (i) Any disclosable pecuniary interests and / or
- (ii) Other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting

#### **NOTES:**

- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest
- As well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner)
- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

### **3 PROCEDURAL MATTERS**

#### **Members' Questions**

The deadline for Members' questions is 12pm four working days before the meeting (16 January 2017).

#### **Public Questions**

The deadline for public questions is seven days before the meeting (13 January 2017).

### **4 MINUTES OF THE PREVIOUS MEETING**

(Pages 1  
- 6)

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

### **5 ORBIS JOINT COMMITTEE FORWARD PLAN**

(Pages 7  
- 10)

To review and agree the Committee's Forward Work Programme.

### **6 NOVEMBER BUDGET MONITORING**

(Pages  
11 - 16)

To provide an update to the Orbis Joint Committee on the financial position of Orbis at the end of November 2016.

- 7 ORBIS OPERATING BUDGET 2017/18** (Pages 17 - 24)
- To provide an update to the Orbis Joint Committee on the 2017/18 Orbis Operating budget, in order for the Joint Committee to recommend the 2017/18 contribution to be made by East Sussex County Council and Surrey County Council.
- 8 ORBIS AND EY CONSULTANCY PARTNERSHIP** (Pages 25 - 28)
- To provide an update to the Orbis Joint Committee on the development of the partnership between Orbis and EY.
- 9 BRIGHTON & HOVE CITY COUNCIL UPDATE** (Pages 29 - 32)
- To provide an update to the Orbis Joint Committee on the development and integration of Brighton and Hove City Council (BHCC) into the Orbis Partnership.
- 10 ORBIS PAY STRATEGY** (Pages 33 - 46)
- With Brighton and Hove City Council (BHCC) joining Orbis as the third founding partner a need to review the Orbis Pay strategy has emerged in order to support all Orbis services in their journey towards greater integration and efficiency. This report sets out the proposed approach to developing a pay and reward strategy for staff within Orbis in light of the addition of BHCC to the partnership.
- 11 EPIC + STAFF DEVELOPMENT PROGRAMME** (Pages 47 - 66)
- As part of the Orbis vision, it is recognised that the development of the brand and its employees is pivotal in achieving the objective of making Orbis the compelling alternative.
- Orbis is undertaking several wider programmes to develop and provide opportunities for staff through initiatives such as Ingenium, creativity and innovation training and the launch of the EPIC+ talent development programme.
- 12 FREQUENCY OF ORBIS JOINT COMMITTEE MEETING** (Pages 67 - 68)
- For Board member's to discuss the number and frequency of Orbis Joint Committee meetings which take place each year.
- 13 DATE OF THE NEXT MEETING**
- The next meeting of the Orbis Joint Committee will be held on 3 April 2017

## **MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE**

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting.

Anyone is permitted to film, record or take photographs at council meetings. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that those attending the meeting can be made aware of any filming taking place.

Use of mobile devices, including for the purpose of recording or filming a meeting, is subject to no interruptions, distractions or interference being caused to the PA or Induction Loop systems, or any general disturbance to proceedings. The Chairman may ask for mobile devices to be switched off in these circumstances.

It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

*Thank you for your co-operation*

**MINUTES** of the meeting of the **ORBIS JOINT COMMITTEE** held at 9.30 am on 5 December 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 Friday, 20 January 2017.

**Elected Members:**

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

\* = in attendance

**In attendance**

Adrian Stockbridge, Orbis Programme Manager, Surrey County Council

Ann Charlton, Director of Legal, Democratic and Cultural Services, Surrey County Council

David Kuenssberg, Executive Director Finance and Resourcing, Brighton & Hove City Council

Kevin Foster, Chief Operating Officer, East Sussex County Council

John Stebbings, Chief Property Officer, Surrey County Council

Marie Greenan, Orbis Programme Coordinator, East Sussex County Council

Sheila Little, Integrated Director of Finance

**64/16 DECLARATIONS OF INTEREST [Item 1]**

There were none.

**65/16 MINUTES OF THE PREVIOUS MEETING [Item 2]**

The minutes were agreed as an accurate record of the meeting.

**66/16 APOLOGIES FOR ABSENCE [Item 3]**

Apologies were received from Mr Leslie Hamilton.

**67/16 PROCEDURAL MATTERS [Item 4]**

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

There were none.

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

There were none.

**68/16 ORBIS JOINT COMMITTEE FORWARD PLAN [Item ]**

**Declarations of interest:**

None

**Witnesses:**

Adrian Stockbridge, Orbis Programme Manager, Surrey County Council  
Ann Charlton, Director of Legal, Democratic and Cultural Services  
David Kuenssberg, Executive Director Finance and Resourcing, Brighton & Hove City Council  
Kevin Foster, Chief Operating Officer, East Sussex County Council  
John Stebbings, Chief Property Officer, Surrey County Council  
Marie Greenan, Orbis Programme Coordinator, East Sussex County Council  
Sheila Little, Integrated Director of Finance

**Key points raised during the discussion:**

1. Members agreed to consider an additional item at this meeting to review and approve the Orbis Joint Committee Forward Plan. Consequently, a copy of the Forward Plan was tabled at the meeting for consideration by Members. The Committee was advised that officers were currently reviewing the format of the Forward Plan with a view to improving how it is structured.
2. It was agreed that the Service Update from Finance would be considered at the Joint Committee meeting scheduled to take place on 3 April 2016 as it was felt that the January meeting would be too early to provide Members with an update on the progress of integrating Finance teams.
3. Members asked whether existing legislation governing local authority committees permitted meetings to take place via videoconference. It was agreed that officers would review the legislation to determine whether or not this was possible.

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

1. The service update from Finance to be considered at the Orbis Joint Committee meeting scheduled for 3 April 2017.
2. officers to review whether existing legislation permits local authority committee meetings to take place via videoconference.

**69/16 BRIGHTON & HOVE CITY COUNCIL JOINING THE ORBIS PARTNERSHIP [Item 5]**

**Declarations of interest:**

None

**Witnesses:**

Adrian Stockbridge, Orbis Programme Manager, Surrey County Council

Ann Charlton, Director of Legal, Democratic and Cultural Services, Surrey County Council  
David Kuenssberg, Executive Director Finance and Resourcing, Brighton & Hove City Council  
Kevin Foster, Chief Operating Officer, East Sussex County Council  
John Stebbings, Chief Property Officer, Surrey County Council  
Marie Greenan, Orbis Programme Coordinator, East Sussex County Council  
Sheila Little, Integrated Director of Finance

**Key points raised during the discussion:**

1. Officers introduced the report and advised Members that the recommendations the Joint Committee was being asked to consider reflected the fact that the decision on admitting Brighton & Hove City Council (BHCC) to the Orbis Partnership was required to go through separate decision-making processes at East Sussex County Council (ESCC) and Surrey County Council (SCC).
2. Members were informed that integrating BHCC into the partnership would present some challenges which would need to be mitigated as integration progressed. Addressing the concerns of existing staff members and those joining Orbis from BHCC in relation to the integration process was identified as a significant potential challenge. Officers further highlighted that integration would need to take place in tandem with the delivery of the Business Plan in accordance with agreed timescales. Uncertainties relating to the financial position of all three partner authorities also continued to present a risk to Orbis as there was the potential for one of the partner authorities to need to drive additional budget savings through the shared service. The Committee was advised, however, that the inclusion of BHCC presented some real opportunities including the addition of 600 extra staff to Orbis as well as the chance to broaden its scope through the inclusion of a unitary authority to the Partnership.
3. The Committee discussed an event on public sector shared service centres that had been hosted by the Local Government Association (LGA) and which was attended by officers. The event had enabled delegates to share learning and best practice around integrating the delivery of local authority business functions. Members asked how the Orbis Partnership's operating model compared to that of other shared service partnerships. Officers stated that alongside Orbis there were just two other public sector shared service partnerships at the event and that these employed divergent operating models. Orbis has sought to blend these two approaches in order to develop the most effective shared service model and Orbis is the only one of the three partnerships that will fully integrate services. Officers highlighted that although Orbis was the newest of the three partnerships it was more advanced in tackling some of the key challenges related to integrating local authority service delivery particularly around people management and organisational development.
4. Further information was requested on what impact the introduction of BHCC into the partnership would have on members of staff and people management processes. Officers advised that some staff would inevitably find the process of integration challenging and so it is important that, where possible, members of staff are engaged in the integration process as a means of mitigating these concerns.

