

Notice of Meeting Orbis Joint Committee

**Date & time**

Thursday, 12 April
2018 at 2.00 pm

Place

Members Conference
Room, County Hall,
Penrhyn Road,
Kingston upon
Thames, Surrey, KT1
2DN

Contact

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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact 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) (Co-Chairman), Mr Tim Oliver (Cabinet Member for Property and Business Services) (Co-Chairman), Ms Denise Turner-Stewart (Cabinet Member for Communities), Bob Standley (East Sussex County Council), Andrew Wealls (Brighton & Hove City Council) and Cllr Leslie Hamilton (Brighton and Hove City Council)

AGENDA

1 APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2 MINUTES OF PREVIOUS MEETING: 19 JANUARY 2018

(Pages 7
- 12)

To agree the minutes of the meeting held on 19 January 2018 as an accurate record of proceedings.

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 (Friday 6 April 2018).

b Public Questions

The deadline for public questions is seven days before the meeting (Thursday 5 April 2018).

5 FEBRUARY BUDGET MONITORING

(Pages
13 - 18)

To provide an update to the Joint Committee on the financial position of Orbis at the end of February 2018.

6 ORBIS OPERATING BUDGET 2018/19

(Pages
19 - 24)

To provide an update to the Joint Committee on the 2018/19 Orbis Operating budget, in order for the Joint Committee to recommend the 2018/19 contributions to be made by BHCC, ESCC & SCC.

7 STAFF SURVEY

(Pages
25 - 48)

Orbis Staff took part in the Surrey Best Companies staff survey in October 2017. This report will share the results of the survey for Orbis staff and the approach being taken to address the issues identified.

8 BUSINESS OPERATIONS SERVICE UPDATE

(Pages
49 - 52)

The Orbis Business Operations Function is progressing its integration journey required to deliver the efficiencies identified in the original Orbis Business plan.

Following Brighton & Hove City Council joining the partnership, a 2 year transformation plan is being implemented in consultation with the unions, staff and Orbis Leadership Team.

This report produces an update of the progresses made to-date and an outline of the key outcomes expected for the financial year 2018/19.

9 EY- MARKET INSIGHT UPDATE

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.

To raise awareness of the wider operating context, in August 2017 EY 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.

N.B. Report to follow.

10 ORBIS PERFORMANCE FRAMEWORK

(Pages
53 - 54)

To provide an update to the Joint Committee on the development of the Orbis Performance Framework.

N.B. There is a Part 2 annex to this paper- Item 14

11 INTER AUTHORITY AGREEMENT (IAA)

(Pages
55 - 56)

As part of Brighton & Hove City Council joining the partnership in May 2017, an interim IAA was signed by all three partners. The plan was always to develop a full IAA to come into effect from April 2018.

The Inter Authority Agreement forms the legal basis for the Orbis partnership. The terms of the IAA are now agreed and should be noted by the Joint Committee before being sealed by BHCC, ESCC and SCC.

N.B. There is a Part 2 annex to this paper - Item 15.

12 FORWARD WORK PROGRAMME

(Pages
57 - 60)

The Joint Committee is asked to review the Forward Work Programme and suggest any future items for consideration.

13 EXCLUSION OF THE PUBLIC

Recommendation: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

PART TWO – IN PRIVATE

14 ORBIS PERFORMANCE FRAMEWORK

(Pages
61 - 70)

N.B. This is the Part 2 annex to Item 10.

Confidential: Not for publication under Paragraph 3

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

15 INTER AUTHORITY AGREEMENT (IAA)

(Pages
71 - 112)

N.B. This is the Part 2 annex to Item 11.

Confidential: Not for publication under Paragraph 3

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

16 PUBLICITY OF PART 2 ITEMS

To consider whether the item considered under Part 2 of the agenda should be made available to the press and public.

17 DATE OF THE NEXT MEETING

The next meeting of the Orbis Joint Committee will be held on Friday 6 July 2018, at Hove Town Hall.

Philip Baker
Assistant Chief Executive
East Sussex County Council
Published: Wednesday 4 April 2018

Joanna Killian
Chief Executive
Surrey County Council

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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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 19 January 2018 at East Sussex County Council, County Hall, St Anne's Crescent, Lewes, East Sussex BN7 1UE.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 12 April 2018.

Elected Members:

- * Councillor David Elkin (Co-Chairman)
- * Mr Tim Oliver (Co-Chairman)
- * Ms Denise Turner-Stewart
- * Bob Standley
- * Andrew Wealls
- * Cllr Leslie Hamilton

In attendance

Kevin Foster, Chief Operating Officer (ESCC)
Sheila Little, Orbis Director of Finance (SCC)
David Kuenssberg, Executive Director for Finance and Resources (BHCC)
Philip Baker, Assistant Chief Executive (ESCC)
Adrian Stockbridge, Orbis Programme Manager (SCC)
Sergio Sgambellone, Director of Human Resources and Organisational Development (ESCC)
Gail Perryman, Orbis Programme Coordinator (ESCC)
Matt Scott, Orbis Chief Information Officer (ESCC)
Louise Lawson, Senior Principal Accountant (SCC)
Neil Sartorio, EY
Hayley Stearn, EY

1/18 APOLOGIES FOR ABSENCE [Item 1]

There were no apologies of absence.

2/18 MINUTES OF THE PREVIOUS MEETING [Item 2]

The minutes of the meeting held on 16 October 2017 were agreed as a true record of the meeting.

3/18 DECLARATIONS OF INTEREST [Item 3]

There were no declarations of interest.

4/18 EY MARKET INSIGHT [Item 4]

The Committee considered a report introduced by Kevin Foster on the work done with EY, and welcomed Neil Sartorio and Hayley Stearn from EY to the meeting.

Witnesses:

Kevin Foster, Chief Operating Officer, East Sussex County Council
Hayley Stearn, EY

Neil Sartorio, EY
David Kuenssberg, Executive Director of Finance and Resources, Brighton & Hove City Council
Sheila Little, Director of Finance for Orbis and Surrey County Council

Key points raised during the discussion:

1. The Committee's attention was drawn to the State of Shared Services report, which identified that the majority of organisations had an in-house model and were not outsourced, and that there was a growing trend towards customer-centric services. The focus tends to be on the sustainability of the operating model, rather than whether it is created to generate profit or to break even.
2. Members asked questions about how to define a measurement of Value Added. It was acknowledged that this is more of a challenge than transactional metrics, but it was set out that proxy measurements on agreed areas of shared value are the most illustrative way of achieving this aim.
3. Neil Sartorio highlighted some of the projects set out in the Quarterly Market Insight. This included the EYC3X project, which uses data analytics to identify where early intervention could assist children in care and the homeless, in the light of the growing challenge of the current funding situation.
4. Officers illustrated how Orbis would assist staff in front line services implement the learning from the EY insight, such as shared learning between the authorities or shared back office services such as Finance teams, but acknowledged that it could be hard to quantify in terms of avoided future costs.
5. Members asked questions about the Cyber Security insight, and were informed that it is managed as an Orbis function, and that each partner authority receives its own update. It was also confirmed that cyber security will feature on the performance dashboard.

RESOLVED:

Members noted the presentation.

5/18 NOVEMBER BUDGET MONITORING [Item 5]

The Committee considered the Budget Monitoring position for November 2017, introduced by the Chief Operating Officer.

Witnesses:

Kevin Foster, Chief Operating Officer, East Sussex County Council
Louise Lawson, Senior Principal Accountant, Surrey County Council
David Kuenssberg, Executive Director of Finance and Resources, Brighton & Hove City Council

Key points raised during the discussion:

1. Officers set out the projected over-delivery of savings, together with the spend on agency staff and absence levels, as requested at a previous Committee meeting.
2. Officers clarified that the budgets had been set two years ago with estimates of the technology input that would be required. This work had been delivered within budget and so the declared underspends

had been returned to the sovereign authorities to fund further change programmes.

3. Other savings had been achieved by using secondments to the programme teams (rather than recruitment) and using existing resources.
4. Members asked questions about the absence levels, and were informed that BHCC will be adopting First Care, using the learning from ESCC and the purchasing power of the Orbis partnership.

RESOLVED:

Members noted the updated budget position

6/18 ORBIS OPERATING BUDGET 2018/19 [Item 6]

The Committee considered the Orbis Operating Budget introduced by the Chief Operating Officer.

Witnesses:

Kevin Foster, Chief Operating Officer, East Sussex County Council
David Kuenssberg, Executive Director of Finance and Resources, Brighton & Hove City Council

Key points raised during the discussion:

1. Members queried the assumption of 1% pay inflation in the light of recent developments, and were advised that further modelling work on enhanced contributions to Orbis would be needed if partner authorities decided higher rates. It was confirmed that none of the authorities had set their pay awards.
2. It was confirmed that the ratio of contributions would be finalised and written into the Inter Authority Agreement.

