



the compelling alternative

2021 Business Plan
Staff Cards

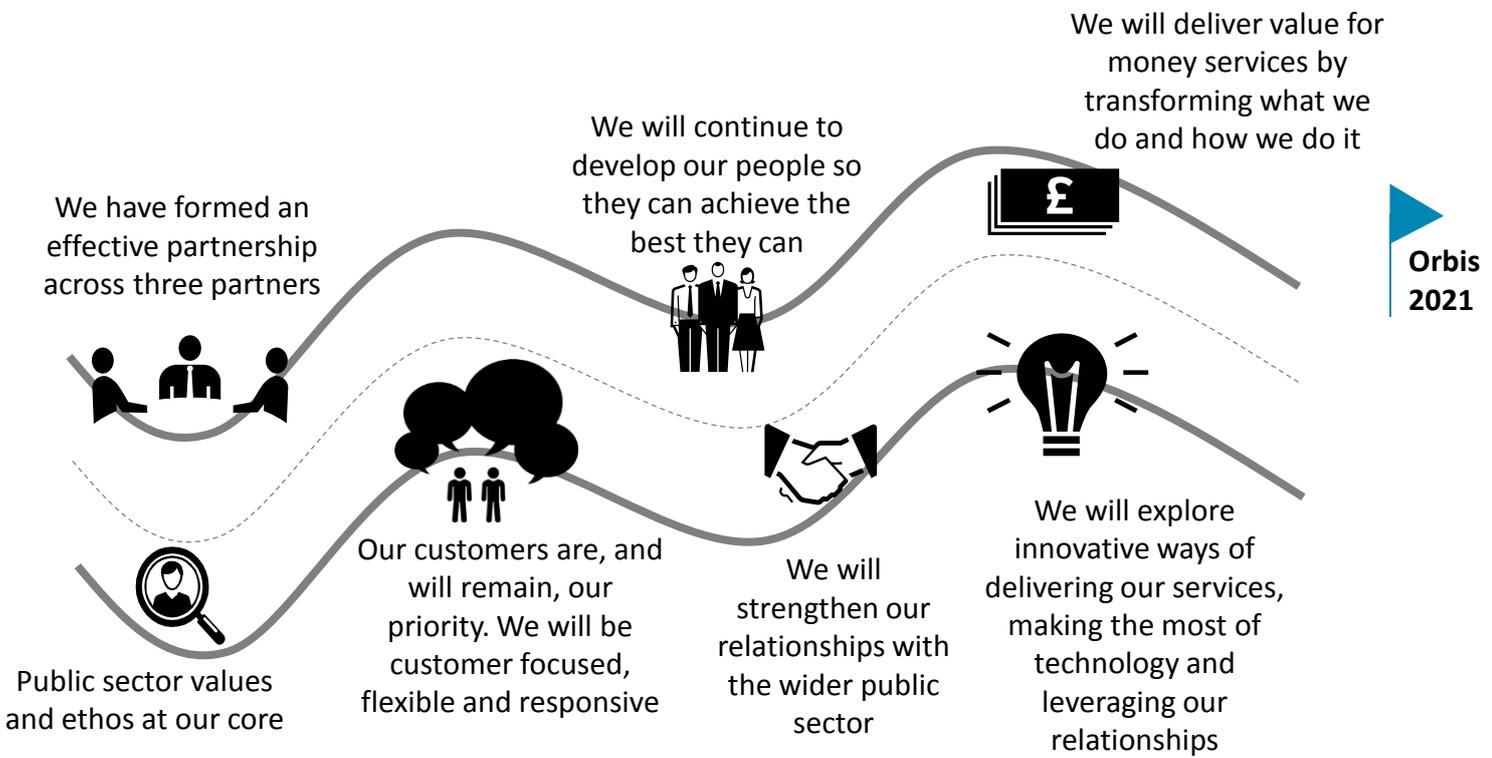
Orbis 2021 sets out what we will do during the next stage of our partnership journey. Building on what we have achieved together so far, we will continue to strive to be the 'compelling alternative' for our partners and deliver high quality, customer focused support services. Our public sector ethos will drive our service transformation to be as efficient and effective as we can be to deliver value to the public purse.