5. The Committee also heard that work around BHCC joining the partnership meant that Orbis was now required to deal with Trade Unions at a regional level which meant building new relationships with Trade Union representatives. As a reduction in the number of staff was part of the Orbis Business Plan it would be necessary to manage these new relationships carefully. Reconfiguration of Finance Teams across the partner authorities to integrate them into Orbis would provide a test bed for working and forming relationships with Union representatives.
6. Further information was sought on reductions in the number of staff which had taken place since the Orbis Partnership came into being. Members were advised that there had been an approximate 30% reduction in senior leadership posts (tier 2 and 3) which had been managed through natural wastage and voluntary severance. Officers highlighted that based on the financial efficiency target that has been set for Orbis, based on an average salary, this would equate to around 150 posts over the three year period of the current Orbis Business Plan (up to March 2019). The implications on the workforce of BHCC joining the Partnership was still being determined. Furthermore, Members were advised that over this time period the majority of employees in Orbis will be impacted by service redesign to a greater or lesser degree.
7. It was agreed that an item on formalising arrangements for Orbis' governance structure would be added to the Committee's Forward Plan for consideration at its meeting on 3 April 2017.
8. Members were advised that the process of integrating BHCC into the Partnership was governed by some specific principles that it was necessary to follow before Orbis was expanded. Much of the work on this had taken place informally through the Due Diligence process but it was necessary to undertake this formally.
9. The Committee expressed concern that Members across both ESCC and SCC were not clear on what Orbis is or how it works. Officers were asked to consider how they could better advertise to Members the benefits that Orbis provides to both councils.

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

1. An item on formalising arrangements for Orbis' governance structure should be added to the Committee's Forward Plan for consideration at its meeting on 3 April 2017.
2. Officers to consider how they can better advertise the benefits of the Orbis Partnership to Members and residents.

**RESOLVED: That;**

the Orbis Joint Committee agreed to:

- i. approve, subject to the agreement of the Cabinet of East Sussex County Council and the satisfactory completion of the assessments as set out in the Cabinet report (13 December 2016), to BHCC joining Orbis as a founding partner and to BHCC joining the Orbis Joint Committee upon completion of the IAA.
- ii. delegate authority to the Chief Operating Officer (COO) of East Sussex County Council, in consultation with the Deputy Chief



Executive of Surrey County Council, the Lead Member for Resources for East Sussex County Council and the Cabinet Member for Business Services and Resident Experience for Surrey County Council, to:

- a. determine whether the results of the assessment referred to above are satisfactory; and
- b. to take any actions necessary arising from or to give effect to the integration of BHCC in the Orbis partnership including (but not limited to) agreeing the timings and terms of the integration, and the terms of the Inter-Authority Agreement (IAA) and any other agreements the COO considers appropriate.

**70/16 DATE OF THE NEXT MEETING [Item 6]**

The Committee noted that its next meeting would be held on 20 January 2017.

Meeting ended at: 10.18 am

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**Chairman**

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Orbis Joint Committee  
20 January 2017

## 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**

Date	Title	Summary	Responsible Officer(s)	Notes
<b>3 April 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	
	Orbis and EY Consultancy Partnership	To provide an update to the Committee on the partnership between Orbis and EY.	Kevin Foster, Chief Operating Officer, ESCC John Stebbings, Chief Property Officer, SCC	
	Inter Authority Agreement (IAA)	Decision to sign the IAA for three partners	Kevin Foster, Chief Operating Officer, ESCC John Stebbings, Chief Property Officer, SCC	
	Service Update - Finance	Members will receive an update on progress being made in creating an integrated Finance Team for Orbis	Kevin Foster, Chief Operating Officer, ESCC John Stebbings, Chief Property Officer, SCC	
	Orbis Governance Structure	To update the Joint Committee on formalising arrangements for Orbis' governance structure.	Kevin Foster, Chief Operating Officer, ESCC John Stebbings, Chief Property Officer, SCC	

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

**ORBIS JOINT COMMITTEE**



**DATE: 20 JANUARY 2017**

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

**SUBJECT: NOVEMBER BUDGET MONITORING**

**PURPOSE OF REPORT:**

To provide an update to the Orbis Joint Committee on the financial position of Orbis at the end of November 2016.

**INTRODUCTION**

The Orbis 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's (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:

1. Services forecast -£1.8m budget variance at year end on the joint operating budget and -£1.7m variance on the investment fund.
2. Services forecast to achieve £3m efficiencies by year end.

**REASON FOR RECOMMENDATIONS:**

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

**DETAILS:**

3. The Joint Operating Budget is £53.1m. This includes £1.2m of efficiency savings. The 2016/17 budget for investment to achieve a successful partnership is £3.3m which includes £0.5m carried forward from 2015/16.
4. As at 30 November 2016 services forecast to deliver early £1.8m of 2017/18 efficiency savings within the Joint Operating Budget

## Orbis Joint Operating Budget

5. 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	10,098	10,098	0	Staffing	570	455	-115
Non-Staffing	781	781	0	Non-Staffing	1,685	1,685	0
Income	-5,679	-5,679	0	Income	0	0	0
	<b>5,201</b>	<b>5,201</b>	<b>0</b>		<b>2,255</b>	<b>2,140</b>	<b>-115</b>
<b>Finance</b>				<b>Procurement</b>			
Staffing	10,258	9,698	-560	Staffing	3,349	3,349	0
Non-Staffing	423	423	0	Non-Staffing	305	305	0
Income	-1,244	-1,244	0	Income	-154	-154	0
	<b>9,437</b>	<b>8,877</b>	<b>-560</b>		<b>3,500</b>	<b>3,500</b>	<b>0</b>
<b>Human Resources</b>				<b>Property</b>			
Staffing	4,897	4,577	-320	Staffing	10,226	9,911	-315
Non-Staffing	716	716	0	Non-Staffing	1,278	1,278	0
Income	-566	-566	0	Income	-1,202	-1,177	25
	<b>5,047</b>	<b>4,727</b>	<b>-320</b>		<b>10,302</b>	<b>10,012</b>	<b>-290</b>
<b>Information &amp; Technology</b>				<b>Total Orbis</b>			
Staffing	17,310	16,810	-500		<b>53,105</b>	<b>51,320</b>	<b>-1,785</b>
Non-Staffing	1,641	1,641	0				
Income	-1,587	-1,587	0				
	<b>17,364</b>	<b>16,864</b>	<b>-500</b>				

1. 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 & SCC

	Budget £000s	Forecast £000s	Variance £000s		Budget £000s	Forecast £000s	Variance £000s
<b>Subjective Analysis</b>				<b>Contribution to Orbis</b>			
Income	-10,431	-10,406	25	ESCC	15,916	15,381	-535
				SCC	37,189	35,939	-1,250
Staffing	56,707	54,897	-1,810		<b>37,189</b>	<b>35,939</b>	<b>-1,785</b>
Non-staffing	6,829	6,829	0				
Total	63,536	61,726	-1,810				
<b>Total Orbis</b>	<b>53,105</b>	<b>51,320</b>	<b>-1,785</b>				

The contributions made by each authority and the size of the Orbis budget will change if the adjustments set out in the 2017/18 budget report to the Orbis Joint Committee on 20 January 2017 are agreed. This should not impact on the forecast variance.

6. In addition to the savings to be delivered this year, Orbis is expected to deliver further savings of £3.1m in 2017/18, as part of the Business Plan. As set out in the 2017/18 budget report, Orbis is now planning to achieve a further £0.8m of



savings in 2017/18. Since the major budget expenditure is on staffing, services are planning restructures and are likely to deliver some of the savings this year. Services are holding vacancies and have recently agreed 22 voluntary severance cases, which is likely to lead to a year end underspend of -£1.8 m. Although this is 3% of the net budget, Orbis continues to deliver effective services.

### Orbis Investment

7. The estimated amount of investment required to ensure the success of the partnership and deliver the efficiency savings is £7.6m over 5 years from 2014/15. The partnership is responsible for ensuring this is effectively managed and as a result it will be continually monitored and reported to the Orbis Leadership Team monthly and the Orbis Joint Committee quarterly.
8. 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 £1m. This is primarily for the Orbis Programme Team and redundancies. Further elements need an approved business case before proceeding.
9. The recent voluntary severance scheme has helped deliver savings early, however this has meant that the budget for redundancies has been brought forward by £0.4m. In addition the major investment in Information Technology (IT) is now planned for later than anticipated leading to a full year variance of -£2.1m.

10. Table 3: 2016/17 Orbis Investment

<b>Orbis Investment</b>	<b>Plan £000</b>	<b>Estimate £000</b>	<b>FY Var £000</b>
Programme Management & Co-ordination	158	103	-55
Enabling Programme Support including people & change and organisational design	235	243	8
Service Design - Procurement	32	32	0
<b>Total Programme Expenditure</b>	<b>425</b>	<b>377</b>	<b>-47</b>
Joint Bandwidth & Synchronise email	67	67	0
External Advice	250	250	0
Redundancy	256	732	477
<b>Total Approved Expenditure</b>	<b>997</b>	<b>1,427</b>	<b>430</b>
<b>Earmarked but not approved to proceed</b>			
Core IT	1,005	100	-904
Business Services IT	1,098	110	-988
Contingency	217	22	-195
	<b>2,319</b>	<b>232</b>	<b>-2,087</b>
<b>Total Orbis Investment</b>	<b>3,316</b>	<b>1,659</b>	<b>-1,658</b>

The redundancies include the recently agreed VS cases. The total spend on redundancies since the start of Orbis is £827k, leaving only £173k for future redundancies.

