

Notice of Meeting

Corporate Services Select Committee



Date & time

Wednesday, 6
December 2017 at
10.00 am

Place

Ashcombe Suite,
County Hall, Kingston
upon Thames, Surrey
KT1 2DN

Contact

Huma Younis
Room 122, County Hall
Tel 020 8213 2725

huma.younis@surreycc.gov.uk

Acting Chief Executive

Julie Fisher



We're on Twitter
[@sccdemocracy](https://twitter.com/sccdemocracy)

If you would like a copy of this agenda or the attached papers in another format, eg large print or braille, or another language please either call 020 8541 9122, write to Democratic Services, Room 122, County Hall, Penrhyn Road, Kingston upon Thames, Surrey KT1 2DN, Minicom 020 8541 8914, fax 020 8541 9009, or email huma.younis@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Huma Younis on 020 8213 2725.

Elected Members

Dr Zully Grant-Duff (Chairman), Dr Andrew Povey (Vice-Chairman), Mr Mike Bennison, Mr Mark Brett-Warburton, Mr Will Forster, Mr Naz Islam, Mr Graham Knight, Mr Andy MacLeod, Mrs Sinead Mooney, Mr Mark Nuti, Mr Wyatt Ramsdale and Mr Richard Walsh

TERMS OF REFERENCE

The Committee is responsible for the following areas,

Policy development, scrutiny and performance, finance & risk monitoring for central services:

- Finance
- Property estate and facilities management
- Emergency and Contingency Planning
- HR and Organisational Development
- IMT
- Procurement
- Legal and Democratic Services
- Orbis Partnership
- Communications
- Other Support Functions

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING: 4 OCTOBER 2017

(Pages 1
- 8)

To agree the minutes as a true record of the meeting.

3 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.

4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (30 November 2017)
2. The deadline for public questions is seven days before the meeting (29 November 2017)
3. The deadline for petitions was 14 days before the meeting, and no petitions has been received.

5 FORWARD WORK PROGRAMME AND RECOMMENDATIONS & ACTIONS TRACKER

(Pages 9
- 16)

The Committee is asked to review its forward work programme and monitor progress on the implementation of actions/ recommendations from previous meetings.

6 ORBIS PARTNERSHIP

(Pages
17 - 32)

For the Committee to review the Orbis achievements to date and progress in developing a revised business plan.

7 BUDGET PLANNING: BUSINESS SERVICES AND ORBIS

(Pages
33 - 38)

This report provides the Committee with budget planning information for Business Services & Orbis.

8 ORBIS PUBLIC LAW BUSINESS PLAN

(Pages
39 - 62)

The Select Committee is asked to scrutinise the Orbis Public Law (OPL) business plan and to agree any areas for further consideration by the Orbis Public Law Joint Committee.

9 DATE OF NEXT MEETING

The next meeting of the Committee will be held at 10:00am on 7 March 2018 in the Ashcombe Suite, County Hall.

Julie Fisher
Acting Chief Executive
Published: 27 November 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. To support this, County Hall has wifi available for visitors – please ask at reception for details.

Anyone is permitted to film, record or take photographs at council meetings with the Chairman's consent. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that the Chairman can grant permission and 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

This page is intentionally left blank

MINUTES of the meeting of the **CORPORATE SERVICES SELECT COMMITTEE** held at 10.00 am on 4 October 2017 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Wednesday, 6 December 2017.

Elected Members:

* present

- * Dr Zully Grant-Duff (Chairman)
- * Dr Andrew Povey (Vice-Chairman)
- * Mr Mike Bennison
- * Mr Mark Brett-Warburton
- * Mr Will Forster
- * Mr Naz Islam
- * Mr Graham Knight
- * Mr Andy MacLeod
- * Mrs Sinead Mooney
- * Mr Mark Nuti
- * Mr Wyatt Ramsdale
- * Mr Richard Walsh

In attendance

Cllr Tim Oliver, Cabinet Member for Property and Business Services

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

There were no apologies. Cllr Mark Brett Warburton would be arriving late to the meeting due to a prior appointment.

2 DECLARATIONS OF INTEREST [Item 2]

There were none.

3 QUESTIONS AND PETITIONS [Item 3]

There were none.

4 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 4]

There were none.

5 FORWARD WORK PROGRAMME [Item 5]

Key points raised during the discussion:

1. The Chairman explained that work was being done with officers to bring an item to the Committee which would consider finance, performance and risk across all services under the remit of the Committee.
2. With regards to the HR item scheduled for the December meeting, a Member of the Committee stated that the report should include more financial data and specific staff job roles. The Chairman explained that HR will be asked will be asked to include specific figures and data before the item was brought to Committee.
3. It was queried whether an item on Member IT could be included on the forward plan, the Chairman stated that Member IT should not be subject to scrutiny by the Committee and anyone who experienced IT issues should contact Democratic Services for support. It was further added that the matter should be raised with the Cabinet Member for Property and Business Services.

6 EMERGENCY MANAGEMENT, BUSINESS CONTINUITY AND LOCAL RESILIENCE [Item 6]

Declarations of interest:

None

Witnesses:

Ian Good, Head of Emergency Management
Steve Owen-Hughes, Deputy Chief Fire Officer

Key points raised during the discussion:

1. The Chairman briefed the Committee on the purpose of the report.
2. A Member of the Committee queried whether flood sax were being used by the county for dealing with possible flooding incidents. The Head of Emergency Management explained that 20,000 flood sacs had been purchased by the county but that many partners including parish councils were using sandbags. Homeowners were also still using sandbags although in some instances sandbags were not the best flooding protection, and other type of property flood protection would be encouraged.
3. It was stated by the Head of Emergency Management that in emergency situations, there were 200 beds available for rest centres. The rest centres vary in size and their locations are maintained by the boroughs and districts- For those members of the public with health issues and for whom beds at rest centres

would not be suitable, the Adult Social Care team was on hand to assist.

4. A query was raised around the location of dangerous pipelines in the county and if the emergency services were aware of the location of these. The Deputy Chief Fire Officer explained that organisations had to inform the fire and rescue service of the location of hazardous pipelines. Maps of these pipelines were regularly updated and a map of these kept on every fire engine.
5. There was a discussion around what work was done with the local community and the voluntary sector to enable access to rest sites in emergency situations. It was stated that in cases where there was an evacuation of the community, rest centres used included local community centres, leisure centres and schools. In cases of a flu pandemic, the advice given to residents would be to stay at home. The Local Resilience Forum (LRF) seek assurance from Public Health that they have the resources and plans to cope in emergency situations. The Head of Emergency Management explained that there were arrangements in place with voluntary organisations, e.g. Red Cross, to bolster up support in emergency situations.
6. Since the change in the terrorist threat level to severe, work has been undertaken with officers from the South East Counter Terrorism Unit to ensure Council buildings were safe and secure. Areas to be reviewed include evacuation arrangements and building improvements. These areas would also be picked up with district and borough partners.
7. Members queried what lessons had been learnt from the Grenfell tower tragedy. The Head of Emergency Management stated that recommendations from the incident were coming through as Surrey Fire and Rescue and the Emergency Management Team were involved in supporting the emergency services during the incident and have also picked up learning from the tragedy. In an emergency situation such as this support would be sought from neighbouring fire and rescue services. The South East 7 (SE7) group were looking into arrangements for this for the County and unitary authorities.
8. Work with district and boroughs to look at the emergency response to long term housing needs resulting from emergency incidents, is planned for November 2017.
9. The Head of Emergency Management stated that the LRF were regularly seeking assurance from partners that emergency plans were up to date and fit for purpose.

10. There was a short discussion around a possible widespread power outage and the implications for the county. Members queried the 'Black Start' process mentioned in the report and asked if the Committee could receive a report on the recovery process in place. The Deputy Chief Fire Officer stated that as the plans were sensitive, these would need to be considered in private. Assurance was given that in a widespread power outage scenario, critical infrastructure would have back up power to ensure critical service continued. These were managed and co-ordinated from a senior government level.
11. The Deputy Chief Fire Officer confirmed that in local emergency situations, utilities companies had duties and responsibilities which they statutorily had to carry out. They were supported by Gold Command to ensure plans succeeded.
12. A Member of the Committee raised concerns around the resources in place to tackle an emergency situation especially with staff cutbacks. The Deputy Chief Fire Officer stated that the LRF had sought assurance from all partners that enough resource was in place to cope with a major incident lasting 14 days, including business as usual. Support would also be sought from other local authorities.
13. It was explained that within the last 18 months work had been done within the LRF to ensure all partners had plans that were fit for purpose.
14. The Head of Emergency Management explained that last year a number of Surrey schools had received bomb threats. As a result, work was being done with head teachers to discuss evacuation plans. A pilot had been undertaken with an infant and junior school. Further work with the Assistant Director for Schools and Learning was planned.
15. As a means of seeking assurance, it was suggested that both DCLG and the Cabinet Office would be looking to inspect the LRF assurance plans and processes. Currently, peer reviews on LRF plans had been undertaken and assurance was also sought through Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).
16. It was queried as to what was the Members role in an emergency. It was stated that an LGA Councillors guide to civil emergencies had been sent to all Members. In local incidents, local Members were informed and updated on the situation as it progressed.
17. It was stated that the LRF would be organising training and exercise events in December 2017 and May 2018 which Members were invited to attend. It was agreed that the Head of Emergency

Management would send Members details of these exercises in due course.

Recommendations:

- For the Committee to receive an update report on emergency management, business continuity and local resilience in 6 months, to include,
 - a report on local 'Black Start' plans if there was a nationwide loss of electricity (to be considered in part 2)
 - an update on partnership work
 - an update on any plans for inspections of the LRF as part of the assurance plans and processes by the DCLG and Cabinet Office.

Actions:

- For the Head of Emergency Management to send the Committee details of the LRF training exercises scheduled for December 2017 and May 2018.

7 AGENCY STAFFING UPDATE [Item 7]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR/OD
Hannah Dwight, HR Business Services and Programmes Manager
Indiana Pearce, HR Contract Manager

Key points raised during the discussion:

1. A Member of the Committee queried how much the contract with Adecco would cost for the year. The Head of HR/OD explained that the contract was reactive and depended on each directorates need for agency staff. The old contract spend for 2015/16 stood at £12.57M. The service hoped to reduce this cost in 2016/17.
2. It was queried why 'Conversion Conversation' with agency staff failed on some occasions. It was explained that the main reasons these failed was due to pay and flexibility. It was further explained that some agency workers preferred to take longer leave in the summer and hence there was a need for a more flexible contract. It was added that Memorandum of

Cooperation's (MoC) had been helpful in setting price controls but the social worker role was still very price sensitive.

