



People, Performance and Development Committee  
17 July 2016

## Future Arrangements for HR & OD Leadership - Orbis

### Purpose of the report:

To seek endorsement from the committee regarding arrangements for the future HR & OD Leadership across the Orbis partnership.

### Recommendations

1. Members to note that Carmel Millar, Director of People and Development will be leaving Surrey at the end of 2015 after 8 years service.
2. Members note the deletion of the role of Director of People & Development for Surrey and the establishment of the new role of HR Director which will have a scope across the whole Orbis Partnership.

### Introduction:

1. The partnership between East Sussex County Council (ESCC) and Surrey County Council (SCC) was established in April 2015.
2. The establishment of the Orbis Partnership presents an opportunity for both organisations to make savings from the amalgamation of senior roles and to have a single head of service leading the individual services. This would present a potential redundancy situation for the current SCC and the ESCC HR leads.
3. The ESCC lead has recently taken on the role of Programme Director, People & Change for Orbis. Carmel Millar has expressed a wish to take voluntary redundancy and retire early. Carmel Millar has worked as the senior HR & OD lead for Surrey since January 2008 and has played a key role in the culture change and performance improvement of Surrey County Council.

4. A new joint HR Director role for the Orbis Partnership has been established. It will have significantly different duties and responsibilities and would therefore not be deemed to be a suitable alternative role for Carmel Millar. It will operate across the whole partnership and all potential future partners & customers and will lead on HR business development as well as focusing on the HR strategy for Orbis.

#### **Future Arrangements**

5. Recruitment to the new role will commence in July, with joint member interviews planned for September.
6. A new operating model for HR and OD is being created within Orbis, which will be leaner and produce further savings. The new model will mean changes for the business and discussions will take place with service customers and key members about the nature of the changes and about how these might impact. This will be carried out in a planned and managed way and in full collaboration.

#### **Conclusions:**

7. Savings and efficiencies will be made by deleting the two senior HR roles in SCC and ESCC and establishing one senior HRD role across the partnership.
8. Carmel Millar, the current senior HR lead in Surrey, will leave the organisation on 17 January 2016.
9. Changes to the HR operating model will take place and these will be done in consultation with customers and also with key members.

#### **Financial and value for money implications**

10. There is a significant saving to be made by having one leadership role across the partnership. Search and selection activity will be carried out in-house by the senior HR leads in Orbis and so reduce the costs associated with senior recruitment and selection.

#### **Equalities and Diversity Implications**

11. There are no adverse implications for protected groups arising out of the actions proposed in this report. Recruitment and selection process will be open and in line with excellence in best practice.

#### **Risk Management Implications**

12. The new proposals will mean a change to service levels but this is not expected to increase the risk to the organisation.

**Next steps:**

13. To begin the recruitment process for the Orbis HRD role.

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**Sources/background papers:**

- Orbis Business Plan April, 2015.

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