## Staffing

11. 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 1,298 FTE and there are currently 95 vacancies, including vacant positions being covered by agency staff. Table 4 shows the vacant posts for each service.

Table 4: Vacant positions

<b>FTE</b>	<b>Budget</b>	<b>Filled</b>	<b>Vacant</b>
Business Operations	310	294	-16
Finance	198	182	-16
Human Resources	104	97	-7
Information Technolog	378	347	-31
Management*	8	6	-2
Procurement	66	64	-2
Property	234	213	-21
<b>Tota FTE</b>	<b>1,298</b>	<b>1,203</b>	<b>-95</b>

\* Management includes support for Assistant Directors & Business improvement for the whole of Orbis

12. As expected, where services are holding staff vacancies to deliver savings, there is a year to date underspend on staffing of -£1.1m, leading to the full year variance of -£1.8m. The following table provides a breakdown of the staffing year to date variance for each service.

Table 5: Year to date staffing variance

<b>Year to Date Staffing</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Business Operations	6,732	6,633	-100
Finance	6,839	6,700	-139
Human Resources	3,264	3,005	-259
Information Technology	11,540	11,173	-367
Management	380	316	-64
Procurement	2,233	2,294	62
Property	6,817	6,561	-256
<b>Total Orbis</b>	<b>37,805</b>	<b>36,682</b>	<b>-1,123</b>

## Efficiencies

13. 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 £3.9m in 2017/18, as detailed in the 2017/18 Orbis budget report.

14. 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 (RAG) 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.
15. As reported above £1.8m of the 2017/18 Orbis Joint Operating budget savings are likely to be delivered early as reflected in the table below.

Table 6: 2016/17 Efficiencies

Efficiency Saving	Plan 2016/17 £000	Plan RAG	Forecast 2016/17 £000	Forecast 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	-825	G
Human Resources (staffing)	-160	G	-480	G
Information Management (staffing)	-85	G	-585	G
Management	0	G	-115	G
Procurement (staffing)	-40	G	-40	G
Property (staffing)	-96	G	-386	G
	<b>-1,227</b>		<b>-3,012</b>	

**WHAT HAPPENS NEXT:**

16. 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.

**Contact Officers:**

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

**Consulted:**

John Stebbings – Chief Property Officer  
Leatham Green – Orbis Programme Director

**Appendices:** None

**Sources/ background papers:** None

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

**ORBIS JOINT COMMITTEE**



**DATE: 20 JANUARY 2017**

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

**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 the 2017/18 contribution to be made by East Sussex County Council and Surrey County Council.

**INTRODUCTION**

The Orbis 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 Orbis Joint Committee is responsible for scrutinising 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 Orbis Joint Committee should advise both councils on the likely impact of any reductions on service delivery. In accordance with the Inter Authority Agreement (IAA) the Orbis Joint Committee agrees the budget and formally proposes to each council the contribution it should make.

**RECOMMENDATIONS:**

The Orbis Joint Committee is recommended to:

Recommend the level of 2017/18 contributions to the Orbis Joint Operating Budget to both ESCC and SCC Cabinets for inclusion in the 2017/18 budget proposals for approval by the respective County Councils.

**REASON FOR RECOMMENDATIONS:**

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

**DETAILS:**

1. In October the Orbis Joint Committee was provided with an update of the latest position regarding the 2017/18 Orbis Joint Operating Budget. Since then Orbis has reviewed its plans and is able to recommend a budget for 2017/18 and the corresponding contributions to Orbis by each authority.

**2017/18 Budget Review****Savings**

2. 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.
3. Orbis has reviewed its savings plans and is able to recommend further savings of £0.8m in 2017/18. This is bringing forward £0.4m of 2018/19 business plan savings and delivering an additional **£0.4m** ongoing savings, therefore increasing the ongoing partnership savings to **£8.7m**. The proposed savings are shown in table 1.

Table 1: Orbis Partnership Savings

<b>Orbis Partnership Savings</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Joint Operating Budget</b>				
Business Operations	-581	-500	-125	-1,206
Finance	-121	-525	-994	-1,640
HR	-85	-400	-625	-1,110
ICT	-85	-1,099	-1,258	-2,442
Management	0	-100	0	-100
Procurement	10	-345	-15	-350
Property	-56	-906	-834	-1,796
<b>Total OB Savings</b>	<b>-918</b>	<b>-3,875</b>	<b>-3,851</b>	<b>-8,644</b>
IT Growth	230	220	140	590
<b>Net Joint Operating Budget Savings</b>	<b>-688</b>	<b>-3,655</b>	<b>-3,711</b>	<b>-8,054</b>
<b>Managed Budgets - IMT</b>	<b>-280</b>	<b>-110</b>	<b>-110</b>	<b>-500</b>
<b>Pension Fund</b>	<b>-182</b>	<b>0</b>	<b>0</b>	<b>-182</b>
<b>Total Partnership Net Savings</b>	<b>-1,150</b>	<b>-3,765</b>	<b>-3,821</b>	<b>-8,736</b>

Note to table:

The partnership savings are being delivered from the operating budget, ESCC & SCC managed budgets and services provided to pension funds. The IT growth is the increased connectivity costs of the partnership.

4. The 2017/18 Joint Operating Budget savings are 7% of the 2016/17 costs. Although these savings are challenging, services are putting plans in place to deliver them whilst maintaining high levels of service. Indeed £1.8m of the 2017/18 Orbis Operating Budget savings are being delivered in 2016/17, as highlighted in the budget monitoring report. There is a risk to these savings if either Council's financial planning decisions require increased support from Orbis.
5. The Orbis Leadership Team (OLT) recommends that the Joint Operating budget savings should have a similar impact on each authority. This means that the savings would not alter the agreed contribution ratios.
6. Orbis plans to deliver the 2017/18 savings using a combination of service restructures and holding of vacancies. The savings are predominantly based on reduction of headcount, so the restructuring within services will help to remove duplication and ensure that teams are integrated in order to achieve these reductions.
7. As stated within the Orbis Business Plan the intention is to maintain or improve the level of service provision, this will mean services may be delivered in a different way, for example using digital or self-sufficiency methods. The Orbis Joint Committee will continue to be kept informed on design decisions being taken within each service area through the regular updates provided at Joint Committee meetings.

### **Budget Proposals**

8. The 2016/17 Orbis Operating Budget is £53.1m and the proposed 2017/18 budget is £50.7m. This includes savings of £3.9m, inflationary pressures of £0.8m and growth of £0.2m. This assumes that ESCC and SCC pay inflation rates are 1% and 1.8% respectively and that non-pay inflation is on average 1.5%, based on each authority's planning assumptions. The budget movements are shown in the following table.

Table 2: Orbis Operating Budget Movements

	<b>2017/18</b>
	<b>£000</b>
<b>2016/17 Budget</b>	<b>53,105</b>
In year adjustments <sup>1</sup>	387
<b>Pressures and changes</b>	
<u>Inflation</u>	
General inflation	86
Pay inflation	895
Income inflation	-163
Total inflation	818
IT Growth <sup>2</sup>	220
<b>Total Pressures and changes</b>	<b>1,425</b>
<b>Savings</b>	
Orbis Business Plan	-3,053
Additional Savings	-822
Total Savings	-3,875
<b>2017/18 Budget</b>	<b>50,655</b>

1. In year adjustments between the managed budgets & the Joint budget, in line with IAA principles (see contribution movements section below)

2. Increased connectivity costs of the partnership

The proposed 2017/18 budget for each service within the joint operating budget is shown in table 2.

