

# Notice of Meeting Orbis Joint Committee



**Date & time**  
Monday, 16 October  
2017 at 2.00 pm

**Place**  
County Hall North,  
West Sussex County  
Council, Parkside,  
Chart Way, Horsham,  
RH12 1XH

**Contact**  
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**This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Emma O'Donnell on 020 8541 8987.**

## **Members of the Committee**

Councillor David Elkin (Lead Member for Resources and Deputy Leader, East Sussex County Council), Mr Tim Oliver (Cabinet Member for Property and Business Services), Cllr Leslie Hamilton (Brighton and Hove City Council), Ms Denise Turner-Stewart (Cabinet Member for Communities), Bob Standley (East Sussex County Council) and Andrew Wealls (Brighton & Hove City Council)

## **AGENDA**

### **1 APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

### **2 MINUTES OF THE PREVIOUS MEETING: 20 JANUARY 2017**

(Pages 1  
- 8)

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

### **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 PROCEDURAL MATTERS**

#### **a Members' Questions**

The deadline for Members' questions is 12pm four working days before the meeting (Tuesday 10 October 2017).

#### **b Public Questions**

The deadline for public questions is seven days before the meeting (Monday 9 October 2017).

### **5 ORBIS JOINT COMMITTEE TERMS OF REFERENCE**

(Pages 9  
- 12)

To share the updated Terms of Reference for the Orbis Joint Committee and obtain approval.

### **6 ORBIS BUSINESS PLAN REFRESH**

(Pages  
13 - 42)

This report provides an update to the Orbis Joint Committee on the development of a revised business plan and progress made on the key elements developed to date.

- 7 AUGUST BUDGET MONITORING REPORT** (Pages 43 - 48)  
 This report provides an update to the Joint Committee on the financial position of Orbis at the end of August 2017.
- 8 SERVICE UPDATE- FINANCE** (Pages 49 - 60)  
 This report provides an update to the Orbis Joint Committee on the integration of services across the Finance function.
- 9 SERVICE UPDATE- IT & DIGITAL** (Pages 61 - 82)  
 The Orbis Business Plan is predicated on the delivery of efficiencies achieved through service redesign and integration. This report provides an update on this process for the IT and Digital Service.
- 10 EY MARKET INSIGHT** (Pages 83 - 102)  
 The first iteration of the quarterly market insight bulletin is shared for information.
- 11 ORBIS JOINT COMMITTEE FORWARD PLAN** (Pages 103 - 108)  
 To review and agree the Committee's Forward Work Programme
- 12 DATE OF NEXT MEETING**  
 The next meeting of the Orbis Joint Committee will be held on Friday 19 January 2018- subject to confirmation.

**Philip Baker**  
**Assistant Chief Executive**  
**East Sussex County Council**  
 Published: Wednesday 4 October 2017

**Julie Fisher**  
**Acting Chief Executive**  
**Surrey County Council**

**MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE**

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

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

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

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

*Thank you for your co-operation*

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**MINUTES** of the meeting of the **ORBIS JOINT COMMITTEE** held at 2.00 pm on 20 January 2017 at Members' Conference Room, County Hall, Kingston upon Thames, KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Monday, 3 April 2017.

**Elected Members:**

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

\* = in attendance

**In attendance**

Kevin Foster, Chief Operating Officer, ESCC

Sergio Sgambellone, Director of HR, Orbis

Adrian Stockbridge, Orbis Programme Manager

Ann Charlton, Director of Legal, Democratic & Cultural Services, SCC

David Kuenssberg, Director of Finances and Resources, BHCC

Adele Jenkins, EY

Neil Sartorio, EY

**1/17 APOLOGIES FOR ABSENCE [Item 1]**

None received.

**2/17 DECLARATIONS OF INTEREST [Item 2]**

There were none.

**3/17 PROCEDURAL MATTERS [Item 3]**

**a MEMBERS' QUESTIONS [Item 3a]**

There were none.

**b PUBLIC QUESTIONS [Item 3b]**

There were none.

**4/17 MINUTES OF THE PREVIOUS MEETING [Item 4]**

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

**5/17 ORBIS JOINT COMMITTEE FORWARD PLAN [Item 5]**

**Declarations of interest:**

None

**Witnesses:**

None

**Key points raised during the discussion:**

1. Officers introduced the Orbis Joint Committee Forward Plan which was noted by Members. It was highlighted that the intention was to discuss the frequency of Orbis Joint Committee meetings would be discussed as part of item 12 on the agenda.

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

None.

**RESOLVED:**

The Orbis Joint Committee agreed to note the Forward Plan.

**6/17 NOVEMBER BUDGET MONITORING [Item 6]**

**Declarations of interest:**

None

**Witnesses:**

Kevin Foster, Chief Operating Officer, East Sussex County Council

**Key points raised during the discussion:**

1. Officers introduced the report and highlighted that Orbis was on course to deliver £1.8 million in efficiency savings for 2017/18 early. Members noted that there were ongoing discussions in Orbis regarding officers accepting voluntary severance packages which would lead to future savings.
2. A discussion was had regarding the level of investment that the partnership would make in technology in order to increase efficiency through the integration of self-service methods. Officers highlighted that work was still ongoing.
3. Members sought clarification on if the savings outlined in the report were proportional to the level of investment made by each local authority in the partnership. Officers confirmed that the savings in the report were proportional.

4. A discussion was had regarding redundancy costs in which it was highlighted that a separate finance provision would be used for East Sussex County Council's (ESCC) redundancy costs.

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

None.

**RESOLVED:** That;

the Orbis Joint Committee notes the:

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

**7/17 ORBIS OPERATING BUDGET 2017/18 [Item 7]**

**Declarations of interest:**

None

**Witnesses:**

Kevin Foster, Chief Operating Officer, East Sussex County Council  
Sergio Sgambellone, Director of HR, Orbis

**Key points raised during the discussion:**

1. Officers introduced the report and gave a brief summary of the savings included in the report. Members noted that work was still ongoing and a further report should be expected.
2. Members sought confirmation on whether the savings identified in the report had been adjusted in accordance with updates to the Orbis Operating Budget in October 2016 and enquired if there was potential for further savings to be achieved. Officers advised that the savings identified had been revised to reflect the changes to the Orbis Joint Operating budget while also stressing that it was possible for further savings to be achieved by in year by the partnership.
3. A discussion took place regarding the importance and financial benefits of revaluating how front line services are provided. It was noted that there were identifiable benefits in providing self-service opportunities and by looking into ways of empowering staff to facilitate improved decision making.
4. Committee Members questioned a footnote in the report which stated that management costs include an adjustment to ensure that the cost of pension contributions was similar in both SCC and ESCC. Officers informed the Committee that this was due to the pension provisions of each council being different and that they were equalised for the purposes of fairness.

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

None.

**RESOLVED:** That;

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

**8/17 ORBIS AND EY CONSULTANCY PARTNERSHIP [Item 8]**

**Declarations of interest:**

None

**Witnesses:**

Kevin Foster, Chief Operating Officer, East Sussex County Council  
Neil Sartorio, EY  
Adele Jenkins, EY

**Key points raised during the discussion:**

1. Officers introduced the report and provided Members with an update of the partnership between Orbis and Ernst & Young (EY). It was noted that there were a number of key areas in which the partnership between EY and Orbis was developing such as the provision of specialist advice on areas where Orbis would benefit from an external viewpoint. Discussions also took place regarding the EPIC+ programme and the different development opportunities provided to help nurture and support talent.
2. Members sought an update on the Business Solutions Platform (SAP) and how it would be used in the organisation. Officers stated that they were currently exploring its strengths and the potential benefits that could be achieved by implementing a new system and how the two might dovetail together.
3. Officers highlighted further efforts to establish and strengthen the partnership between EY and Orbis. This initiatives such as shadowing officers to further understand how they work, research into the benefits of behavioural science and how it can be used in the organisation as well as further exploration into commercial opportunities.

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

None.

**RESOLVED:** That;

the Orbis Joint Committee notes the progress being made by EY and Orbis on key elements of the work plan of this Public and Private Sector Partnership.



## **9/17 BRIGHTON & HOVE CITY COUNCIL UPDATE [Item 9]**

### **Declarations of interest:**

None

### **Witnesses:**

David Kuenssberg, Director of Finance & Resources, Brighton & Hove City Council

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

1. Officers introduced the report and informed Members that progress was continuing to be made on Brighton and Hove City Council joining the Orbis Partnership. Members noted that work was ongoing to understand how different services could be aligned and advised that thus far services had proved to be working well together. Officers concluded by expressing their confidence in the integration process although it was highlighted that work was ongoing to ensure that BHCC would be integrated into the partnership effectively.
2. Members discussed the financial benefits and learning opportunities that came with working with other services within the partnership and stressed these would benefit the partnership as a whole.

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

None.

### **RESOLVED:** That;

the Orbis Joint Committee notes the progress being made towards BHCC joining the Orbis Partnership

## **10/17 ORBIS PAY STRATEGY [Item 10]**

### **Declarations of interest:**

None

### **Witnesses:**

Sergio Sgambellone, Director of Human Resources, Orbis

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

1. Officer introduced the report and discussed challenges that were faced with pay grades and how these would differ between local authorities within the partnership. Further discussion was had regarding those whose roles require travelling between counties and how this would be reflected within pay grades.
2. Members discussed the importance of integrating video conferencing to solve issues with travelling between each local authority.

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

None.

**RESOLVED:** That;

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

**11/17 EPIC + STAFF DEVELOPMENT PROGRAMME [Item 11]**

**Declarations of interest:**

None

**Witnesses:**

Kevin Foster, Chief Operating Officer, ESC  
David Kuenssberg, Director of Finance & Resources, BHCC  
Adele Jenkins, EY

**Key points raised during the discussion:**

1. Officers introduced the report and informed Members of the ongoing progress of the Orbis brand by providing development opportunities to staff through the EPIC+ development programme. It was highlighted that staff would be supported and that those who show initiative and take responsibility for their own development would be most successful.

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

None.

**RESOLVED:** That;

the Orbis Joint Committee notes the business challenges identified for the EPIC + development programme.

**12/17 FREQUENCY OF ORBIS JOINT COMMITTEE MEETING [Item 12]**

**Declarations of interest:**

None

**Witnesses:**

Adrian Stockbridge, Orbis Programme Manager

**Key points raised during the discussion:**

1. A discussion was had around the frequency of Orbis Joint Committee meetings. Members agreed that the number of formal public meetings should be reduced to two a year and that there should be an additional two informal private meetings a year.

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

That the number of formal public meetings conducted by the Orbis Joint Committee should be reduced to two a year and that there should be an additional two informal private meetings a year.

**RESOLVED:** That;

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

**13/17 DATE OF THE NEXT MEETING [Item 13]**

The Committee noted that its next meeting would be held on 3 April 2017.

Meeting ended at: 3.36 pm

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**Chairman**

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**EAST SUSSEX COUNTY COUNCIL,  
SURREY COUNTY COUNCIL AND  
BRIGHTON & HOVE CITY COUNCIL**



**ORBIS JOINT COMMITTEE**

**DATE: 16 OCTOBER 2017**

**LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL), JOHN STEBBINGS (CHIEF PROPERTY OFFICER, SURREY COUNTY COUNCIL) & DAVID KUENSSBERG (EXECUTIVE DIRECTOR FINANCE & RESOURCES, BRIGHTON & HOVE CITY COUNCIL)**

**SUBJECT: ORBIS JOINT COMMITTEE TERMS OF REFERENCE**

**PURPOSE OF REPORT:**

To share the updated Terms of Reference for the Orbis Joint Committee and obtain approval.

**INTRODUCTION**

With Brighton & Hove City joining the partnership in May 2017 the membership and representation on the Joint Committee has changed and therefore the terms of reference for the committee have been reviewed and updated to reflect these changes.

**RECOMMENDATIONS:**

It is recommended that the Orbis Joint Committee:

- 1) notes and approves the revised terms of reference; and
- 2) confirms that it will meet three times a year during 2018.

**REASON FOR RECOMMENDATIONS:**

The revised Terms of Reference have already been approved by the relevant Leader or Council in each the three sovereign partners.

**DETAILS:**

1. The updated terms of reference now include details of the updated membership of the committee, comprising of two members for each Council.
2. 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:
  - a. Recommend proposals to meet the annual budget for Orbis, set by each of the Councils

- b. Approve the Orbis Business Plan and performance measures
  - c. Monitor the Orbis Business Plan and performance of Orbis
  - d. Make recommendations to the constituent authorities regarding revisions to the Terms of Reference of the Orbis Joint Committee
3. The Joint Committee shall hold meetings two times a year unless otherwise determined by the Joint Committee. At an informal meeting of the Committee Members held on the 26 July 2017, it was agreed that the Orbis Joint Committee will meet three times during 2018. The venue for the meetings will be determined by the Councils on an alternate basis.

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**RISK MANAGEMENT AND IMPLICATIONS:**

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1. N/A
- 

**Contact Officers:**

Adrian Stockbridge – Orbis Programme Manager

**Consulted:**

Kevin Foster – Chief Operating Officer

John Stebbings – Chief Property Officer

David Kuenssberg - Executive Director of Finance & Resources

**Annexes:**

Annex 1 – Terms of Reference

**Sources/ background papers:**

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# Orbis Joint Committee Terms of Reference

## 1. Membership:

- a. The Joint Committee shall comprise of Members appointed by the Councils (Currently Brighton & Hove City Council, East Sussex County Council and Surrey County Council.) Each Council shall appoint two Members to the Joint Committee in accordance with the governance arrangements of each Council.
- b. Each Council's Leader (or in the case of Brighton & Hove City Council, the Council) may appoint two substitute Members to attend meetings of the Joint Committee, should an appointed member of the Committee be unavailable or unable to attend a meeting of the Joint Committee. A substitute Member attending in the absence of an appointed member will have full voting rights.

## 2. Terms of Reference:

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:

- Recommend proposals to meet the annual budget for Orbis, set by each of the Councils
- Approve the Orbis Business Plan and performance measures
- Monitor the Orbis Business Plan and performance of Orbis
- Make recommendations to the constituent authorities regarding revisions to the Terms of Reference of the Orbis Joint Committee

## 3. Meetings of the Committee:

- a. The Joint Committee shall hold meetings two times a year unless otherwise determined by the Joint Committee. The venue for the meetings will be determined by the Councils on an alternate basis.
- b. The Joint Committee may in every year hold any additional meetings it determines necessary.

## 4. Standing orders

- a. The standing orders of ESCC, BHCC and SCC will apply to meetings of the Committee in accordance with the venue of the meeting unless otherwise provided for in this agreement.
- b. The quorum for any meeting of the Joint Committee will be three members provided that one member is in attendance from each Council.
- c. The chair of the meeting shall be the member of the Council which is hosting the meeting.

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**EAST SUSSEX COUNTY COUNCIL,  
SURREY COUNTY COUNCIL AND  
BRIGHTON & HOVE CITY COUNCIL  
ORBIS JOINT COMMITTEE**



**DATE: 16 OCTOBER 2017**

**LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL), JOHN STEBBINGS (CHIEF PROPERTY OFFICER, SURREY COUNTY COUNCIL) & DAVID KUENSSBERG (EXECUTIVE DIRECTOR FINANCE & RESOURCES, BRIGHTON & HOVE CITY COUNCIL)**

**SUBJECT: ORBIS BUSINESS PLAN REFRESH**

**PURPOSE OF REPORT:**

To provide an update to the Orbis Joint Committee on the development of a revised business plan and progress made on the key elements developed to date.

**INTRODUCTION**

The original business plan covered a 3 year period commencing in April 2016. It was based around the formation of the partnership and the benefits that can be achieved through integrating services, management delayering and reduction in duplication.