What do we want to achieve by 2021?

Our strong public sector ethos continues to be at our core. What matters most to us is providing a high quality service to our customers and one that offers value for money. Our public sector ethos and desire to be the 'compelling alternative' will differentiate us from other back office services.

We want to add value to our sovereign partners and continue to serve our customers effectively. We will be customer focused, flexible and responsive on this journey. Our services will be as effective as possible to meet the needs of our customers and we will strengthen our relationships with our wider public sector partners in order to do so.

We will invest most energy into serving our customers, developing our people and creating the conditions to succeed. To enable this we will get better at knowing our business, make more use of digital solutions, manage our risks and work as efficiently and effectively as we can.



How will we do this?

Develop our people

We will invest in our people to build skills, expertise and knowledge. Our people will be empowered to make decisions and shape the future delivery of our services

Cement and grow our service offer

Strengthening what we do, we will look to grow our business to generate income. The extent of our growth ambition and the nature of this will vary for each service

Transform the way we work together

We will instil a more commercial mind-set in how we work, maximise opportunities to use digital technologies and explore different models of delivery to be as efficient as we can

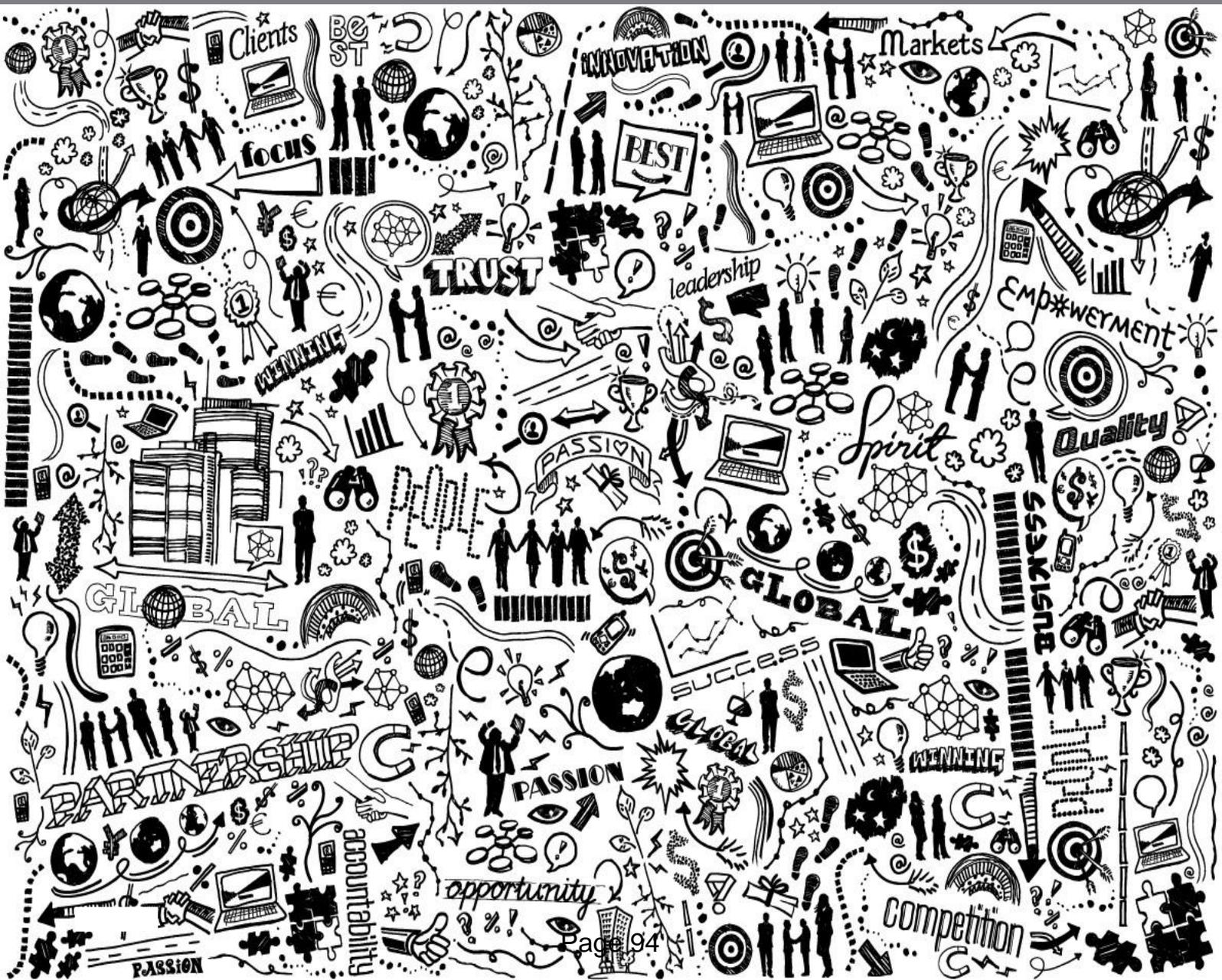
Structure ourselves to succeed

We will ensure we have the tools and frameworks in place to deliver what we have set out to do and monitor the progress we are making along the way

1. Where are we now?

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What is Orbis?



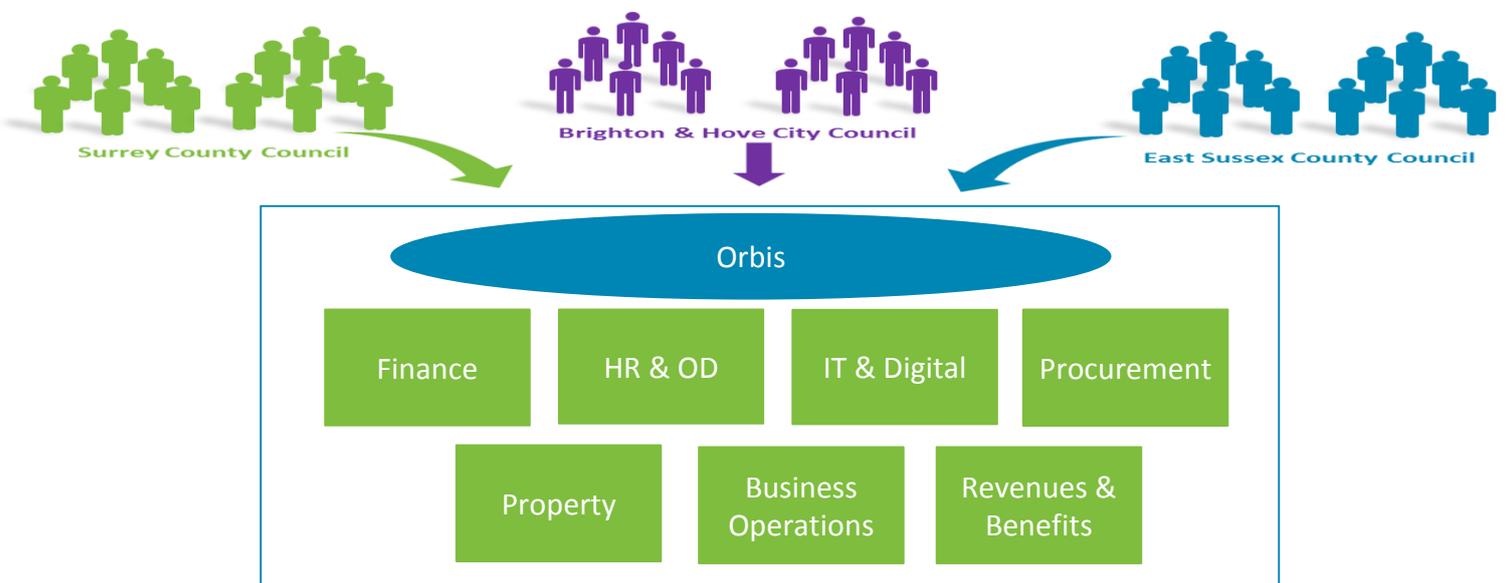
Orbis is a Public Sector Partnership between Surrey County Council, East Sussex County Council and Brighton and Hove City Council. We formed Orbis to provide high quality services to our customers and retain public sector money and expertise within the partnership.