Table 2: Orbis Operating Budget by Service and type of expenditure

	<b>2016/17</b>	<b>2017/18</b>
<b>Orbis Operating Budget</b>	<b>£000</b>	<b>£000</b>
Business Operations	5,171	5,194
Finance	9,421	9,001
Human Resources	5,250	4,764
Information Technology	17,005	16,833
Management <sup>1</sup>	2,488	2,294
Procurement	3,496	3,192
Property	10,274	9,377
<b>Net budget <sup>1</sup></b>	<b>53,105</b>	<b>50,655</b>

Note 1: Management costs include an adjustment to ensure that the cost of pension contributions is similar in both SCC and ESCC



Table 3: 2017/18 Operating Budget by type of expenditure

	2016/17	2017/18
	£000	£000
Expenditure:		
Staffing	57,470	55,120
Non staffing	5,138	5,905
<b>Total expenditure</b>	<b>62,608</b>	<b>61,025</b>
Income from third parties	-9,503	-10,370
<b>Net budget</b>	<b>53,105</b>	<b>50,655</b>

This classification is indicative

### Contribution to Orbis

9. The current contribution ratio is based on the 2015/16 cost of Orbis Services for each authority, as per the principles agreed in the IAA. The current contribution rates for ESCC and SCC are 29.97% & 70.03% respectively. It has become apparent that some joint operating budget costs were incorrectly included or excluded from the budget (in accordance with the IAA principles) when the ratios were agreed. For example some internal recharges were incorrectly included in the current operating budget when these should be in the managed budgets, as per the principle that internal funding is a sovereign budget. Appendix 1 lists all of the cost adjustments that should be included or excluded from the joint budget, in line with agreed IAA principles.
10. The Committee is asked to approve these adjustments which increase the Orbis Joint Operating budget by £0.4m and changes the contribution rates for ESCC and SCC to 30.14% & 69.86% respectively. This will not impact on the affordability for either authority as the budgets for these costs are in their medium term financial plans but are classified as sovereign budgets.
11. If the adjustment is approved the 2017/18 contributions to Orbis from ESCC and SCC would be £15.3m and £35.4m respectively. The Orbis Joint Committee is recommended to recommend this level of contributions to both ESCC and SCC Cabinets for inclusion in their budget proposals for approval by the respective County Councils.

### **WHAT HAPPENS NEXT:**

12. The Joint Committee recommendations will be reported to the sovereign authorities as part of their financial planning.

### **Contact Officers:**

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

### **Consulted:**

John Stebbings – Chief Property Officer  
Leatham Green – Orbis Programme Director

**Appendices:** Appendix 1 – List of Orbis Operating Budget Adjustments

**Sources/ background papers:** None

## List of Orbis Operating Budget Adjustments

Service	Description	Reason for transfer	Joint Budget £000	From ESCC £000	From SCC £000
Business Operations	Income for DBS checks	Partly internal recharges	300.0		300.0
Business Operations	Pension Fund income for Heywoods costs	Heywoods pension income treat the same as ESCC	150.0		150.0
Finance	Finance support to isend	Work transferred to CSF before 1 Apr 16.	-12.0	-12.0	
HR	SFRS support	Understated HR support for SFRS	-61.0		-61.0
HR	Internal training provision	Base understated	60.0		60.0
IT	Mobile phone budgets	Overstated costs	-29.2		-29.2
IT	Contracts re-classification	Some systems misclassified	35.0	35.0	
IT	Link staff	At time of baseline costs were a contract	149.6	149.6	
Management	Business Improvement	Sovereign activity	-100.5		-100.5
Property	Security Alarm costs for buildings	Cost of SCC assets	-28.0		-28.0
Property	Thameside front of house staff	In line with other front of house staff	-26.7		-26.7
Property	Surrey Choices income for property management	Income relating to Orbis staff activity	-83.0		-83.0
Property	Joint Use Staff & training expenses	Staff at leisure centres jointly funded by D&Bs and schools, single activity	-67.9	-67.9	
Property	Contracts Management Employee Expenses	Sovereign staff direct costs	-19.0	-19.0	
Property	Property Staffing Utilities Rebates Income	Income relating to Sovereign costs	87.6	87.6	
Property	Property Staffing Travel Expenses	Orbis staff costs	3.4	3.4	
Various	Baseline adjustments	Various adjustments, revision to baseline in line with IAA principles	29.0	29.0	
<b>Total adjustment</b>			<b>387.3</b>	<b>205.7</b>	<b>181.6</b>

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

**ORBIS JOINT COMMITTEE**



**DATE: 20 JANUARY 2016**

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

**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 Orbis Joint Committee on the development of the partnership between Orbis and Ernst & Young (EY) based on the work to date in mobilising the relationship and now providing targeted support in a number of agreed 'high priority' areas.

**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 of this Public and Private Sector Partnership.

**REASON FOR RECOMMENDATIONS:**

To ensure the Joint Committee is fully briefed on progress with the partnership between EY and Orbis.

**DETAILS:**

1. As agreed in the three year business plan, Orbis will make use of targeted, external support in specialist areas where capability does not currently exist within the partnership.
2. In April 2016 Orbis engaged the private sector market to fill this external support role for which EY were successful in their bid. This decision was based on EY's ambition to work with Orbis in a way which pioneers how the Public and Private Sector can partner together to deliver joint value and shared opportunities.
3. EY have now been working with Orbis for the past five months initially to mobilise this partnership and now to deliver a number of areas which were deemed as 'high priority'. There are three key areas of focus for this:
  - a. **Developing the Partnership between Orbis and EY.** This includes specialist advice on areas where Orbis will benefit from an external

viewpoint, establishing resource sharing mechanisms such as secondments as well as developing a mutual innovation capability to support the placement of Orbis as pioneers of change in the Public Sector.

- b. **Mentoring and Development of Orbis People.** This has been, in the main, targeted at the EPIC+ talent community and has consisted of a blend of development initiatives such as:
    - i. classroom based training sessions on ‘how to write a compelling commercial business case’;
    - ii. launch of the Orbis Shadow Board – a forum to provide the Orbis Leadership Team with challenge and insight to feed into their decision making process whilst also giving exposure to shadow board members on the leadership of Orbis;
    - iii. on-the-job coaching and mentoring related to the delivery of a ‘sprint’ project (Customer at the Heart); and
    - iv. collaborative working across two ‘sprints’ (outlined below) to enable knowledge transfer and joint ownership of the next steps and outputs.
  - c. **Sprint 1: Building the Brighton & Hove Integration Roadmap.** The purpose of this ‘sprint’ activity is to understand the key risks and mitigating actions which should be considered as part of the on-boarding of a third founding partner. The outputs of the work determined the key activities to take place to mitigate these risks prior to Inter-Authority Agreement (IAA) approval and provide confidence in the successful realisation of the Orbis partnership expansion.
  - d. **Sprint 2: Building the Business Solutions Platform Prioritised Scope.** The purpose of this ‘sprint’ activity is to provide Orbis with a clear and consistent view of the differing Information Technology landscapes across the three partners. The activity captured a view of the strengths and ‘pain points’ of current systems according to critical users. The outputs from this work will be used to provide Orbis with guidance on progressing an approach for procuring value for money IT systems across the partnership.
4. The work between EY and Orbis currently planned to take place early 2017 is as follows:
- a. Development of ‘Sprint Initiation Documents’ for Accountable Care; Services to Schools across the Partnership and HR Strategic Advice to Surrey County Council’s Change Programme in Children’s Services. This will provide an ‘Orbis approach’ to delivering organisational based change against three high priority topics.
  - b. Develop and agree the process for delivering innovation within Orbis including how to gather ideas from the Orbis community as well as establishing a process for developing value for money business cases on innovation concepts.

- c. Conducting the first Orbis Advisory Panel on a topic agreed with the Orbis leadership team to test the concept of external advice on a critical challenge or innovation subject close to the partnership.
- d. Continued development support for the EPIC+ community.

**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 – Orbis Programme Director

**Appendices:** None

**Sources/ background papers:** None

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

**ORBIS JOINT COMMITTEE**



**DATE: 20 JANUARY 2017**

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

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

**PURPOSE OF REPORT:**

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

**INTRODUCTION**

To provide an update to the Orbis Joint Committee on the progress being made on Brighton and Hove City Council joining the Orbis Partnership.

**RECOMMENDATIONS:**

It is recommended that the Orbis Joint Committee:

- i. Notes the progress being made towards BHCC joining the Orbis Partnership.

**REASON FOR RECOMMENDATIONS:**

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

**DETAILS:**

**Background**

1. In December 2015 BHCC gained approval from their Policy, Resources and Growth Committee to join Orbis following a detailed options appraisal process. This decision was subject completion of a number of tests around savings and efficiencies that would be enabled in order to meet the BHCC medium term financial plans.
2. BHCC concluded these tests during the summer of 2016 and approval was gained at the Policy, Resources and Growth Committee on 13 October 2016 to proceed with their request for integration of BHCC services into the Orbis partnership.
3. In December 2016 the Orbis Joint Committee approved, subject to the agreement of the Cabinet of East Sussex County Council and the satisfactory completion of the assessments, to BHCC joining Orbis as a founding partner and to BHCC joining the Orbis Joint Committee upon completion of the Inter Authority

Agreement (IAA). The Cabinet of East Sussex County Council subsequently gave its approval.

### **Service Integration**

4. BHCC is now represented in all service integration projects. Its officers are engaged in developing a plan to incorporate BHCC into the Orbis Partnership.

### **Communications & Engagement**

5. In order to successfully integrate BHCC into the Orbis partnership a substantial amount of communication and engagement work is required. The Orbis programme team are supporting a number of initiatives to achieve this including the EPIC Champion and Ingenium schemes. The first invitation for EPIC Champions in BHCC resulted in over 50 volunteers. This provides a rich resource of staff at different levels in the organisation to advocate for Orbis and the EPIC behaviours.