11.30am Cllr Mark Brett- Warburton arrived at the meeting

3. It was explained that in April 2017, 19 locum workers in total, seven from Adult Social Care (ASC) and twelve from Children's, Schools and Families (CSF) had converted to permanent employees.
4. It was queried whether there was a target in place for the number of agency workers the Council should be employing. The Head of HR/OD stated that constant uncertainty in the workforce meant that it was difficult to quantify a target agency staff number. As the Orbis partnership grew there would be unpredictable levels of demand. It was further stated that staff turnover for the organisation was around 10% and that the number of locum staff in Surrey was lower compared to other organisations such as the NHS.
5. A Member queried if Brighton and Hove was part of the Adecco agency contract. It was explained that Brighton and Hove were not part of the current agency contract as they had taken the decision to sign another contract before they joined Orbis. It was explained that they were signatories on the (MoC) for social worker locum pay.
6. It was queried if the turnover in agency workers impacted the quality of care. It was explained by officers that previously costs had been prioritised in sourcing agency workers which meant the service selected the agency with the lowest rates above maintaining continuity in care provision. It was explained that the service now seeks to maintain a downwards pressure on costs without compromising the quality of care.
7. Table 5 of the report showed the number of agency workers outside the Adecco contract, of this five business cases had not been approved. Members asked for more details about this. The Head of HR/OD explained that the majority of these had not been approved because the proper process was not being followed by the hiring manager.
8. The Committee asked for more details around the average costs for locum/bank/permanent social workers in both ASC and CSF. It was agreed for this information to be included in a future update report.
9. With regards to table 4, total workforce spend for Q1 2017/18, some Members queried the upward trend in total staffing cost in comparison to 2016/17. Officers clarified that they estimated a

reduction in agency expenditure for the year. There had been a reduction in staffing spend in the Chief Executive's Office for Q1 as the Chief Executive had decided to restructure his support office.

10. The Committee agreed for a progress report to be presented to the Committee in 6 months' time.
11. There was a brief conversation with the Cabinet Member for Property and Business Services around Members IT and the current provision in place. The Cabinet Member explained that a Member survey on IT had been emailed to all Members and Members were encouraged to respond to this. Going forward, password manager and hybrid devices would be rolled out to Members. If Members were still experiencing issues they were told to contact Elliot Sinclair or Kevin Emmons in Democratic Services.
12. The Cabinet Member for Property and Business Services recommended that the Orbis Public Law business plan should be added to the Committees forward work programme for December.

Recommendations:

- For the Corporate Services Select Committee to receive an update report on agency staffing in 6 months, to include,
 - details around the average costs for locum/bank/permanent social workers in both ASC and CSF

Actions:

None

8 DATE OF NEXT MEETING [Item 8]

The next meeting of the Committee will be on 6 December 2017, at 10.00am in the Ashcombe Suite, County Hall.

Meeting ended at: 12.25pm

Chairman

This page is intentionally left blank

**Corporate Services Select
Committee
6 December 2017**



**Forward Work Programme and Recommendations &
Actions Tracker**

1. The Committee is asked to review its Forward Work Programme and Recommendations and Actions Tracker.

Recommendations:

- That the Committee reviews its Forward Work Programme and makes suggestions for additions as appropriate.
- That the Committee review Recommendations and Actions from previous meetings and check these have been actioned.

Next Steps:

The Committee will review its work programme and recommendations tracker at each of its future meetings.

Report contact: Huma Younis, Democratic Services Officer.

Contact details: 020 8213 2725, huma.younis@surreycc.gov.uk

This page is intentionally left blank

Corporate Services Select Committee Forward Work Programme 2017/2018

Date of Meeting	Scrutiny Topic	Description	Outcome	Method
6 December 2017	Orbis Partnership - Service delivery	Orbis Public Law Business Plan	Scrutiny of the Orbis Public Law business plan including: <ul style="list-style-type: none">• achievements to date• timescale• governance• impact on service delivery• costs and budget implications	Report
6 December 2017	Orbis Partnership - Service delivery	Orbis Revised Business Plan	Scrutiny of the revised Orbis Business Plan including: <ul style="list-style-type: none">• Orbis risk register update (to be received at a regular six-monthly interval)• service budget, update on expenditure, savings	Report

			<ul style="list-style-type: none"> and trends performance monitoring indicators 	
6 December 2017	Orbis Partnership - Service delivery	Orbis MoBo (Managed On Behalf Of) Budget	<p>Scrutiny of the MoBo budgets for Surrey County Council, currently £52.3m including:</p> <ul style="list-style-type: none"> efficiency savings and how these impact on service delivery 	Report
<u>2018</u>				
7 March 2018	HR Strategy	HR offer to staff and workforce planning	<p>Scrutiny of the current HR strategy, including:</p> <ul style="list-style-type: none"> training appraisals absenteeism rates welfare current and future workforce planning 	Report
7 March 2018	Civil Protection	Emergency Management, Business Continuity and Local Resilience relating to recent incidents	<p>Scrutiny of emergency preparedness (as per six-monthly update requested October 2017) including:</p> <ul style="list-style-type: none"> emergency management business continuity local resilience an update on partnership work 	Report

			<ul style="list-style-type: none"> • an update on any plans for inspections of the Local Resilience Forum assurance plans and processes by the DCLG and Cabinet Office • a report on local 'Black Start' plans if there was a nationwide loss of electricity (to be considered in part 2) 	
13 June 2018	Staff Resources	Agency Staffing	<p>Scrutiny of agency staffing (as per six-monthly update requested October 2017) including:</p> <ul style="list-style-type: none"> • procurement policy • management of expenditure • trends • details of the average costs for locum/bank/permanent social workers in both ASC and CSF 	Report
Task Groups/ Other				

Topic	Scrutiny Topic	Description	Outcome	Membership
Civil Protection	Local Resilience	Attendance to a training exercise organised by the Surrey Local Resilience Forum, <ul style="list-style-type: none"> 15 May 2018- Exercise Comet 	To scrutinise emergency preparedness and partnership working.	All members of the committee

CORPORATE SERVICES SELECT COMMITTEE RECOMMENDATIONS AND ACTIONS TRACKER (2017/18)

The actions and recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each meeting. Once an action has been completed and reported to the committee, it will be removed from the tracker.

Date of meeting	Item	Recommendations/ Actions	Update/Response	Responsible Officer/Member
4 October 2017	EMERGENCY MANAGEMENT, BUSINESS CONTINUITY AND LOCAL RESILIENCE [Item 6]	For the Committee to receive an update report on emergency management, business continuity and local resilience in 6 months, to include- <ul style="list-style-type: none"> a report on local 'Black Start' plans if there was a nationwide loss of electricity (to be considered in part 2) an update on partnership work an update on any plans for inspections of the LRF assurance plans and processes by the DCLG and Cabinet Office. 	This has been added as an item to the Select Committees forward work programme and is currently scheduled for March 2018.	DSO/ Chairman
4 October 2017	EMERGENCY MANAGEMENT, BUSINESS CONTINUITY AND LOCAL RESILIENCE [Item 6]	For the Head of Emergency Management to send the committee details of the LRF training exercises scheduled for December 2017 and May 2018.	Details of the major tactical command exercise (exercise Comet) which will be held at the Fire Service Headquarters at Wray Park, Reigate on 15 May 2018 were emailed to the Committee on 20/11/17.	Head of Emergency Management
4 October 2017	AGENCY STAFFING UPDATE [Item 7]	For the Corporate Services Select Committee to receive an update report on agency staffing in 6 months, to include- <ul style="list-style-type: none"> details around the average costs for locum/bank/permanent social workers in both ASC and CSF. 	This has been added as an item to the Select Committees forward work programme and is currently scheduled for June 2018.	DSO/ Chairman

This page is intentionally left blank

Corporate Services Select Committee

6 December 2017



Orbis Partnership

Purpose of report: Scrutiny of Services and Budgets – Committee to review Orbis achievements to date and progress in developing a revised business plan.

Executive Summary

Orbis is a partnership between Surrey, East Sussex and Brighton & Hove Councils in relation to back office services. Orbis is the largest local government shared service of its kind in the UK, with 2000 staff and an operating budget of £63m. Services included in the partnership are; Finance, IT & Digital, Property, Procurement, Human Resources and Business Operations.

Orbis has made significant progress against the original business plan targets agreed by the Cabinet in 2015. Orbis is on track to fully integrate services and will have delivered savings of approximately £9m to its partner councils by April 2019. This represents a 17% average reduction in costs compared to 2015/16 net budgets.

The leadership structure of each service has been remodelled to have a single lead with integrated management teams. To-date there has been a 25% reduction in senior management posts.

A structured approach has been developed in relation to service integration that establishes the journey from collaboration to integration. Each service has its own complexities and has been allowed to progress at its own pace towards the shared goal of achieving full integration by April 2019. As such, each service is at different stage on the journey to convergence.

Orbis is governed through a Joint Committee approach, this provides strategic oversight and robust challenge to ensure the partnership continues to provide value to the respective Councils. A Joint Management Board provides the officer leadership for Orbis and each Council has a nominated lead officer on this board.

Working in partnership has many benefits (financial and non-financial) but also creates a number of challenges. Staff in partnership roles are particularly affected where they have to operate successfully across multiple organisations in different cultures and political environments.

A revised business plan is being developed in recognition of the impact of Brighton becoming Orbis' third founding partner. The revised business plan is expected to be completed in January 2018 and will determine the approach for a 3 year period, to 2021.

As part of the business plan, work has been progressing on a revised baseline that will determine the contribution ratios of the three partners. The revised contribution ratios will be Surrey 56%, East Sussex 24% and Brighton and Hove 20%.

Orbis has developed a shared risk approach and risk register for the partnership. This identifies the shared strategic risks for the partnership which are regularly reviewed by the Orbis Leadership Team (OLT). In addition, a performance framework is being developed across Orbis that will identify and enable the monitoring of key indicators and customer insight.

Background

1. Orbis is a partnership between Surrey, East Sussex and Brighton & Hove Councils in relation to back office services. The partnership began with a shared Head of Procurement across Surrey & East Sussex in 2012 and has developed since then to become the largest local government shared service of its kind in the UK, with 2000 staff and an operating budget of £63m.
2. The partnership was formally launched via an Inter Authority Agreement between Surrey & East Sussex in April 2015, with operating budgets integrated from April 2016. The contribution ratios for the partnership were originally agreed at SCC 70% and ESCC 30%. These ratios dictate the level of investment and savings for each partner.
3. Services included in the partnership are; Finance, IT & Digital, Property, Procurement, Human Resources and Business Operations.
4. Brighton & Hove City Council formally joined the partnership in May 2017 and it was recognised that a refreshed business plan would be required to take into consideration the impact of an additional partner.