With the advent of Brighton & Hove City Council joining the partnership in May 2017 it was recognised that a refreshed business plan is required to take into consideration having three partners and to take the opportunity to take a longer term view in relation to the partnership.

**RECOMMENDATIONS:**

It is recommended that the Orbis Joint Committee reviews and notes the progress being made in developing a revised business plan.

**REASON FOR RECOMMENDATIONS:**

To ensure the Joint Committee is fully briefed on progress within the partnership and has the opportunity to challenge, question and influence the future strategic direction of Orbis.

**DETAILS:**

1. Development of a refreshed Orbis Business plan commenced in June 2017 and has been undertaken through a number of focussed sessions with the Orbis Leadership Team (OLT) throughout the summer and early Autumn.
2. There are a number of key components to the refreshed business plan:
  - Ten year (2027) vision for Orbis, with a more detailed 3 year delivery plan

- Review of progress against the original business plan
  - Maturity Assessment of the partnership against a number of key indicators and the aspiration for the future development
  - Challenges & Opportunities for the partnership and an updated risk assessment
  - Key priorities for the partnership for the next three years
  - Updated financial baseline and benefits
3. A brief summary of these sections is provided below with full details available in the accompanying slide deck (Annex 1)

### **Vision**

4. The long term vision for 2027 considered feedback from the Chief Executives of the three Sovereign Councils which recommended the focus for Orbis should be a deeper dive within the existing geography, looking at the opportunities that exist in areas such as Health/Social Care integration rather than actively seeking to attract another large external partner. Orbis needs to be sustainable for the future and able to respond effectively to the changing landscape of Local Government
5. There are a number of core elements that underpin the vision such as; remaining a purpose led organisation; continuing to strive to deliver best value; explore and actively encourage digital innovations and; ultimately ensure that Orbis is customer focused, flexible and responsive.
6. Our people and culture have been a key focus for Orbis and this will continue in order to build a workforce equipped with the skills and capabilities required to deliver our aspirations.

### **Maturity Assessment**

7. A maturity assessment has been undertaken with a view to understanding how Orbis measures against a number of criteria. This will help to define the relative maturity of the partnership in a shared service context.
8. Orbis scored well in a number of the categories including customer, people, leadership and technology. Areas for further development were identified as performance management, data, process and controls.
9. As part of the maturity assessment an aspiration has been set for future progress across all areas, further detail can be found in annex 1 slide 10.

### **Challenges and Opportunities**

10. It is important for the partnership to be clear about the opportunities that can be achieved through working together as well as being cognisant of the challenges both within Local Government and for the partnership moving forward.
11. A number of key challenges have been identified and these focus on four specific themes:
- Remaining sustainable
  - Building a workforce fit for the future
  - Integrating services
  - Retaining the unique selling point

12. The key opportunities are also based around four key themes:

- Strengthen a place based approach
- Remain an intelligent partner
- Adopt new approaches and applied technologies
- Building a high performing workforce

More detail on these areas can be found on slides 12 & 13 in annex 1

## Key Priorities

13. The key priorities for Orbis during the next 3 years are detailed in the table below:

1 Serve our Customers	2 Develop our People	3 Lead to Create Conditions for Success
<p><i>Place the customer at the heart of everything we do</i></p>	<p><i>Have a workforce who are proud and passionate and given the opportunity to succeed and flourish</i></p>	<p><i>Embed a partnership culture, empowering our people to make decisions based on the right thing for our business and our customers</i></p>
<ul style="list-style-type: none"> <li>• Develop Orbis wide customer metrics and a performance dashboard for senior customers</li> <li>• Establish mechanisms to seek regular customer feedback</li> <li>• Develop a customer access strategy to ensure service delivery is focused on the end user and not determined by function and structure</li> <li>• Strengthen relationships with sovereign bodies to remain an intelligent partner</li> <li>• Develop greater customer insight to enable proactive responses to customer needs</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to embed the EPIC culture and behaviours to all levels of the organisation to build loyalty to Orbis</li> <li>• Embed the Orbis performance framework</li> <li>• Enable more staff to access opportunities across the partnership via secondments and training</li> <li>• Remain aware of the organisational mood and tailor communication and marketing of development programmes accordingly</li> <li>• Equip staff with skills and expertise to respond to changing environment and technology, building agility</li> <li>• Recruit and retain talent to help deliver our vision, including securing more flexible resources to meet fluctuating demand</li> </ul>	<ul style="list-style-type: none"> <li>• Embed the Orbis culture across all layers of the organisation and all partners</li> <li>• Empower staff to take more decisions and positively role model this</li> <li>• Continue to engage with staff regarding what it means to be part of Orbis</li> <li>• Communicate and engage with staff regularly and in an accessible form</li> </ul>

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## Financial Baseline & Benefits

14. As part of BHCC joining Orbis work has been progressing on a revised baseline for the partnership that will determine the contribution ratios for each of the three partners. Annex 1 slide 24 details the latest baseline position as of September 2017 with the contribution ratios currently projected to be in the region of;

- Surrey 56%
- East Sussex 24%
- Brighton & Hove 20%

15. 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.

16. It is recognised that the benefits of integration will have been realised by April 2019 and therefore any additional savings will start to have a real impact on the quality and level of service provision.

17. Initial workshops have been held with each service in Orbis to identify what are termed “areas of search”. These are potential areas to focus on should there be

a requirement for Orbis to deliver further savings in the final years 2019/20 and 2020/21.

18. The areas of search were themed around eight categories to help shape the discussions and focus the outcomes, further detail of these can be found on slide 25 in annex 1

**Next Steps:**

19. Work will continue to develop, refine and complete the business plan during the next few months 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.
20. The revised business plan will be implemented from April 2018 alongside the full Inter Authority Agreement and full integration of budgets.

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**Contact Officers:**

Adrian Stockbridge – Orbis Programme Manager

**Consulted:**

Kevin Foster – Chief Operating Officer

John Stebbings – Chief Property Officer

David Kuenssberg - Executive Director of Finance & Resources

**Annexes:**

Annex 1 – Collated Business Plan Components

**Sources/ background papers:**

SCC & ESCC Cabinet reports October 2015 – Original Orbis Business Plan

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# Orbis Joint Committee Business Plan Update

16 October 2017

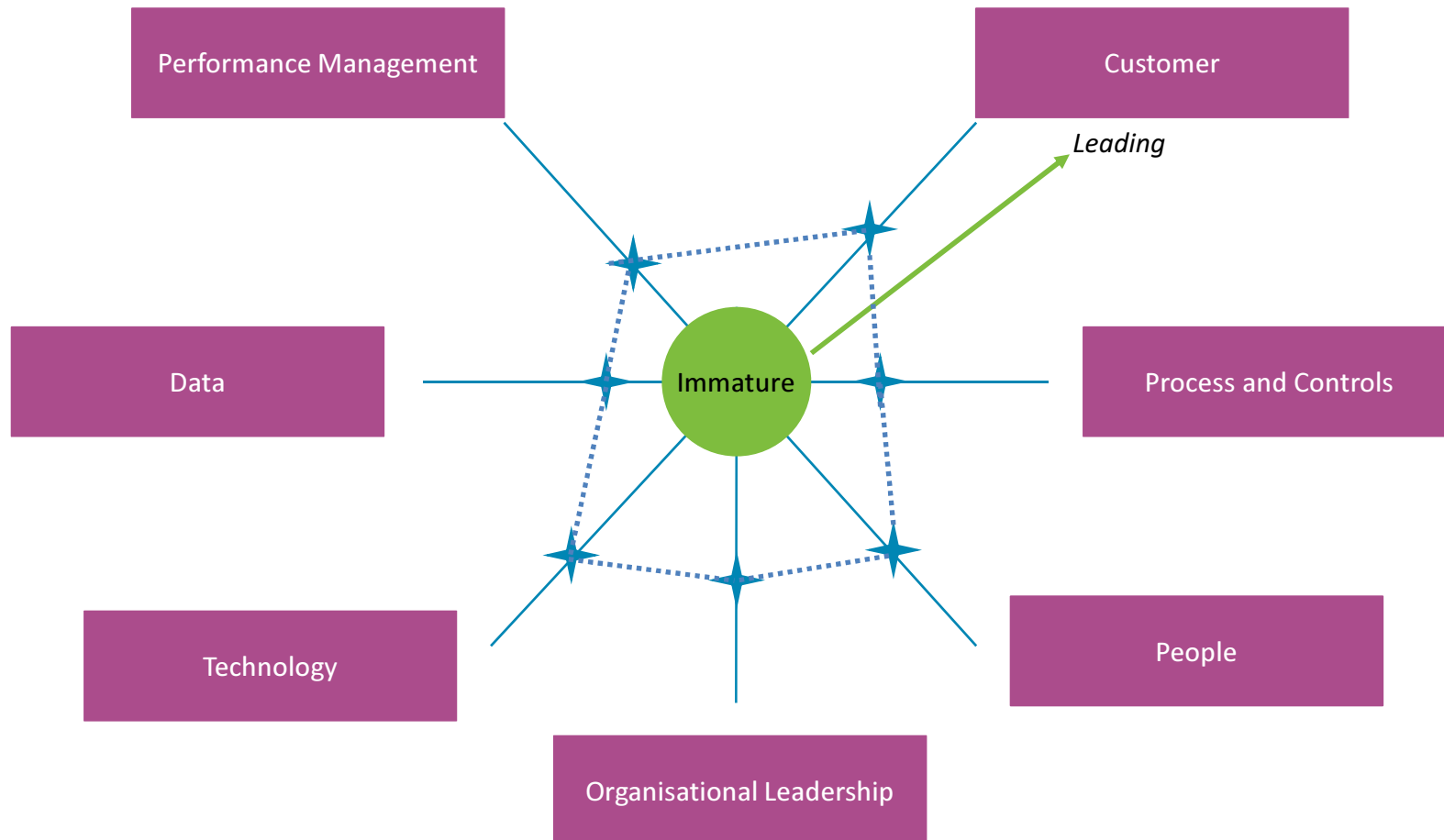
# Contents

1. Maturity Assessment
2. Vision
3. Challenges and Opportunities
4. Orbis Principle
5. Key Priorities
6. People Development Plan
7. Governance
8. Financial Baseline & Benefits
9. Work in Progress sections

# Current & Future Maturity Assessment

- Subjective, but honest assessment in Year 2 of the Partnership's operation and what has been achieved against 7 key criteria:
  - Performance Management
  - Customer
  - Data
  - Process & Controls
  - People
  - Organisational Leadership
  - Technology
- The assessment is intended to be used as a high level guide to inform future priorities
- Future aspirations also determined against the criteria to be achieved by 2021

# Summary of the initial assessment of shared service maturity





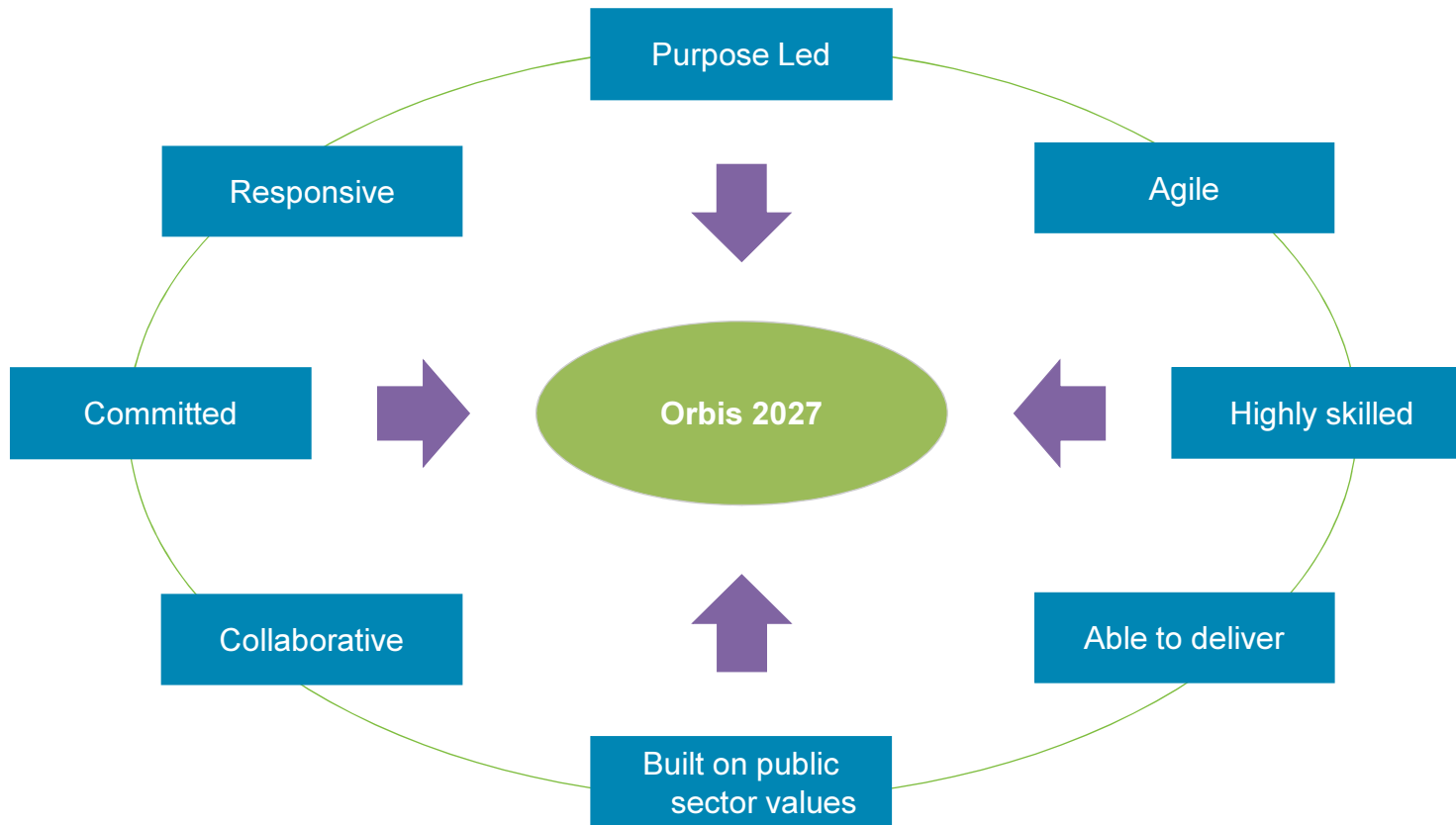
# Vision

- Description of the Orbis vision up to 2027
- Outline of how the Partnership will respond and adapt to the challenges that it faces
- Vision determines the characteristics and areas to focus on that underpin how the Partnership will operate

# What are our key strengths?

At the OLT Away Day on 29<sup>th</sup> June we started to consider our key strengths as a partnership and what we want to achieve together by 2027.