### **Legal Implications**

6. An Inter Authority Agreement (IAA) will be developed and agreed for three partners. The IAA will form the legal basis for the partnership and will ensure each sovereign authority is protected. 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. BHCC Human Resources, Legal and Finance officers are working with their East Sussex and Surrey colleagues to develop an updated IAA.
7. As with the existing IAA between ESCC and SCC, the IAA for three partners will include a number of key elements:
  - Governance
  - Services in scope
  - Budgets
  - Indemnities and Liabilities
  - Branding
  - Staff Management Protocol
  - Disputes
  - Termination

### **Equalities and Diversity**

8. 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

**Appendices:**

None

**Sources/background papers:**

None

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

**ORBIS JOINT COMMITTEE**



**DATE: 20 JANUARY 2017**

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

**SUBJECT: ORBIS PAY STRATEGY**

**INTRODUCTION:**

With Brighton and Hove City Council (BHCC) joining Orbis as the third founding partner a need to review the Orbis Pay strategy has emerged in order to support all Orbis services in their journey towards greater integration and efficiency. This report sets out the proposed approach to developing a pay and reward strategy for staff within Orbis in light of the addition of BHCC to the partnership.

**RECOMMENDATIONS:**

It is recommended that the Orbis Joint Committee notes the approach being taken to develop the pay strategy and how this will inform blended pay for 'true partnership' roles.

**DETAILS:**

**Background**

1. Establishing Orbis has created a fully integrated business services organisation providing excellent customer service and delivering public value with the aim of ultimately becoming the public sector provider of choice.
2. The original Orbis Pay Strategy developed around the two initial founding partners (ESCC and SCC) was agreed by the Orbis Joint Committee in March 2016.
3. With Brighton and Hove City Council (BHCC) now joining Orbis as the third founding partner the need to review Orbis Pay strategy has emerged in order to support all Orbis services in their journey towards greater integration and efficiencies.
4. Given that the governance model for Orbis remains that of a Joint Committee with all three partner councils equally represented, the core principle that staff remain employed by their respective council is also maintained. As such, each council's contractual pay and grading arrangements as well as contractual terms and conditions of service such as annual leave sick pay etc will continue to apply.
5. It is acknowledged that each council operates different pay and grading arrangements. There are many reasons for these differences, for example, the variation in housing and commuting costs, the nature of the respective labour

markets, skills shortages, recruitment and retention issues as well as historical and on-going decisions around organisational design.

## **The Pay Strategy**

6. Set against the above background, the pay strategy has been reviewed to address potential pay differences amongst the three councils in the context of achieving the desired integrated partnership arrangements (Orbis vision). Given that staff will be working in integrated teams with some providing services to all three councils, the original approach of a 'blended' salary based on the following three principles still applies:
  - i) Identify 'true partnership' roles – these are roles which are contractually required to operate in, and across, all three councils. This specific requirement will be clearly outlined in each job description of the relevant "true partnership" role (or as an addendum to existing job descriptions). They have the "regular physical presence in all headquarter locations" as a key requirement for the role so that professional networks can be created and critical business intelligence and insight is gained. As the move towards integration continues to progress, many roles will undertake work for all councils. However, unless this requires the regular physical presence in more than one partner organisation this will not be sufficient to meet the criteria for being a 'true partnership' role.
  - ii) Identify 'balance of activity' – once identified as a 'true partnership' role the balance of activity across the three councils will need to be determined. This provides flexibility where true partnership roles have different focus across the partnership organisations. .
  - iii) Identify 'blended' salary range and pay - to preserve the integrity of the three separate pay and grading structures, a 'blended' salary will be created that reflects the balance of activity.
  - iv) Apply no detriment - in the interests of ensuring appropriate recruitment and retention arrangements within the partnership, the principle of 'no detriment' will apply.
  - v) Identify market position – once the blended salary has been determined, consideration can be given to the market position and where appropriate, subject to the necessary approvals, a market supplement can be paid. The market supplement will be arranged by the employing council in accordance with that council's policies and procedures for the paying of market supplements.
7. The pay strategy forms part of the wider Staff Protocol schedule within the Inter-Authority Agreement (IAA) and this will also be updated as part of developing an IAA for three partners. The staff protocol schedule also includes elements such as equality & diversity, management & performance of staff, terms& conditions of employment, application of policy & procedures, recruitment, training& development etc.
8. The pay strategy is hugely complex as there are a number of factors that need to be taken into consideration including starting salary, pay progression and employing authority.

9. In addition, all true partnership roles will need to be evaluated in each sovereign authority. This process is not the same between the partners and there are differences in the grading process. There is also material differences in the salary ranges across the three partners as Surrey grades can be as much between 20-30% higher in monetary terms for some roles.
10. Pay progression is another area that causes significant complexity due to the different models used in each council. Surrey, for example, has a performance related pay approach and any pay increase is processed in July each year where as in East Sussex and Brighton & Hove both use an annual increment that is applied in April.

#### **NEXT STEPS**

11. Officers will continue to develop the pay strategy as part of the IAA process with a view to having a completed IAA ready in April 2017. The IAA will need to be approved by Joint Committee prior to being signed and sealed.
12. The pay strategy will require sovereign approval from all three partners and will be taken through the appropriate Committee's in each authority.

#### **Contact Officer:**

Adrian Stockbridge - Orbis Programme Manager (07837 170418)

#### **Consulted:**

Kevin Foster – Chief Operating Officer  
John Stebbings – Chief Property Officer  
Leatham Green – Programme Director  
Sergio Sgambellone – Director of HR/OD

#### **Appendices:**

Appendix 1 – Pay Strategy Overview slide pack

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

None

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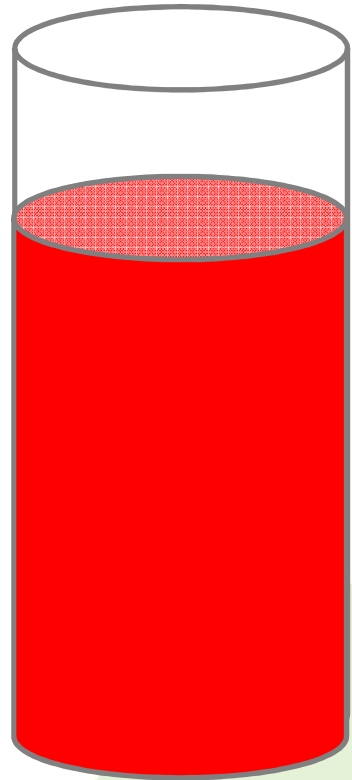


# Orbis Pay Strategy

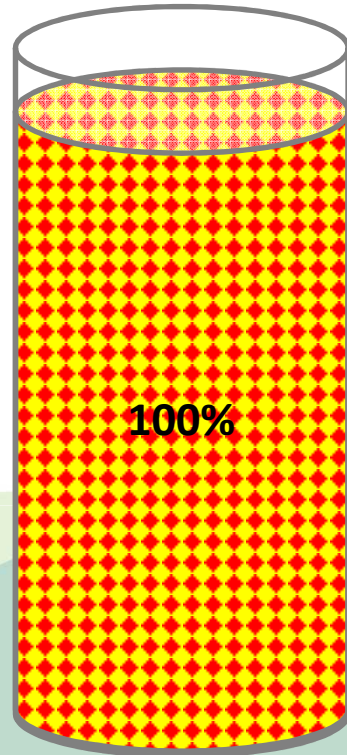
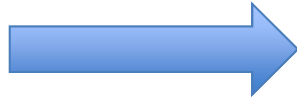
For East Sussex and Surrey County Councils  
with the inclusion of  
Brighton and Hove City Council



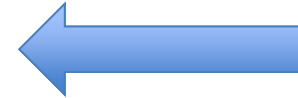
On 1<sup>st</sup> April 2017 each service created their integrated budget (as set out in the IAA)



Surrey contributed  
70%



From 1<sup>st</sup> April 2017  
money has  
"no identity"