Achievements to date

5. The original Orbis business plan that was approved by the Cabinet in October 2015 covered a 3 year period commencing in April 2016. This was based around the formation of the partnership and the benefits achieved through integrating services, management delayering and reduction in duplication.

6. The Original Orbis Business Plan detailed three year savings targets:

2016/17	2017/18	2018/19	Total
£1.1m	£3.8m	£3.9m	£8.8m

7. Table 1 details the additional in year savings that Orbis has delivered or is forecast to achieve in the first two years of the partnership:

Table 1 ESCC & SCC Orbis Benefits to March 2018 - Additional in Year Savings

	2016/17 £000	2017/18 £000	Total £000
Business Operations	34	-0	34
Finance	-594	-350	-944
HR & OD	-564	-115	-679
IT & Digital	-1,343	-250	-1,593
Management	-294	-340	-634
Procurement	-0	-30	-30
Property	-620	0	-620
Total	-3,381	-1,085	-4,466
ESCC	-1,016	-327	-1,343
SCC	-2,365	-758	-3,123
	-3,381	-1,085	-4,466

8. The additional savings in Table 1 have largely been achieved through early delivery of savings by holding vacancies and voluntary severance. This does have an impact on capacity though, with more pressure being placed on the remaining staff.
9. Technology is a key enabler and has seen the successful sharing of email / calendar systems together with the integrating Wi-Fi networks across several partner sites, this empowers staff to work effectively in multiple locations.
10. The partnership has also adopted a more commercial approach. Orbis trades business services with other local authorities, including 4 London Boroughs, 500+ schools and 100+ academies, as well as a number of blue light, healthcare and not-for-profit organisations. All net income is re-invested into our councils as contribution to overheads.
11. There are a number of non-financial benefits through working in partnership:
 - 11.1 Greater resilience across services
 - 11.2 Sharing of best practice and learning across the partners
 - 11.3 Opportunity for joint investment and business cases that wouldn't be possible as a single authority (e.g. electronic invoicing)
 - 11.4 Greater opportunity for staff development and career progression
 - 11.5 Joint Procurement activity
 - 11.6 Enhanced growth opportunities through economies of scale and lower unit costs
12. Each service now has a single head and integrated senior management teams, this has delivered a 25% reduction in senior management posts. Since the partnership formally launched in April 2015 Orbis has deleted 188 posts across all levels.
13. All services are in the process of integrating the lower management tiers and full integration of services is set to be achieved by April 2019

Service Overview

14. Table 2 provides an overview of each service with a breakdown of net operating budget and FTE numbers (including BHCC).

Table 2 – Service Budget and FTE overview

Service	Net Operating Budget £000	FTE
Procurement	3,906	97
IT & Digital	20,640	507
Property	11,792	361
Business Operations	7,270	380
HR & OD (inc. Revs & Bens)	6,377	378
Finance (inc. Internal Audit)	10,956	285
Management	2,464	
Total	63,405	2008

15. Each service has identified a number of Centres of Expertise (Table 3) and these are in the process of being developed and/or implemented.

Table 3 – Centres of Expertise (CoE) by Service

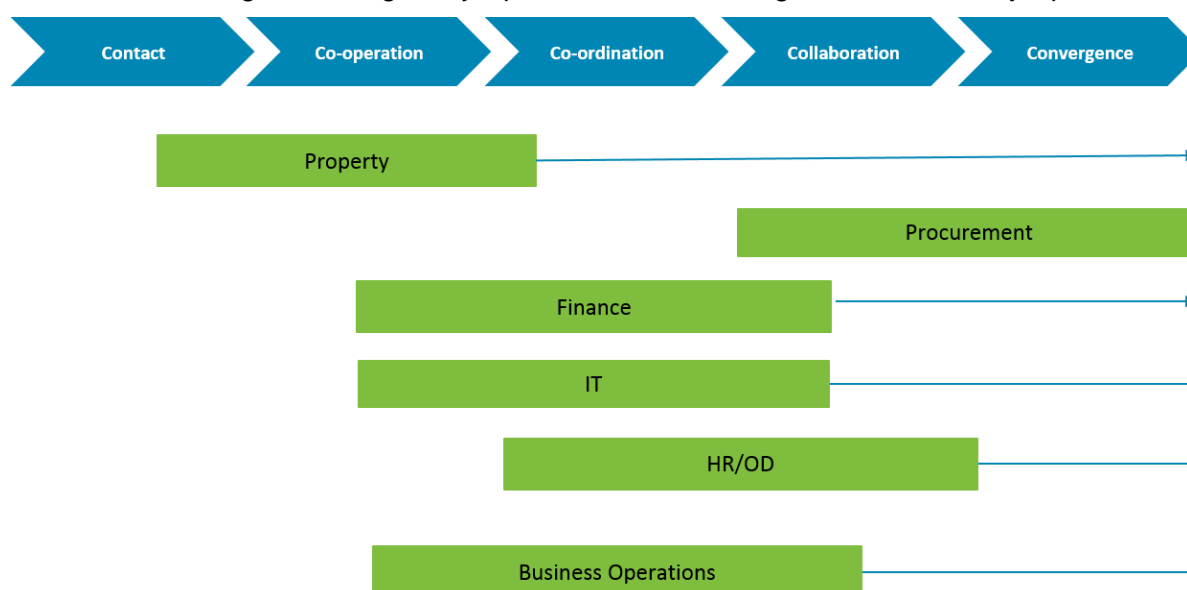
Service	Centres Identified	Status
Procurement	Category & Commercial Strategies Contract management Tendering	Live Live Live
IT & Digital	Analytics capability Digital Innovation & Adoption Architecture & Application development	Live Ongoing In development
Property	Estates Energy Facilities mgt Maintenance	All in development
Business Ops	Payroll Pensions Purchase to Pay	All in development
HR/OD	Pay & reward Health, Safety, Wellbeing & Inclusion Organisation & Learning Development Transformation & Advisory Services	Due to go live April 2018
Finance	Insurance Financial Planning Treasury Mgt Taxation Financial Systems Financial Accounting Risk Mgt	In development

16. A Centre of Expertise (also known as a competency centre or a capability centre) is a corporate group or team that leads other employees and the organisation as a whole in some particular area of focus such as a technology, skill or discipline.
17. The CoE's will consolidate relevant skills and experience to strengthen the offer and capability within the identified areas. Depending on the nature of the CoE it may be co-located where there is a viable case for doing so and this will be determined on a case by case basis.
18. Orbis has developed a model for integration which we call 'Collaborate to Integrate' (table 4), this details the 5 key steps of the journey to full convergence of services.

Table 4 – Collaborate to Integrate model

	Contact	Cooperation	Coordination	Collaboration	Convergence
Level of Integration	Experimental	Minimal	Selective	Selective	Full
Orbis Staff Commitment	<ul style="list-style-type: none"> Casual networking 	<ul style="list-style-type: none"> Trust building 	<ul style="list-style-type: none"> Shared goals with separate administrative framework 	<ul style="list-style-type: none"> Shared vision with changes to working practices and new cross-partner interdependencies 	<ul style="list-style-type: none"> Shared mission and service delivery Common standards and policies Performance Management Integrated structures
Typical activities and focus	<ul style="list-style-type: none"> Exploration of differences and commonalities 	<ul style="list-style-type: none"> Information sharing Identify opportunities 	<ul style="list-style-type: none"> Planning Joint Projects Process simplification 	<ul style="list-style-type: none"> Implementing joint projects leading to shared services Process standardisation 	<ul style="list-style-type: none"> Optimised common processes Common infrastructure Partner on-boarding

19. Each service is at a different stage in the integration journey. The diagram below summarises the status of each service along this journey but all services are working towards integrated budgets by April 2018 and full integration of teams by April 2019:



Governance

20. Orbis has clear governance arrangements in place for overseeing and managing the partnership. Orbis operates under a Joint Committee structure, the Committee meets on a quarterly basis and each Council is represented by two Members.
21. The terms of reference of the Joint Committee are to oversee and to improve delivery of the Services for the benefit of each participating Council, and in particular to:
- 21.1 Recommend proposals to meet the annual budget for Orbis, set by each of the Councils
 - 21.2 Approve the Orbis Business Plan and performance measures
 - 21.3 Monitor the Orbis Business Plan and performance of Orbis

- 21.4 Make recommendations to the constituent authorities regarding revisions to the Terms of Reference of the Orbis Joint Committee
22. In addition to Member governance, Orbis has clear officer leadership through a Joint Management Board with an appointed lead for each of the councils; Sheila Little (Director of Finance, Surrey), Kevin Foster (Chief Operating Officer, East Sussex) and Dave Kuenssberg (Director of Finance & Resources, Brighton & Hove).
23. Working closely with the Joint Management Board, the Orbis Leadership Team (OLT) includes Heads of Service and provides operational leadership for the partnership.
(Annex 1 details full governance arrangements for the partnership).

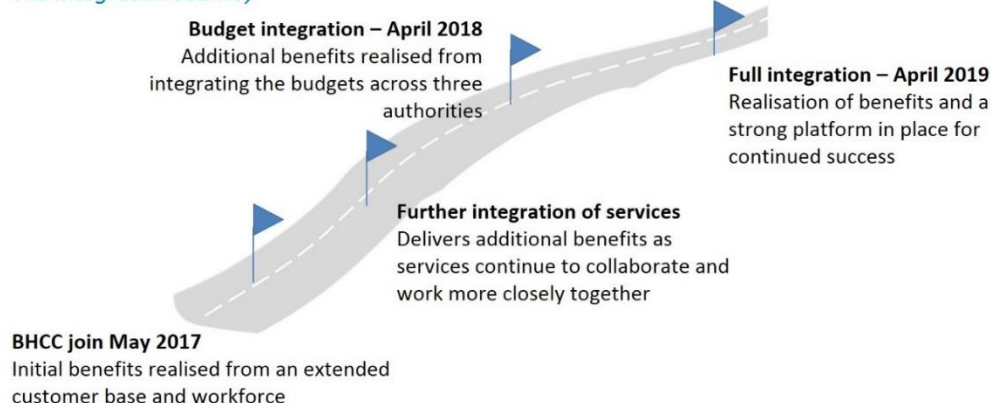
Key challenges / lessons learned

24. Although there are many benefits to working in partnership it also provides a number of challenges. Staff working in partnership roles are facing the additional challenges of working across multiple organisations that have different cultures and political environments with increased travel time between locations.
25. Working in partnership requires ongoing efforts to develop and maintain effective relationships. This can be time consuming, complex and can lead to an increase in timeframes to achieve outcomes, it also often requires separate approval in each of the three Councils.
26. Co-design of vision, strategy and plans is crucial to ensure that all partners have equal input and opportunity to influence decision making, this can also help to reduce the perception that one Council is taking over another.
27. The ongoing financial challenges in Local Government are making it more difficult to secure and release funding for investment in key technologies that will enable transformation of service delivery, this was a key component of the original business plan.
28. The ability to share and adopt best practice and learn from the different ways each organisation delivers services has been hugely beneficial and is leading to improved processes and ways of working.
29. It is important that all partners fully understand the implications of the partnership and are committed to the delivery of the Business Plan and associated outcomes.