RESOLVED:

(1) Members recommended an estimated level of 2018/19 contributions to the Joint Operating Budget to Brighton & Hove City Council, East Sussex County Council and Surrey County Council of £65.3m, in a ratio of 21:24:55, noting that this may alter following review.

(2) approved the transfers between the operating budget and the East Sussex County Council and Surrey County Council managed on behalf of budgets.

7/18 BUSINESS PLAN [Item 7]

The Committee considered the revised Business Plan introduced by Kevin Foster.

Witnesses:

Kevin Foster, Chief Operating Officer, East Sussex County Council
Adrian Stockbridge, Orbis Programme Manager
David Kuenssberg, Executive Director of Finance and Resources, Brighton & Hove City Council
Sheila Little, Director of Finance, Orbis and Surrey County Council

Key points raised during the discussion:

1. Officers introduced the Plan which had been produced in the Orbis style to tell the story of what Orbis is and why it is different, together with the culture and values that underpin it. The report also provided a draft Performance Framework and benchmarking information, requested by the Committee at a previous meeting.
2. Members remarked that a key consideration was an ability to demonstrate the value added to services by Orbis, particularly when the more straightforward efficiency savings have been realised.
3. A timetable, setting out the state of services that have been and are to be integrated was suggested. Officers advised that, at a Head of Service level, they were aware of the timescales for integration and the steps required to reach those targets.
4. Officers advised that the aim of the partnership was to adopt as much consistency as possible, with the recognition that there would be areas that would remain particular to each authority partner.
5. Officers set out the engagement with staff that was planned, and highlighted the material at Appendix 2, to assist Heads of Service and other managers enthuse their staff. A meeting with the new Surrey Chief Executive has been scheduled.
6. Officers confirmed that the focus had been on ensuring that Orbis functioned efficiently in assisting the partner authorities dealing with business as usual in the face of increasing service demand and reducing budgets, rather than expanding its client base.
7. Officers set out the public service ethos behind Orbis, and the desire for staff to be able to concentrate on delivering services rather than producing metrics. The integration of BHCC as the final founding partner now allows their staff to focus on business as usual, rather than the process of integration.
8. Members asked questions about the maturity assessment, and in particular the processes and control element. Officers set out that the criteria used to measure that are the same as for leading edge private sector companies. Historically, local authorities have had a high tolerance of user error when customers access services: this is time-consuming to correct but keeps complaint levels low.

Actions/further information to be provided:

Spectrum of Integration of departments

RESOLVED:

Members approved the Business Plan for 2018/19-2020/21.

8/18 ORBIS HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT SERVICE UPDATE [Item 8]

The Committee considered the presentation on the Departmental update on the Human Resources and Organisational Development team, introduced by Sergio Sgambellone.

Witnesses:

Kevin Foster, Chief Operating Officer, East Sussex County Council
Adrian Stockbridge, Orbis Programme Manager

David Kuenssberg, Executive Director of Finance and Resources, Brighton & Hove City Council
Sergio Sgambellone, Director of Human Resources and Organisational Development, East Sussex County Council

Key points raised during the discussion:

1. Sergio Sgambellone ran through the presentation slide deck which set out the progress made towards integrating the Human Resources and Organisational Development functions (HROD) of the partner authorities.
2. Members asked questions regarding the relationship with Unions, with particular reference to Brighton & Hove. It was acknowledged that BHCC brought a new dynamic to the partnership but confirmed that the Orbis leadership had been consistent throughout the integration period. Relationships with the Unions are based on listening to the needs of members, and it had been acknowledged by the two major Unions that the partnership was a preferable outcome to outsourcing, given the public sector ethos of Orbis.
3. In response to questions about staff engagement, Sergio Sgambellone set out the HROD policy of quarterly meetings at each authority that are recorded and shared with the partner authorities. Staff are encouraged to submit ideas to improve performance and share best practice across the partnership.

RESOLVED:

Members noted the presentation.

9/18 FORWARD WORK PROGRAMME [Item 9]

The Committee considered the Work Programme introduced by Adrian Stockbridge.

Witnesses:

Kevin Foster, Chief Operating Officer, East Sussex County Council
Adrian Stockbridge, Orbis Programme Manager
David Kuenssberg, Executive Director of Finance and Resources, Brighton & Hove City Council

Key points raised during the discussion:

1. Members discussed which Service update to include on the April agenda: Property, Procurement or Business Operations.
2. Officers confirmed that an indicative Budget Outturn would be available for the April meeting.
3. The Staff Survey and officer actions will be presented at the April meeting.
4. The Spectrum of Integration of services will be presented at the July meeting.

RESOLVED:

Members noted the Forward Plan as amended.

Meeting ended at: 3.50 pm

Chairman

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



ORBIS JOINT COMMITTEE

DATE: 12 APRIL 2018

LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL), SHEILA LITTLE (DIRECTOR OF FINANCE, SURREY COUNTY COUNCIL) & DAVID KUENSSBERG (EXECUTIVE DIRECTOR FINANCE & RESOURCES, BRIGHTON & HOVE CITY COUNCIL)

SUBJECT: FEBRUARY BUDGET MONITORING

SUMMARY OF ISSUE:

To provide an update to the Joint Committee on the financial position of Orbis at the end of February 2018.

RECOMMENDATIONS:

The Joint Committee is asked to note:

1. Services forecast -£2.4m Orbis operating budget variance at year end.
2. Forecast £1.8m spend on Orbis investment and redundancies.
3. Services expect to achieve £5m efficiencies by year end.

The Joint Committee is asked to review:

4. The staffing and agency expenditure to 28 February, as requested by SCC's Corporate Services Select Committee.

REASON FOR RECOMMENDATIONS:

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

DETAILS:

5. The 2017/18 Joint Operating Budget is £50.7m. The 2017/18 estimated spend on investment to achieve a successful partnership is £1.8m.

Orbis Joint Operating Budget

6. As at 28 February 2018 Orbis services forecast a year end variance of -£2.4m. Services expect to deliver £1.1m of early 2018/19 Joint Operating Budget efficiency savings, mainly from staffing; and £1.3m of one-off savings, largely where services are holding vacancies ahead of delivering a further £4.6m of savings in 2018/19.
7. The full year variance has changed by -£1.1m since the estimate at the end of November, reported to the committee in January. The staffing levels have been difficult to forecast due to relatively high staff turnover during this period of change.
8. Table 1 shows 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 £000s	Actual £000s	Variance £000s	Budget £000s	Forecast £000s	Variance £000s
Business Operations	4,864	4,230	-634	5,306	5,206	-100
Finance	8,312	7,782	-530	9,068	8,328	-740
HR&OD	4,285	3,985	-300	4,675	4,440	-235
IT&D	15,571	14,877	-694	16,987	16,347	-640
Management	1,810	1,589	-220	1,974	1,574	-400
Procurement	2,948	2,700	-247	3,216	2,986	-230
Property	8,668	8,638	-30	9,456	9,416	-40
Total Net Expenditure	46,458	43,803	-2,655	50,681	48,297	-2,385
Subjective Analysis						
Staffing	50,632	48,725	-1,907	55,235	53,267	-1,968
Non-Staffing	6,027	6,352	325	6,575	6,098	-477
Total Expenditure	56,659	55,077	-1,582	61,809	59,365	-2,445
Income	-10,201	-11,274	-1,073	-11,128	-11,068	60
Net Expenditure	46,458	43,803	-2,655	50,681	48,297	-2,385
Contributions						
ESCC	14,063	13,260	-804	15,342	14,620	-722
SCC	32,395	30,543	-1,851	35,340	33,677	-1,663
Total	46,458	43,803	-2,655	50,681	48,297	-2,385

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

Orbis Investment

9. The estimated amount of investment required to ensure the success of the partnership and deliver the efficiency savings is £4.9m, 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 Joint Committee quarterly.
10. The 2017/18 approved budgets for Orbis Investment totals £1m. This is primarily for the Orbis Programme Team, external advice and core IT, the current forecast spend on this is £0.6m. The variance to budget is mainly due to reduced spend on external advice and vacancies in the programme team. Further investment funding is subject to business case approval before proceeding.
11. Redundancies are approved by the employing authority subject to a robust business case. The redundancy levels are £0.8m higher than originally estimated, however these are partly delivering additional early savings. Table 2 shows the 2017/18 investment forecast.

Table 2: 2017/18 Orbis Investment

	Plan	Estimate	FY Var
	£000	£000	£000
Programme Level	160	125	-35
Enabling Programme Support	266	77	-189
Total Programme Expenditure	426	202	-224
External Advice	350	200	-150
Core IT	165	159	-6
Orbis IT	110	110	0
Contribution from BHCC	-67	-80	-13
Total Approved Investment	984	591	-393
Redundancy	400	1,249	849

Efficiencies

12. 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 £4.6m in 2018/19, as detailed in the Orbis Business Plan.
13. Services are on track to deliver £3.9m planned efficiencies and, as reported above, £1.1m of the 2018/19 Orbis Joint Operating budget savings are likely to be delivered early as reflected in table 3 below.