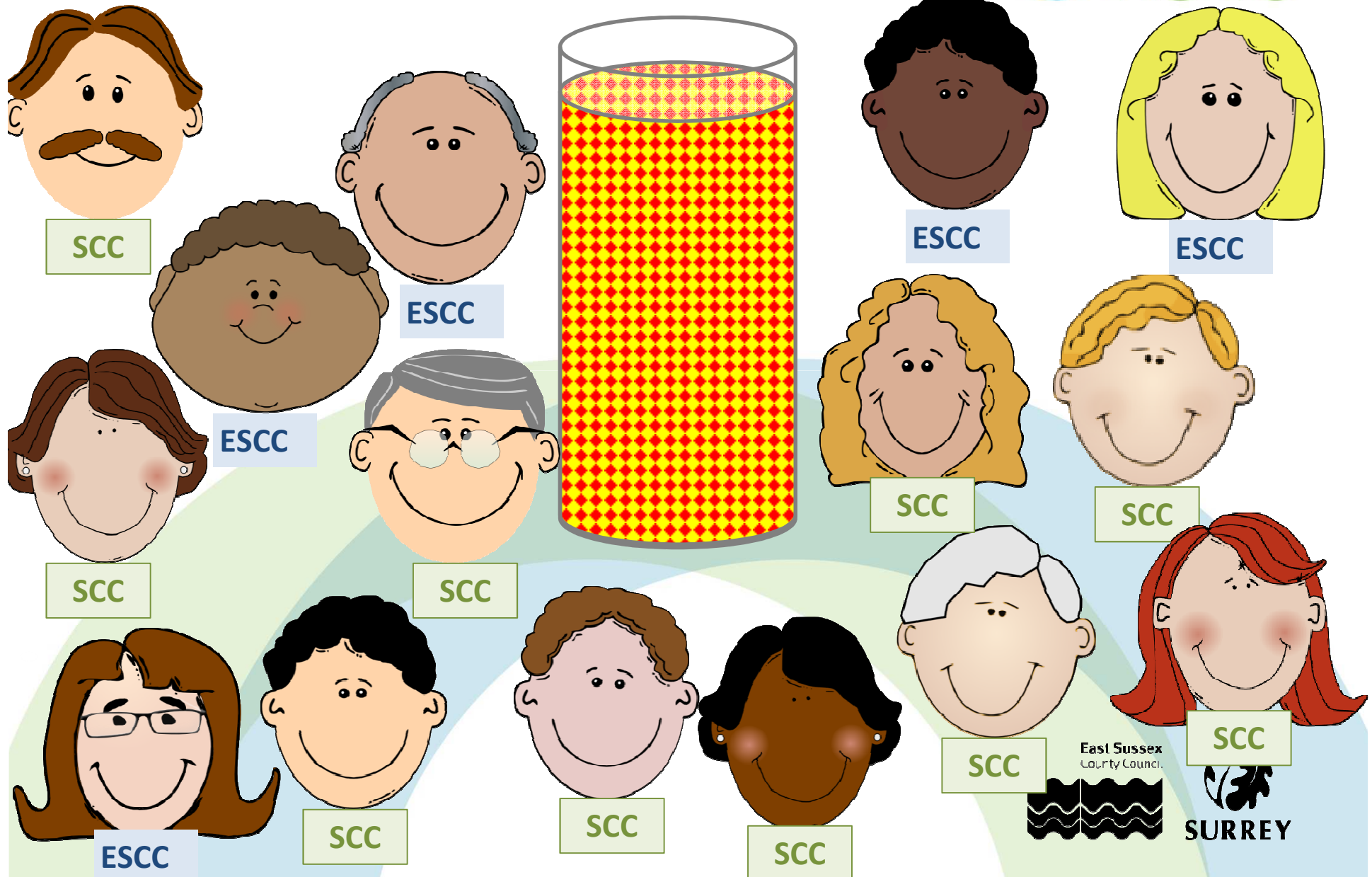
East Sussex contributed  
30%



SURREY

All employees are paid from the integrated budget regardless of Sovereign employer

orbis



The majority of roles are paid in accordance with sovereign pay & grading arrangements



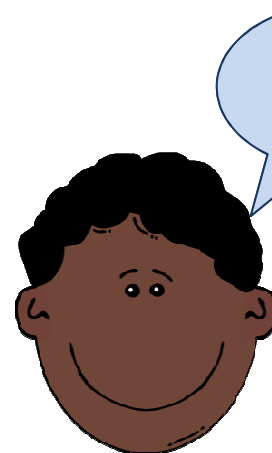
PS14

SCC



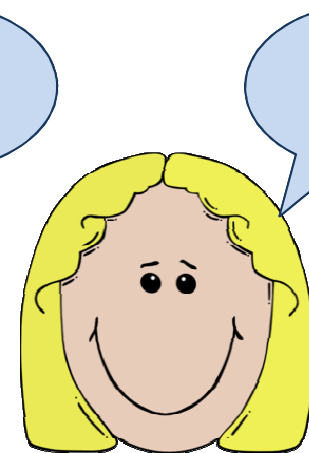
PS11

SCC



LMG5

ESCC



SS11

ESCC



PS10

SCC



PS14

SCC



PS13

SCC



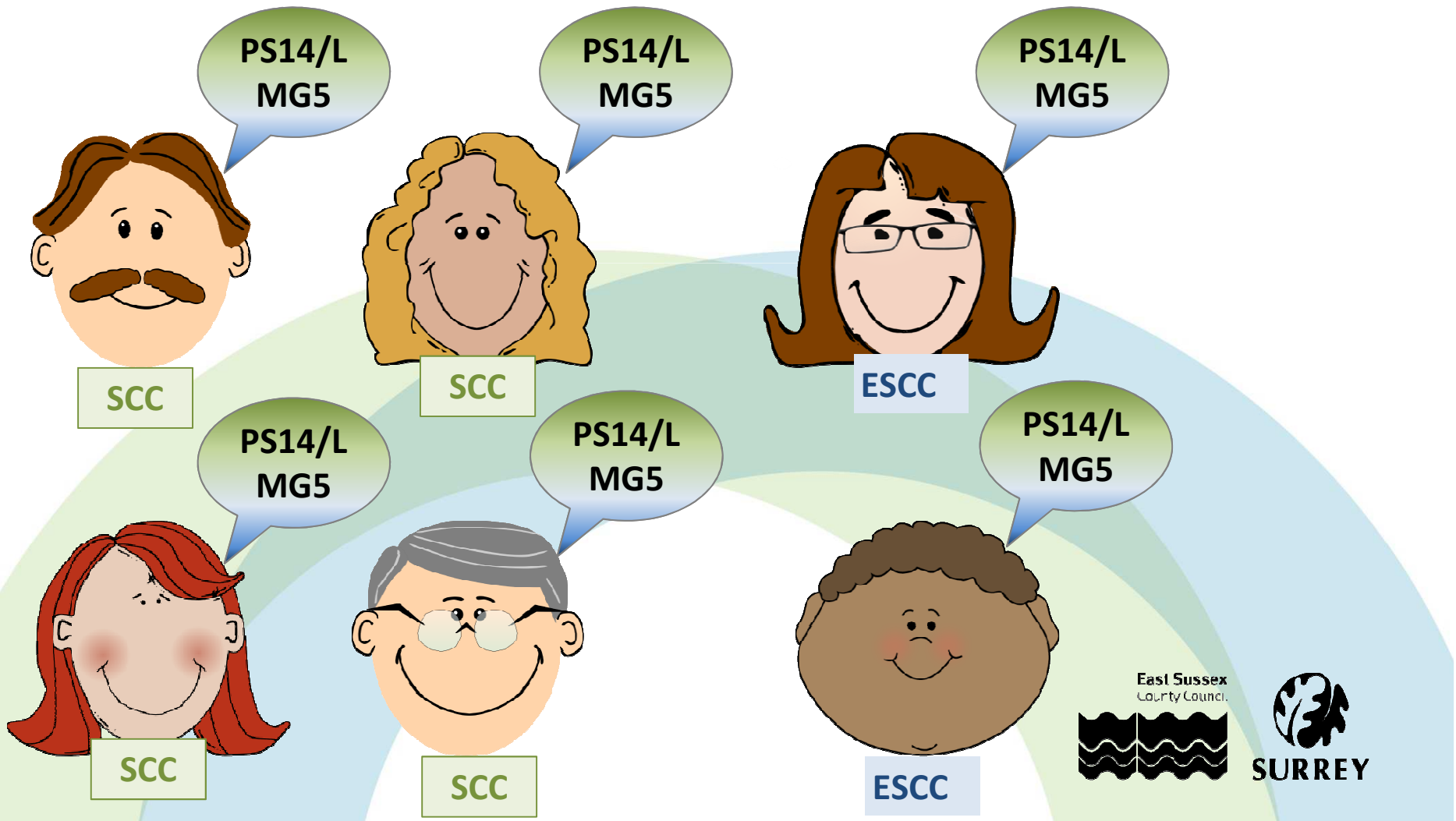
LMG3

ESCC



SURREY

A small number of employees will be in “true partnership roles”. They will receive a “blended salary” but will remain employed by their sovereign employer



## What is a true partnership role?



- A. Contractually required to operate both in, and across, all Councils.
- B. Need to have an equal physical presence across all councils in order to create the necessary professional networks and to gain business intelligence and insight.
- C. Many roles will undertake work for all Councils. However, unless the role requires the regular physical presence in all locations, this will not be sufficient to meet the criteria for being a 'true partnership' role.