Why Orbis?

Orbis was created to:

- Drive efficiencies by standardising the way we work and removing duplication
- Share resources, expertise and knowledge to identify best practice approaches that best meet the need of our customers
- Create greater operational resilience
- Deliver greater value for money, placing customers at the heart of everything that we do
- Improve customer service and enable customers to access services more easily

What does Orbis include?



Where are we today?



Orbis has....

2000
employees

£61.5m
joint
operating
budget

360
schools

51,350
customers

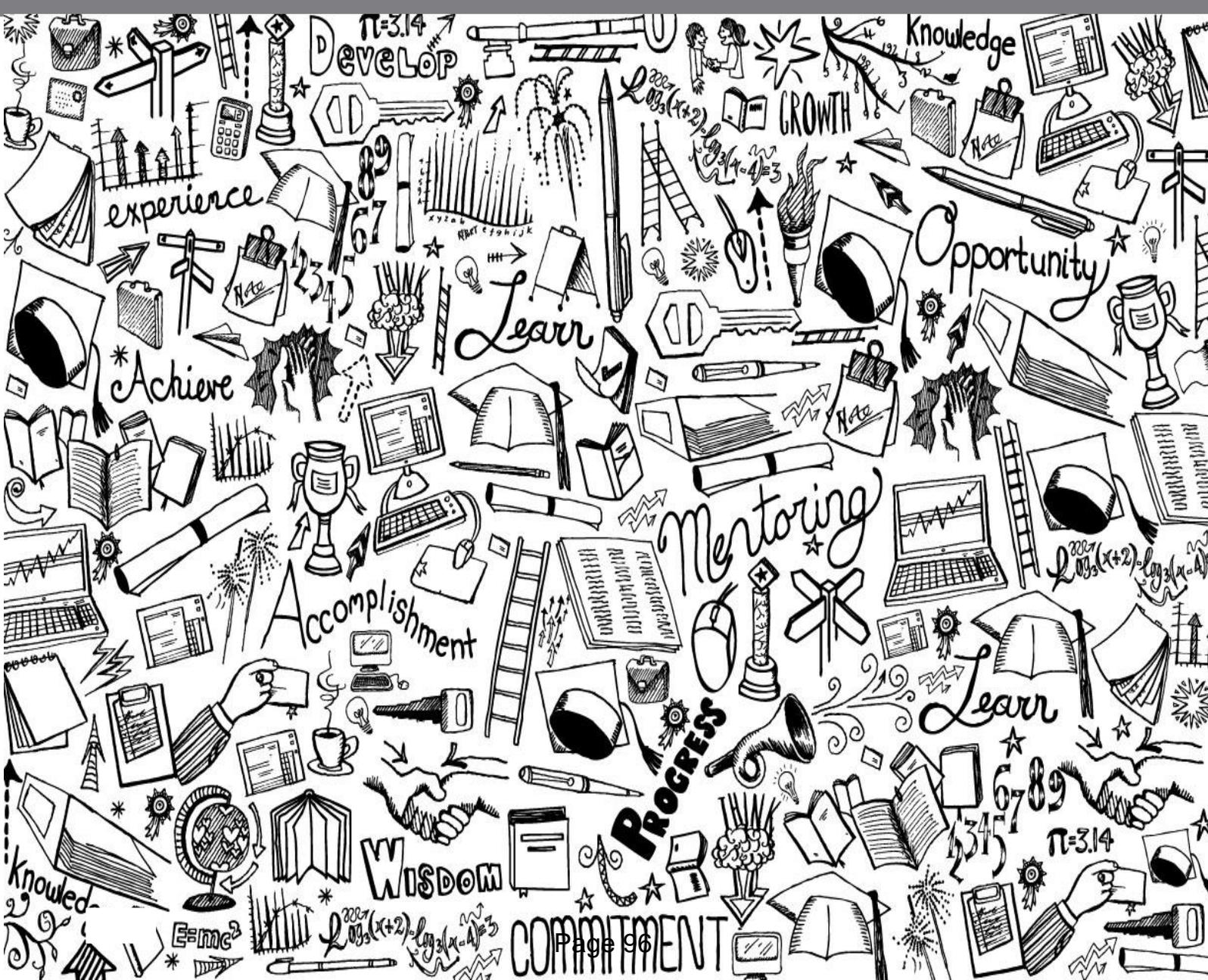
Working
across
3 councils

30+
external
organisations

40
academies

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The “compelling alternative”



Providing excellent customer focused services and delivering public value are at the core of our ambition. We will do this through combining our expertise, innovation and passion. We believe that our vision for the “compelling alternative” truly differentiates us from others.