Table 3: 2017/18 Efficiencies

Efficiency Saving	Plan	Forecast
	2017/18	2017/18
	£000	£000
Business	-500	-600
Finance	-525	-755
HR&OD	-400	-635
IT&D	-1,099	-1,549
Management	-100	-100
Procurement	-345	-395
Property	-906	-946
	-3,875	-4,980

Staffing

14. 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.
15. Where services are holding staff vacancies to deliver future savings, there is a year to date underspend on staffing of -£1.9m, leading to the full year variance of -£2m. Table 4 provides a breakdown of the staffing year to date variance and forecast 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
	£000	£000	£000	£000	£000	£000
Business Operations	8,958	8,762	-196	9,772	9,672	-100
Finance	9,314	8,640	-674	10,161	9,657	-504
HR&OD	4,212	4,150	-63	4,595	4,448	-147
IT&D	15,875	15,373	-502	17,319	16,679	-640
Management	412	371	-41	449	349	-100
Procurement	2,808	2,651	-157	3,063	2,884	-180
Property	9,053	8,778	-275	9,876	9,578	-298
Total Net Expenditure	50,632	48,725	-1,907	55,235	53,267	-1,968

16. 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 4% of total staffing spend.
17. The use of agency staff is avoided where possible however there are a limited range of circumstances where it is appropriate, for example specific skills for a project or to cover business critical vacant posts in the short term. Table 5 shows the agency spend by service to 28 February 2018.

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

	Agency YTD £000s	Non Agency Staffing £000s	Total Staffing YTD £000s	Agency %
Business Operations	190	8,571	8,762	2%
Finance	200	8,440	8,640	2%
HR&OD	42	4,108	4,150	1%
IT&D	980	14,394	15,373	6%
Management	6	365	371	2%
Procurement	252	2,399	2,651	9%
Property	107	8,671	8,778	1%
Total Net Expenditure	1,777	46,948	48,725	4%

WHAT HAPPENS NEXT:

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

Contact Officers:

Louise Lawson – Senior Principal Accountant

Consulted:

Kevin Foster – Chief Operating Officer

Sheila Little – Director of Finance

David Kuenssberg - Executive Director of Finance & Resources

Adrian Stockbridge – Orbis Programme Manager

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



ORBIS JOINT COMMITTEE

DATE: 12 APRIL 2018

LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL), SHEILA LITTLE (DIRECTOR OF FINANCE, SURREY COUNTY COUNCIL) & DAVID KUENSSBERG (EXECUTIVE DIRECTOR FINANCE & RESOURCES, BRIGHTON & HOVE CITY COUNCIL)

SUBJECT: ORBIS OPERATING BUDGET 2018/19

SUMMARY OF ISSUE:

To provide an update to the Joint Committee on the 2018/19 Orbis Operating budget, in order for the Joint Committee to recommend the 2018/19 contributions to be made by BHCC, ESCC & SCC.

RECOMMENDATIONS:

The Joint Committee is asked to:

1. Recommend level of 2018/19 contributions to the Orbis Joint Operating Budget to ESCC & SCC Cabinets and BCC.

REASON FOR RECOMMENDATIONS:

2. The Joint Committee is responsible for the effective management of the Orbis Joint Operating Budget.
3. An estimated 2018/19 Orbis operating budget was reported to the Joint Committee on 19 January 2018. The exercise to establish BHCC demand for Orbis services is now complete and the final 2018/19 budget and level of contributions from each partner requires approval by the committee.

DETAILS:

4. From 1 April 2018 the Orbis joint operating budget will include the service delivery requirements of BHCC as well as ESCC and SCC. The proposed 2017/18 budget, including BHCC, is £66m. The contributions from each authority, based upon their historical budgets is likely to be BHCC 21%, ESCC 24% and SCC 55%.

2017/18 Budget

- As part of the financial due diligence for the extended partnership the current BHCC service delivery requirements, based on budgets, have now been identified. The available budget for the BHCC services to be delivered by Orbis is £14.2m. This is a movement of £0.7m from the budgets managed by Orbis, since the report in January. The main changes to the operating budget are increased IT&D expenditure and reduced HR&OD income, in line with the Inter Authority Agreement (IAA) principles.
- Table 1 shows the estimated adjusted 2017/18 budget by service, including transfers and the BHCC budget. The transfers are from both ESCC & SCC's budgets managed by Orbis and were approved by the Joint Committee in January. They reflect necessary movements between the budgets, in line with agreed IAA principles. For example ESCC ASC procurement is transferring from ASC, therefore both the ESCC & SCC ASC procurement functions should transfer into Orbis as it is no longer a single SCC activity.

Table 1: 2017/18 estimated Orbis budget by service

	Base £000	BHCC Transfers £000	Revised £000	Revised £000
Business Operations	5,214	1,858	-153	6,919
Finance	9,033	2,403	114	11,550
HR&OD	4,644	2,233	3	6,879
IT&D	16,883	4,107	47	21,037
Management	2,283	185	0	2,468
Procurement	3,199	862	1,153	5,214
Property	9,399	2,521	36	11,956
Total	50,655	14,168	1,200	66,023

Management costs include an adjustment to ensure that the method of calculating pension contributions is similar in each authority
The Base budget is MTFP plus permanent virements, e.g. pension adjustment

- The 2017/18 baseline forms the basis of the 2018/19 budget.

2018/19 Budget Review

Savings

- There are no changes to the 2018/19 savings targets reported in January. For completeness they are shown in table 2.

Table 2: 2018/19 proposed Orbis partnership savings for the expanded partnership

	2018/19
	£000
Business Operations	197
Finance	1,131
HR & OD	774
IT & Digital	1,552
Management	0
Procurement	56
Property	901
Total	4,611

9. Although these savings are challenging services are putting plans in place to deliver them whilst mitigating their impact. £1.1m of the 2018/19 Orbis Operating Budget savings are already being delivered in 207/18 as highlighted in the budget monitoring report. There is a risk to the delivery of these savings if either council's financial planning decisions or transformation plans require increased support from Orbis.
10. The latest risk rating for these savings is shown in table 3.

Table 3: 2018/19 savings risk rating

Savings	2018/19	
	£000	RAG
Business Operations	197	G
Finance	701	G
Finance	430	A
HR&OD	774	G
IT&D	918	G
IT&D	634	A
Procurement	56	G
Property	150	G
Property	751	A
Total Net Savings	-4,611	

Analysis by Rating	
AMBER – significant barriers exist to the savings being achieved and the service is developing plans to overcome this;	-1,815
GREEN – savings will be achieved with few internal or external barriers	-2,796
	-4,611

11. As reported in January The Orbis Leadership Team (OLT) recommends that the Joint Operating budget savings should have a similar impact on each authority. This means that the savings should not alter the agreed contribution ratios. There is however a risk that this is not fully achieved which will be monitored. Orbis plans to deliver the 2018/19 savings by restructures. The savings are predominantly based on reduction of headcount, whilst maintaining or improving the level of service provision.

Budget Proposals

12. The proposed 2018/19 budget is £62.6m. This includes savings of £4.6m, inflationary pressures of £1.1m and growth of £0.1m. This assumes that pay inflation rates range from 1% to 2.2% and that non pay inflation is on average 2%, based on each authorities' planning assumptions. The budget movements are shown in table 4.

Table 4: Orbis Operating Budget Movements & Contributions

Orbis Operating Budget	£000
2017/18 Current Budget	50,655
BHCC Estimated Budget	14,168
Transfers from managed budgets ¹	1,200
Revised 2017/18 Budget	66,023
Pressures and changes	
General inflation	199
Pay inflation	1,114
Income inflation	-219
Total inflation	1,094
IT Growth ²	140
Total Pressures and changes	1,234
Savings	-4,611
2018/19 Net Orbis Operating Budget	62,646

Contributions	£000
BHCC³	13,443
ESCC³	14,842
SCC³	34,361
	62,646

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

2. Increased connectivity costs of the partnership

3. Based on historical budget levels and subject to revision

13. The proposed ESCC & SCC contributions are respectively £0.1m and £0.2m more than each authority has included in their Medium Term Financial Plans. This increase is due to pay inflation pressures which both councils have made provision for.