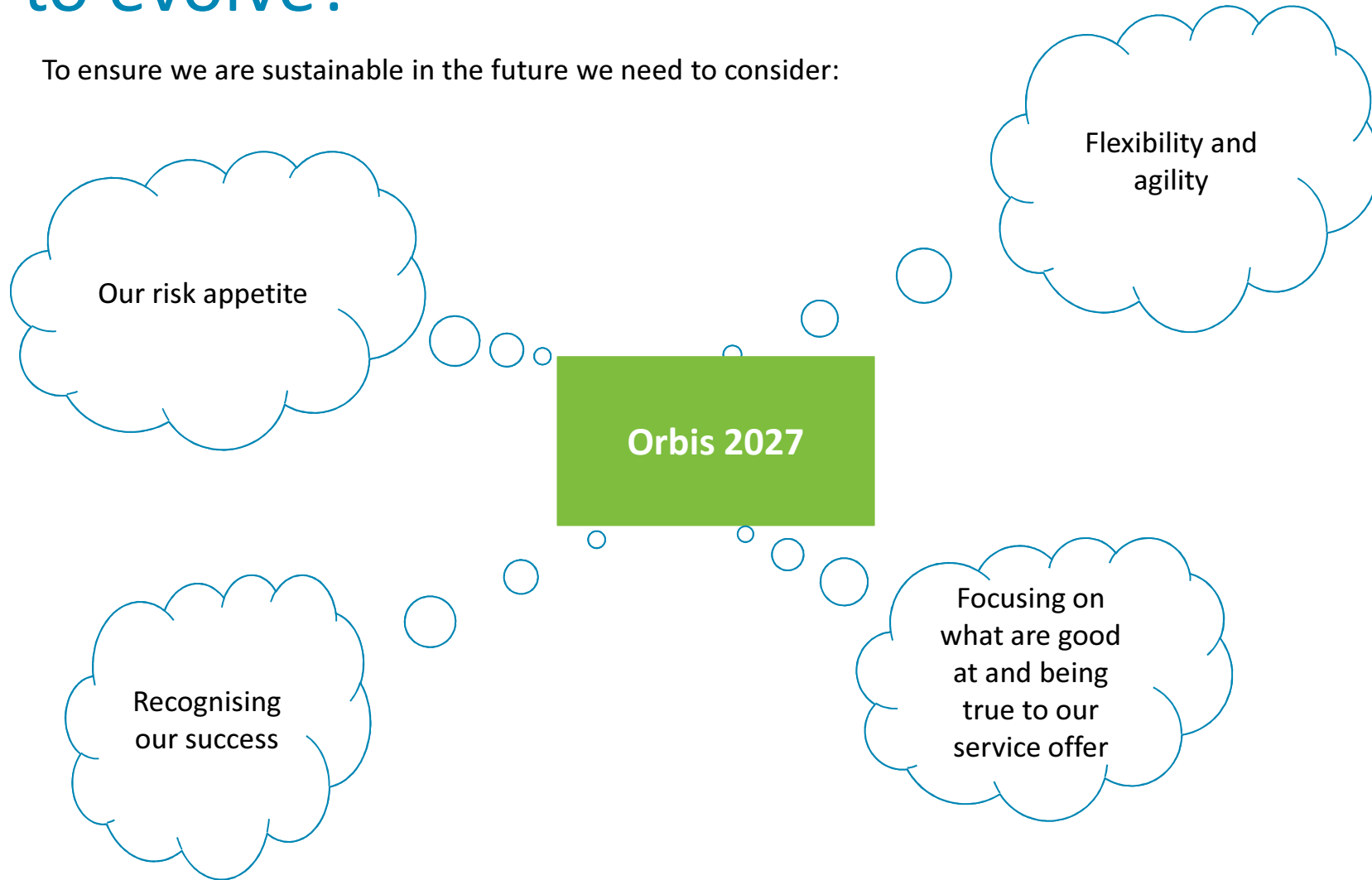
**We think Orbis is.....**



# How might our strengths need to evolve?



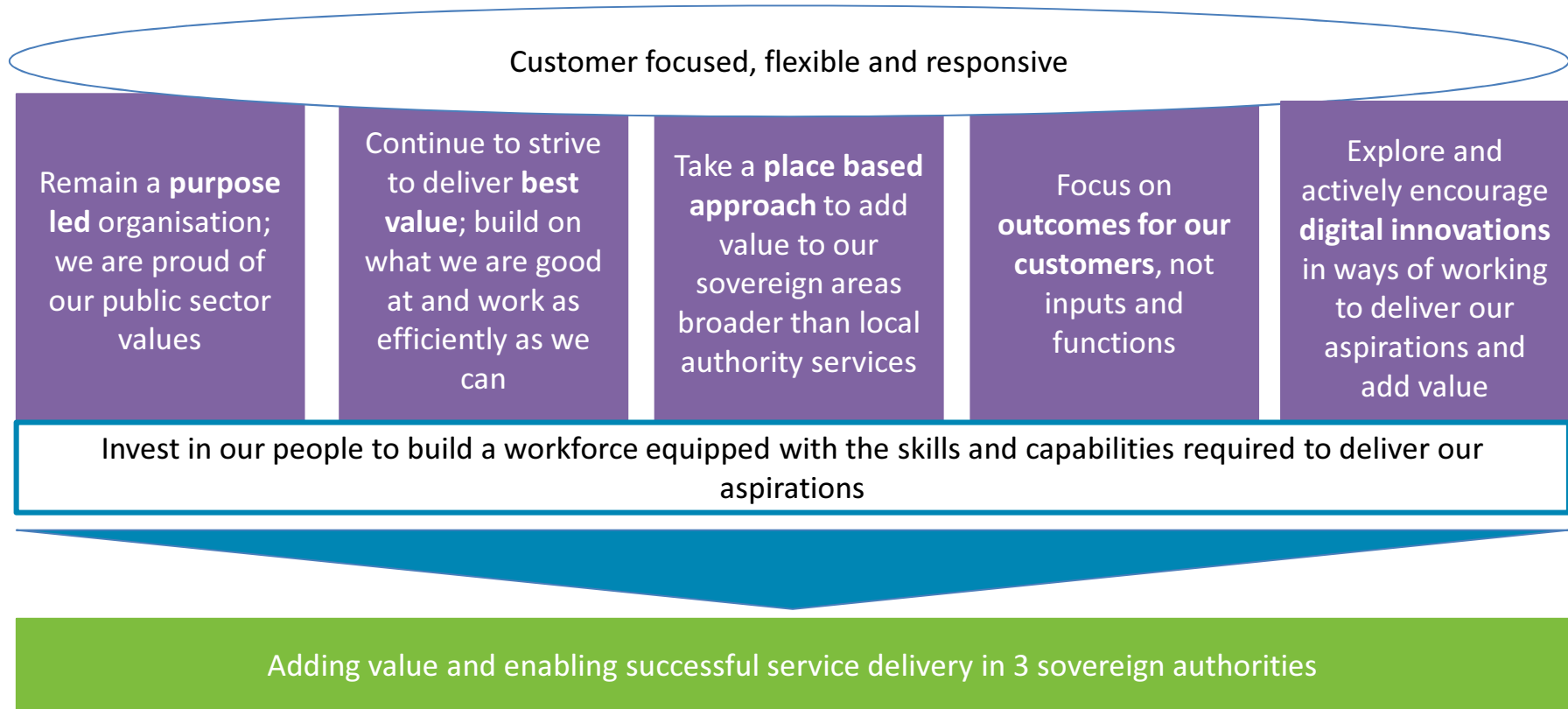
To ensure we are sustainable in the future we need to consider:



# What do we want to achieve by 2027?



- By 2027 the external environment may look very different
- Orbis will need to be responsive and able to adapt to the challenges ahead to remain sustainable
- We therefore want to build a vision on a set of characteristics that will underpin how our partnership will operate
- Our emerging thoughts for Orbis 2027 are.....



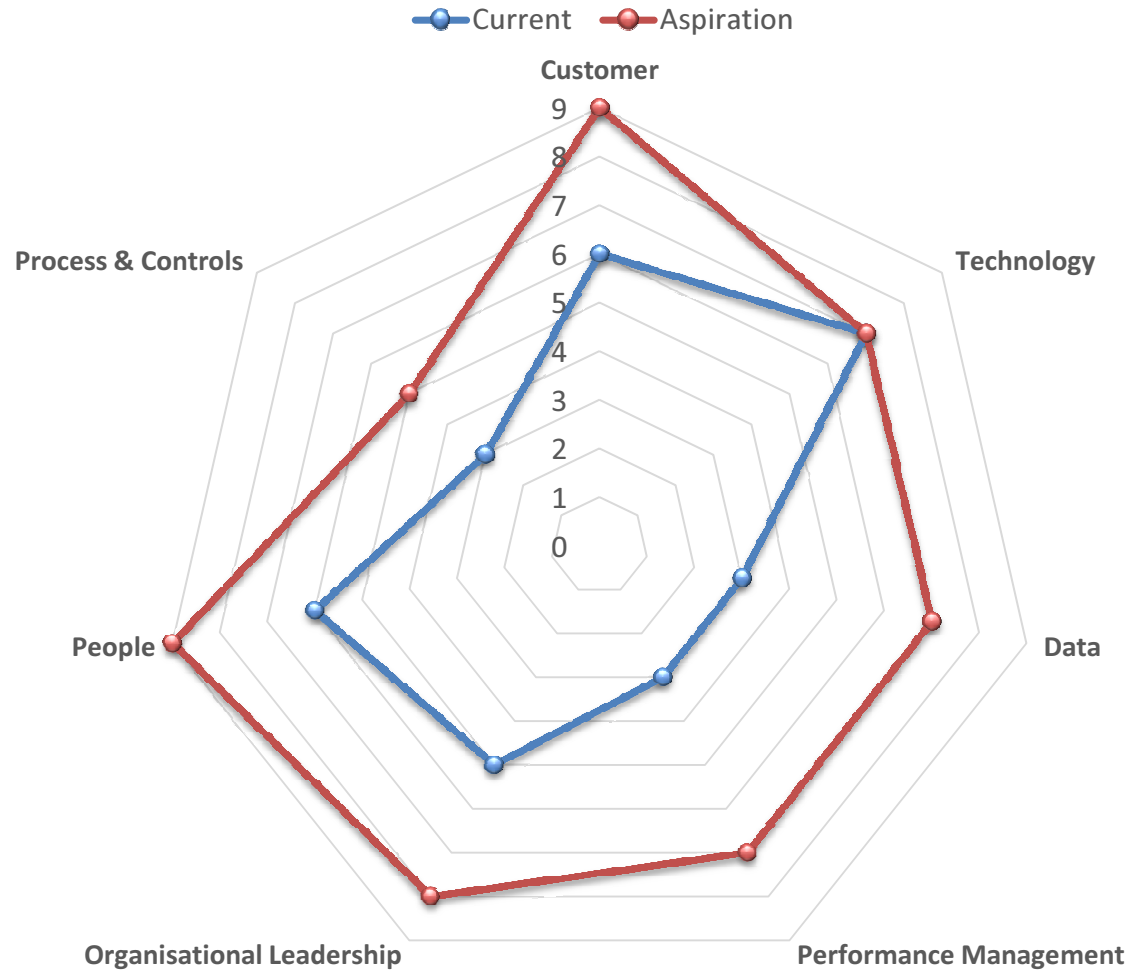
# Current & Future Maturity Assessment

- Subjective, but honest assessment in Year 2 of the Partnership's operation and what has been achieved against 7 key criteria:
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  - Process & Controls
  - People
  - Organisational Leadership
  - Technology
- The assessment is intended to be used as a high level guide to inform future priorities
- Future aspirations also determined against the criteria to be achieved by 2021

# Our assessment to date and 2021 aspiration



## Maturity Assessment

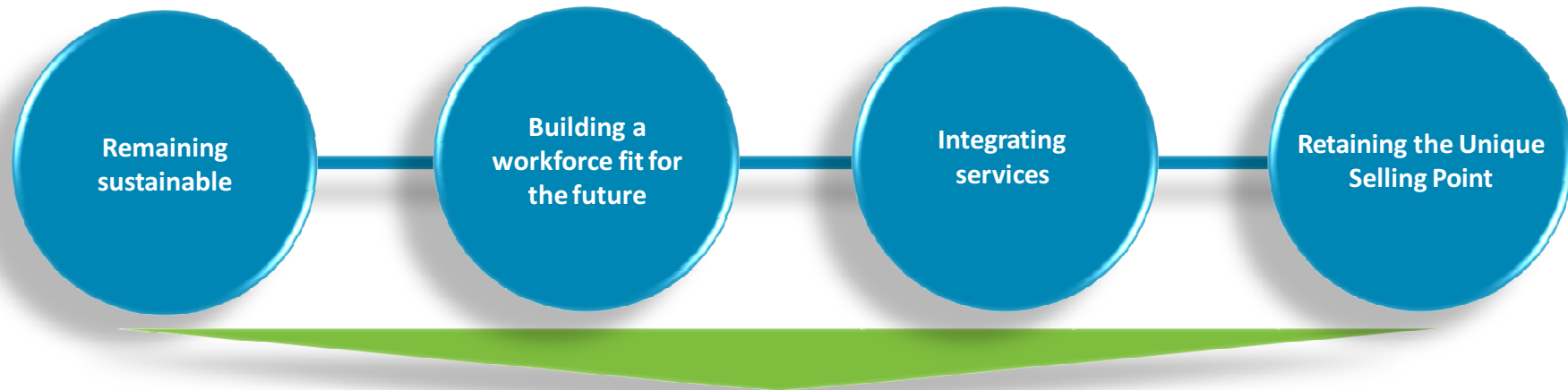


# Challenges & Opportunities

- Identification of the key strategic challenges and opportunities facing Orbis up to 2021 to inform the revised business plan prioritisation

Challenges	Opportunities
Remaining sustainable	Strengthen place based approach
Building a workforce fit for the future	Remain an intelligent partner
Integrating services	Trail blaze new technologies and approaches
Retaining the Unique Selling Point	Build a high performing workforce

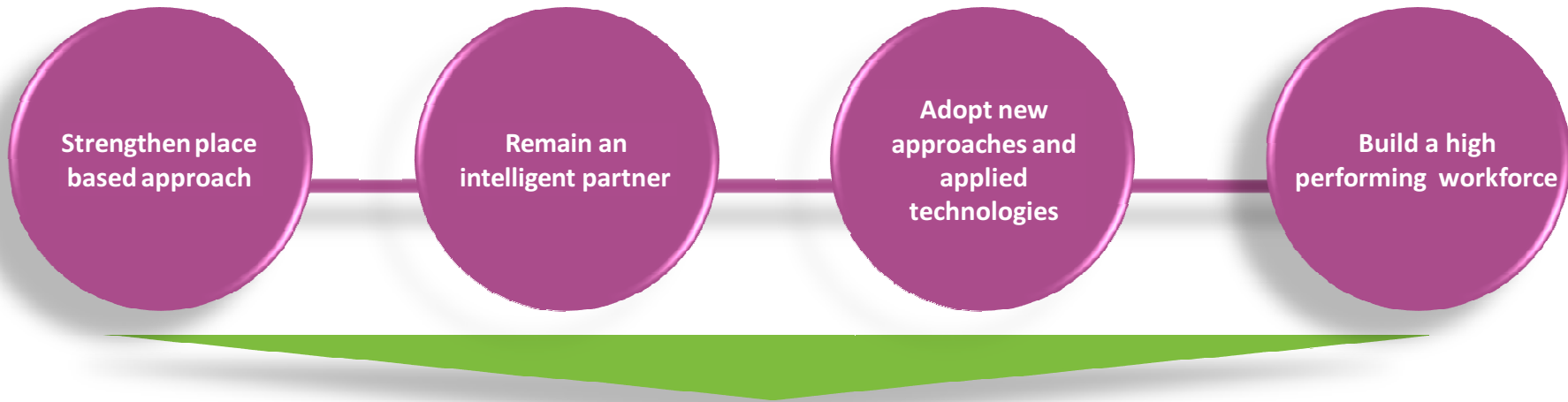
# What are the key challenges facing Orbis up to 2021?