Orbis
The Compelling Alternative
“A trusted partnership delivering value to customers and residents through our expertise, innovation and passion.”

epic

Expertise Passion Innovation Customer



We are working in partnership to achieve results

We are founded on strong partnership working in the South East typified by the South East 7 partnership of all the Tier 1 Councils in the region. Surrey and East Sussex County Councils built on this with partnership working in business services initiated in 2012. Brighton and Hove City Council committed to engaging with this partnership working and in 2016 confirmed their intent to take up founding partner status in Orbis which was formalised in May 2017. This is a testament to the strength of partnership working and the compelling opportunities in Orbis



We deliver with passion for our customer

Working in the public sector we understand the needs of our customers and are passionate about making a difference in our local communities.



We think differently

We want to challenge the status quo and provide a better level of service to our partners and customers. We will do this by working in collaboration, using our expertise, skills and extensive experience to come up with innovative solutions to enhance the services we currently provide.



We have EPIC people

Our people are our unique differentiator. Together we bring the knowledge and expertise of our employees, committed to delivering high quality services for our residents.

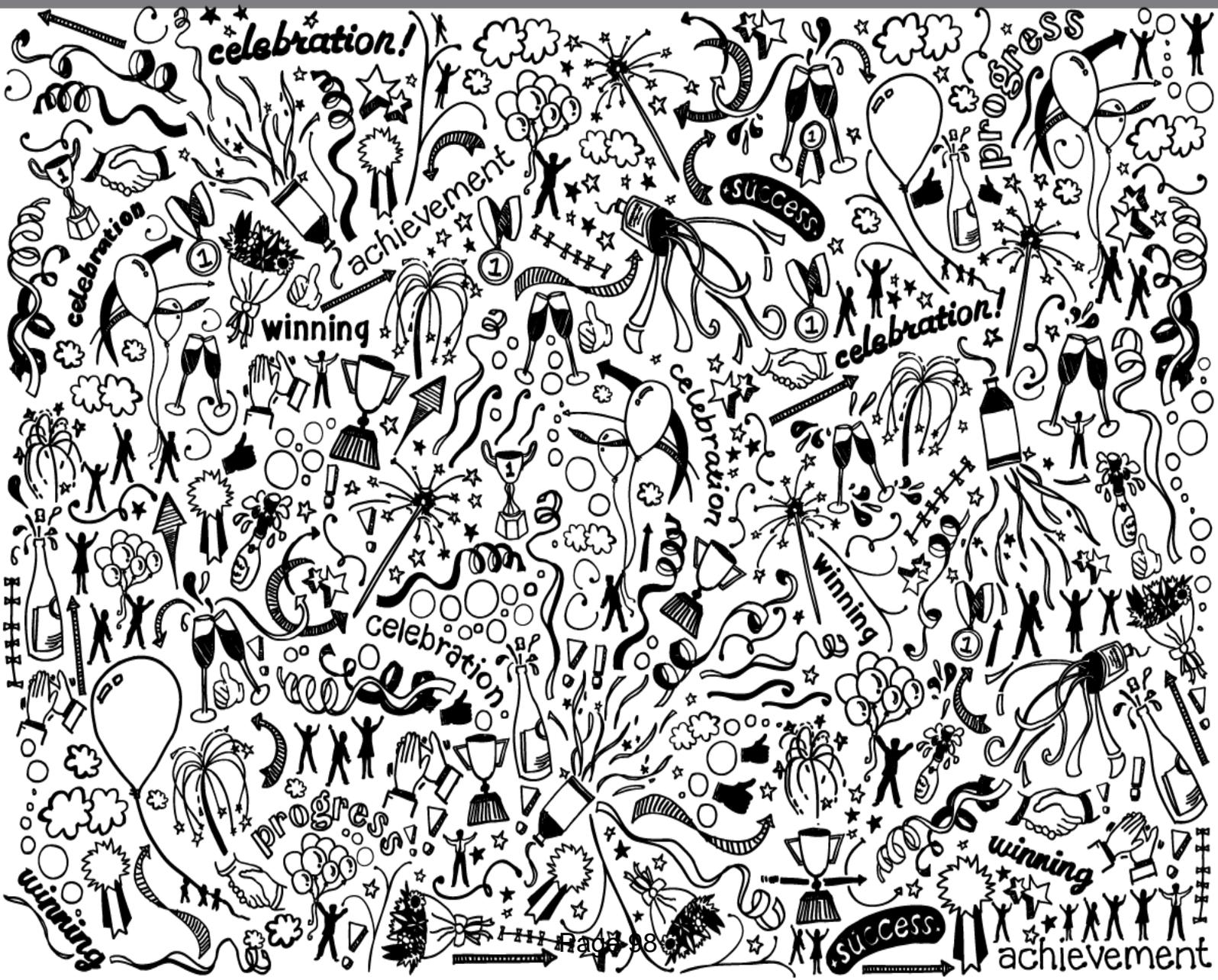


We will provide value for money

Working together we can transform services to improve quality whilst driving efficiencies to deliver better value for money services.

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Celebrating success



Working collaboratively together we have built some strong foundations for the future. Orbis is the largest shared service partnership nationally and we have been recognised externally for the high quality services we provide and the investment we have made in our people.

By working together we have:



Continued to **provide back office services** to the three sovereign partners in challenging times, making better use of resources through collaboration and sharing expertise



Built and maintained a **strong relationship with our customers** who are at the heart of what we do



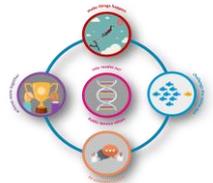
Incorporated **Brighton & Hove** as the third and final founding partner in May 2017 who have strengthened our partnership – a great testament to our achievements so far



Integrated leadership across three authorities



Developed **EPIC behaviours** and created an EPIC champion network to help us to improve the way we work together



Launched a **new performance and development framework** to support our staff



Received **external recognition for our achievements** – we have won numerous awards for culture, innovation, social value and efficiency



Made our services more efficient and delivered £4.5m savings in Year 1 – including the early delivery of £2.9m of savings. Planned savings for Year 2 and 3 are in delivery