14. The proposed estimated 2018/19 budget for each service within the joint operating budget is shown in table 5.

Table 5: Orbis Operating Budget by Service and type of expenditure

	Staff £000	Non-staff £000	Income £000	Net £000
Business Operations	11,729	1,488	-6,380	6,836
Finance	11,536	692	-1,626	10,602
HR&OD	6,307	1,056	-1,135	6,229
IT&D	20,940	1,752	-2,726	19,966
Management	568	1,957	0	2,525
Procurement	5,407	26	-195	5,238
Property	11,757	1,314	-1,820	11,250
Total	68,244	8,284	-13,882	62,646

Management costs include an adjustment to ensure that the method of calculating pension contributions is similar in each authority

WHAT HAPPENS NEXT:

15. Once the committee recommends the proposed contributions these will be incorporated into each council's budgets.

Contact Officers:

Louise Lawson – Senior Principal Accountant

Consulted:

Kevin Foster – Chief Operating Officer

Sheila Little – Director of Finance

David Kuenssberg - Executive Director of Finance & Resources

Adrian Stockbridge – Orbis Programme Manager

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



ORBIS JOINT COMMITTEE

DATE: 12 APRIL 2018

LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL), SHEILA LITTLE (DIRECTOR OF FINANCE, SURREY COUNTY COUNCIL) & DAVID KUENSSBERG (EXECUTIVE DIRECTOR FINANCE & RESOURCES, BRIGHTON & HOVE CITY COUNCIL)

SUBJECT: STAFF SURVEY

SUMMARY OF ISSUE:

Orbis Staff took part in the Surrey Best Companies staff survey in October 2017. This report will share the results of the survey for Orbis staff and the approach being taken to address the issues identified.

RECOMMENDATIONS:

It is recommended that:

The Joint Committee note the staff survey results and the approach being taken to address the identified areas

REASON FOR RECOMMENDATIONS:

To ensure the Joint Committee is informed on progress being made in responding to staff survey results.

DETAILS:

1. Orbis has participated in the Best Companies Staff Survey for the last three years, with the addition of Brighton and Hove City Council Staff this year. The full Orbis results can be found at Annex 1.
2. The response rate for Orbis staff was 64%; this is a really strong response rate. In total, 1256 staff completed the survey. Response rates were higher for more senior grades, but this is indicative of most organisations.
3. One of the key indicators from Best Companies is the BCI score. This rating provides an overall score that enables a comparison to be drawn against other organisations. In 2018, Orbis had a BCI score of 600.1, which is slightly down on the previous year but still puts Orbis in the "One to Watch" category.

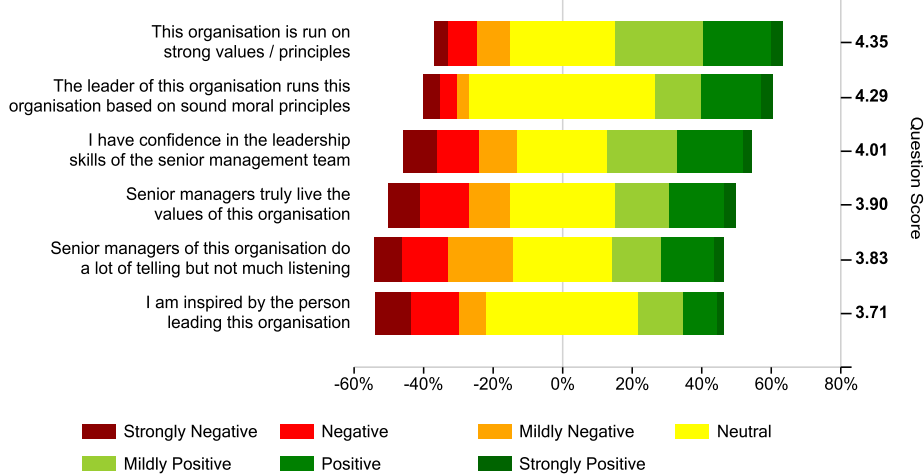
4. The main survey results are broken down under eight headings and a specific rating applied based on a number of questions under each heading. The headings are:
 - a. Leadership
 - b. My Company
 - c. My Manager
 - d. Personal Growth
 - e. My Team
 - f. Well Being
 - g. Fair Deal
 - h. Giving Something Back

5. The highest scoring areas for Orbis were; My Team, My Manager and My Company. The lowest scoring areas being; Fair Deal, Leadership and Giving Something Back.

6. Leadership scores for Orbis have been summarised in Table 1. This details the component questions used to calculate the overall leadership score using a heat map approach.

Table 1 – Leadership questions

Leadership by Question Heatmap filtered by Employment Group (Multiple Values)



Heat maps - The different colours represent the strength of feeling in response to the question. For example, dark green means strongly positive, yellow represents a neutral response and dark red indicates strongly negative.

The numbers on the vertical axis to the right indicate each questions' actual score. The questions are listed in order of their score with the highest scoring question at the top

7. The top three questions in Table 1 indicate a more positive than negative response, with the fourth question largely neutral. The final two question have a more negative bias.

8. There was some confusion created as the survey was sent out referencing David McNulty (Surrey CEO at the time) as the “person

leading this organisation”. This had a major impact on the response to the question “*I am inspired by the person leading this organisation*”. Many staff actually felt confused or very irritated by suggestion David McNulty was their leader, especially in Brighton & Hove.

9. For the avoidance of doubt, leadership referenced in the staff survey is executive (officer) leadership, not political leadership.
10. A number of actions are being developed to address the feedback around leadership. These include face to face sessions with staff around the launch of Business Plan, more visibility and access to the Orbis Leadership Team and the creation of action groups to address critical business challenges.
11. Although the overall staff survey results showed a general decrease in scores, there were a few areas where the scores improved, these were around My Manager, My Team and Wellbeing.
12. The results are very much in line with the wider Surrey County Council results, which also showed a downward trend in most areas, but when compared side by side, the Orbis results are slightly better.
13. The data enables analysis to be undertaken for each Council, so we have been able to evaluate differences in responses for each of the three partners, using the eight main headings. This has identified a number of key differences such as; BHCC having the highest rating for My Manager, SCC is best for Personal Growth and ESCC is better for Wellbeing.
14. The sovereign analysis has also been applied for each service area, which is hugely beneficial when developing plans to address the feedback in each service.
15. Another key element of the Best Companies survey is the ability to obtain specific feedback for managers using the MC3 approach. The MC3 rating looks at all managers that received more than three responses from their direct reports, with an individual pack being sent to each manager.
16. Orbis MC3 ratings are very much in line with the “One to Watch” category for the overall scores.
17. The approach being taken in responding to the survey results is twofold. Firstly, looking at themes from an overall Orbis perspective to identify those elements that are applicable to all services and secondly each service is reviewing their specific results to create and implement an action plan.

WHAT HAPPENS NEXT:

18. A workshop will be taking place with staff in April to look at solutions to address some of the areas identified in the survey.

19. Work will continue in each service to identify actions and solutions to service specific challenges
 20. This work is being coordinated through the Orbis Programme team to ensure that effort is not duplicated and the most effective approach is being taken to address the issues identified.
-

Contact Officers:

Adrian Stockbridge – Orbis Programme Manager

Consulted:

Kevin Foster – Chief Operating Officer

Sheila Little – Director of Finance

David Kuenssberg - Executive Director of Finance & Resources

Annexes:

Annex 1 – Full Orbis Staff Survey Results

Annex 1 – Orbis Staff Survey detailed results



Executive pack Orbis

2018 survey distributed 2nd October 2017 until 13th November 2017

2018 responses across Job Grades



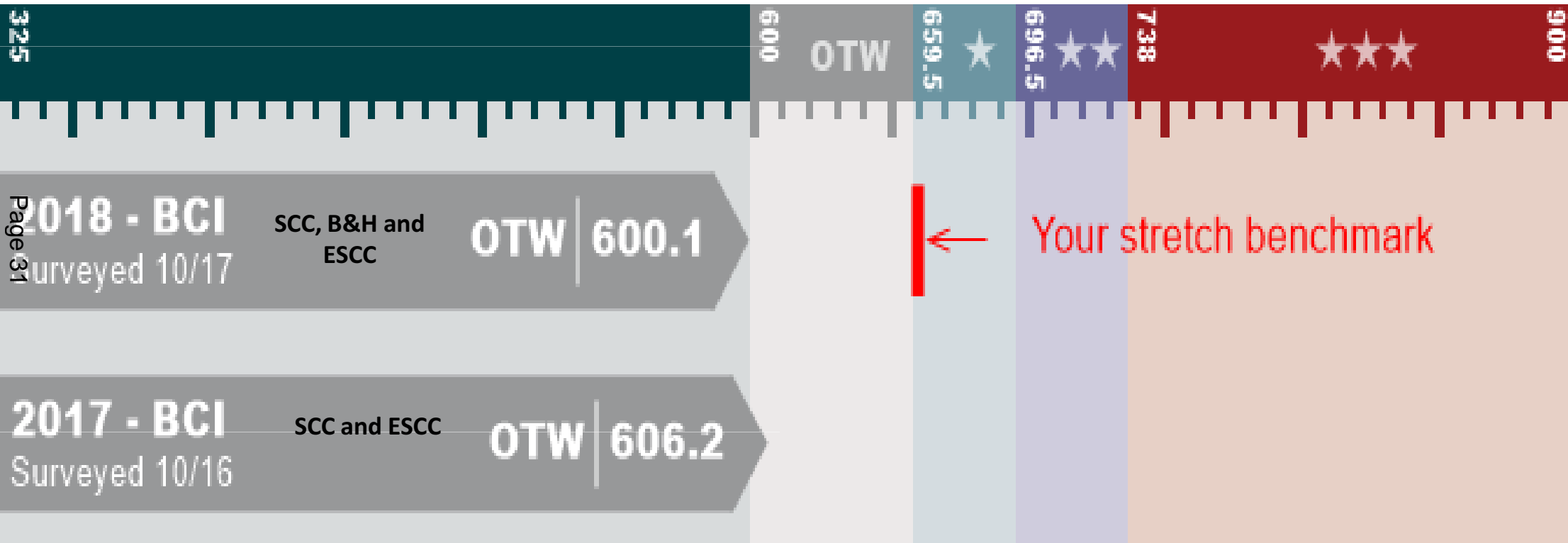
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Job Grade	Number of Responses	Percentage of Responses
Team Member B&H: Scale 1 to 6 and SO1/2 ESCC: SS 1 to SS 9 SCC: PS 1 to PS 7	392/736	53%
Team Leader/Supervisor B&H: M11 and M10 ESCC: SS9 to SS11 SCC: PS8 and PS9	417/615	68%
Manager B&H: M9 to M6 ESCC: SS12 and SS13, LMG1 to 3 SCC: PS10 to PS12	365/506	72%
Senior Manager B&H: M5 and M4, JNC 2B and 2C ESCC: LMG4 to LMG8 SCC: PS13 to PS17	80/101	79%
Director B&H: COB 2B, COB1A 2 and COB 1A 1 ESCC: DCO Band A SCC: PS18 and PS19	2/2	100%
	Total 1256/1960	

Best Companies Score & Response Rate for Orbis



Good Very good
 Outstanding Extraordinary

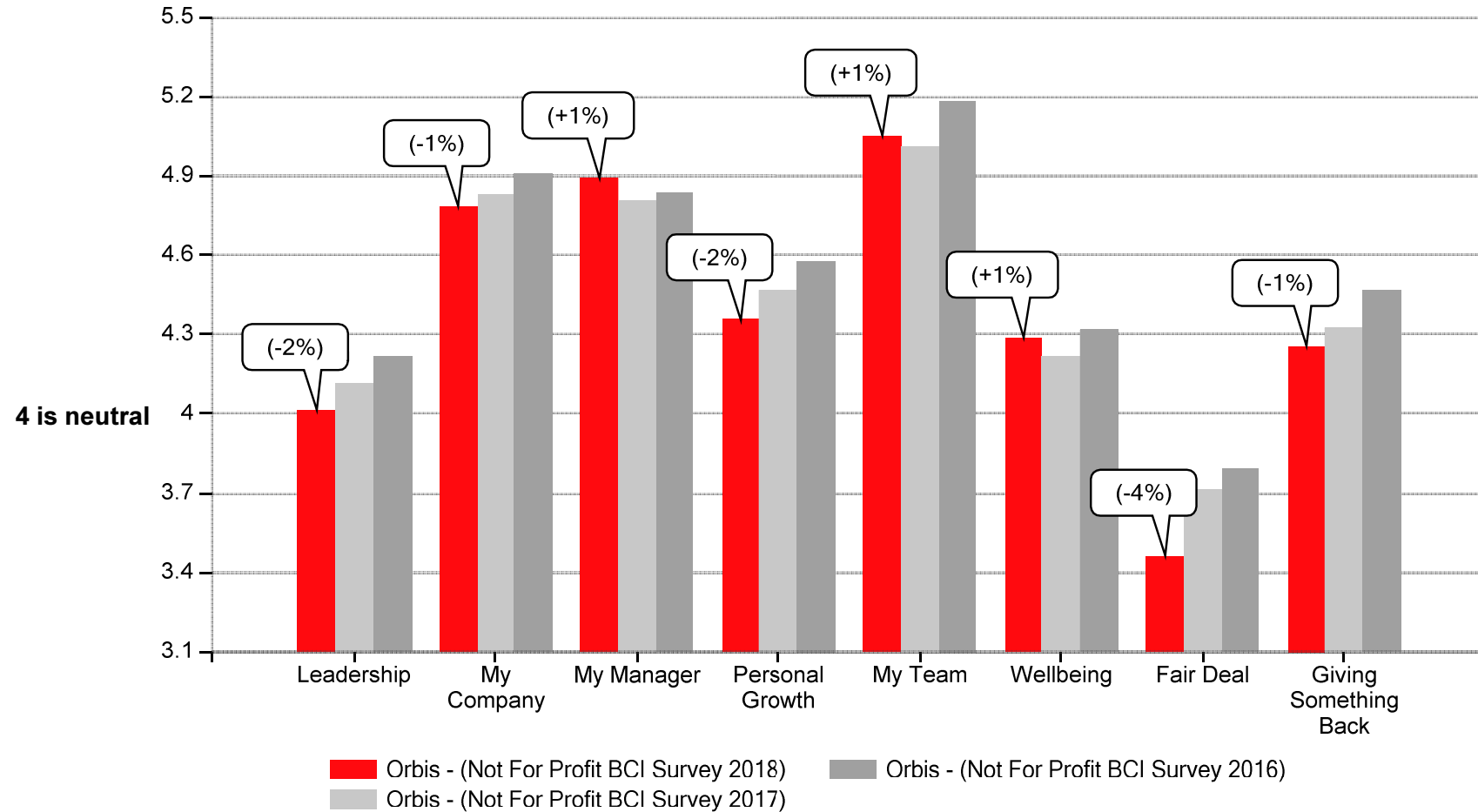


Survey	No. of Responses
Orbis 2018	64.08% (1256/1960)
Big Companies Average, Not For Profit Sectors Accreditation 2017	40.42%

2018 Orbis compared to 2017 and 2016



Overall by Factor filtered by Employment Group (Orbis)



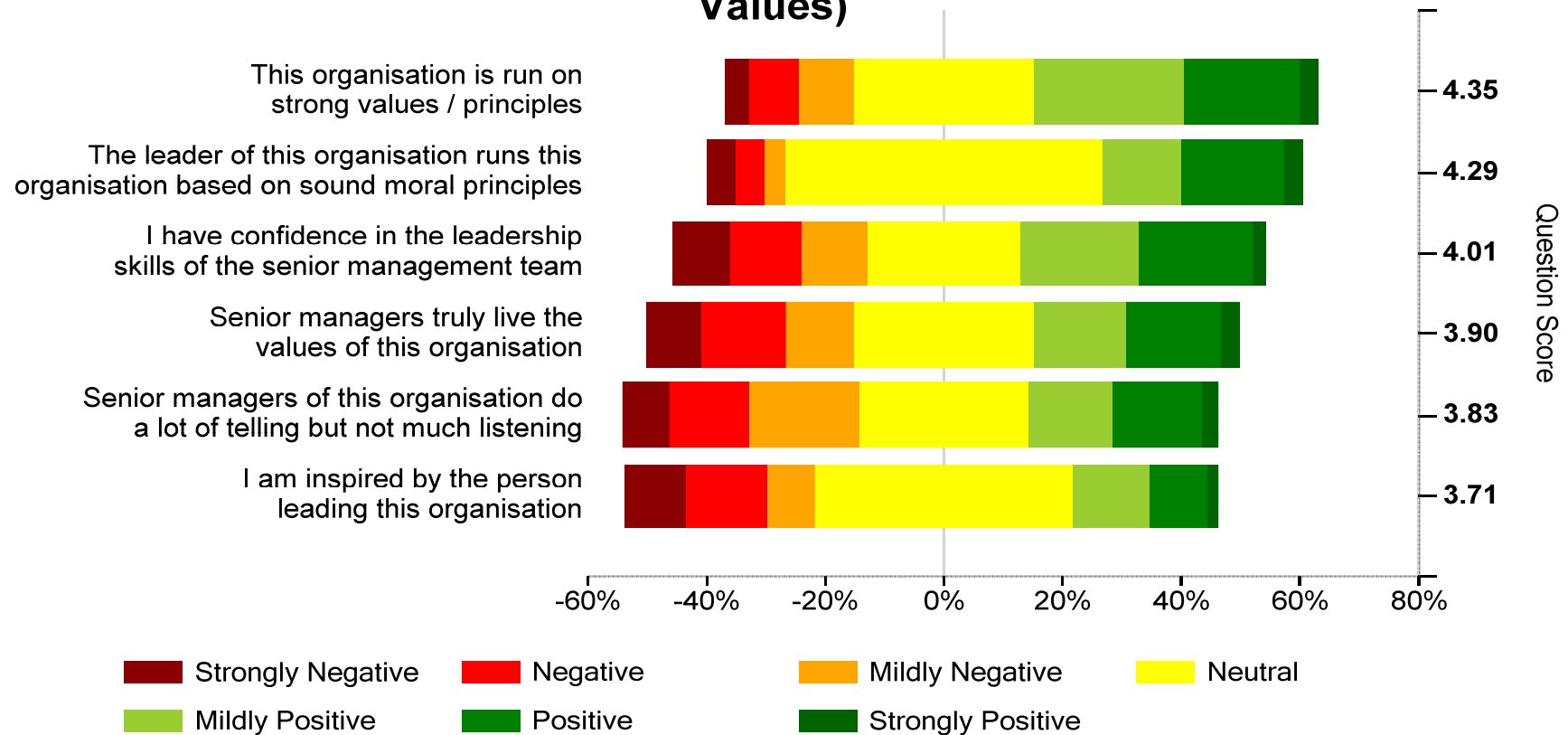
“Leaders” – Orbis sovereign leads
 “Senior Management” - Your Local Leadership Team (OLT/SLT)