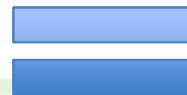
## What contractual mechanism will be in place for “True Partnership Roles”?



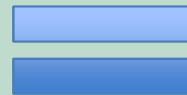
- A. Individuals appointed in true partnership roles will be employed by One Sovereign Organisation
- B. In case of internal appointment (already employed by one Orbis Partner) existing Employer will be retained
- C. In case of external appointment formal Employer will be decided on a case by case basis in agreement with OLT Member
- D. A “secondment agreement” capturing the arrangements (and legitimacy) related to their commitment to undertake work for the other Two Orbis Partners will be issued (by the Employer Organisation) and signed by all parties (Employer+2 seconded organisations+Employee)
- E. The arrangements will be reviewed (at least every 2 years)

# How to determine the grade/ pay band of True Partnership Roles?

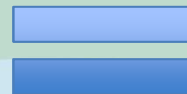
First get the role profile/job description graded by all partner Organisations.



Brighton & Hove M5



East Sussex LMG5



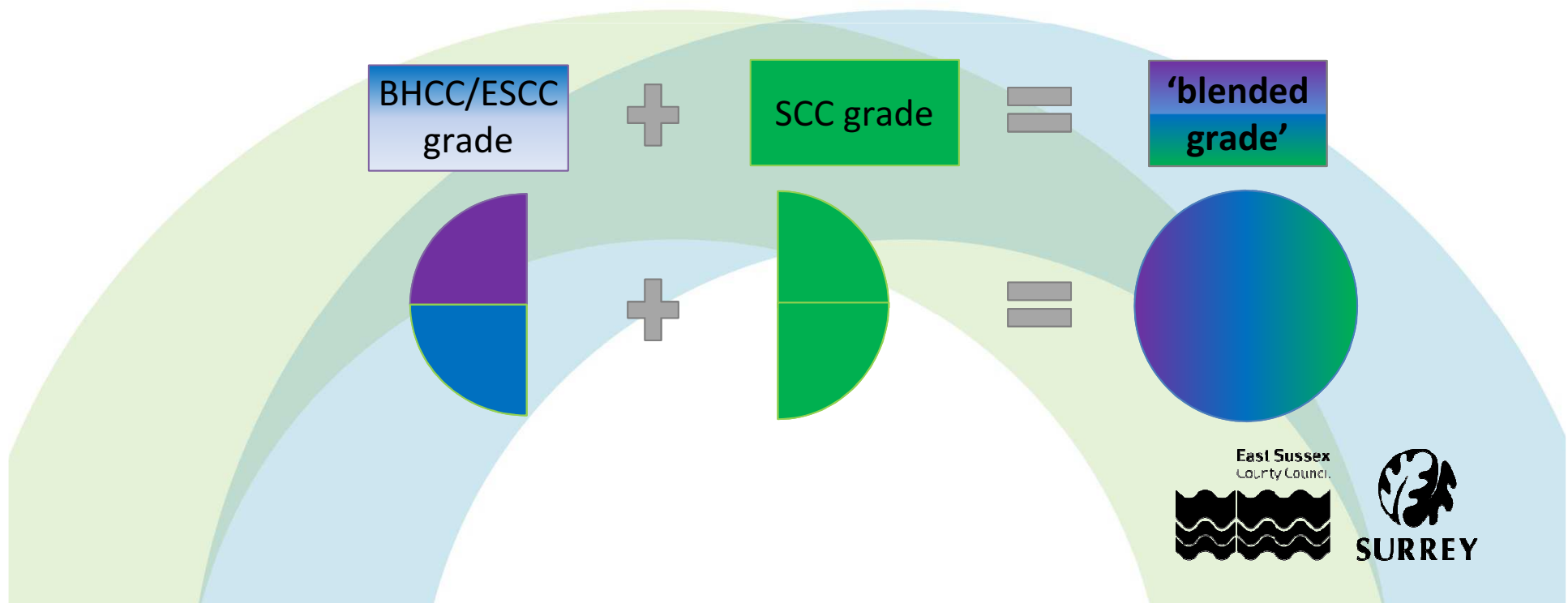
Surrey PS14



# How to determine the grade/ pay band of True Partnership Roles



To reflect the respective market conditions and maintain competitiveness, half of the role will be paid in accordance with the appropriate Surrey pay band/grade for the role and half of the role will be paid in accordance with the average pay band/grade for the role evaluated in BHCC and ESCC.



# Blended pay calculation



Blended pay means that the individual's pay is **calculated** by taking 50% of the relevant pay point from Surrey and 50% of the average relevant pay point from Brighton & Hove and East Sussex.

For example, let's assume that the relevant pay point in Surrey is £40,000, in Brighton & Hove is £20,000 and in East Sussex is £30,000

SCC £40,000 → 50% = **£20,000**

Average BHCC/ESCC £25,000 → 50% = **£12,500**

The blended pay would therefore be **£32,500** which will be paid from the integrated budget. It is important to note that the principle of no detriment\* will always apply when the blended pay is considered.

It is not necessary to attribute which amount each authority is contributing.

The capacity for progression that exists within each grade/pay band should be fully exhausted before market supplement are used.

\* No detriment → Where an individual is applying, or being considered, for a 'true partnership role' there will be no salary detriment in comparison to how their pay would be treated in their sovereign council.



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

**ORBIS JOINT COMMITTEE**



**DATE: 20 JANUARY 2017**

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

**SUBJECT: EPIC+ STAFF DEVELOPMENT PROGRAMME**

**INTRODUCTION:**

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

Orbis is undertaking several wider programmes to develop and provide opportunities for staff through initiatives such as Ingenium, creativity and innovation training and the launch of the EPIC+ talent development programme.

**RECOMMENDATIONS:**

It is recommended that the Orbis Joint Committee notes the business challenges identified for the EPIC + development programme.

**DETAILS:**

1. As part of staff development, Orbis has launched a new 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 support that specifically relates to their career and development aspirations. Individual success will depend on the level of personal responsibility people take for their own development.
4. A number of business challenges have been identified for the EPIC + nominees to work on, these are:
  - a. developing partnerships with local universities and businesses to drive innovative practices;
  - b. putting the customer at the heart of everything that we do;
  - c. driving performance to enhance the customer and employee experience;
  - d. the Orbis Shadow board

Full details of the business challenges can be found in Appendix 1.

5. There are twenty five colleagues that have been identified for the first cohort of this programme with representation from all services within Orbis, these resources are spread over the challenges listed above.
- 

**Contact Officer:**

Adrian Stockbridge - Orbis Programme Manager (07837 170418)

**Consulted:**

Kevin Foster – Chief Operating Officer  
John Stebbings – Chief Property Officer  
Leatham Green – Programme Director

**Appendices:**

Appendix 1 – EPIC+ slide pack

**Sources/background papers:**

None

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# EPIC+ Overview

# The big questions...



- How do we collaborate?
- What is the Business Challenge?
- What are we actually going to do?
- What happens when we leave the room?

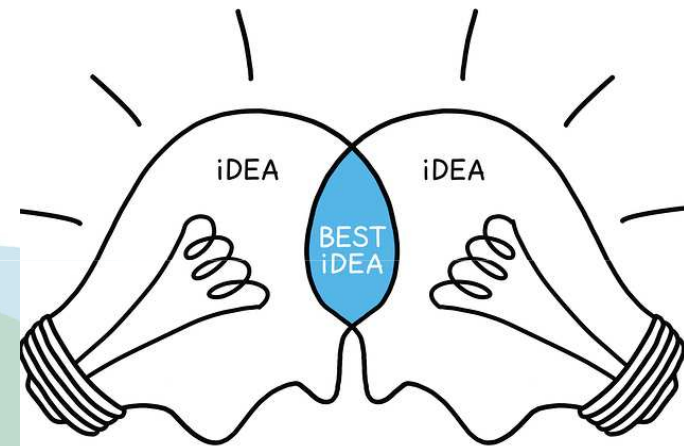


# Collaboration

*Definition of 'The Collaboration Company'*



- **Connection:** The ability to share information
- **Co-Operation:** We each contribute to achieve what we both want
- **Co-ordination:** We do this, you do that and we'll let each other know the outcomes and actions
- **Collaboration:** *Multiplying each others strengths to create something neither party could achieve alone*



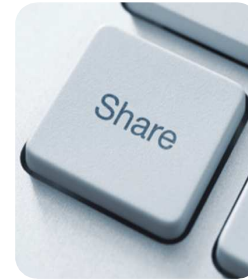
# Collaboration skills

'The Collaboration Company'



## Flow

Staying focused



## Share ideas freely

Express thoughts and ideas



## Non-defensive

Keep an open mind



## Building ideas

Add to other's ideas



## Active listening

Really hear ideas



## Using imagination

Look at things differently





# Where are we in the process?



## Month One

- Get EPIC+ feedback
- Coaching Conversation
- Write detailed development plan and objectives
- Discuss development options with Line Manager
- Orbis to confirm development opportunity
- Attend optional development workshop 1

## Month Two

- Development opportunity launch session with sponsor
- 'Kick-off workshop' with team
- First facilitated Action Learning Group (ALG)
- Attend optional development workshop 2

## Ongoing

- Work on defined development opportunity
- Attend optional development workshop 3 & 4

*Self facilitated learning review: Learning log; Action Learning Groups; Meetings with sponsor*

# 1. Business Challenge: “How do we build development partnerships with local universities and employers to drive innovative practices?”