- Managing increasing **demand** and customer expectations
- Delivering additional **budget reductions** whilst continuing to deliver good quality services
- **Retaining the customer base** in a rapidly changing external context (schools and social care in particular)
- Responding to the unique **political direction** of the three sovereign authorities
- Understand cost and value
- Embedding the **Orbis culture** and way of working at all levels of the organisation
- Building an **agile workforce** that can respond to change (technological, service, organisational)
- Equipping the workforce with the **skills they need** for the future when these are not yet known
- Attract and retain staff with the skills required for future roles (i.e. Gen Z)
- Maintaining a focus on the **integration of services** across three authorities whilst sustaining business as usual
- Balancing a requirement for **simplification** and **standardisation** to drive efficiencies whilst retaining scope to **tailor services** to sovereign priorities
- Common processes and practices across the partnership to help rationalise and consolidate systems
- **Strengthening sovereign relationships** and maintaining a strong understanding of customers in a context of reduced visibility and time pressures
- Navigating a complex array of metrics to **demonstrate a clear value proposition** for Orbis services
- Delivering **customer focused services** at a partnership level, not in individual silos
- Relevant & sustainable



# What are the key opportunities for Orbis up to 2021?



- Drive presence and value in the sovereign localities by **expanding the customer base** to include Health, Police, Education and Third Sector
- Deliver added value to sovereign authorities by utilising public sector relationships as a catalyst for **further joint working**
- Retain strong working relationships with the sovereign authorities to **maintain customer insight** and support future sustainability
- **Proactively offer solutions** to sovereign services to support future sustainability
- Continue to be **seen part of the sovereign business** not a provider to it
- Experiment with **new ways of working and technologies**, adopting or rejecting quickly to **improve efficiency** and offer solutions to sovereign services as appropriate
- Develop **insight** through effective use of data to deliver a **range of capabilities (i.e. analytics)** to drive value in the business and to the sovereign services
- **Recruit talent** through the diverse Orbis offer and strong public sector values
- **Retain talent** and develop **existing workforce** by offering flexible career paths across a diverse range of services
- Utilise **broad labour market** across the Orbis geography to attract and retain talent
- Maintain **organisational youth** and energy to build a **confident workforce**

# Orbis Principles

- The guiding principles that have been defined to help inform and shape the future delivery of Orbis services

*Orbis aims to:*

- 1 Place the customer at the heart of everything we do.
- 2 Have a workforce who are proud and passionate and are given the opportunity to succeed and flourish.
- 3 Embed a partnership culture, empowering our people to make decisions based on the right thing for our business and our customers.
- 4 Be the public services supplier of choice, allowing our existing and future Partners to benefit from our increased standardisation, insight and reduced duplication.
- 5 Have a thriving business which is sustainable now and in the future.

# Priorities

- Key priorities identified to enable the delivery of the 2021 Business Plan

1 Serve our Customers

2 Develop our People

3 Lead to Create Conditions for Success

4 Know our Business

5 Utilise Digital Solutions

6 Perform to our Highest

7 Standardise

# Primary Priorities



Relevant Orbis Principle

## 1 Serve our Customers

*Place the customer at the heart of everything we do*

- Develop Orbis wide customer metrics and a performance dashboard for senior customers
- Establish mechanisms to seek regular customer feedback
- Develop a customer access strategy to ensure service delivery is focused on the end user and not determined by function and structure
- Strengthen relationships with sovereign bodies to remain an intelligent partner
- Develop greater customer insight to enable proactive responses to customer needs

## 2 Develop our People

*Have a workforce who are proud and passionate and given the opportunity to succeed and flourish*

- Continue to embed the EPIC culture and behaviours to all levels of the organisation to build loyalty to Orbis
- Embed the Orbis performance framework
- Enable more staff to access opportunities across the partnership via secondments and training
- Remain aware of the organisational mood and tailor communication and marketing of development programmes accordingly
- Equip staff with skills and expertise to respond to changing environment and technology, building agility
- Recruit and retain talent to help deliver our vision, including securing more flexible resources to meet fluctuating demand

## 3 Lead to Create Conditions for Success

*Embed a partnership culture, empowering our people to make decisions based on the right thing for our business and our customers*

- Embed the Orbis culture across all layers of the organisation and all partners
- Empower staff to take more decisions and positively role model this
- Continue to engage with staff regarding what it means to be part of Orbis
- Communicate and engage with staff regularly and in an accessible form



# Secondary Priorities



Relevant Orbis Principle

- Be the public services supplier of choice, allowing our existing and future Partners to benefit from our increased standardisation, insight and reduced duplication.
- Have a thriving business which is sustainable now and in the future

- Develop our analytics offer to understand our customers
- Develop a data management strategy to improve data quality and reduce manual interventions

- Develop our technological capabilities to support the delivery of our services
- Develop an evaluation framework to assess the value added from technology and digital transformation
- Share and promote capabilities of existing systems to avoid reinventing the wheel
- Explore the use of robotic process automation to enhance our business offer and realise capacity

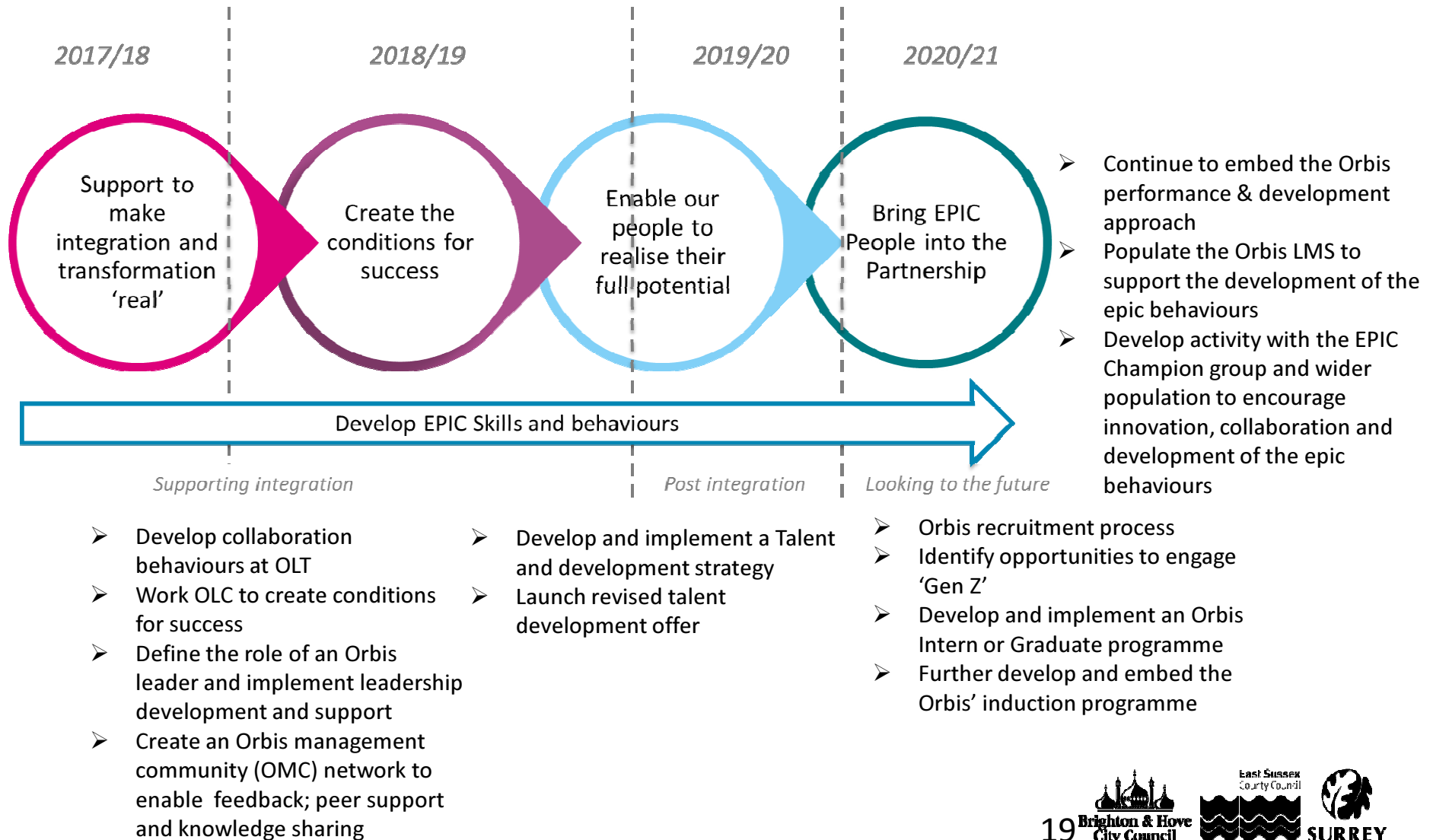
- Undertake scenario planning regarding existing and emerging risks to sustainability
- Develop an action plan for high risk areas e.g. potential loss of customer base from schools and social care
- Explore opportunities to reduce delivery costs further e.g. use of robotics to automate processes
- Remain receptive to the impact budget reductions and further pressures will have on the organisational mood and culture

- Continue to explore ways to improve standardisation and duplication within services
- Identify and exploit existing and emerging opportunities with other partners in the local area e.g. health and social care, to drive further service improvements
- Map existing processes and regularly review and challenge to improve and standardise

# People Development Plan

- Overview of key interventions identified to develop the required skills and capabilities to deliver the Business Plan

# Proposed areas of focus and prioritisation to support 2021 Business Plan



## Governance structure

- Detail of the governance structure and processes required to deliver the Orbis 2021 Business Plan, both within Orbis and the relationship with sovereign authorities

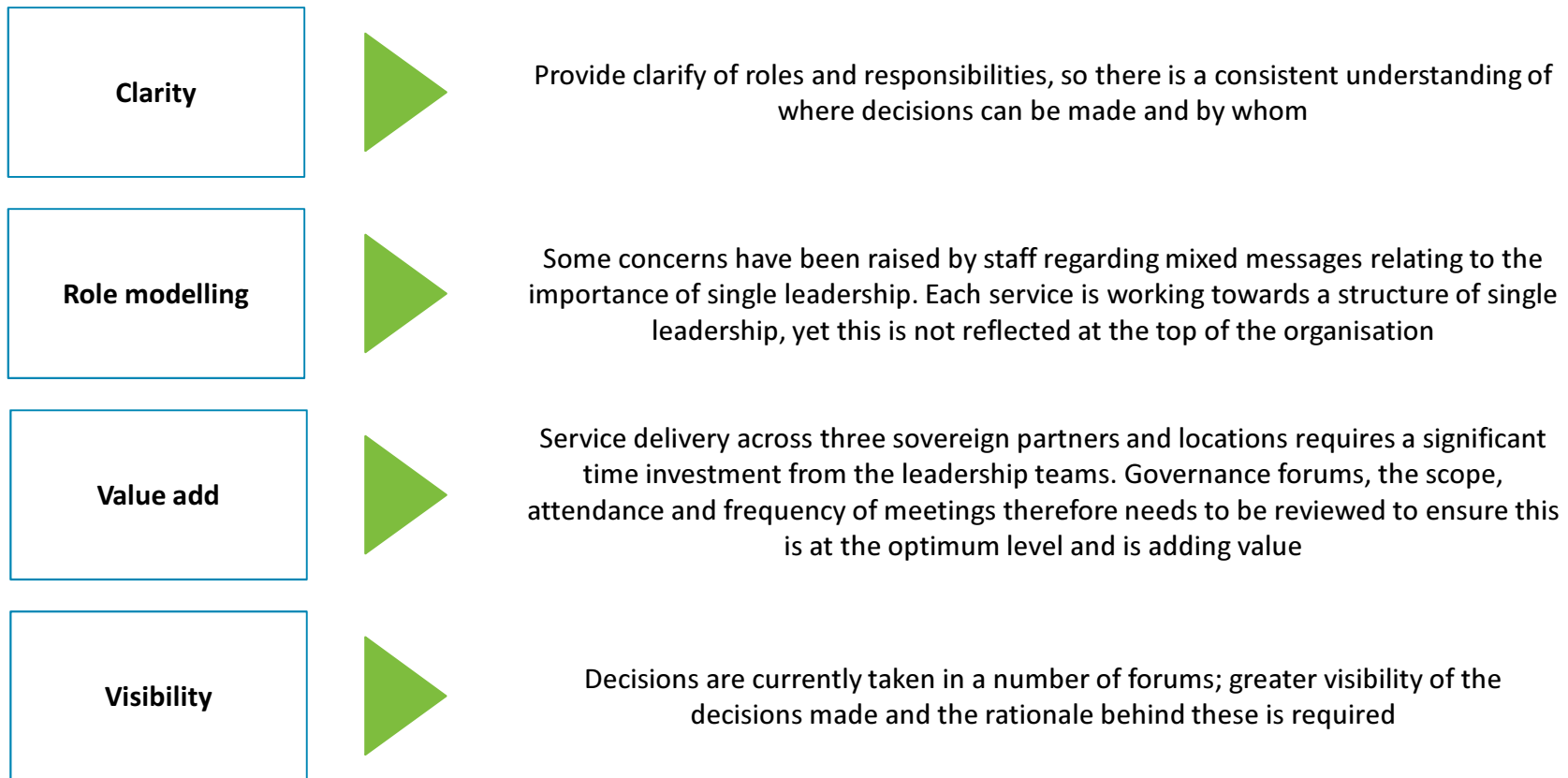


# Drivers for review



The future governance and organisational structure of Orbis is being reviewed, in part to ensure this is fit for purpose to deliver against the emerging 2021 Business Plan, and also in response to a request from OLT.

The key areas for review raised by OLT are:



# The proposed areas for review



<i>Theme</i>	<i>Existing Arrangements</i>	<i>Proposed Review for Discussion</i>
Partnership Structure	Orbis currently operates under a Joint Committee structure	<b>No change</b> Sovereign direction to retain a Joint Committee structure re-affirmed formally in May 2017
Partnership Leadership	Orbis currently operates under the strategic direction of a lead from each sovereign authority (deputy arrangements in place for SCC). Operational lead responsibilities are not formalised	Potential options to be identified for discussion regarding roles and responsibilities to 2021
Partnership Direction	A weekly Joint Management Board and Orbis Programme Meeting take place with a Finance Board every three weeks	Governance required to provide partnership direction to be considered
Orbis Leadership Team	The Orbis Leadership Team meet on a weekly basis to discuss both strategic and operational matters	Frequency and scope of meetings to be reviewed to maximise value
Supporting Governance	There are five established sub groups plus service specific management meetings	Sub groups and supporting governance forums, their scope and frequency to be reviewed, alongside the inter-relationships between forums

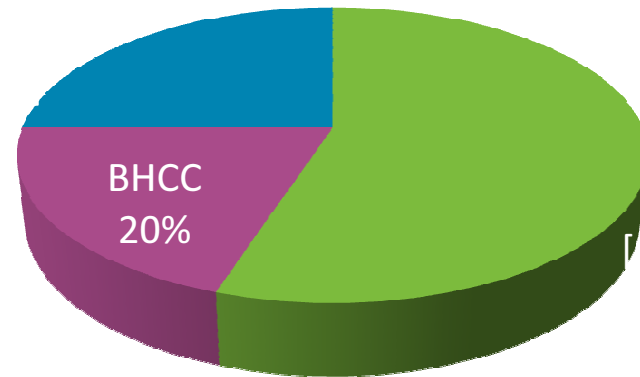
## Financial baseline & benefits

- Outline of the contribution ratios for each of the three Partners
- Definition of the financial and non-financial benefits delivered through the delivery of the 2021 Business Plan
- Exploration of 'Areas of Search' to identify potential additional benefits

# Financial baseline & benefits



Work on the financial baseline is nearing completion, the revised contribution ratios are likely to be in the region of:



- Initial sessions held with each service to start discussions around “areas of search”.
- Areas of search (focused on a number of themes) are seeking to understand the viability and impact of delivering an additional 2-8% savings
- Follow up sessions are being arranged for early October with each service as this is seen as an iterative process.