2018 Orbis Leadership Questions – Heat Map



best companies™

Leadership by Question Heatmap filtered by Employment Group (Multiple Values)



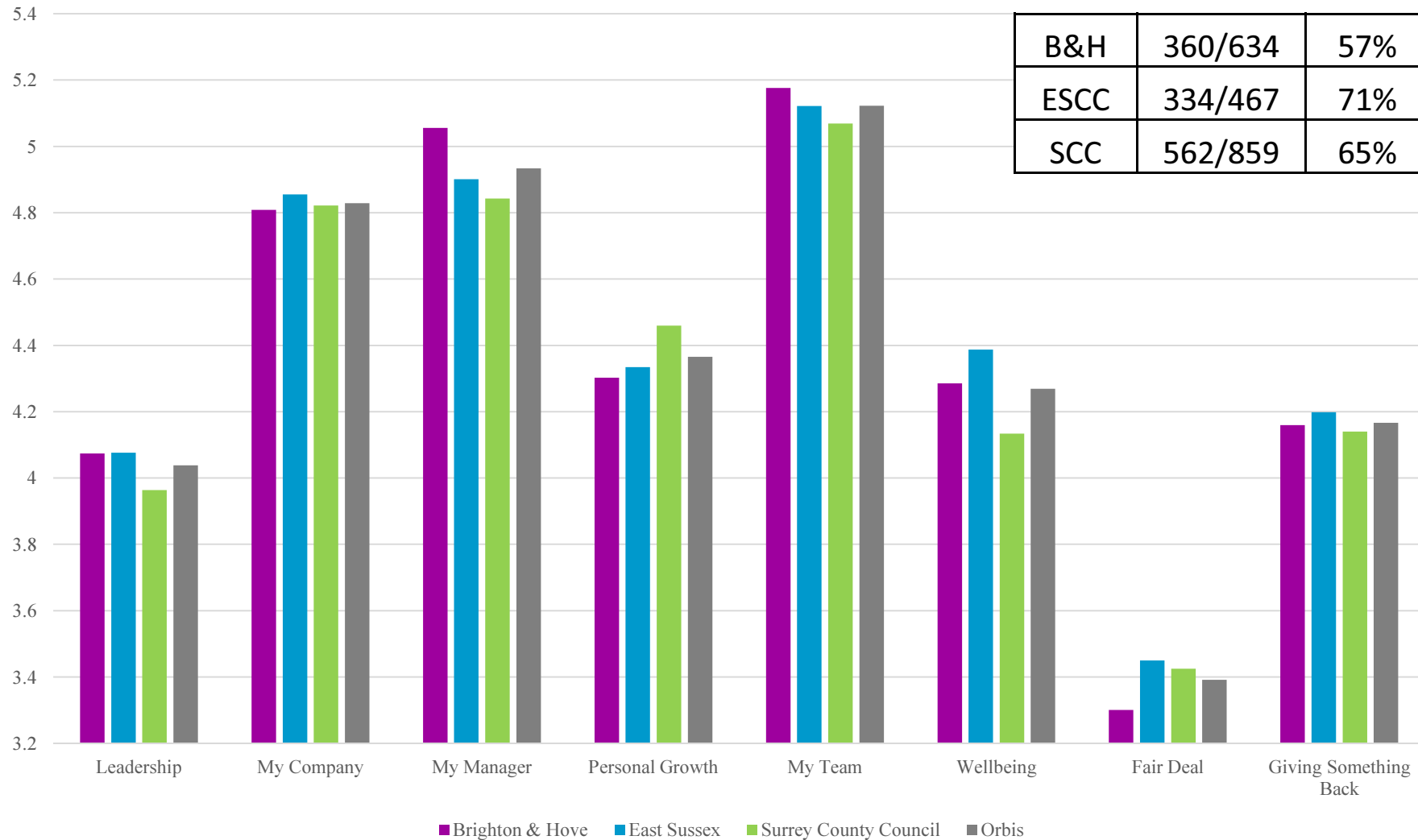
Heat maps. The different colours represent the strength of feeling in response to the question. For example, dark green means strongly positive, yellow represents a neutral response and dark red indicates strongly negative.

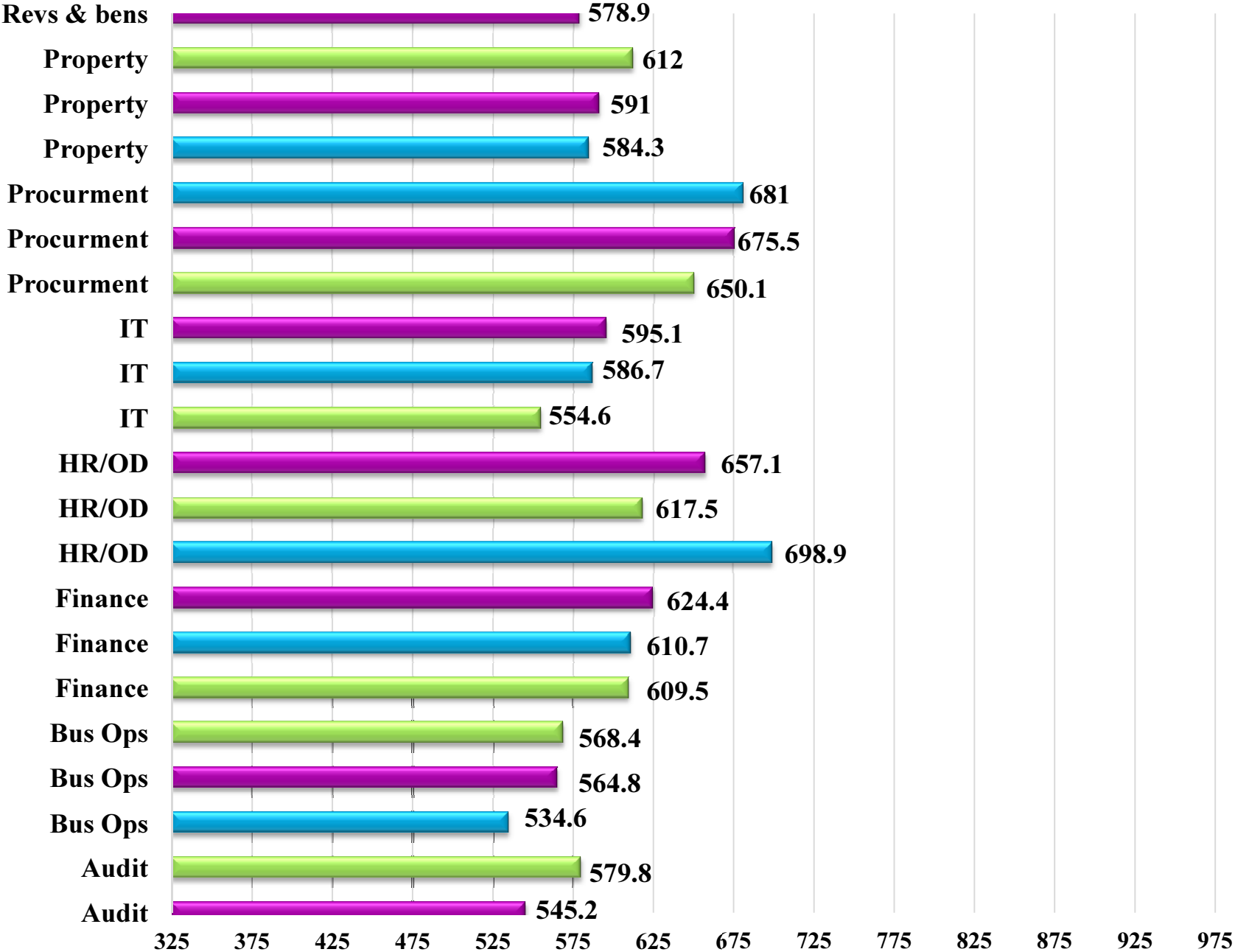
The numbers on the vertical axis to the right indicates each questions' actual score. The questions are listed in order of their score with the highest scoring question at the top.