Future plans

30. The chart below details the timeline to realise full integration of budgets and services by end of March 2019.

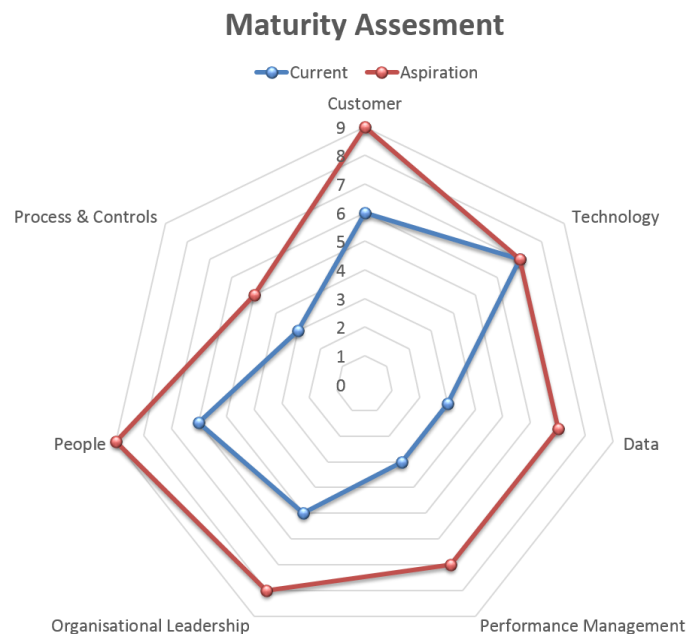
The Integration Journey



Business Plan 2021

31. Although only 18 months into the original 3 year business plan, the material change of an additional partner joining, coupled with ongoing changes within each of the sovereign partners, Orbis has taken an opportunity to refresh the business plan.
32. Orbis is developing a longer term vision focussed on more of a place based approach. The three Council Chief Executives recommended Orbis should concentrate efforts within the existing geography rather than actively seeking to attract another large external partner.
33. This means that Orbis needs to effectively enable and support transformation in front line services and be at the forefront of ensuring key strategic initiatives such as the Surrey Heartlands STP are a success.
34. An assessment undertaken in relation to the relative maturity of Orbis has highlighted a number of key areas of development for the future and these areas will be a primary focus for the partnership as it develops through the next few years.

Current assessment to date & 2021 aspiration



35. A range of progress indicators will be developed as part of a performance framework for the partnership that will enable progress in these areas to be tracked and reported against.

Financial Baseline & Benefits

36. As part of BHCC joining Orbis, work has been progressing on a revised baseline for the partnership that will determine the contribution ratios for the three partners:
37. The revised contribution ratios are likely to be as follows:
 - Surrey 56%
 - East Sussex 24%
 - Brighton & Hove 20%

38. Work will continue to refine the baseline numbers with a view to finalising the financial position for the Inter Authority Agreement (IAA) and integration of budgets in April 2018.
39. A number of areas of search have been developed that will shape discussions around where Orbis can achieve further benefits for financial years 2019/20 & 2020/21. These areas of search are themed around key elements such as; demand management, continuous improvement, transformation and growth.
40. To achieve further savings Orbis will need to consider whether certain services are reduced or even ceased. This will have an implication and any decision around the cessation of services will need to be considered and agreed by each of the Councils.
41. By March 2019 Orbis will have achieved a 17% average reduction compared to 2015/16 net budgets and is looking at opportunities to achieve further benefits in the region of 2-8% through 2019/20 and 2020/21 financial years.

Orbis Risk Register

42. When Orbis was officially launched in May 2015, both Surrey and East Sussex County Councils had separate business services risk registers. It was recognised at the time that creating an Orbis risk register would be beneficial to identify key risks for the partnership but this would need to link into each councils own risk procedures and forums.
43. The Orbis risk register takes partnership view on strategic risks with each service in Orbis maintaining a separate service based risk register.
44. The Orbis Leadership Team (OLT) regularly reviews and updates the strategic risk register to ensure that current risks are captured and are being managed effectively.

Performance Monitoring

45. Orbis is currently in the process of developing a performance framework for the partnership. It is recognised this is vital for the partner councils in order to have visibility of how Orbis is performing in a number of key areas.
46. One key challenge in delivering Orbis wide performance monitoring is the inconsistency and availability of data across the three councils. The partners use different systems and hold data in different formats, therefore a pragmatic approach will need to be taken in developing a partnership wide performance framework.
47. The performance framework will focus on three key elements:
 - Internal Orbis performance measures: financial management, risk management, people management
 - Progress against aspirations set out in the revised business plan
 - Value delivered to the respective councils (i.e. number of schools places delivered)
48. It is envisaged that a performance dashboard will be developed to enable performance measures to be analysed and made visible. Work is underway with colleagues in IT & Digital to understand the most appropriate way to achieve this.
49. The Orbis Joint Committee has requested for an update in relation to performance monitoring at the next Committee meeting in January 2018.

Conclusions:

50. Orbis has made significant progress in relation to the original business plan agreed by the Cabinet in 2015. Savings have exceed targets with no impact on service provision or quality thus far.
51. There is a structured and organised approach to integration to help minimise disruption to staff and customers.
52. The revised business plan is still in development and is expected to be completed in January 2018. The finished version will be not include all of the content provided as part of this report, some of this is for background information only.
53. The financial aspects of the business plan need to be aligned to the MTFP process to ensure clear articulation and understanding of the savings Orbis will deliver during the next 3 years.

Recommendations:

It is recommended that the Committee:

- Reviews the progress of the partnership to date and the development of a revised business plan.
- Reviews the approach being taken in relation to risk management and a performance framework for Orbis.

Next steps:

54. Work will continue to develop, refine and complete the business plan with an expected completion date early in the New Year. As part of this process a number of communication and engagement activities will take place with staff, unions and stakeholders.
55. A report detailing progress on the revised business plan will be taken to the Orbis Joint Committee in January 2018
56. The revised business plan will be implemented from April 2018 alongside a full Inter Authority Agreement and integration of operating budgets.
57. Work will continue to develop a performance monitoring approach for Orbis and an update will be provided to the Orbis Joint Committee in January 2018

Report contact: Adrian Stockbridge – Orbis Programme Manager

Contact details: 07837 170418 / Adrians@surreycc.gov.uk

Annex 1- Orbis governance structure

Annex 2- Orbis risk register

Governance of the Partnership

Forum	Membership	Purpose
Strategic Direction & Decision Making		
Joint Committee	ESCC/SCC/BHCC Members Executive Directors/ Section 151 / Monitoring Officers	Provides strategic direction and decision making
Orbis Joint Management Board	ESCC/SCC/BHCC Executive Directors	Set programme direction and holds accountability for overall delivery
Orbis Programme Board	ESCC/SCC/BHCC Executive Directors/Section 151/Monitoring Officers/Senior Customers/Orbis Programme Manager	Ongoing monitoring of progress, resolve any escalated issues
Orbis Leadership Team (OLT)	Executive Directors/Orbis Strategic Leadership/ Orbis Programme Manager	Day to day operational management, monitoring and reporting of performance, driving performance improvement
Oversight & Reporting		
Programme Management Office (PMO)	Orbis Programme Team	Accountable for the delivery to time and cost of partnership projects
Service Design Group	Orbis Programme Manager/Service representatives	Provide operational input into service design

This page is intentionally left blank

Orbis risk register as at October 2016

Owners: John Stebbings and Kevin Foster

Strategic risks - have the potential to significantly disrupt the business and are mitigated more effectively through cross-working

Ref	Reporting audience	SCC risk refs	Description of the risk	Impact	Likelihood	Score	Inherent risk level (no controls)	Controls	Impact	Likelihood	Score	Residual risk level (after existing controls)	Lead risk owner
ORB02	Orbis	IT4 P04 SS05	Capacity Insufficient capacity to provide ongoing support to services at current levels and also deliver change programmes, including internal change and organisational transformation programmes, leads to lack of awareness by Orbis staff and poor coordination of response, significant delays and reputational damage.	4	4	16	High	<ul style="list-style-type: none"> - Regular review and monitoring across services. - Close working with management teams to ensure confirmation of specifications/ requirement, and alignment of support and change activity. - Provide clarity to customers about resource and capacity. - Engagement with customers through leadership groups and networks. - Prioritise activities and resources as necessary. 	4	4	16	High	John Stebbings
Orb11	Orbis		<p>A significant number consultations taking place in a condensed period of time (Aug 17-Mar 18) could impact on morale, productivity and lead to increased absence. There is also an impact on the resources required to support these changes, particularly in HR where job descriptions will need to be written and evaluated across three partners.</p> <p>There is also significant risk of TUs challenging consultation proposals which could lead to delays in implementation and affect the ability to deliver the savings required in 2018/19</p>	4	4	16	High	<ul style="list-style-type: none"> > Review current timelines for consultations and define where there is a possibility to advance or defer consultation timelines in specific services > Understand scope and timeframes for sovereign change programmes and the likely impact on Orbis services during the period Sept 17 - Summer 18. > Review existing resource requirements and assess the suitability of utilising external resource to provide capability and capacity > Set up specific Orbis job evaluation panels to review large quantities of roles > Understanding of existing workloads and pressures on HR advisory teams and identify capacity gaps > Prioritise workloads where possible or seek to identify additional resource requirements where necessary > Early engagement with Trade Unions to ensure they are sighted and understand some of the proposed changes > Regular joint Trade Union meetings across the three authorities > Regular communication between services and Trade Unions 	4	3	12	High	Kevin Foster
ORB10	Orbis	CS05 FN1,2,3 HR01 IT1 P14 PS1	Organisational financial pressures Significant financial pressures in sovereign organisation(s) leads to Orbis business disruption and inability to deliver outcomes effectively (due to additional savings requirements and; or increased pressures for Orbis to support services).	4	4	16	High	<ul style="list-style-type: none"> - Through work on both councils' financial planning processes (MTFP/RPPR), the Director of Finance and Chief Operating Officer identify any strategic implications for Orbis services and alert OLT accordingly. - Oversight and monitoring of the impact of sovereign pressures through OLT and Joint Committee Structure. - Effective engagement through the ABVCSSC/ COB scrutiny processes to ensure there is clarity/ common understanding on Orbis performance and practice. - Development of new partners and business growth to increase financial resilience to support delivery of outcomes. 	4	3	12	High	Kevin Foster