# Areas of Search Categories



Continuous Improvement	▶	Benefits that can be realised through continuous improvement and the integration of services across three sovereign authorities (e.g. streamlining processes, removal of duplication, reduction)
Demand Management	▶	Adjusting service level and provision to meet demand. For example if the service currently supports 100 staff and this reduces to 50, the level of service provision can be reduced accordingly
Reduce Capacity/ Service Level	▶	The scope of service remains unchanged but the level of capacity to deliver this reduces e.g. the service will be reduced by 10%
Cease Delivery	▶	Some aspects of service delivery cease
End to End Process Review	▶	Potential efficiencies that could be realised from an end to end process review, which may involve moving functions or duties to other parts of Orbis to maximise the opportunity for standardisation
Transformation	▶	The way in which the service is delivered is transformed
Growth	▶	Potential for income generation



✓ **Service Catalogue & Benchmarking**

✓ **Cross functional opportunities**

✓ **Resource Plan**

✓ **Risks**



**EAST SUSSEX COUNTY COUNCIL,  
SURREY COUNTY COUNCIL  
BRIGHTON & HOVE CITY COUNCIL  
ORBIS JOINT COMMITTEE**



**DATE: 16 OCTOBER 2017**

**LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL) AND JOHN STEBBINGS (CHIEF PROPERTY OFFICER, SURREY COUNTY COUNCIL) AND DAVID KUENSSBERG (EXECUTIVE DIRECTOR FINANCE AND RESOURCES, BRIGHTON AND HOVE CITY COUNCIL)**

**SUBJECT: AUGUST BUDGET MONITORING**

**PURPOSE OF REPORT:**

To provide an update to the Joint Committee on the financial position of Orbis at the end of August 2017.

**INTRODUCTION**

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

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

**RECOMMENDATIONS:**

The Orbis Joint Committee is asked to note:

1. Services forecast -£0.8m budget variance at year end on the joint operating budget.
2. Orbis forecast £0.9m spend on Orbis investment.
3. Services expect to achieve £4.4m efficiencies by year end.

The Joint Committee is asked to review:

4. The staffing and agency expenditure to 31 August 2017, as requested by SCC's Corporate Services Select Committee.

**REASON FOR RECOMMENDATIONS:**

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

DETAILS:

5. The Joint Operating Budget is £50.7m. The 2017/18 budget for investment to achieve a successful partnership is £1.1m which includes £0.3m carried forward from 2017/18.

**Orbis Joint Operating Budget**

6. As at 31 August 2017 services expect to deliver £0.6m of early 2018/19 Joint Operating Budget efficiency savings, mainly from staffing; and £0.2m of one-off savings, largely Human Resources consultancy spend and a contribution from Brighton & Hove City Council (BHCC) before budgets are integrated next year. The year to date variance is -£1.2m and £1m of this is staffing where services are holding vacancies ahead of delivering a further £3.9m in 2018/19. Some services plan to spend their year to date underspend later in the year on one-off change programmes, which are activities that deliver the target savings.
7. The following tables show the full year forecast position of the Joint Orbis Budget by service and the revenue contribution for each authority.

Table 1 Joint Operating Budget by service

	Year to Date			Full Year		
	Budget	Actual	Variance	Budget	Forecast	Variance
	£000s	£000s	£000s	£000s	£000s	£000s
Business Operations	2,195	1,989	-205	5,267	5,267	0
Finance	3,778	3,756	-23	9,068	8,768	-300
HR&OD	1,948	1,797	-151	4,675	4,485	-190
IT&D	7,064	6,472	-593	16,955	16,955	0
Management	848	710	-137	2,034	1,739	-295
Procurement	1,340	1,283	-57	3,216	3,216	0
Property	3,934	3,946	13	9,441	9,441	0
<b>Total Net Expenditure</b>	<b>21,106</b>	<b>19,953</b>	<b>-1,153</b>	<b>50,655</b>	<b>49,871</b>	<b>-785</b>
<b>Subjective Analysis</b>						
Staffing	23,014	22,034	-980	55,233	54,751	-482
Non-Staffing	2,709	2,731	22	6,502	6,421	-81
Total Expenditure	25,723	24,765	-958	61,735	61,172	-564
Income	-4,617	-4,811	-195	-11,080	-11,301	-221
<b>Net Expenditure</b>	<b>21,106</b>	<b>19,953</b>	<b>-1,153</b>	<b>50,655</b>	<b>49,871</b>	<b>-785</b>
<b>Contributions</b>						
ESCC				15,269	15,033	-236
SCC				35,386	34,838	-548
<b>Total</b>				<b>50,655</b>	<b>49,871</b>	<b>-785</b>

Management costs include an adjustment to ensure that the method of calculating pension contributions is similar in both ESCC & SCC.



## Orbis Investment

8. The estimated amount of investment required to ensure the success of the partnership and deliver the efficiency savings is £7.6m, over 5 years from 2014/15. The partnership is responsible for ensuring this is effectively managed and as a result it will be continually monitored and reported to the Orbis Leadership Team monthly and the Orbis Joint Committee quarterly.
9. The amount earmarked in both authorities' 2017/18 budgets for Orbis Investment totals £3.9m. Of this, the councils have given their approval to spend £1.1m. This is primarily for the Orbis Programme Team and redundancies and the current forecast spend on this is £0.9m. The variance to budget is mainly due to additional contributions from BHCC to joint project costs and vacancies in the programme team. Further elements need an approved business case before proceeding.
10. Table 2: 2016/17 Orbis Investment

Orbis Investment	FY Plan	YTD	FY	
	£000	Actual	Estimate	FY Var
	£000	£000	£000	£000
Programme Management	160	49	152	-8
Enabling Programme Support	263	71	173	-90
<b>Total Programme Expenditure</b>	<b>423</b>	<b>121</b>	<b>325</b>	<b>-98</b>
<b>External Advice</b>	<b>350</b>	<b>124</b>	<b>350</b>	<b>0</b>
<b>Redundancy</b>	<b>400</b>	<b>323</b>	<b>400</b>	<b>0</b>
<b>Contribution from BHCC</b>	<b>-67</b>	<b>0</b>	<b>-149</b>	<b>-82</b>
<b>Total Approved Expenditure</b>	<b>1,106</b>	<b>568</b>	<b>925</b>	<b>-180</b>
<b>Earmarked but not approved to proceed</b>				
Core IT	1,067			
Business Services IT	1,367			
IT Contingency	343			
	<b>2,776</b>			
<b>Total Orbis Investment</b>	<b>3,882</b>	<b>568</b>	<b>925</b>	<b>-180</b>

## Efficiencies

11. The Joint Operating budget includes challenging efficiency savings and increased income targets of £3.9m in 2017/18. Services are putting plans in place to achieve a further £3.9m in 2018/19, as detailed in the Orbis Business Plan and 2017/18 Orbis budget report.
12. Services are on track to deliver the efficiencies, although there is some uncertainty over the increased income target in Business Operations, mainly in relation to revenue from schools. In addition and as reported above £0.6m of the

2018/19 Orbis Joint Operating budget savings are likely to be delivered early as reflected in the table below.

Table 3: 2017/18 Efficiencies

Efficiency Saving	Plan	Plan	Forecast	Forecast
	2017/18	RAG	2017/18	RAG
	£000		£000	
Business Operations	-420	G	-420	G
Business Operations	-80	A	-80	A
Finance	-525	G	-825	B
HR&OD	-400	G	-550	B
IT&D	-1,099	G	-1,099	B
Management	-100	G	-220	B
Procurement	-345	G	-345	G
Property	-906	G	-906	G
	<b>-3,875</b>		<b>-4,445</b>	

## Staffing

- The Orbis Joint Committee is responsible for managing all aspects of the Joint Operating Budget, including staffing. The staffing budget is set on the estimated establishment needed to deliver services, after deducting costs for an estimated level of vacancies.
- As expected, where services are holding staff vacancies to deliver savings, there is a year to date underspend on staffing of -£1m, leading to the full year variance of -£0.5m, some services plan to use the year to date variance to fund on-off change programmes. The following table provides a breakdown of the staffing year to date variance for each service.

Table 4: Year to date and full year staffing variance

Staffing	Year to Date			Full Year		
	Budget	Actual	Variance	Budget	Forecast	Variance
	£000s	£000s	£000s	£000s	£000s	£000s
Business Operations	4,055	4,047	-8	9,733	9,733	0
Finance	4,256	3,909	-346	10,213	9,911	-302
HR&OD	1,915	1,885	-30	4,595	4,490	-105
IT&D	7,216	6,842	-374	17,319	17,319	0
Management	187	95	-92	449	374	-75
Procurement	1,276	1,233	-43	3,063	3,063	0
Property	4,109	4,022	-87	9,861	9,861	0
<b>Total Net Expenditure</b>	<b>23,014</b>	<b>22,034</b>	<b>-980</b>	<b>55,233</b>	<b>54,751</b>	<b>-482</b>

- As requested by SCC's Corporate Services Select Committee the Joint Committee is asked to review Orbis spend on Agency staff. The expenditure to date on agency staff is 3% of total staffing spend.

Table 5: Year to date agency non-agency staffing expenditure

<b>Agency and non-Agency spend</b>	<b>Agency</b>	<b>Non Agency Staffing</b>	<b>Total Staffing</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Business Operations	116	3,931	4,047
Finance	126	3,783	3,909
HR&OD	14	1,871	1,885
IT&D	310	6,532	6,842
Management		95	95
Procurement	116	1,118	1,233
Property	77	3,945	4,022
<b>Total Net Expenditure</b>	<b>758</b>	<b>21,276</b>	<b>22,034</b>

**WHAT HAPPENS NEXT:**

16. The Orbis Leadership Team will review the position each month and report this to the Joint Committee, it will brief both members in the months the Committee does not have a meeting.

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**EAST SUSSEX COUNTY COUNCIL,  
SURREY COUNTY COUNCIL AND  
BRIGHTON & HOVE CITY COUNCIL**



**ORBIS JOINT COMMITTEE**

**DATE: 16 OCTOBER 2017**

**LEAD OFFICER: SHEILA LITTLE, DIRECTOR OF FINANCE FOR ORBIS**

**SUBJECT: SERVICE UPDATE - FINANCE**

**PURPOSE OF REPORT:**

To provide an update to the Orbis Joint Committee on the integration of services across the Finance function.

**RECOMMENDATIONS:**

It is recommended that the Orbis Joint Committee notes the Orbis Finance service update.

**REASON FOR RECOMMENDATIONS:**

To ensure the Joint Committee is kept informed about the plans for integration and understands the high level approach being taken by Finance.

**DETAILS:**

1. Finance has developed a vision for the integrated service and an integration strategy to 2019, which has been shared with all Orbis Finance staff.
2. The Orbis Finance Leadership team was appointed in May 2017. Finance was the first service to appoint an integrated leadership team across the three partners.
3. The service has key project work streams in place relating to the Centres of Expertise and Service Finance integration.
4. Further information is contained within Annex 1.

**CONSULTATION:**

5. The Orbis Leadership Team are regularly updated on the Orbis Finance integration project.

**RISK MANAGEMENT AND IMPLICATIONS:**

6. The Finance Strategic Leadership Team regularly review the Orbis Finance risk register, which includes key risks to the integration project.

### **Equalities and Diversity**

7. An Equalities Impact Assessment (EIA) was developed at the beginning of the integration project.
- 

**Contact Officer: Sheila Little, Director of Finance for Orbis**

**Annexes:**

Annex 1

**Sources/background papers:**

- Orbis Finance project plans



# Orbis Finance update

Orbis Joint Committee  
16 October 2017

# Vision for the service



## Orbis Finance integration strategy 2016-19



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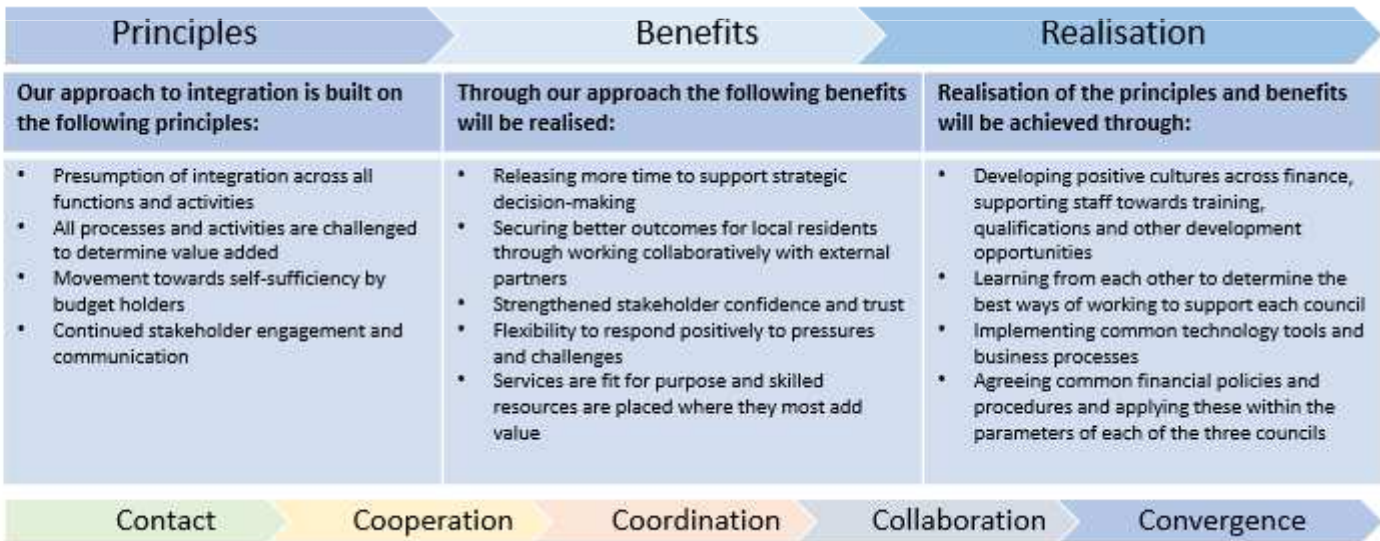
**Vision**  
*To enable and empower our partners to optimise their financial resources for the benefit of residents*