2018 responses by factor/sovereign organisation vs. Orbis



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Lowest scoring questions



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Score	Factor	Question
3.20	Fair deal	I am paid fairly for the work I do relative to people in similar positions in similar organisations
3.45	Wellbeing	Most days I feel exhausted when I come home from work
3.45	Fair deal	I feel I receive fair pay for the responsibilities I have in my job
3.50	Giving something back	Profit / budget concerns are the only things driving this organisation
3.50	Personal growth	There are limited opportunities for me to learn and grow within this organisation
3.50	Fair deal	I am happy with the pay and benefits I receive in this job

Highest scoring questions



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Score	Factor	Question
5.56	My Company	I believe I can make a valuable contribution to the success of this organisation
5.52	My Team	People in my team go out of their way to help me
5.41	My Manager	I feel that my manager talks openly and honestly with me
5.33	My Team	People in our team don't care much for each other
5.27	My Manager	My manager cares about me as an individual
5.27	My Company	My work is an important part of my life

- For 15 most highly correlated questions see appendix C

What makes this a great workplace?



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Themes

- Great people to work with and good team spirit
- Supportive and approachable line managers
- Flexible working and good benefits
- Seeing the impact of good work on the community

***“I enjoy working here as we provide a great service to clients and the team is doing the best they can. The working relationship with other departments has improved due to good communication on all levels within my team.*”**

I like the agile working and the team I am in is very supportive of each other. I really enjoy working with the people in my team and my Manager is supportive in my work and always there to help”

What would make this a better place to work?



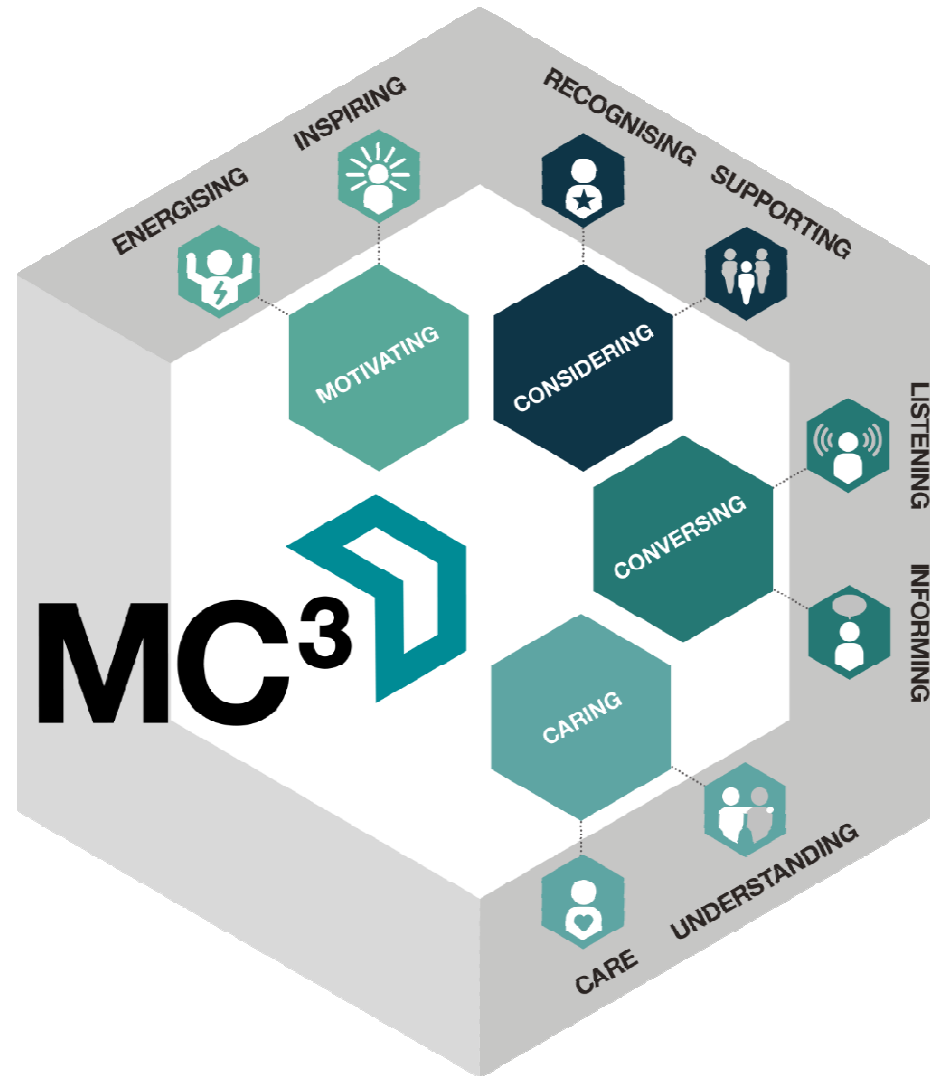
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Themes

- Poor behaviour/work ethic is not challenged/dealt with
- Buddy culture and favouritism by managers
- Pay gaps between council's for the same role as well as big gaps between team members and managers
- Lack of clarity and direction from SLT
- Limited opportunity to move up the ladder
- Lack of progression and training opportunities

“Less bureaucracy and red tape. The amount of processes I have to go through to do my job is demotivating, demoralising and I can't progress anything. I'm in Orbis, we have managers, but we are lacking leaders. We have a service direction, but no one is joined up, we aren't moving forward. Orbis needs better leaders”

Managerial Engagement





MC³ by Manager Ratings against 1-3 star ratings



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MC3 Overall	Motivates	Inspiring	Energising	Considers	Recognising	Supporting	Converses	Listening	Informing	Cares	Understanding	Caring
82.58	79.52	82.22	78.89	83.33	85.42	83.33	85.42	84.79	87.50	84.00	83.33	84.72
-17	-20	-23	-19	-18	-18	-19	-15	-16	-17	-17	-16	-18
76.71	72.57	74.79	72.22	77.33	79.17	76.98	80.00	79.17	81.67	77.78	77.38	78.13
-11	-13	-16	-12	-12	-12	-13	-10	-10	-11	-11	-10	-12
71.46	67.26	68.52	66.67	72.04	72.73	72.07	74.96	73.33	76.34	71.89	71.67	72.62
-6	-8	-9	-7	-7	-5	-8	-5	-4	-5	-5	-4	-6
65.50	59.60	59.08	60.13	65.49	67.39	64.20	69.96	69.05	70.85	66.94	67.38	66.53

Key: 3* Manager 2* Manager 1* Manager

Shades of blue indicate where performance matches that of a benchmark

Key themes

Headline Orbis wide themes



- Personal Growth
- Leadership
- Wellbeing- (lower scores for senior job grades)
- Fair deal- messaging
- Giving Something Back- messaging

Themes and focus by service



Service	Themes	Actions
IT & Digital	Personal Growth Leadership	Reviewed feedback at SLT and SMT level. At IT&D management community event March 26 discuss: <ul style="list-style-type: none"> • Learning and development • Service identity • Retelling the Orbis Story SLT members are meeting with their teams to work on communication and embed change.
Finance	Leadership Fair deal	The actions will be identified by the People Strategy Group
Property	Personal Growth Leadership Fair Deal and Giving Something Back	Staff drop-in sessions and actions identified by Staff Engagement Group (SEG) early March Staff forum w/c March 19 Action group March 26
Procurement	Leadership wellbeing Wellbeing	PA is collating the responses from team meetings and SLT to discuss next steps against these
HR/OD	Staff workshops to identify themes of focus	Mar 21. sovereign staff workshops to identify factors most important to them. Apr 24 extended HROD leadership team to look at the outcome and discuss actions.
Bus Ops	To be discussed March 20	

What's next

Hygiene factors and next steps

Hygiene Factors Working Group- themes that are tying in with the Staff Survey



Communication about the key areas as defined in the motivational models and the Staff Survey.

What can we do now, instead of waiting?

- Use different mediums and methods to make it work effectively. Can include useful sharing/cheat sheets, what we learn etc.

Specifically include updates/explanations around:

- Pay & Reward
- IT
- Leadership
- Wellbeing

Enabling skill sets

- To empower challenging conversations around poor behaviour/work ethic
- Use emotional intelligence and resilience training produced for Procurement.

Manager's Charter

- A charter for managers – something to sign up to, which works on top of the EPIC behaviours.
- Guidelines to peers on how to deal with undesirable behaviour if the code is broken.
- Include guidelines and tools to support managers in this area

Next steps



What has happened?