ORB05	Orbis		Decision making Disruption to key decision making due to organisational differences in governance, culture, processes, procedures and Trade Union/employee relations leads to significant delays in policy changes and realising business benefits.	4	4	16	High	- Shared strategy, leadership and visions. - Continuous staff, Orbis community and stakeholder engagement. - Regular meetings with Trade Unions. - Recognise differences (cultural, political, governance) and effectively plan to fulfil sovereign decision making processes. - Clear governance and process structures.	3	3	9	High	John Stebbings
ORB03	Orbis	FN15 IT4 P04	People Resilience Significant reduction in business resilience due to increasing: - workloads and sickness; - loss of / inadequate skills; - staff disengagement impacts on expertise, knowledge and relationships, leading to inability to deliver good quality services and reputational damage.	3	4	12	High	- Joined up recruitment across Orbis. - Regular communications, consultation and engagement with staff. - Orbis epic champions provide key role in supporting staff. - Regular performance conversations with staff, including wellbeing. - Communications engagement plan. - Action plans in response to the staff survey being deployed. - Regular OLT level review of wellbeing data, with targeted initiatives where appropriate. - Use of Digital Media sessions facilitated by OLT Members to capture resilience related issues and provide opportunities for cross functional exposure (Peers support). - Dedicated People Plan being developed and deployed throughout 2017/18 to actively support Orbis Managers during times of change.	3	3	9	High	Sergio Sgambellone
ORB06	Orbis	CS01 IT3 SS02, 07	Systems and technology Lack of investment in and/or delays to implementation of technology (including the Business Solutions Platform) in the context of challenging organisational financial pressures leading to decisions not to invest, in order to instead achieve immediate and near term financial targets. The unintended consequence of stopping investment in IT and Digital capabilities is reduced scope for service redesign and sustainable cost reductions across the organisations (including Orbis service integration and associated savings targets).	3	4	12	High	- Governance through the Architectural Design Authority, Technology Board, OLT and Programme Board. - Delivery of technology enablement through the IT Transformation Programme (a sub programme within the wider Orbis programme). - A promotion of service improvement and cost reduction through process change along with Technology investment to lower the impact and resilience upon large scale technology investments. - Strong investment cases developed to support decisions – being absolutely clear about implications of ‘do nothing’ option to set out the long term impact.	3	3	9	High	Matt Scott
ORB07	Orbis		Integration of Brighton and Hove City Council Moving from collaboration to integration of Brighton and Hove City Council requires resources and support and will impact on agreed priorities/ resource allocation, which may lead to significant changes or delays in the implementation of the business plan.	4	3	12	High	Risk accepted. - Procurement of transformation partner (EY) has increased capacity and intelligence. - Develop Business Plan 18/19-20/21 through July-Sept 2017 to include refreshed vision and scenario planning against key future business risk areas	3	3	9	High	Kevin Foster
ORB04	Orbis	PO5a SS10	Future business Lack of proactive planning and response to key policy changes, such as academisation of schools and the development of Health and Social Care service delivery models, leads to loss of business and unsustainability.	4	3	12	High	- Build effective relationships with stakeholders. - Proactive response to bids, increasing business and resilience. - Ensure coordinated response to consultations. - Coordinated Growth strategy and cross function Marcomms group. - OLT strategic overview of key policy changes and response. - Develop Business Plan 18/19-20/21 through July-Sept 2017 to include refreshed vision and scenario planning against key future business risk areas	3	3	9	Medium	Kevin Foster

Orbis risk register as at October 2016
Owners: John Stebbings and Kevin Foster

ORB01	Orbis	IT3	Sustainability Failure to effectively plan to deliver the business plan leads to inability to deliver agreed savings and impacts on long term sustainability resulting in adverse consequences for services (services within Orbis and our customers).	4	4	16	High	<ul style="list-style-type: none"> - Orbis programme office oversight with regular review of risks and issues log. - Regular service and savings plan monitoring with timely escalation of issues. - Effective and timely decision making. - Robust integration and savings plans. - Joint Committee oversight to hold OLT to account (as set out in Inter Authority Agreement). - Service showcase meetings in Dec/ Jan 2017 to assure delivery of service improvement and budget saving plans, and BHCC handover showcases took place in March. - Autumn consultation mapping and analysis for initial consideration by OLT in July 2017 	4	2	8	Medium	Kevin Foster
ORB09	Orbis		Organisational strategies Significant changes in sovereign organisational strategy leads to business disruption and inability to deliver outcomes effectively.	4	3	12	High	<ul style="list-style-type: none"> - Engagement with Corporate management teams and services. - OLT engagement in sovereign organisation change programmes, such as Accountable Care and Services to Schools. - Oversight, influence and engagement via the Joint Committee. - OLT strategic oversight of potential strategy changes, including Chief Executives/Lead Member/ EY strategy event on 13 Jan 2017, and further engagement on 2 May in advance of BHCC soft launch. - Engagement and induction with Members following local elections, including link to sovereign MTFP processes. 	4	2	8	Medium	Kevin Foster

This page is intentionally left blank



Corporate Services Select Committee

6 December 2017

Budget Planning Business Services & Orbis

Purpose of the report:

This report provides budget planning information for Business Services & Orbis.

Report contact: Louise Lawson, Senior Principal Accountant

Background

1. The Committee requested a report to enable scrutiny of the budgets managed by Orbis on behalf of SCC and the SCC contribution to the Orbis budget, including efficiency savings and how these impact on service delivery.

Overview

2. Following the creation of Orbis in 2016, Business Services budgets are part of either the budgets managed by Orbis on behalf of SCC or the Orbis joint operating budget.
3. The majority of the budgets managed on behalf of SCC are non-staffing and provide for the council's building running and maintenance costs, insurance, IT systems and staff development. These are the budgets that are unique to each council in the Orbis partnership. These budgets are fully funded by SCC.
4. The Orbis budget includes mainly staff and any specific non-staffing Orbis running costs such as specific Orbis IT systems. The Orbis Joint committee is responsible for delivering the Orbis services from the joint operating budget. SCC and East Sussex County Council (ESCC) contribute to the joint operating Budget in proportion to their service delivery requirements, currently 70% and 30% respectively. This is prior to BHCC joining the partnership in April 2018, the latest estimate of SCC's contribution to the expanded partnership is 56%.
5. The Corporate Services Select Committee is responsible for scrutinising the budgets managed by Orbis on behalf of SCC and the services provided by Orbis. This report provides information on the current MTFP for the managed on behalf of budgets and the SCC contribution to the Orbis operating budget.

Current Year Budgets

6. The 2017/18 Budgets for the budgets managed on behalf of SCC and the Orbis joint operating budget are below.
7. The managed on behalf of budget includes efficiency savings of £2.2m and services are currently forecasting a -£1.3m over achievement of savings at year end. The majority of these additional savings are one-off and are due to favourable weather conditions, for example reactive building maintenance, and delays to schemes, such as leadership training where bespoke courses are being developed. Table 1 sets out the 2017/18 budgets managed on behalf of SCC by service.

Table 1: 2017/18 Budgets Managed on behalf of SCC

Managed on Behalf of SCC 2017/18 Budgets	Staffing £000s	Non- Staffing £000s	Income £000s	Net Budget £000s
Property				
Building Running Costs	582	21,110	-8,512	13,181
Repairs & Maintenance	0	8,188	0	8,188
Property Projects	27	193	0	220
Total Property	609	29,491	-8,512	21,588
IT & Digital				
Support & Delivery	992	3,446	-285	4,153
Network Contracts	0	3,637	-150	3,487
Design & Build	0	2,628	0	2,628
Project Office	0	2,245	0	2,245
Total IMT	992	11,956	-435	12,513
HR & Organisational Development				
Training	866	1,293	0	2,159
Recruitment	0	693	0	693
Organisational Development	793	615	-20	1,388
Total HR & OD	1,659	2,601	-20	4,240
Finance				
Audit Fee & Other Finance	0	148	0	148
Insurance	0	4,024	-1,378	2,646
Total Finance	0	4,173	-1,378	2,795
Business Operations				
Local Assistance Scheme	153	365	0	518
Contribution from Services	0	-281	0	-281
Other Business Operations	0	-300	0	-300
Total Shared Services	153	-216	0	-63
Procurement	868	0	0	868
Total Net Expenditure	4,281	48,005	-10,344	41,941

8. The majority of income is in Property, of this £5.7m is rent and service charge income for the council's buildings, a further £2.7m is income from schools for the building maintenance service. The Finance income is mainly from schools for insurance cover.
9. The Joint Orbis budget includes efficiency savings of £3.9m and services currently forecast an over achievement of savings of -£1.1m this year. This is mainly early delivery of 2018/19 savings, as services implement or prepare to

implement restructures. SCC currently contributes 70% to Orbis. Table 2 sets out the 2017/18 Orbis joint operating budget.

Table 2: Orbis Joint Operating Budget

2017/18 Orbis Joint Operating Budget	Staffing £000s	Non-Staffing £000s	Income £000s	Net Budget £000s
Services net budgets				
Business Operations	9,733	1,124	-5,590	5,267
Finance	10,161	391	-1,484	9,068
HR&OD	4,595	662	-582	4,675
IT&D	17,319	1,244	-1,608	16,955
Management	449	1,585	0	2,034
Procurement	3,063	309	-156	3,216
Property	9,861	1,240	-1,660	9,441
Total Net Expenditure	55,181	6,554	-11,080	50,655
Contributions				
ESCC				15,269
SCC				35,386
Total				50,655

10. SCC contributes to the net cost of Orbis, currently the share is 70%. The majority of the income is from services provided to schools in both East Sussex and Surrey, these services include payroll, finance support, building maintenance management and HR support. Orbis also receives income from both the ESCC & SCC pension funds and from other local authorities for pension administration and management services.

Current MTFP Savings Plans

11. The total SCC savings from the managed on behalf of budgets and contribution to Orbis, included in the current MTFP, are £4.9m in 2017/18 and £3m in 2018/19 which is an ongoing total saving of £7.9m. The savings are regularly reviewed and the latest 'RAG' for each of the 2017/18 savings are shown in tables 3 and 4. There are risks to these savings as there is increasing demand from other council services for the support of all Orbis services in delivering their own savings, for example planned transformation changes may require IT improvements or HR assistance with restructures.
12. Table 3 shows the existing MTFP savings for the services managed on behalf of SCC. The latest forecast is that all of these efficiencies will be achieved however there is a risk to the utilities saving if there are extreme changes to the weather.