**Providing stewardship**  
 Ensuring responsible, accountable and transparent decision making

**Ensuring sustainability**  
 Enabling future needs and outcomes to be met

**Future focussed**  
 Proactive, outcome focussed and resilient

**Values**  
*Role model our public service values*  
*Place the customer at the heart of everything we do*  
 Be EPIC





# Integration so far

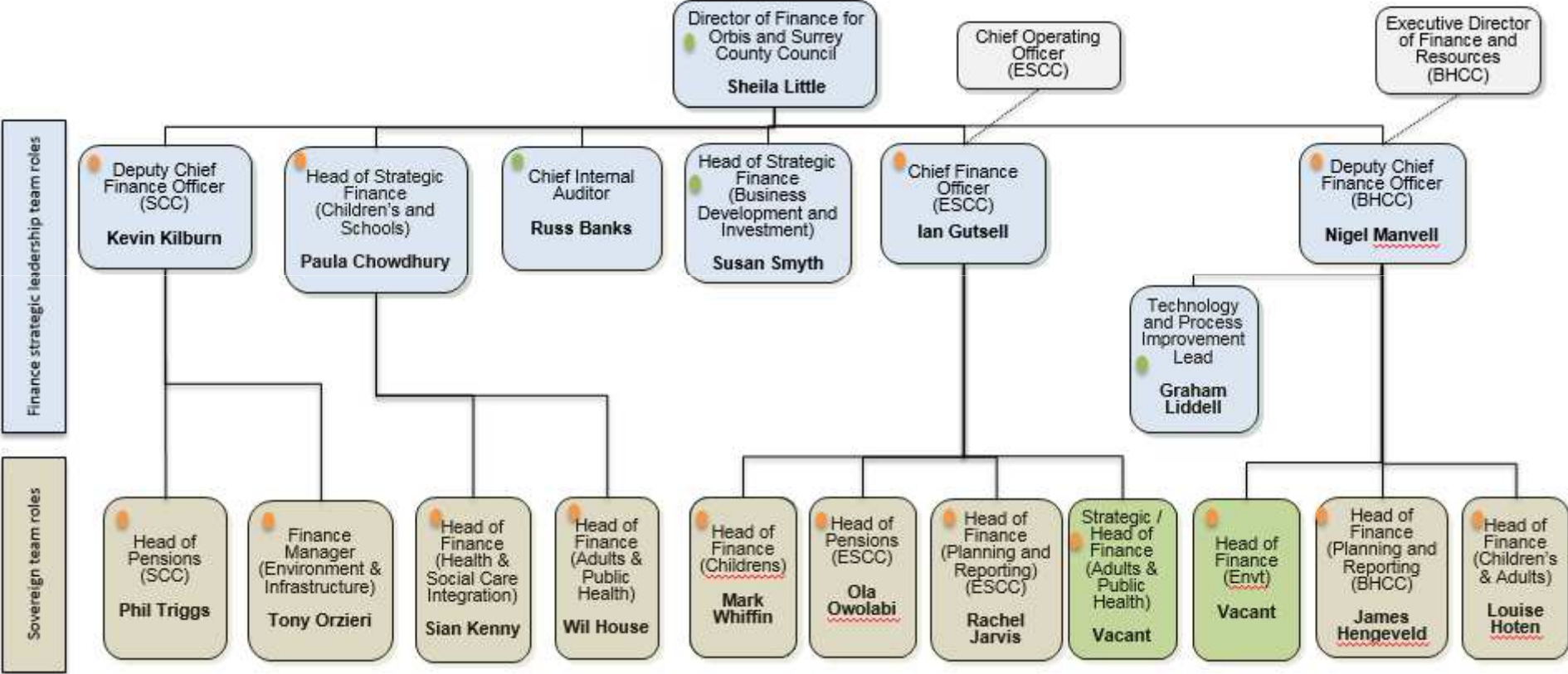


- Director of Finance for Orbis appointed in September 2016
- Orbis Internal Audit (BHCC, ESCC and SCC) have been working jointly and aligning working practices since October 2015
- Integrated Finance Leadership team appointed in May 2017
- Review of Centres of Expertise underway
- Service Finance integration project underway

# Orbis Finance leadership



Key:  
 Sovereign role ●  
 Blended role ●



# Centres of Expertise



- Insurance
- Financial Planning
- Treasury Management
- Taxation
- Financial Systems
- Financial Accounting
- Risk Management

Covers about 20% of the service

Currently reviewing options for integration

# Service Finance integration



- Accountancy
- Forecasting
- Business planning and strategic advice
- Financial and performance data
- Budget setting

Covers about 60% of the service

Scoping and discovery phase

A number of work streams in place

# Timeline



By April 2018:

- Integrated Internal Audit team
- Integration and collaboration across Centres of Expertise
- Service Finance opportunities identified

By April 2019:

- Integration and collaboration across service finance

# Staff engagement and comms



- Orbis Finance weekly newsletter – ‘Finance Matters’
- Director of Finance ‘meet and greet’
- Orbis Finance away day
- Staff engagement driven by staff directly

# Savings targets



2017/18    £0.6m

2018/19    £1.1m

2019/20    £0.1m

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**EAST SUSSEX COUNTY COUNCIL,  
SURREY COUNTY COUNCIL AND  
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ORBIS JOINT COMMITTEE**



**DATE: 16 OCTOBER 2017**

**LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL), JOHN STEBBINGS (CHIEF PROPERTY OFFICER, SURREY COUNTY COUNCIL) AND DAVID KUENSSBERG (EXECUTIVE DIRECTOR FINANCE AND RESOURCING, BRIGHTON & HOVE CITY COUNCIL)**

**SUBJECT: SERVICE UPDATE – IT AND DIGITAL**

**SUMMARY OF ISSUE:**

The Orbis Business Plan is predicated on the delivery of efficiencies achieved through service redesign and integration. This report provides an update on this process for the IT and Digital Service.

**RECOMMENDATIONS:**

It is recommended that:

1. The Orbis Joint Committee note the update provided.

**REASON FOR RECOMMENDATIONS:**

To ensure the Joint Committee is kept informed about the progress to-date and understands the approach being taken for the IT and Digital Service.

**DETAILS:**

**Service Update**

1. At the Orbis Joint Committee held on 18 July 2016, the Orbis Chief Information Officer (CIO) presented a high level view of the proposed service structure and the approach to delivering this design.
2. Between July 2016 and March 2017, the top level structure and operational team level structures were put in place along with appointments to roles. This change has established the senior leadership and operational management tiers.
3. A process of engagement and collaboration with staff and stakeholders in Brighton and Hove City Council (BHCC) has been underway since the expansion of the Orbis Partnership to include BHCC.
4. Integration plans at the team level are being developed for 2018/19.

## **RISK MANAGEMENT AND IMPLICATIONS:**

5. The integration plans for 2018/19 will identify the financial and non-financial risks along with proposed treatments.

## **Financial and Value for Money Implications**

6. The cost of the proposed action and funding is incorporated in the Orbis Business Plan and subsequent planning at the Orbis Partnership level.

## **WHAT HAPPENS NEXT:**

7. Detailed plans for 2018/19 will be developed and consultations with staff and stakeholders including Trade Unions will be undertaken prior to the implementation of proposed changes.

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### **Contact Officer:**

MATT SCOTT, ORBIS CHIEF INFORMATION OFFICER, 01273 335677

### **Consulted:**

Kevin Foster (Chief Operating Officer)

John Stebbings (Chief Property Officer)

David Kuenssberg (Executive Director Finance and Resourcing)

Adrian Stockbridge (Orbis Programme Manager)

### **Annexes:**

Annex 1 Service Update slides

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

None

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# orbis

the compelling alternative

## IT & Digital Update

Matt Scott - Orbis Chief Information Officer

October 2017



# IT & Digital – Becoming the Vision

Page 64

**Enable and Empower through  
Technology, Information and  
Collective Expertise**

**One Service defined by our Digital DNA**



# Defined by our Digital DNA



Consistent



Clear service offer  
Standard processes  
Aligned & orchestrated  
EPIC behaviours

Curator

Adaptive



Entrepreneurial  
Learning organisation  
Versatile  
Innovative  
Relevant

Enabler



Obsessively customer focused  
Makes things happen  
Passionate to achieve and succeed  
Creates and demonstrates value

Networked



Responsible  
Connected  
Engaged  
Trusted



Customer Insight  
Applied expert knowledge  
Influence and shaping  
Present to inform

# Service Change Timeline



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Apr 2016



Jul - Sep 2016



Nov 2016



Apr 2017



Jul 2017 – Mar 2018



Feb 2016



Jul 2016



Oct 2016



Nov – Mar 2016



Jun 2017

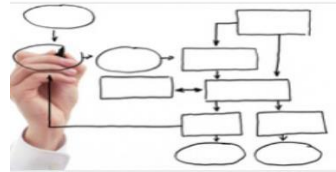




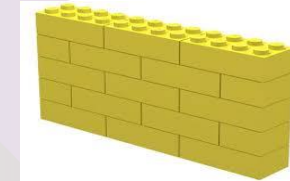
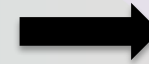
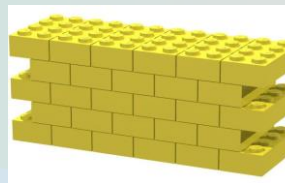
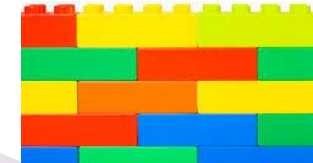
# Approach to Integration



Service Structure Design  
(15/16)



Team Structure Design  
(16/17 & 17/18)



Service Evolution  
(19/20 – onward)



# IT & Digital - A Mission Critical Service

mission critical



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## mission-critical

*adjective* COMPUTING

(of hardware or software) vital to the functioning of an organization.



# Service Leadership



Orbis CIO  
**Matt Scott**

ESCC Head of  
Strategy &  
Engagement

**Nicky  
Wilkins**



SCC Head of  
Strategy &  
Engagement

**Mark  
Edridge**



B&H Head of  
Strategy &  
Engagement  
**Dan  
Snowdon**



Head of  
Customer &  
Partnerships  
**Kris Scruby**



Head of  
Projects &  
Innovation  
**Lorraine  
Juniper**



Head of  
Enterprise  
Technology  
**Andy Grogan**



# The Value Proposition



**Enable**

**+**

**Empower**

## **EXPERTISE**

- Strategy
- Change
- Architecture
- Analysis
- Projects
- Commercial

## **TOOLS**

- Devices
- Business Apps
- Productivity software
- Analytics
- Robotics

## **RUN**

- Safe processes
- Operational Delivery
- Compliance

## **GROW**

- Project Delivery
- Service improvement

## **TRANSFORM**

- Strategic Development

# Service Provision



Resolving  
**16,000** calls  
a month



**5,000** users  
**120** sites

**5,881** users  
**130** sites



**SURREY**  
COUNTY COUNCIL

**9,828** users  
**260** sites



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Supporting **20,709** corporate users over **510** sites



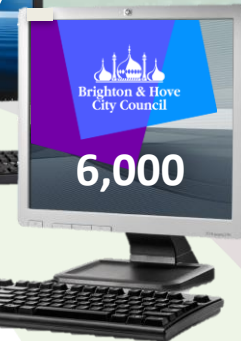
Supporting 189 schools; providing technology services to 8,560 teaching staff & 63,699 pupils

**133** Projects underway



**Servers**

**750**  
**437**  
**1,533**



Preventing **6,000m** Cyber attacks a month



# Trading and Partnerships



## Customers

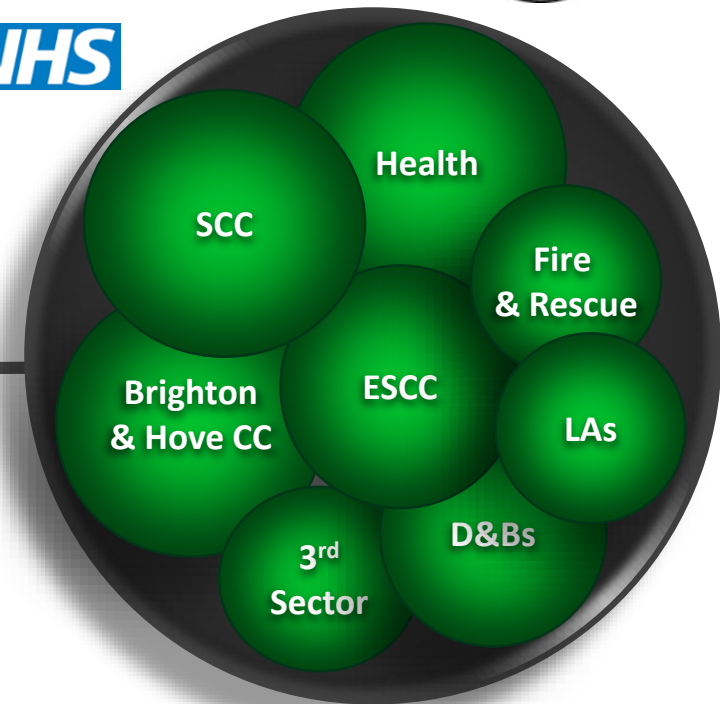
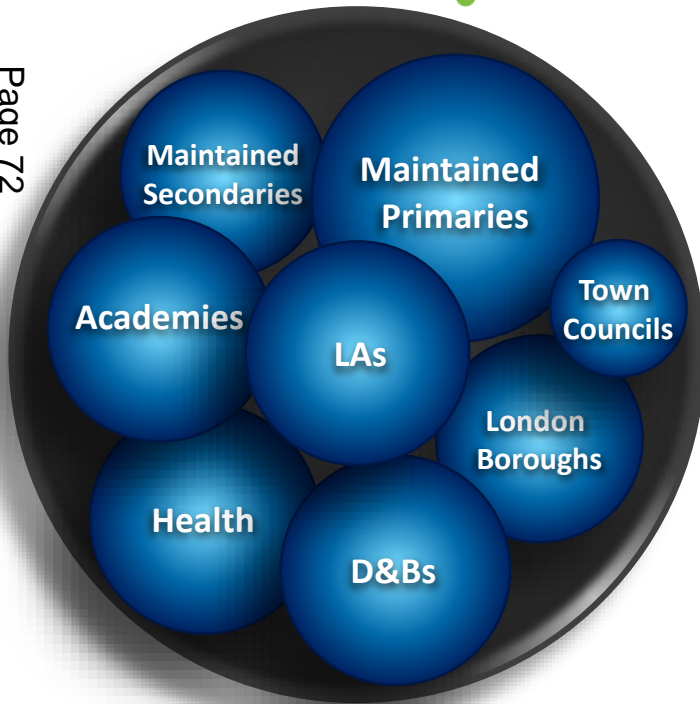
**SEBS** SE BUSINESS SERVICES



## Partners



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# Equipping & Enabling Orbis



## Hygiene Factors: Phase 1



Intranet



## Hygiene Factors: Phase 2



Pan-Partnership Credentials



Shared Resources



Collaboration Platforms



# The Money



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# IT&D Revenue Budget



	<u>2017/18</u>	<u>2018/19</u>
	£000s	£000s
Orbis Operating Budget	16,883	15,923
BHCC Operating Budget	3,757	3,498
	<b>20,640</b>	<b>19,420</b>
SCC MoBo Budget	12,513	12,531
ESCC MoBo Budget	579	551
BHCC MoBo Budget	2,636	2,561
	<b>15,728</b>	<b>15,644</b>

## Notes:

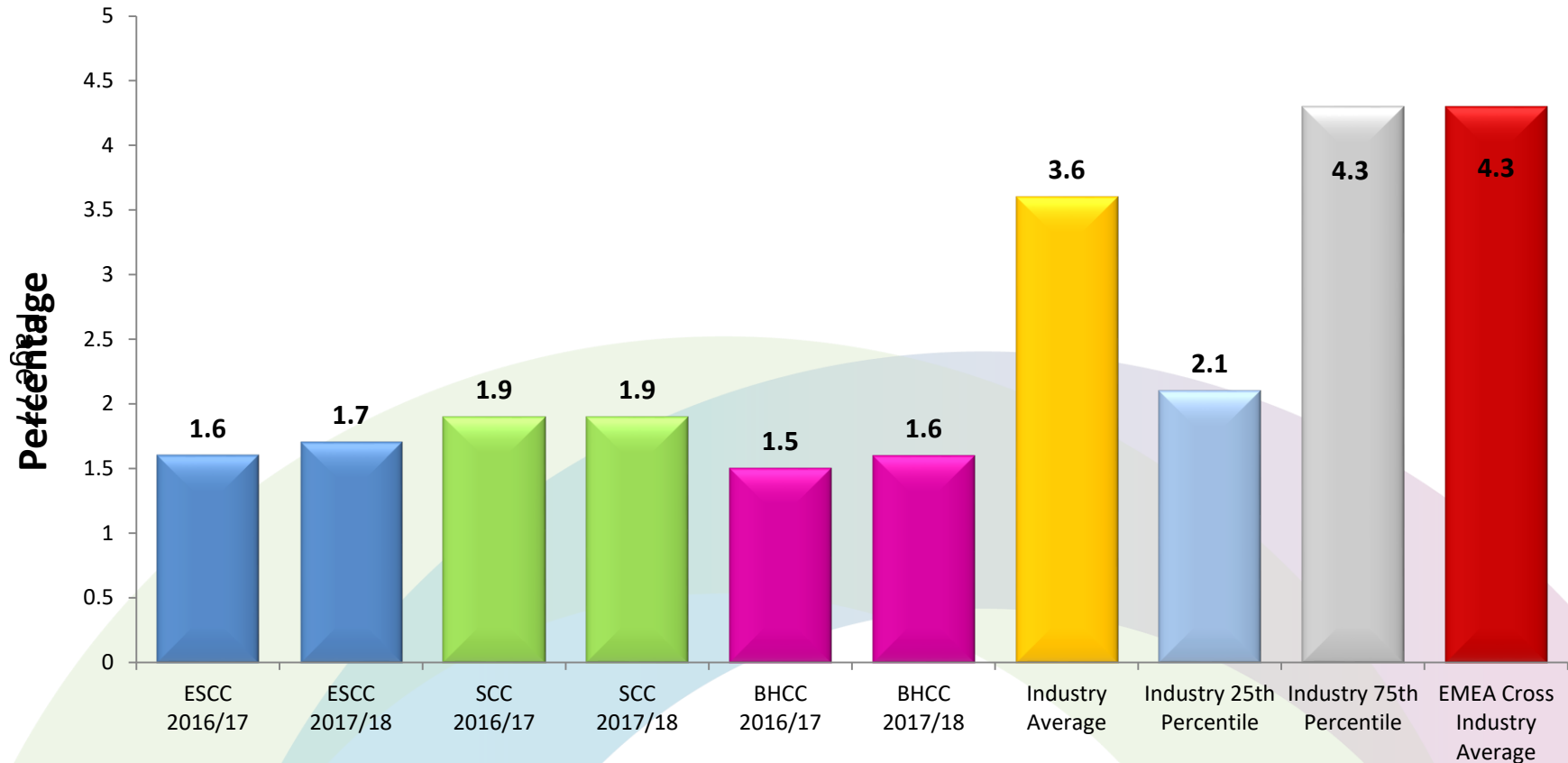
18/19 figures include Business Plan Pressures & Savings (as per MTFP)

Savings at Risk

For illustration purposes Inflation has been included at 1%



# IT Spend as a % of Operating Expenditure



IT spending as a percent of operating expense is a view of IT investment levels in terms of the role IT plays in overall business spending patterns. Typically, organisations with a greater level of IT investment relative to operating expense, view IT as a strategic enabler and this can improve business performance and productivity levels.