- Survey results discussed at each service's SLT
- Themes identified

What's happening now?

- Survey results are discussed at each service's SLT
- Themes have been identified
- Results are shared with staff

What's next	Timeframes
Each service to exploring themes of focus and agree on actions	February-March
Programme Team reconnect with services to consolidate outcomes of discussions and design cross-Orbis interventions and consult on bespoke activities	March-April

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



ORBIS JOINT COMMITTEE

DATE: 12 APRIL 2018

LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL), SHEILA LITTLE (DIRECTOR OF FINANCE, SURREY COUNTY COUNCIL) & DAVID KUENSSBERG (EXECUTIVE DIRECTOR FINANCE & RESOURCES, BRIGHTON & HOVE CITY COUNCIL)

SUBJECT: BUSINESS OPERATIONS SERVICE UPDATE

SUMMARY OF ISSUE:

The Orbis Business Operations Function is progressing its integration journey required to deliver the efficiencies identified in the original Orbis Business plan.

Following Brighton and Hove City Council joining the partnership, a 2 year transformation plan is being implemented in consultation with the unions, staff and Orbis Leadership Team.

This report produces an update of the progresses made to-date and an outline of the key outcomes expected for the Financial year 2018/19.

RECOMMENDATIONS:

It is recommended that:

- 1.The Joint Committee note the progresses made
- 2.The Joint Committee is sighted of the Business Operations plans to reach full integration by September 2019
3. The Joint Committee is sighted of the plans to begin implementing Robotic Process Automation

REASON FOR RECOMMENDATIONS:

To ensure the Joint Committee is kept informed about the progress to-date and understands the approach being taken for the Business Operations Function with regards to their Orbis aspirations to achieve efficiencies.

DETAILS:

Service Update for the Business Operations Function.

1. The Business Operations service has been operating across the original two founding partners for some 4 years now. In the past year transactional teams from BHCC have joined the department as well as the BHCC Revenues and Benefits service.
2. During late 2017 the management teams within the department were placed in formal consultation and the resulting restructure standardised the managerial spans of control across the three authorities.
3. Business Operations have taken the decision to minimise the number of managers working across multiple sites due to the inefficiencies and loss of onsite staff support that this offers high volume transactional services like ours. Business Operations will instead seek to integrate the work of the three authorities to a point where a member of staff on any site will be able to work on any or all of the partner's workflows.
4. Starting in February 2018 the senior management team is sponsoring a series of detailed reviews of each department within the service (eg Recruitment, Accounts Payable etc.) with a goal of defining how the work is best structured, be it on a single or multiple sites. This work is expected to take about a year, however implementation of individual departmental strategies will begin as they are defined within the project.
5. In addition to the above work, however still forming part of the overall strategy, will be the implementation of Robotic Process Automation (RPA). Early tests suggest that there are significant benefits to Orbis and its sovereign partners from implementing this technology. A pilot in the pensions teams suggest that we could be "going live" with the first implementations in April. It is anticipated that further implementations of RPA could be happening every week for two to three years.
6. The strategy of rationalising our work across three sites and the implementation of RPA is both transformational and potentially disruptive to staff. Our intention is to minimise this disruption by implementing the changes over as long a period of time as is reasonable and fully consulting with staff, stakeholders and unions.

RISK MANAGEMENT AND IMPLICATIONS:

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

Financial and Value for Money Implications

8. The cost of the proposed next steps required to achieve the new Business Operations Integrated model and consequent funding will be presented in due course.

WHAT HAPPENS NEXT:

9. Detailed plans of the proposed changes will be prepared in collaboration with Staff, Stakeholders.

Contact Officer:

Simon Pollock, Assistant Director of Business Operations

Consulted:

Kevin Foster – Chief Operating Officer

Sheila Little – Director of Finance

David Kuenssberg - Executive Director of Finance & Resources

Adrian Stockbridge – Orbis Programme Manager

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



ORBIS JOINT COMMITTEE

DATE: 12 APRIL 2018

LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL), SHEILA LITTLE (DIRECTOR OF FINANCE, SURREY COUNTY COUNCIL) & DAVID KUENSSBERG (EXECUTIVE DIRECTOR FINANCE & RESOURCES, BRIGHTON & HOVE CITY COUNCIL)

SUBJECT: ORBIS PERFORMANCE FRAMEWORK

SUMMARY OF ISSUE:

To provide an update to the Joint Committee on the development of the Orbis Performance Framework.

RECOMMENDATIONS:

It is recommended that:

Joint Committee notes the progress being made in developing an Orbis Performance Framework and reviews the initial data sets provided.

REASON FOR RECOMMENDATIONS:

The Joint Committee is responsible for the effective monitoring of Orbis Performance.

DETAILS:

Background

1. The terms of reference of the Joint Committee are to oversee and improve the delivery of the services for the benefit of the each participating council and in particular to:
 - a. Approve the Orbis Business Plan and performance measures
 - b. Monitor the Orbis Business Plan and performance of Orbis.
2. A Performance Framework and dashboard is being developed to provide the Orbis Leadership team and wider community with the tools and insights needed to evaluate the performance of Orbis. This will also aid more informed decision making and identification of improvement areas.

WHAT HAPPENS NEXT:

3. A summary report will be produced each month detailing highlights from the monthly dashboard and making recommendations for potential areas of improvement across Orbis.
 4. A copy of the draft summary report and further details regarding the specific measures and proposed framework has been provided under item 14 in part 2 of the agenda.
-

Contact Officers:

Gail Perryman – Orbis Programme Coordinator

Consulted:

Kevin Foster – Chief Operating Officer

Sheila Little – Director of Finance

David Kuenssberg - Executive Director of Finance & Resources

Adrian Stockbridge – Orbis Programme Manager

Annexes: none

Sources/background papers: none

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



ORBIS JOINT COMMITTEE

DATE: 12 APRIL 2018

LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL), SHEILA LITTLE (DIRECTOR OF FINANCE, SURREY COUNTY COUNCIL) & DAVID KUENSSBERG (EXECUTIVE DIRECTOR FINANCE & RESOURCES, BRIGHTON & HOVE CITY COUNCIL)

SUBJECT: INTER AUTHORITY AGREEMENT (IAA)

SUMMARY OF ISSUE:

As part of Brighton & Hove City Council joining the partnership in May 2017 an interim IAA was signed by all three partners. The plan was always to develop a full IAA to come into effect from April 2018.

The Inter Authority Agreement forms the legal basis for the Orbis partnership. The terms of the IAA are now agreed and should be noted by the Joint Committee before being sealed by BHCC, ESCC and SCC.

RECOMMENDATIONS:

It is recommended that:

The Joint Committee consider and endorse the Inter Authority Agreement, between the Councils before the document is sealed by the Councils.

REASON FOR RECOMMENDATIONS:

To ensure the Joint Committee is fully informed on progress developing the IAA and the content of the legal agreement for the partnership.

DETAILS:

1. The IAA provides the legal framework for the partnership and safeguards the interests and sovereignty of each Council. Proceeding without this contract increases the risk to each Council should there be any contentious issues or if one party decides they no longer wish to continue to work within the Orbis partnership.
2. A copy of the draft IAA document has been provided under item 15 in part 2 of the agenda.

CONSULTATION:

3. The IAA has been developed through close collaboration of key colleagues within BHCC, ESCC and SCC.

Legal Implications

4. The IAA is a legally binding contract upon BHCC, ESCC and SCC. The terms of the Agreement formalise the arrangements between the Councils for the Orbis partnership and provides the legal framework for its operation. The terms of the IAA have been drafted and agreed by Officers from the Councils.

Equalities and Diversity

5. The Orbis Leadership Team (OLT) is accountable for ensuring that full Equality Impacts Assessments (EIAs) are completed during the appropriate stages of integration (i.e. as part of a consultation process when restructuring)

WHAT HAPPENS NEXT:

6. The IAA is sealed by the Councils to make the IAA legally binding upon them.

Contact Officers:

Adrian Stockbridge – Orbis Programme Manager

Consulted:

Kevin Foster – Chief Operating Officer

Sheila Little – Director of Finance

David Kuenssberg - Executive Director of Finance & Resources



Orbis Joint Committee
12 April 2018

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 **Annex 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 (Annex 1).

Report contacts:

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

Emma O'Donnell, Democratic Services Assistant, Surrey County Council, Tel 020 8541 8987, emma.odonnell@surreycc.gov.uk

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Orbis Joint Committee - Draft forward plan

Date	Title	Summary	Responsible Officer(s)	Notes
July 2018	Budget Monitoring report	Regular monitoring budget report to provide an update on progress against savings targets.	Kevin Foster, Chief Operating Officer, ESCC Sheila Little, Director of Finance, 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 Sheila Little, Director of Finance, SCC David Kuenssberg, Executive Director Finances & Resources	

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