Table 3: Managed on behalf of budgets savings (incremental)

	2017/18 £000	2017/18 RAG	2018/19 £000	Total £000
Finance				
Insurance self fund	750	B	0	750
2015/16 income 2 years only	-25	B	0	-25
Total	725		0	725
HR&OD				
Apprentices	216	B	0	216
Non-staffing incl training & recruitment	207	B	0	207
Total	423		0	423
IT&D				
Orbis Business Plan - SAP	76	B	76	152
Other	-30	B	30	0
Contracts	300	B	0	300
Total	346		106	452
Property				
Utilities	200	G	0	200
Building Running Costs	300	B	200	500
Income	140	B	0	140
Consultancy	100	B	0	100
Total	740		200	940
Total Managed Budget Savings	2,234		306	2,540
Achieved	B			
Progressing	G			
Some Issues	A			

13. The Orbis Operating Budget savings are as per the Orbis Business Plan reported to Cabinet on 27 October 2015 and further reviewed in October 2016. Table 4 shows the Orbis operating budget savings, the current MTFP is based on the SCC contribution of 70%. The latest estimate is that all these efficiencies will be achieved and a further £0.8m will be saved in 2017/18 mainly by delivering 2018/19 savings early.

Table 4: Orbis joint operating budget savings (incremental)

	2017/18 £000	2017/18 RAG	2018/19 £000	Total £000
Business Operations	420	G	125	545
Business Operations	80	A	0	80
Finance	525	B	994	1,519
HR&OD	400	B	625	1,025
IT&D	1,099	B	1,258	2,357
Management	100	B	0	100
Procurement	345	B	15	360
Property	906	G	834	1,740
Total Net Savings	3,875		3,851	7,726
SCC contribution (70%)	2,713		2,696	5,408
Achieved	B			
Progressing	G			
Some Issues	A			

14. The majority of these savings are from staffing budgets and the average reduction compared to 2015/16 net budgets is 17%. Although the 2017/18 savings are expected to be delivered there is a risk that not all of the 2018/19 savings will be achieved as Orbis is experiencing high demand for its services from the council, for example increased need for financial support to understand the implications of new ways of working.

15. Orbis aims to minimise the impact of the savings on other council services, by continually reviewing its service delivery and demands. However there is a risk that service provision will suffer as demand increases.

16. Orbis is revising its business plans as set out in a separate report to this committee. There is a possibility that further savings cannot be identified without impacting on the council. Any recommendations for future savings or service reductions will be reported to the select committee.

Conclusions

17. The report provides the committee with current year budget plans and existing savings for scrutiny.



**Corporate Services
Select Committee**

6 December 2017

Orbis Public Law Business Plan

Purpose of the report: Scrutiny of Services and Budgets

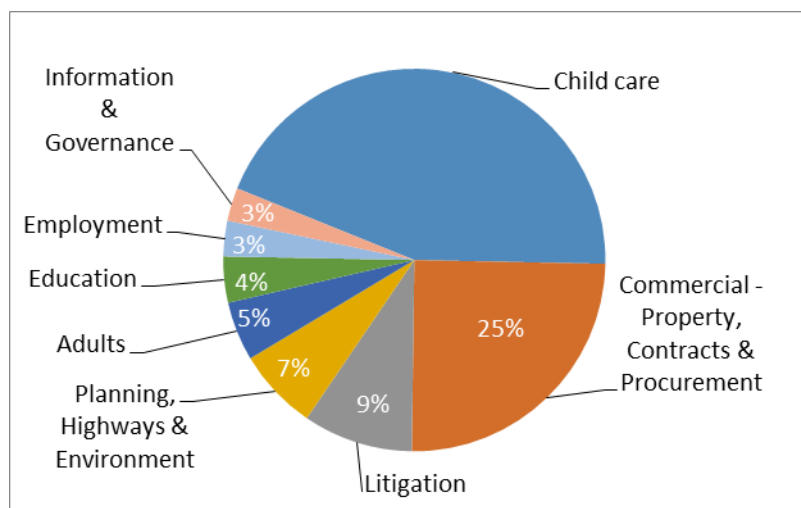
The Select Committee is asked to scrutinise the Orbis Public Law (OPL) business plan and to agree any areas for further consideration by the Orbis Public Law Joint Committee (the Joint Committee).

Introduction

1. Since launching OPL in 2016, a number of pathfinder projects have been underway and considerable progress has been achieved. OPL's ambition for the future and planning for how this may be realised is set out in the business plan attached to this report at **Annex 1**.
2. The Joint Committee considered the business plan on 16 October 2017 and requested the inclusion of targets, financial information and a timeline within the business plan. This is an ongoing and developing piece of work for the partnership.

OPL Background

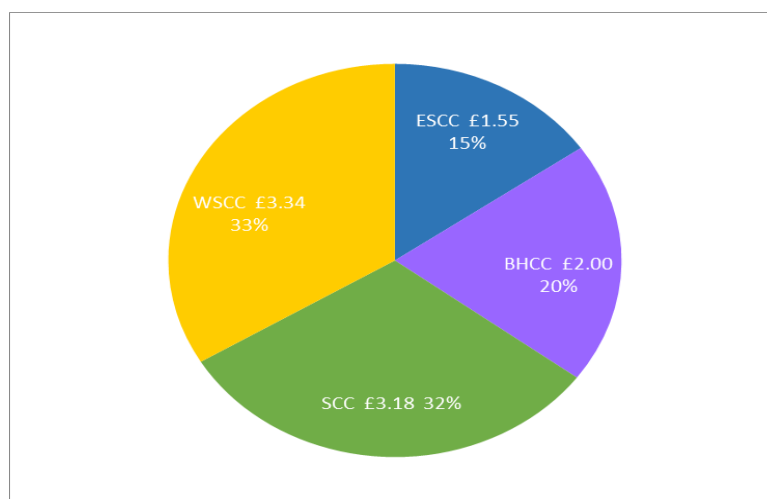
3. Orbis Public Law (OPL) is a legal services partnership between Brighton and Hove City Council and the county councils of East Sussex, Surrey and West Sussex.
4. OPL has a vision to be a single, resilient, sustainable, cost effective legal service with a public service ethos with an ability and ambition to grow.
5. OPL has a combined net operational budget of £10m and a workforce of 250 (160 solicitors and legal executives). The work we do is summarised in the chart below.



Achievements so far

6. A staged approach to implementation has been adopted, and we are currently increasing the level of collaboration between the partners and working towards an integrated service by 2019/20.
7. We have agreed financial principles for the partnership and are working to achieve a joint operational budget. The net cost of the partnership to each authority will be based on a system of Agreed Contribution Ratios (ACRs) using 2017/18 budgets as a starting point. A shadow year of monitoring processes has commenced, and the operational budget for the year is as set out in the table and chart below. During this period, each of the partners is responsible for making the savings required by its authority.

Orbis Public Law Operation Budget - 2017/18					
	BHCC	ESCC	SCC	WSCC	Total OPL OB
	£'000	£'000	£'000	£'000	£'000
Staffing	2,290	1,744	3,443	3,572	11,049
Non Staffing	79	82	138	105	404
Gross Expenditure	2,369	1,826	3,581	3,678	11,453
Total Income	-362	-281	-400	-338	-1,381
Net Expenditure	2,007	1,545	3,181	3,340	10,072
ACR	20%	15%	32%	33%	100%



8. Over the past year we have had a number of workstreams and projects, focussing initially on commercial law and childcare advocacy as these two areas represent 69% of the work undertaken within the partnership.

Childcare Advocacy

9. Nationally there is a significant increase in numbers of child care cases and this is reflected across the partnership. Between 2015/15 and 2016/17, the number of cases dealt with by all the OPL authorities increased by 60%. In Surrey, the rise has been particularly marked, from 99 in 2014/15 to 185 in 2016/17 and has continued into the current year. As the number of cases has increased, the cost of instructing external advocates has also increased. OPL cannot influence the number of cases received, but using our own advocates offers a better value solution.
10. An advocacy project was therefore established to increase the number of hearings carried out in-house and reduce the amounts paid to external advocates. Performance data for existing in-house advocates was collated and it was clear that there was potential to make further savings by increasing the resource and ensuring best value. Partnership working allowed us to learn from each other and focus on how we best use our advocates. We have developed a business case and recruitment strategy and we are currently recruiting for four additional advocates, which could make additional savings of £100,000 per year. However, it has so far proved difficult to recruit suitable candidates and alternatives are being considered.
11. Using our combined influence as OPL we are also working with the family courts to enable bundles of documents for childcare hearings to be received by the court electronically and made available to those who need access via cloud based software. This will streamline the way courts work and is expected to save OPL authorities money on processing costs.

Commercial pathfinder and work sharing

12. The commercial pathfinder project was set up to develop a model for integrated working in the commercial teams, which can be used more widely as integration progresses across the partnership. We have aligned work processes, including joint instructions forms and precedents, so that work can be carried out by any of the partners. This is now being tested in a work sharing pilot, which will promote a practice of working across boundaries, enabling us to use our skills and resources as efficiently as possible, develop areas of expertise and identify opportunities for income generation. In developing areas of expertise we will aim to reduce spend across the partnership on external lawyers.
13. The first phase of the pilot is being evaluated and the challenge is to move to the next stage where the process is embedded so that files are routinely allocated to the staff who can most effectively and efficiently deal with them, regardless of location. The OPL Joint Management Board will meet on 1 December

2017 to consider what will happen next, and members will receive an update at the meeting.

14. A major focus for the partnership has been the implementation of the same case management system across all four authorities to further align the way we work. The system adopted was already in use in Surrey, but it has inevitably taken time to procure and implement the system in three different authorities. To achieve this, practice management processes have been aligned and there is a very high degree of collaboration in place under the supervision of an OPL business development manager. We are also looking to exploit new technology and identify innovative software that will drive efficiencies and assist us to meet our objectives, such as the pilot scheme to test a new system for managing contracts.

People and Culture

15. People are at the heart of what we do, and a staff workstream has kept staff informed and supported through change. Joint training brings colleagues together, and we have adopted a joint approach to recruitment. As all partners are experiencing difficulty in recruiting, we are looking at ways of growing our own talent. We have had a joint recruitment exercise for trainee solicitors, and are now adopting the new apprenticeship model to recruit and train chartered legal executives. The pilot scheme for this is taking place in Surrey. This will also assist with our objective of having work done at the most cost effective level.

What will success look like?