## What is the intervention?

- Team of 4-6 individuals working together to develop a recommendation to answer the business challenge question
- Supported by Kevin Foster as OLT sponsor
- 3-6 months long with two phases:
  - Phase 1: Develop a recommendation
  - Phase 2: Test and implement the recommendation
- Key deliverables to:
  - Develop between 5-10 relationships with external organisations
  - Enable learning and knowledge sharing opportunities for c50 people across the Partnership to develop external insight
  - Create a new recruitment route for the Partnership to support Strategic Workforce plan
  - Increase awareness of the Orbis brand within local communities
- Supported by peer coaching and action learning groups

## What will I get from it?

- Opportunity to work on a project outside of immediate service area
- Skill development:
  - Influencing
  - Creativity and innovation
  - Networking and building relationships
  - Communication skills
  - Writing a business case
  - Personal impact
  - Coaching skills
- Exposure to Orbis senior managers
- Responsibility to implement a solution
- Build knowledge of the Partnership by working with colleagues from different services
- Develop personal insight and build external networks

## 2. “Putting the customer at the heart of everything that we do”

### What is the intervention?

- Team of up to 12 individuals working with Ernst and Young to scope what “putting the customer at the heart” would look like in practice
- Following output from scoping session, individuals to scope out 2 real business challenges themselves to solve
- Work to develop a recommendation to answer the business challenge question
- Supported by Simon Pollock and Sheila Little as OLT sponsors
- 3-6 months long with key deliverable to be determined by the group
- Supported by peer coaching and action learning groups

### What will I get from it?

- Opportunity to work on a project outside of normal scope and immediate service area
- Skill development:
  - Project scoping
  - Influencing
  - Creativity and innovation
  - Communication skills
  - Writing a business case
  - Personal impact
  - Coaching skills
- Exposure to Orbis senior managers and senior stakeholders across both authorities
- Opportunity to use strategic insight to develop a project scope to drive personal responsibility and accountability
- Build knowledge of the Partnership by working with colleagues from different services
- Increase knowledge and understanding of the sovereign authorities

# 3. “Driving EPIC performance to enhance the customer and employee experience”

## What is the intervention?

- Team of 4-6 individuals working to establish what EPIC Performance looks like for Orbis and establishing key indicators; practices and communication methods to embed across the Partnership.
- 3-6 months long with two phases:
  - Phase 1: Develop a recommendation
  - Phase 2: Test and implement the recommendation
- Key deliverables:
  - Engage Orbis colleagues and introduce consistent practices across the Partnership
  - Establish an approach that focuses on delivering value for the customer
- Supported by Sponsor TBC; peer coaching and action learning groups

## What will I get from it?

- Opportunity to work on a project outside of normal scope and immediate service area
- Skill development:
  - Influencing
  - Creativity and innovation
  - Communication skills
  - Writing a business case
  - Personal impact
- Exposure to Orbis senior managers and senior stakeholders across both authorities
- Build knowledge of the Partnership by working with colleagues from different services
- Increase knowledge and understanding of the sovereign authorities

## 4. Orbis Shadow board

### What is the intervention?

- Team of 6 individuals operating as a shadow Orbis board
- The shadow board would receive the same papers and challenges as the OLT and would work as a collective group to make appropriate recommendations and decisions
- Shadow board would present their output to OLT and attend the OLT meeting
- Supported by Leatham Green as OLT sponsor
- 3 months cycle of attendance

### What will I get from it?

- Opportunity to work topics at a more senior and strategic level and outside of normal scope and immediate service area
- Skill development:
  - Influencing
  - Creativity and innovation
  - Communication skills
  - Personal impact
  - Resilience
  - Strategic decision making
- Develop insight of strategic and financial challenges
- Exposure to Orbis senior managers
- Exposure to making difficult decisions
- Build knowledge of the Partnership

## 6. Mentor

### What is the intervention?

- Individual given a senior manager mentor to provide them with career and development support, guidance and coaching

### What will I get from it?

- Opportunity to gain feedback and advice from a senior member of Orbis
- Personal development focus
- Opportunity to concentrate on specific career aspirations and development needs
- Exposure to Orbis senior manager
- Increase knowledge and understanding of the Partnership and sovereign authorities



# FIRST BURST

# The current reality





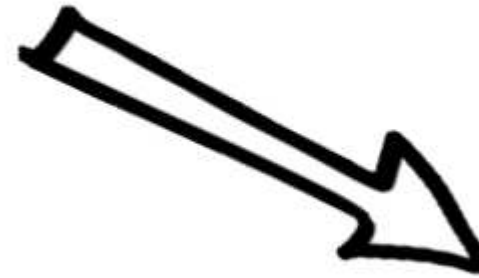


# Key Questions



DIVERGENT THINKING

*Expand and create choices*



CONVERGENT THINKING

*Reduce and make choices*





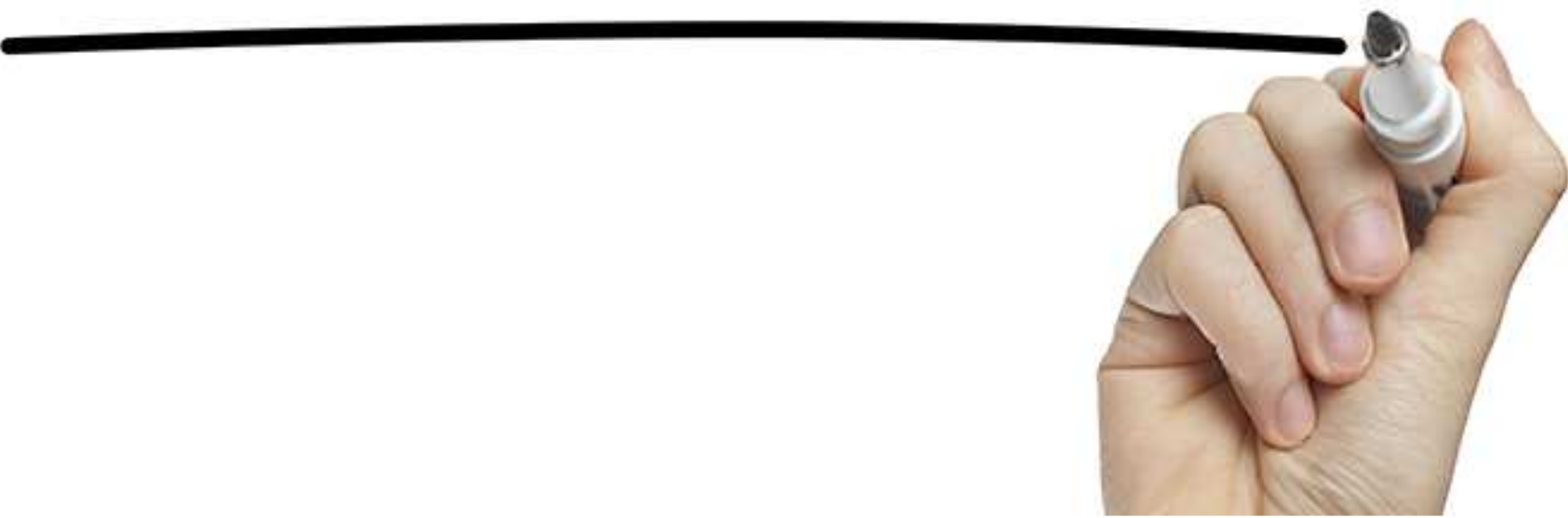
# FILTER & HARVEST





**Build & crystallize ideas**

# ACTION PLAN



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

**ORBIS JOINT COMMITTEE**



**DATE:** 20 JANUARY 2017

**LEAD OFFICER:** ADRIAN STOCKBRIDGE

**SUBJECT:** FREQUENCY OF ORBIS JOINT COMMITTEE MEETINGS

**SUMMARY OF ISSUE:**

For Board member's to discuss the number and frequency of Orbis Joint Committee meetings which take place each year.

**RECOMMENDATIONS:**

It is recommended that the Orbis Joint Committee agree the number of meetings that the Joint Committee will have each year.

**REASON FOR RECOMMENDATIONS:**

**Contact Officer:**

Adrian Stockbridge, Orbis Programme Manager

**Consulted:** None

**Annexes:** None

**Sources/background papers:** None

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