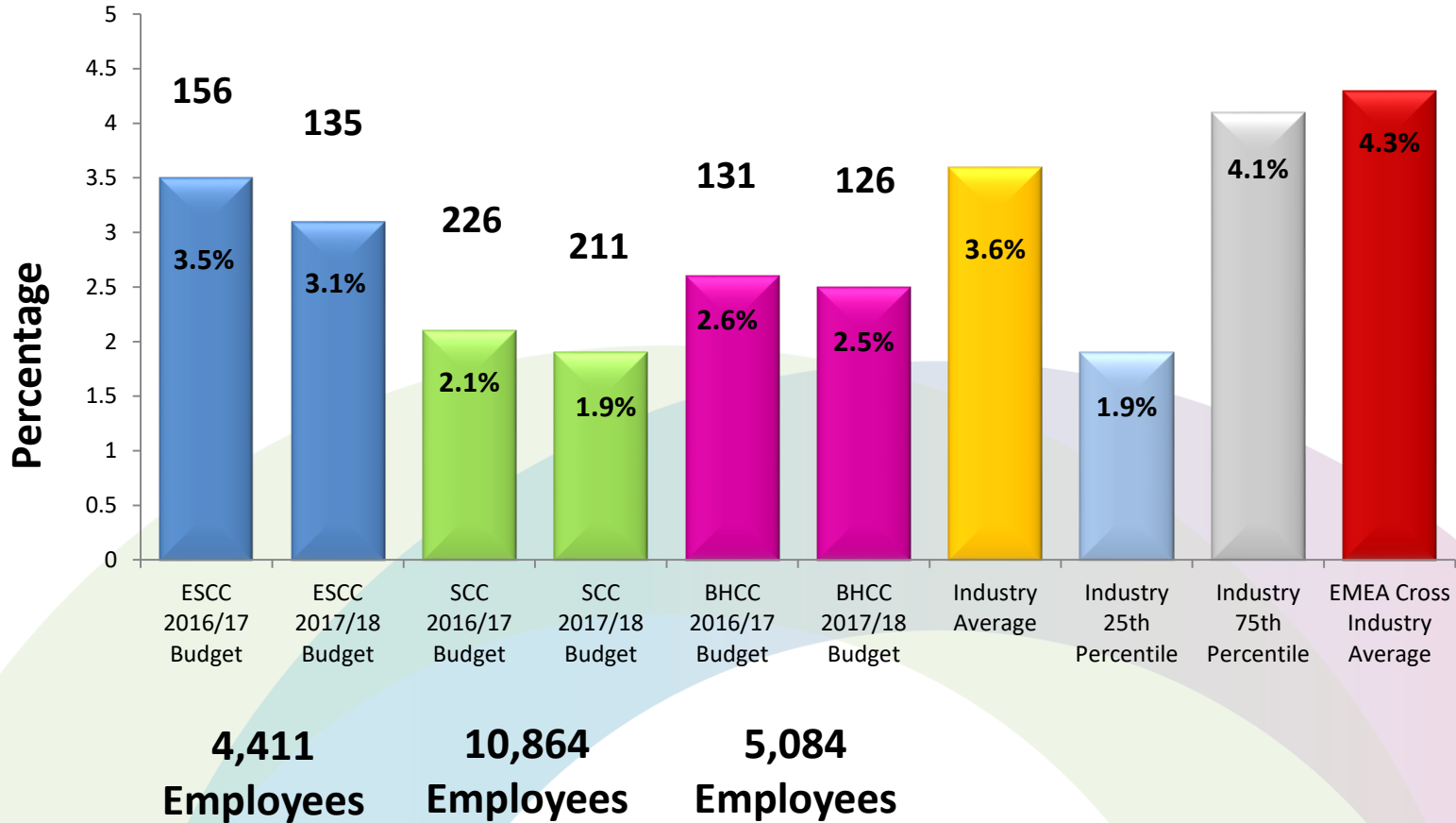
The best estimate of total spending in the 12-month budget period for IT to support the enterprise. IT spending/budget can come from anywhere in the enterprise that incurs IT costs, and it is not limited to the IT organisation. It includes estimates by enterprises on decentralised IT spending and or 'shadow' IT.



# IT FTEs as a % of Employees



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Tech Debt

Change Fatigue

Expectations & Demand

New Models of Delivery





Thank you for Listening.

Any Questions?

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**EAST SUSSEX COUNTY COUNCIL,  
SURREY COUNTY COUNCIL AND  
BRIGHTON & HOVE CITY COUNCIL  
ORBIS JOINT COMMITTEE**



**DATE: 16 OCTOBER 2017**

**LEAD OFFICER:** Kevin Foster (Chief Operating Officer, East Sussex County Council), John Stebbings (Chief Property officer, Surrey County Council) and David Kuenssberg (Executive Director Finance and resources, Brighton and Hove City Council)

**SUBJECT: MARKET INSIGHT**

**SUMMARY OF ISSUE:**

Orbis was created as the ‘compelling alternative’ for back office business service delivery in Surrey, East Sussex and Brighton & Hove, with an ambition to pioneer new models of service delivery. EY (Ernst Young) has been engaged as a strategic partner to Orbis to support the ongoing development of the partnership and to enable Orbis to learn from market leading practice in order to remain sustainable.

To raise awareness of the wider operating context, EY has launched a quarterly market insight bulletin tailored to Orbis. This aims to share ‘snap shot’ insights from the local, national and international arena to bring fresh perspectives, share examples of where new initiatives are being introduced and raise questions for Orbis to consider as part of its ongoing evolution. The first iteration of the quarterly market insight bulletin is shared for information.

**RECOMMENDATIONS:**

It is recommended that Members:

1. Note the contents of the quarterly market insight bulletin prepared by EY and identify any areas for further consideration by officers.

**REASON FOR RECOMMENDATIONS:**

Members are requested to note the contents of the market insight bulletin, to gain an understanding of the wider local, national and international arena to shape future Orbis service transformation and gain alternative perspectives of how business challenges can be addressed. Members are also requested to identify any areas for further consideration contained within the insights shared in this bulletin, to enable further exploration and support ongoing service improvement.

**DETAILS:**

- 1.1 Orbis was created as the ‘compelling alternative’ for back office service delivery in Surrey, East Sussex and Brighton & Hove, with an ambition to pioneer new models of service delivery. EY has been engaged as a strategic partner to Orbis to support the ongoing development of the partnership and to enable Orbis to learn from market leading practice in order to remain sustainable.

- 1.2 To raise awareness of the wider operating context, EY has launched a quarterly market insight bulletin tailored to Orbis. The objectives of the market insight bulletin include:
- Share a range of ‘snap shot’ insights from the local, national and international arena to bring fresh perspectives to strategic planning
  - Showcase new models of delivery within the public sector
  - Horizon scan for new and emerging ventures
  - Provide a framework to challenge thinking, shape solutions and support the basis of conversations with services and customers
- 1.3 The market insight bulletin will be prepared on a quarterly basis by EY. It has been designed to bring a diverse range of topical insights therefore the content will vary per bulletin. As a key aim of the bulletin is to stimulate different thinking and provide an alternative perspective, the insights shared may not all be directly applicable to Orbis, or the sovereign authority contexts, but will be included to showcase examples of creative ways organisations are meeting their most pressing business challenges.
- 1.5 The first issue of the market insight bulletin is attached. Further information is available relating to the insights listed and can be provided as required. It is intended that the bulletin is reviewed and any initiatives of interest are identified so further exploratory work can be undertaken.

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

1. At this stage, the market insight bulletin is for information only to share examples of how external organisations are approaching their business challenges therefore the risk profile is low.
2. There are risks associated with each of the insights shared which would need to be considered prior to commencing further exploration and/or implementation.
3. If it is agreed that any of the initiatives shared are explored in more detail, the risks will be reviewed and an action plan with mitigating actions will be prepared as appropriate.

#### **WHAT HAPPENS NEXT:**

4. The market insight bulletin prepared by EY will be reviewed by Members and officers. Any areas of interest will be identified and further exploratory work will be undertaken, to determine whether there is scope for application within Orbis.
5. The market insight will be prepared on a quarterly basis and be shared with the Orbis Leadership Team and direct reports.



---

**Contact Officer:**

Adrian Stockbridge, Orbis Programme Manager (0208 541 8093)

**Consulted:**

Kevin Foster – Chief Operating Officer

John Stebbings – Chief Property Officer

David Kuenssberg - Executive Director of Finance & Resources

**Annexes:**

- EY Market Insight August 2017

**Sources/background papers:**

N/A

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# Quarterly Market Insight

Understanding the external environment in which Orbis operates

August 2017

# Introduction

---

## **Purpose:**

Share 'snap shot' insights from the local, national and international arena to bring fresh perspectives to the Orbis Leadership Team, to support the ongoing transformation of Orbis in order to remain sustainable and continue to add value to sovereign authorities.

## **Context**

- Orbis was created as the 'compelling alternative' for back office service delivery in the sovereign localities and has ambitions to pioneer new models of service delivery and learn from market leading practice in order to remain sustainable in a financially challenging context, whilst continuing to add value to sovereign partners
- EY has been engaged as a strategic partner to Orbis to support the ongoing development of the partnership and the transformation of services
- As part of innovation and opportunity development tier of the partnership, EY and Orbis have agreed to trial a quarterly market insight bulletin which shares 'snap shot' insights from local, national and international organisations
- The bulletin is designed to provide a high level overview of market and business developments, share examples of where new initiatives are being introduced in practice and raise questions for Orbis to consider as part of its ongoing evolution
- Further information is available relating to each insight as required
- As the bulletin is seeking to bring a diverse range of topical insights it is acknowledged that content will vary per bulletin and not all will be directly applicable to Orbis as a conscious attempt to stimulate different thinking and an alternative perspective. The usefulness of this bulletin will remain under review
- In addition, EY will continue to share relevant pieces of thought leadership and sector developments where relevant between the issue of the quarterly market insight bulletin.

## **Objectives**

- Share a range of 'snap shot' insights from local, national and international organisations to bring fresh perspectives
- Showcase new models of delivery within the public sector being deployed in response to the most pressing business challenges
- Horizon scan for new and emerging ventures that EY and Orbis may potentially partner together to deliver, or that Orbis may wish to explore with sovereign partners
- Provide a framework to challenge thinking, shape solutions and support the basis of conversations with services and customers.

# Overview

## 1. EY Organisational Developments

EY launches Cognistreamer - an ideation tool to support staff to develop solutions to the most pressing market challenges **3**

EY has invested in the development of Purpose Led Transformation methodology to support clients to achieve transformation, innovation and growth **3**

EY has partnered with 100 Resilient Cities to provide advice and insight to the development of resilience strategies globally **4**

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# 1. EY Organisational Developments

# 1.1 EY Organisational Developments

## EY launches Cognistreamer - an ideation tool to support staff to develop solutions to the most pressing market challenges



In June 2017 EY launched Cognistreamer, an ideation tool, to engage staff in ideation challenges to develop new solutions to the most pressing market problems. It provides a framework for ideas to be shared and the governance route to consider the business cases.



An example of how this has worked in practice:  
**Problem Statement** - The NHS temporary workforce market is facing significant challenges with increasing demand and chronic workforce shortages. This results in supply and demand pressures and high agency fees for the NHS.

**Solution** - RightStaff is a new solution employing disruptive technologies to transform the way the NHS engages temporary workers by creating a direct relationship between NHS Trusts and workers. RightStaff is currently being piloted in a number of NHS Trusts.



*How can Orbis support and encourage staff to generate new ideas?*

## EY has invested in the development of Purpose Led Transformation methodology to support clients to achieve transformation, innovation and growth

The approach focuses on aligning leadership and priorities; transforming at an agile pace; mobilising the organisational culture and; focusing on strategic thinking and innovation. A number of benefits are associated with Purpose Led Transformation including: developing strong brands; attracting talent and sustaining high levels of motivation; creating customer loyalty and advocacy; out-performing the market.



EY and Harvard Business Review Analytics research found:

- 91% of respondents identified that their company has or is working on developing a purpose, whilst less than half believe that their strategy is aligned with the purpose. Only 37% believe their operating model and operations are aligned to their purpose.
- 89% of clients believe that a purpose driven company will drive the highest quality products and services
- 72% of global consumers would recommend a company with a purpose
- Employees are 3 times more likely to stay and be 1.7 times more satisfied in a purpose led organisation.



*Central to the Orbis 2027 vision is remaining purpose led. What check points will be in place over the next 10 years to ensure this is upheld?*

# 1.2 EY Organisational Developments

## EY has partnered with 100 Resilient Cities to provide advice and insight to the development of resilience strategies globally

More than 60% of the metropolitan regions that will exist in 2050 are yet to form. Forecasts indicate that over 3 billion more people will form part of urban areas by 2050.

Growth of this scale will place city infrastructure under increasing levels of stress, which will be further exasperated by extreme weather events and terrorism.

EY has partnered with 100 Resilient Cities to integrate resilience thinking into public and private sectors, providing strategic advice and insight to cities in the development of resilience strategies. This is part of a wider global collaboration across the public, private, academic and non-profit sectors.

EY and 100 Resilient Cities undertook research to support the development of resilience strategies. The key findings were:

- The perception regarding the level of understanding organisations have of the challenges to urban resilience varies; governments think they understand the challenges better than others think they do, whereas governments rate the private sector's resilience more highly that it does
- Resilience thinking is typically stronger at the earliest stages of the project lifestyle. As projects progress, the focus on resilience declines, particularly regarding finance
- Neither the private or public sector is confident that there are sufficient incentives to incorporate resilience into infrastructure projects.