16. OPL 's ambition is to be an influential player in the local public sector legal market, enhancing the value of the service to the partner authorities by:
 - a) managing demand pressures and increasing resilience
 - b) developing specialist services in house and reducing external costs
 - c) creating a more attractive offer to staff and improving recruitment and retention.
17. To achieve these objectives, performance indicators and targets are being established in key areas including finance (financial savings and reducing the cost of legal work), efficiency (including using new technologies to create time efficiencies) and staff development (training and development, sharing and learning best practice, working as one OPL team).
18. Following the Joint Committee's request, we are now looking at these in more detail to provide measurable targets and timescales to include in the business plan, which will be revised for approval by the Joint Committee on 25 January 2017. This work is ongoing and up to date details will be provided to members at the meeting.

Conclusions

19. Each of the four councils faces similar issues of increased demand and fewer resources, making it harder to manage the increasingly specialised services Councils rely on individually.
20. The size and approach of OPL will provide an effective vehicle to deliver these services, supported by a robust business plan.

Recommendations:

That the Corporate Services Select Committee,

- a. endorses the OPL business plan and the proposed revisions
- b. agrees any areas for further consideration by the Joint Committee

Next steps:

Joint Committee to agree revised business plan on 25 January 2018

Report contact: Sarah Baker, Legal Services Manager

Contact details: sarah.baker@surreycc.gov.uk 020 841 7981

This page is intentionally left blank

Orbis Public Law Business Plan

September 2017

By OPL Joint Management Board

Contents

- 1.0 Introduction
- 2.0 Objectives
- 3.0 The story so far
- 4.0 Progress towards the vision
- 5.0 Financial environment
- 6.0 Action plan
- 7.0 Success factors
- 8.0 Conclusion

1.0 Introduction

- 1.1** The business case for Orbis Public Law (OPL), the legal services partnership between Brighton & Hove City Council and the County Councils of East Sussex, Surrey and West Sussex, was approved early 2016. The business case recommended that:
- A Joint Committee is set up for Orbis Public Law; and
 - A business case is developed for Orbis Public Law Ltd as an Alternative Business Structure to work alongside the Joint Committee model.
- 1.2** This business plan builds from the original business case and sets out the early achievements of the partnership alongside the aims, ambitions and future plans for OPL. The plan provides the Executive Board and Members of the Joint Committee with a platform for monitoring.
- 1.3** With a combined net operational budget of £10m and workforce of 250 (160 Solicitors and Legal Executives); OPL aims to become a significant public sector shared service.
- 1.4** OPL has a vision to be a single, resilient, sustainable cost effective legal service with a public service ethos with an ability and ambition to grow.
- 1.5** A number of pathfinder projects have been established over the last year and OPL is now in a position to build from these.
- 1.6** By April 2019/20 OPL plans to have achieved a level of integration and collaborative working that is delivering the aims of the partnership.

2.0 Objectives

- 2.1** Each of the four Council's legal teams face similar issues: increasing financial challenges and fewer resources means that it is harder to manage growing demand and provide the increasingly specialised legal service that Councils rely upon. Individually, each Council currently struggles to recruit and retain legal staff in certain critical areas. The size and approach of OPL will provide an effective vehicle to attract and retain excellent staff who share OPL's aspirations and ethos.
- 2.2** The needs from the OPL partners are captured in four objectives; which when achieved will result in the creation of a sustainable model with the ability to grow.
- 2.3 OPL Objectives:**
- Enhance the value of service to our authorities,
 - Improve resilience,
 - Reduce the net cost of legal services and

- Increase opportunities for staff and their development.

2.4 The vision and ambition for OPL is underpinned by the following design principles:

- Optimum integration to achieve best value whilst working to the parameters of a Joint Committee structure
- Deliver against savings targets for constituent authorities
- Focus on enabling and adding value to the customer
- Share knowledge and reduce duplication
- Future proof the Partnership
- Maximise organisational self-sufficiency and resilience
- Delivering legal services in the most effective way; taking a risk based approach to managing demand
- Develop and operate with a commercial mind-set
- Exploit technology to improve performance and manage caseloads.

3.0 The story so far

3.1 The implementation is a staged approach, beginning with greater collaboration and working to an integrated service by 2019/20.

3.2 OPL is being co-designed by colleagues within Legal Services with Project and Practice Management support. This is being managed within existing service budgets. Project Governance arrangements are in place and a copy of the structure is provided in Appendix 1.

3.3 This staged approach to achieving the objectives started with the following projects and workstreams over the last year:

- **Childcare advocacy** – to secure greater internal resources to meet demand
- **Commercial law** – to provide a model for integrated working
- **Work sharing** - to embed a practice of working across boundaries
- **People and culture** - to focus on the needs of and contribution from our staff

- **Practice and case management** – to achieve shared resources and ways of working
- **Governance** – to ensure we have the means to deliver our ambitions
- **Alternative Business Structure** – to analyse whether OPL will benefit from developing a business case for Orbis Public Law Ltd as an ABS

3.4 Childcare advocacy - The aim of the project is to reduce the sums paid to external advocates for childcare proceedings by increasing the amount of advocacy work which is delivered out in-house. Legal Services cannot easily influence the growth in demand for child protection cases but using our own advocates offers a better value solution. For 2016/17 OPL collectively spent £1.848m on external advocates. Data captured through this project shows that an in-house advocate, after costs saves approximately £30,000 per annum compared to instructing counsel to do the same work. The analysis concludes that by employing 4 additional advocates to reduce our reliance on counsel, and allowing for the cost of an advocate clerk, OPL could make savings of over £100,000 a year.

3.5 Commercial law – Commercial law includes property, procurement, contracts and major project legal work. The aim of this project is to model how the four services can work together, and capture lessons for other areas. This work is being referred to as the Commercial Pathfinder project. Across our authorities we possess a significant pool of talent in a field where it has historically proven difficult for individual teams to recruit and retain talent. In recent years our teams have also seen a significant increase in the volume of technical and complex projects requiring specialist knowledge. Sourcing this work externally is very expensive. Commercial work lends itself to inter-authority collaboration and opportunities to generate external income.

3.6 Work sharing – Recently, work has started to be shared across the partnership. A progressive plan to increase the exchange and capture lessons is well underway.

3.7 People and culture - People are at the heart of what we do and interactions and relationships between teams is vital. The staff workstream has helped to keep staff informed and involved and supporting people through change. Joint recruitment and joint professional training brings colleagues together. Teams are sharing good practice, precedents and work issues and a 'phone a friend' culture has been established. emerging. Staff forums are a key link between teams and the Joint Management Board. Staff have been consulted on the process that enables staff from the four authorities to work for each other. A one team, one culture approach has started with the co-designing of the following OPL customer focused values and behaviours.



3.8 Practice and case management - Practice management underpins the partnership and the team are very busy aligning practice procedures, business processes, case management standards and systems as well as developing the joint OPL Office Manual. Since launching OPL, a new case management system has been implemented in all OPL authorities and as of September 7th 2017 all partners are now operating this same system, Prescient Plus. This move has been vital as a platform to promote shared working.

3.9 Governance – To ensure the four authorities work together with authority and commitment at all levels and that all processes are in place for OPL to operate lawfully; ensuring compliance with the Law Society and Solicitors’ Regulation Authority (SRA). Such processes are set-out in the business case and in the shared legal services agreement.

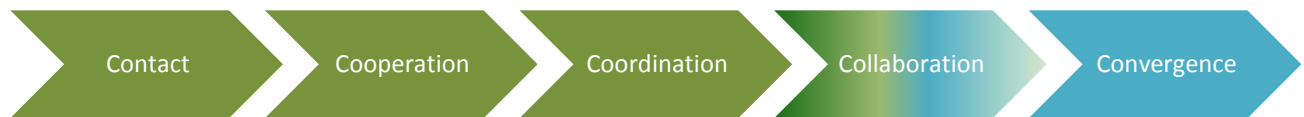
3.10 Alternative Business Structure - At the beginning of the journey OPL proposed developing and processing an application to the Solicitors Regulation Authority (SRA) for Orbis Public law Limited as an Alternative Business Structure (ABS)¹. A workstream was created to review the requirements to establish the ABS and whether such a vehicle is necessary. The ABS required significant set-up costs and ongoing regulation and OPL will only pursue this model if it is required and makes financial sense. At this stage of the project OPL doesn’t plan to proceed with developing the business case as it is believed that the shared service can meet its objectives without creating a separate legal

¹ An Alternative Business Structure is a legal entity, usually a company, which would be run separately from the four authorities and regulated separately by the

practice. As a result, it is not included in the business plan save to the extent required to retain it as an option.

4.0 Progress towards the vision

4.1 OPL recognises that this is a journey which involves good liaison and communication both with staff and customers. By April 2019/20 OPL plans to have achieved a level of collaborative working and integration that is delivering the aims of the partnership. This model is well illustrated in a 5Cs model.



4.2 Achieving collaboration will see partners working together to achieve the shared vision, process alignment and standardisation, joint projects and shared partner resources.

4.3 Achieving convergence will see a single OPL team and culture; using a single resource pool, common processes, standards and infrastructure.

4.4 Different aspects of the shared service are developing through incremental steps and at a different pace. As at September 2017; OPL are comfortably at the coordination stage and moving into collaboration though the alignment of processes and specific work streams and projects detailed in section 3.0.

4.5 In designing OPL; we have broken down the key components and set-out what OPL will look like throughout the journey. This acts as the blue print for OPL.

OPL BLUEPRINT	
COMPONENT	OUTPUT
Governance and leadership	<ul style="list-style-type: none"> – Governed by a Joint Committee. – Sponsored and owned by the Monitoring Officers from each partner. – Underpinned by a shared legal service agreement.
Services	<ul style="list-style-type: none"> – Work shared across the teams. – Centres of expertise emerging and teams organised and integrated in disciplines. – Sovereign authority local needs identified and continued to be supported. – Work delivered at the correct and lowest level (within risk profiles).
People and culture	<ul style="list-style-type: none"> – OPL values and behaviours embedded; one culture. – Single recruitment process. – Continuing engagement with all staff.
Practice Management and IT	<ul style="list-style-type: none"> – Discipline based legal services; processes and documents aligned to aid efficiency, reduce duplication and deliver best practice. – All staff working from a single case management system and processes. – Single office manual and Lexcel assessment.

	<ul style="list-style-type: none"> – A OPL Practice Management team. – Single set of OPL Key Performance Indicators.
Finance	<ul style="list-style-type: none"> – A period of shadow budgets to monitor the operational budget and determine the model for pooled budgets. – A pragmatic inter-billing process established to support the sharing of work. – Savings; the responsibility of each individual partner and OPL will identify what can be achieved collectively and agreed in a financial efficiencies plan. – Longer term a pooled operational budget and savings targets.
External work	<ul style="list-style-type: none"> – A sustainable income and marketing strategy that maintains the public sector ethos of OPL and provides the ability to grow.
Location	<ul style="list-style-type: none"> – Four existing locations however staff are able to work flexibly at any OPL office. – Centres of expertise developed working across all sites.