*How resilient are sovereign localities and what role is there for Orbis to strengthen resilience locally?*

### Example of where this has worked in practice:

Rotterdam is a city of which 90% is below sea level and surrounded by water. The government developed a climate proof strategy to become more resilient to the effects of climate change. Initiatives have included "water plazas" - playgrounds that turn into water drainage systems during heavy rain - and a parking garage that incorporates an underground rainwater store. The strategy has delivered positive outcomes for local residents whilst increasing financial stability and strengthening the infrastructure investments made by increasing sustainability.

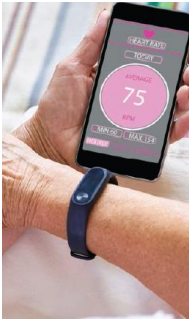




## **2. Local & National Insights**

## 2.1 Local & National Insight

### Embracing technology to meet health and social care whilst protecting against social isolation



Prevention and early access to health and social care are key to reducing costs associated with an aging population. To realise the benefits, service users and patients need to be supported to embrace new technology focused e.g. movement sensors. However, often devices are designed with active young people in mind therefore are they really adding value?

- A survey of UK, US and Singapore revealed that 57% of respondents are already using technology for disease management, whilst 61% are using them for health maintenance or wellbeing purposes
- However, the increasing use of technology to meet health and social care needs can lead to unintended consequences of social isolation, particularly within the older population
- Dr Susan Reinhard of AARP said “the effects of social isolation on longevity are equivalent to smoking 15 cigarettes a day”
- Technologies need to be user focused and incentivise service users and patients to try what is on offer.

*How can Orbis support sovereign services to be intelligent purchases of technology and ensure that the appropriate reviews are in place to safeguard against unintended consequences?*

### Improving outcomes by breaking down silos across health and social care

The Engaged Aging Summit in May 2017 called for organisations to build ‘engaging aging strategies’ and shift a focus from disease management to disease prevention.

It is argued that the focus needs to be on engaging solutions that help improve wellbeing regardless of personal health status. The most effective solutions are predicted to be those that are technologically independent, community driven and focused on the needs of the whole person, breaking down silos between health and social care.

- In 1913 the average global life expectancy was 34 years; in 2001 it was almost 67
- Despite this improvement in life expectancy the characteristics of those later lives as a period of retirement and slow and inexorable decline remains in place
- Organisations that can create integrated offerings across health and social care, combining tools and services, are predicted to reap significant benefits in future years.

*Orbis is already focusing on what health and social care integration means for its business. Are there opportunities to add value to local resident outcomes by developing integrated solutions?*

## 2.2 Local & National Insights

### Higher education institutions are increasingly considering public-private partnerships in response to growing financial pressures



Reductions in public funding and changes in demand are resulting in budget challenges and affordability concerns amongst many higher education institutions. Organisations are struggling to balance the requirement to provide high quality, affordable education to students whilst meeting the requirement to maintain, and often invest, in the estate and infrastructure. As competition to attract students increases, there is an increasing need to offer state-of-the-art facilities.

- Universities are faced with allowing facilities to deteriorate and forgo investment, thus becoming less attractive to prospective students, or attracting more students by taking on debt and/or raising tuition fees to finance new construction and renovations
- Public private partnerships are being explored as they can provide greater flexibility and efficiency when building, financing and maintaining infrastructure and facilities
- They are also be considered for the potential to share skills and technology to front office functions (e.g. enrolment management, student affairs etc) and back office functions (e.g. HR, Finance, IT and Technology).

*Has Orbis explored its offer to local universities as part of the place based growth agenda?*

### Using Agile techniques to deliver process improvements at pace

EY is working in a blended team with Renfrewshire to identify and test how robotic process automation can be used to improve processes and realise capacity. Agile methodology is being used to enable the team to progress at pace to explore, develop and test new processes in order to 'succeed quickly' or 'fail fast'.

- An end-to-end demonstrator has been completed for a change in tenancy process within a three week sprint using agile methodology
- Following a successful pilot a new electronic process will be launching by the end of August
- 39 distinct processes will be streamlined to deliver a 3 day improvement in process cycle time
- The new process is expected to realise 1400 hours per month in potential savings, resulting in a 22.7% estimated productivity time saving.

*What processes within Orbis can be further streamlined to release capacity?*

## 2.3 Local & National Insights



### Changing behaviours to improve service delivery and realise savings

EY is working with Croydon Council to introduce behavioural science as a way to improve services and deliver savings. A behaviour change hub has been formed which includes two in-house behaviour change specialists plus EY provides additional support for Warwick Business School. Over a 12 week period EY worked with Croydon to identify and deliver 45+ projects across all directorates.

The range of projects has spanned a revised approach to the resource allocation system for adult social care through to recycling and preventing dogs fouling in parks.



As part of the creation of income and debt centres of excellence for delivery across services behavioural science is being used as a preventative mechanism to support debt recovery. This includes conducting an SMS and email nudge trial across a number of services, updating the website to provide more information in payment options and using behavioural science to update invoices and rent statements.



*Can Orbis utilise behavioural science in its services or those provided by sovereign partners to help manage demand?*

### Sustained budget pressures are driving policy makers globally to consider more effective budget strategies and seek strategic expenditure and performance reviews

Governments around the world are dealing with common issues that pose long term risks to their financial sustainability, for example, ageing populations, raised expectations of government services and increasing cost pressures. These budget pressures, along with rising levels of public debt, are expected to continue. As a result policy makers globally are seeking more effective budget strategies to support sustainability and improve outcomes.



More clients are approaching EY for strategic expenditure reviews that provide an objective assessment of government performance. The focus is on linking outputs and outcomes, and understanding cost effectiveness and value for money, giving consideration to expenditure and alignment of resource. Strategic expenditure reviews can be undertaken at both an organisation-wide level or applied to a particular service.

The aim is to support public sector organisations to future proof budgets and enable the better alignment of resources to objectives and priorities.



*What measures are in place to review the alignment of budgets and resources against objectives and priorities, to ensure a reducing budget is used to best effect?*



# 3. Global Insights

# 3.1 Global Insights

## A growing focus on Smart cities

Between 2014 and 2050 the global urban population is set to increase by about 2.5 billion people. This increasing urbanisation is set to place significant pressures on city infrastructure and economies hence a growing narrative around smart cities.

Becoming 'smart' is focused on becoming more resilient to withstand the unexpected and drive the best outcomes for local residents. 'The Power of Three' are considered to be the key enablers to building resilient foundations - government, businesses and entrepreneurs.

- The Amsterdam Smart City programme is considered a leading example of a policy initiative for smart and resilient cities
- The programme is structured around four pillars: co-operation; smart technology and behaviour change; knowledge exchange; and economically viable initiatives.
- Initial investment has been focused on infrastructure, including large scale electricity generation and distribution, transport infrastructure and water and waste.

*How can Orbis support sovereign partners to build resilience across the local areas?*

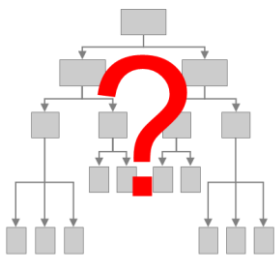
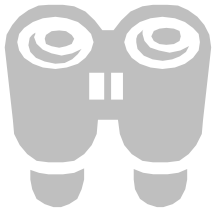
## Flatter organisational structures and an empowering culture can stimulate innovation and drive success

Research suggests that to foster innovation organisations must establish a culture that embraces failure, cultivates talent and empowers employees with autonomy and creative licence.

Flatter organisational structures are considered to be enablers to rapid growth and success due to less bureaucracy and more efficient services.

- Supercell - a Helsinki based company founded in 2010 - has created some of the most popular mobile games globally
- The Founder and CEO attribute the organisation's success to its culture and people
- The company invests a significant amount of time in the recruitment process to select the strongest candidates; all prospective employees undertake a rigorous interview process before meeting the CEO
- The organisational culture is built on empowerment and enabling employees to direct their work and take decisions, rather than waiting for permission.

*Does the Orbis organisational structure support workforce empowerment?*



## 3.2 Global Insights

### Women remain significantly under-represented in the senior public sector leadership roles in most G20 countries

Historically there has been extensive research and public sector commentary on the benefits of having women leaders on private sector boards, whereas similar research for the public sector has been relatively minimal. EY began producing the annual Worldwide Index of Women as Public Sector Leads in 2012 to better understand the current position of women in leadership roles across G20 countries.

In times of significant change for governments and the public sector, the ability to draw on a diverse pool of talent, including a mix of genders, ethnicities, ages and backgrounds is a critical factor in supporting organisational adaptation.

- Evidence suggests that diverse and inclusive leadership sparks better debate, stimulates innovation and enhances problem solving and decision making. In turn this can improve performance and outcomes.
- The latest Index, compiled in 2015, shows that women remain significantly under-represented in senior public sector leadership roles in most G20 countries
- It also demonstrates that women make up almost 50% of the public sector workforce but just under one quarter of public sector leaders
- EY research revealed that gender parity is crucial to overcoming the challenges faced by the public sector, yet 60% of respondents felt that they do not have sufficient diversity of thought and experience within the leadership team.

*What is the composition of the Orbis workforce? How can further diversity be supported?*

*"The benefits of gender diversity have become increasingly clear. It makes good business sense. Gender diversity today is probably one of the key market competitive differentiators. The more diverse organisations are, the better they are at being able to win top talent and improve their customer orientation, employee satisfaction and decision-making. All of these lead to a more successful organization."*

*Mildred Tan, EY Asia-Pacific Emerging Market Leader*



## 3.3 Global Insights

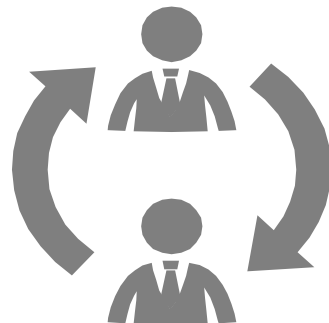
**The approach to talent acquisition in government needs to be refreshed to remain attractive in an increasingly competitive marketplace**

The 'government of the future' requires the right talent in middle and upper management to drive effective decision making and lead the execution of new service delivery models. As the skills and capabilities required change with a greater focus on digitalisation, the approach to talent acquisition also needs to be reviewed.

To be attractive in a more competitive marketplace research suggests that the value proposition should emphasise skill development and a sense of purpose at work. With employer-employee relationships becoming more impermanent the focus for the public sector recruitment needs to shift from building long standing loyalty to creating mutual value and an alliance for a common purpose.

- Young people are a shrinking proportion of the workforce; many agencies globally report a "generation gap"
- A UK Civil Service agency reported that the proportion of its workers in their 20s dropped from 14% to 9% over four years, whilst those aged 50 to 59 rose from 26% to 31%
- The National Audit Office has highlighted a significant risk of unsustainable cost reduction and/or service deterioration if the government cannot transform its digital skill set by 2020
- LinkedIn data (2015) on hiring and recruitment showed that government and the private sector were in competition for the same skills, with technical and data skills ranking highly.

*How can the Orbis talent acquisition strategy be future proofed?*





## 3.4 Global Insights

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**Dubai aims to be the first blockchain government in the world by 2020 to make it easier to do business**

Blockchain is a distributed ledger that receives, validates and stores transactions permanently.

Dubai aims to lead the way and incorporate block chain into daily economic life and become the first blockchain government by 2020. They believe the technology can put them at the cutting edge of simplified record keeping and goods transportation and make it easier to do business.

By 2020 the aim is for 100% of applicable government services and transactions to happen on blockchain.

This is in addition to wider city aspirations of introducing mandatory rooftop solar power by 2030 and for 25% of fully driverless road transport to use AI also by 2030.

- Blockchain is becoming increasingly used by the world's largest corporations such as IBM, Microsoft and banks, to share and track information on transactions and contracts
- Blockchain can be used in a variety of government transactions, including collecting taxes, delivering benefits, issuing documents and recording properties
- Benefits can be realised by improving efficiency and effectiveness of operations, contract execution, customer experience, risk management and transparency.

*Which transactions across Orbis are suitable for blockchain? What is the partnership's aspiration for its introduction?*



## EY | Assurance | Tax | Transactions | Advisory

### About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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Orbis Joint Committee  
16 October 2017

## Orbis Joint Committee Forward Plan

### Purpose of the report:

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

### Introduction:

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

### Recommendations:

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

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### Report contacts:

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**Orbis Joint Committee - Draft forward plan**

Date	Title	Summary	Responsible Officer(s)	Notes
<b>16 October 2017</b>	Obis Joint Committee Terms of Reference	To endorse the revised terms of reference for the Orbis Joint committee	Kevin Foster, Chief Operating Officer, ESCC  John Stebbings, Chief Property Officer, SCC  David Kuenssberg, Executive Director Finances & Resources, BHCC	
	Budget Monitoring report	Regular monitoring budget report to provide an update on progress against savings targets.	Kevin Foster, Chief Operating Officer, ESCC  John Stebbings, Chief Property Officer, SCC  David Kuenssberg, Executive Director Finances & Resources, BHCC	
	Orbis Business Plan	To receive an update on the Orbis Business Plan	Kevin Foster, Chief Operating Officer, ESCC  John Stebbings, Chief Property Officer, SCC  David Kuenssberg, Executive Director Finances & Resources, BHCC	
	Service Update - Finance	Members will receive an update on progress being made in creating an integrated Finance Team for Orbis	Kevin Foster, Chief Operating Officer, ESCC  John Stebbings, Chief Property Officer, SCC  David	

			<p>Kuenssberg, Executive Director Finances &amp; Resources, BHCC</p>
	Service Update IT&D.	Members will receive an update on progress being made in creating an integrated IT function for Orbis	<p>Kevin Foster, Chief Operating Officer, ESCC</p> <p>John Stebbings, Chief Property Officer, SCC</p> <p>David Kuenssberg, Executive Director Finances &amp; Resources, BHCC</p>
	Market Insight	Members will receive an update on EY Market Insight	<p>Kevin Foster, Chief Operating Officer, ESCC</p> <p>John Stebbings, Chief Property Officer, SCC</p> <p>David Kuenssberg, Executive Director Finances &amp; Resources, BHCC</p>
<b>January 2018</b>	Budget Monitoring report	Regular monitoring budget report to provide an update on progress against savings targets.	<p>Kevin Foster, Chief Operating Officer, ESCC</p> <p>John Stebbings, Chief Property Officer, SCC</p> <p>David Kuenssberg, Executive Director Finances &amp; Resources, BHCC</p>
	2018/19 Budget	Overview of proposed Orbis Operating budget for 2018/19	<p>Kevin Foster, Chief Operating Officer, ESCC</p> <p>John Stebbings, Chief Property Officer, SCC</p>

			David Kuenssberg, Executive Director Finances & Resources, BHCC
	Service Update	Members will receive an update on progress being made in within a specific service area	Kevin Foster, Chief Operating Officer, ESCC John Stebbings, Chief Property Officer, SCC David Kuenssberg, Executive Director Finances & Resources
	Business Plan Update	To receive an update on the finished version of Orbis Business Plan	Kevin Foster, Chief Operating Officer, ESCC John Stebbings, Chief Property Officer, SCC David Kuenssberg, Executive Director Finances & Resources, BHCC
<b>July 2018</b>	Budget Monitoring report	Regular monitoring budget report to provide an update on progress against savings targets.	Kevin Foster, Chief Operating Officer, ESCC John Stebbings, Chief Property Officer, SCC David Kuenssberg, Executive Director Finances & Resources, BHCC
	Service Update	Members will receive an update on progress being made in within a specific service area	Kevin Foster, Chief Operating Officer, ESCC John Stebbings, Chief Property Officer, SCC

David  
Kuenssberg,  
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& Resources