5.0 Financial Environment

- 5.1** A number of financial principles have been developed to guide the development of the OPL detailed financial operations.
- 5.2** OPL will work to achieve a joint operational budget which will be used to make strategic decisions on staffing requirements, costs, savings and income generating opportunities. The net cost to each partner will be based on a system of Agreed Contribution Rates (ACR) which will reflect the planned resource commitment of each partner for the year ahead. OPL's operational arrangements will seek not to impose any additional resource or costs on other central or support services deployed by any of the Partners e.g. OPL will seek to achieve best value and establish the most effective and efficient solutions by working with support services of the partners.
- 5.3** OPL will be classified as a separate 'taxable person' and therefore VAT incurred on related costs and external income will need to be identified and accounted for separately using the prescribed registration process.
- 5.4** Budgets will be regularly monitored and the ACR's will be periodically reviewed (at least annually) to reflect the actual resource position. At the end of each financial year, a reconciliation will be completed that will determine the financial transactions required between the Partners to align the net costs of the Partnership with the actual ACR for that year. This will minimise the cost of making inter authority transactions during the year.
- 5.5** Individual Partners will maintain their own insurance policies, which will each cover all the Partner's resources and activities. All claims relating to the work of the Partners will be settled by the Partner who either:
- employs the staff who caused the claim to arise in respect of Employer liability claims,
 - was the lead partner in any contractual relationship undertaken on behalf of the Partnership in respect of liability claims; or
 - is the Partner suffering the loss in respect of Fidelity guarantee claims.
- 5.6** For 2017/18 and 2018/19 OPL has agreed to implement these principles to the extent needed to enable a shadow operational budget arrangement rather than a fully joint budget to be used, supported by a shared service legal agreement. Processes have been established to monitor the shadow budgets and lessons captured.

5.7 OPL will establish and maintain a financial efficiencies plan created around opportunities and efficiencies and compare this against the existing expectations of each partner. The starting point for the development of the plan is the 2017/18 budgets and ACRs set for the shadow year as follows.

Orbis Public Law Operation Budget - 2017/18					
	BHCC	ESCC	SCC	WSCC	Total OPL OB
	£'000	£'000	£'000	£'000	£'000
Staffing	2,290	1,744	3,443	3,572	11,049
Non Staffing	79	82	138	105	404
Gross Expenditure	2,369	1,826	3,581	3,678	11,453
Total Income	-362	-281	-400	-338	-1,381
Net Expenditure	2,007	1,545	3,181	3,340	10,072
ACR	20%	15%	32%	33%	100%

*ACR – Agreed Contribution Ratio for the shadow year

5.8 The largest expenditure on other legal activity outside the operational budget is on external Counsel for child care proceedings. There are different approaches to funding external Counsel across the partners. As a result, this is not included in the OPL operational budget. Instead, the benefits, which would still be shared, can be achieved by co-managing and monitoring the spend. Pooling the budgets would not deliver additional efficiencies but help share the risk, which may need to be looked at again in the context of plans for joint budgets. Benefits will still be achievable for each Council as demonstrated with the advocacy project. Employing more internal resource will mean that the cost of OPL will increase however this will be more than offset by the reduced cost of using external advice in the budgets of each partner.

OPL Child protection Counsel spend (£'000s)	2014/15	2015/16	2016/17
OPL	1,262	1,708	1,848

5.9 The savings targets for each authority are the responsibility of each individual partner prior to the establishment of a joint operating budget in 2019/20. It is expected however that OPL through delivering its action plan will support them which focuses on:

- Income and Marketing Strategy
- Delivering cost efficiencies through collaborative and integrated working – for both the operational and non-operational legal spend.
- Absorbing the increased demand for legal services within the current budget.

6.0 Action plan

OPL is working to achieve the following action plan.

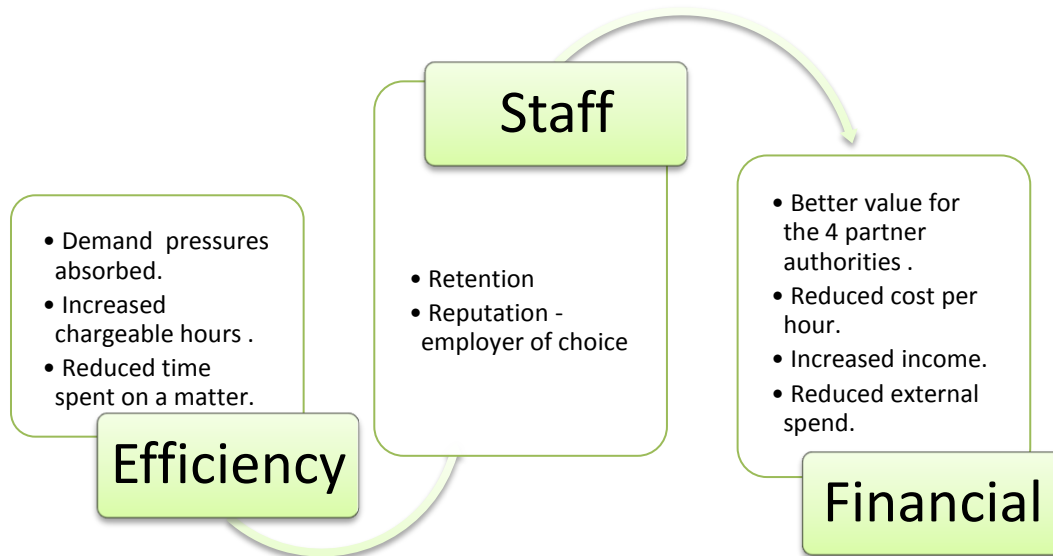
OPL ACTION PLAN					
REF	ACTION / PROJECT	DESCRIPTION	BENEFIT	ACTION OWNER	DUE DATE
1	Financial efficiencies plan	To prepare the financial efficiencies plan which will deliver OPL's ambitions.	Value for money – efficiency and savings targets set.	Joint Management Board	Mar'18
2	Finance project	To create the mechanisms and timeline for a joint operational budget.	Robust financial controls for the partnership.	Susan Smyth – OPL Finance Lead.	Shadow year monitoring started
3	Income strategy	A phased approach to developing an income and marketing strategy; with the objective to reduce the cost of legal services for the public sector.	Reduced reliance on budgets from the constituent Councils, ultimately reducing the cost of legal services.	Philip Baker – Assistant Chief Executive, ESCC	Mar '18
4	Advocacy project	To establish a shared resource to increase internal advocacy capacity.	£100,000 per annum reduction in external spend based on annual saving of 4 advocates less new costs.	Sarah Baker, Legal Services Manager, SCC	Mar '18– and then scope / strategy reviewed.
5	Digital court project	To work with courts on the digital reform programme.	Analysis underway, with current estimates i.r.o. £100,000.	Adrian Conley, Practice Manager BHCC	Mar '18 (dependent on Courts)

6	Commercial law	To achieve a level of integrated working to increase resilience and more effective use of resources.	To provide a model for integration or collaborative working. Saving in external legal spend as specialist services are developed in house.	Elizabeth Culbert, Head of Legal Services, BHCC	Mar '18
7	Systems and Practice	Single office manual - to achieve common and shared resources and ways of working. To develop the case management system including introducing flow files to reduce resource spent on a matter.	Some cashable but mainly non – to provide the process and procedures to support integration. Reduced cost of non-staffing resources e.g. law libraries, case management, training. Reduced staff time.	Andrea Kilby, OPL Business Development Manager	Dec '18
8	Work sharing across the partnership	To embed processes for ensuring that work is carried out at the appropriate location so as to improve the integration of the service and develop centres of excellence.	Absorbing increased demand without increasing service cost. Single lawyer / paralegal officer acting on the same matter for the 4 authorities. Saving in external legal spend as specialist services are developed in house. Identifying areas of expertise / specialism.	Operational Heads of Legal Services from all partners	Starting Sept '17

9	Culture and behaviour	To embed the values and behaviours of staff and managers for the most effective achievement of the shared aims.	Clarity around expectations of staff and managers. Staff engagement. Attract staff to OPL.	Operational Heads of Legal Services from all partners	Mar '18 and ongoing
10	Recruitment strategy	To develop a recruitment strategy and approach to retaining and attracting staff; particularly in difficult to recruit areas.	Specialist in-house services developed. Retain key staff. Provides the ability to grow.	Operational Heads of Legal Services from all partners	Mar '18
11	Legal services framework	To set-up a framework contract for instructing external lawyers whilst having the ability to control costs.	Delivers integration. Service improvements. Savings.	Andrea Kilby, OPL Business Development Manager. Orbis Procurement.	Dec '17 for the strategy and then implementation following acceptance of this.

7.0 Success factors

7.1 To achieve its objectives, the success of OPL will be managed through 3 key areas and targets captured through the financial efficiencies plan and in establishing a single set of OPL Key Performance Indicators:



8.0 Conclusion

8.1 The business plan focuses on a phased set of actions to develop progress towards the longer terms goals of the partnership. As specific achievements are delivered an assessment will be made of the whole plan to see whether the longer term aims and the actions for attaining them require adjustment. That oversight of progress will be undertaken with a regular assessment of the financial principles and challenges as well as any partnership risks.

Appendix 1 - Project Governance and delivery as at July '17

Joint Committee

- Oversee the delivery of the services delivered jointly through the Orbis Public Law partnership of the Councils.
- Recommend proposals to meet the annual budget for OPL, set by each of the Councils.
- Approve the OPL Business Plan and performance measures.
- Monitor the OPL Business Plan and performance of OPL.
- Make recommendations to the constituent authorities regarding revisions to the Terms of Reference of the Orbis Public Law Joint Committee.

Executive Board

- Accountable for the project.
- Provides clear leadership and ensures alignment to strategic direction.
- Delegates decision making to ensure decisions are dealt with at the lowest appropriate level.
- Authorises funding.
- Resolves strategic issues.
- Takes ownership of action points.
- Ensures strategic alignment with the wider Orbis where relevant.

Joint Management Board (JMB)

- Executive Board plus Operational Heads of Legal Services
- Function as the Joint Management Team for OPL
- Bring senior Managers into some Executive Board conversations and decisions.
- Consider the impact of OPL strategic direction on the current day-to-day and the best way to implement.
- Ensure continued pace and focus on the priority projects.
- Ensure consistent and coordinated implementation of deliverables.

- Ensure consistent and open communication with staff.

Project Board

- Monitors the workstreams and projects and reports to the JMB.
- Manages dependencies between workstreams and resolves risks and issues escalating where required
- Ensures new working practices are embedded into the organisation to realise benefits.
- Provides assurance for operational stability throughout delivery.

This page is intentionally left blank