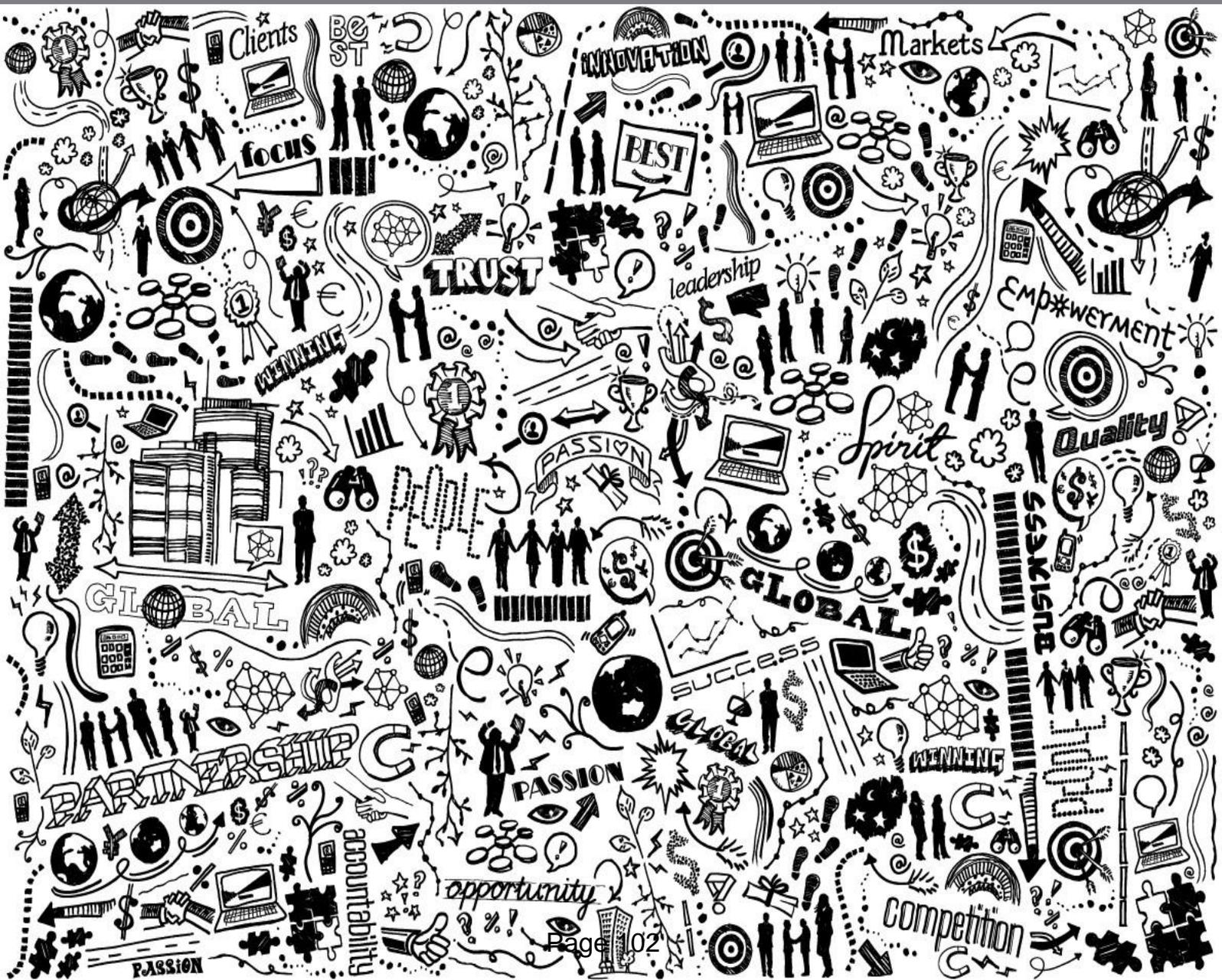
Since forming Orbis in 2015 and incorporating Brighton and Hove in 2017, we have made good progress in establishing a public sector shared service across three authorities. We can be proud of what we have achieved together but we want to continue to integrate and transform our services, to ensure we remain the public sector provider of choice for our partners and offer value for money for local residents.

Knowing what we are doing well and what we need to improve is important to us, so we can continue to provide a high quality service to our customers. We have considered how we are performing against some key characteristics of successful shared services, comparing ourselves against 'leading edge' organisations.

Component	What are we doing well?	What do we need to improve?
Customer	Our public sector ethos remains strong. We can respond flexibly to our customers' needs and regularly seek to improve the customer experience	We don't always ask our customers for feedback as much as we should. We want to involve our customers more in developing and planning our services
Processes and Controls	We have started to review our processes across our sites so we can work more efficiently together and avoid doing things twice	We can still make processes more efficient across the partnership and explore opportunities to automate these where possible
People	We have invested in developing our staff through access to secondments, the Ingenium talent programme and the development of EPIC behaviours	Build on the initiatives we have developed but ensure they are embedded across the whole partnership at every level
Organisation and Leadership	We have kept a strong focus on our vision and Orbis principles to integrate our services	We want every single person in Orbis to understand what we are about and what we want to achieve. We also want to empower our staff to make more decisions
Technology	We have an established process in place to prioritise our investment in the things that will make the biggest difference to our business	We need to be clearer on what technology we have, what it can help us achieve and how it can move faster when rolling out new solutions
Data	We have begun to explore how we improve our data quality through the use of analytics and automation	We need to rationalise the number of systems we use and improve the consistency of how we record and manage data
Performance Management	Our services respond well to the needs of our customers and each service regularly monitors how they are performing	We need to define the scope of our services more clearly to help manage demand. Orbis wide metrics to guide delivery against the new business plan need to be developed

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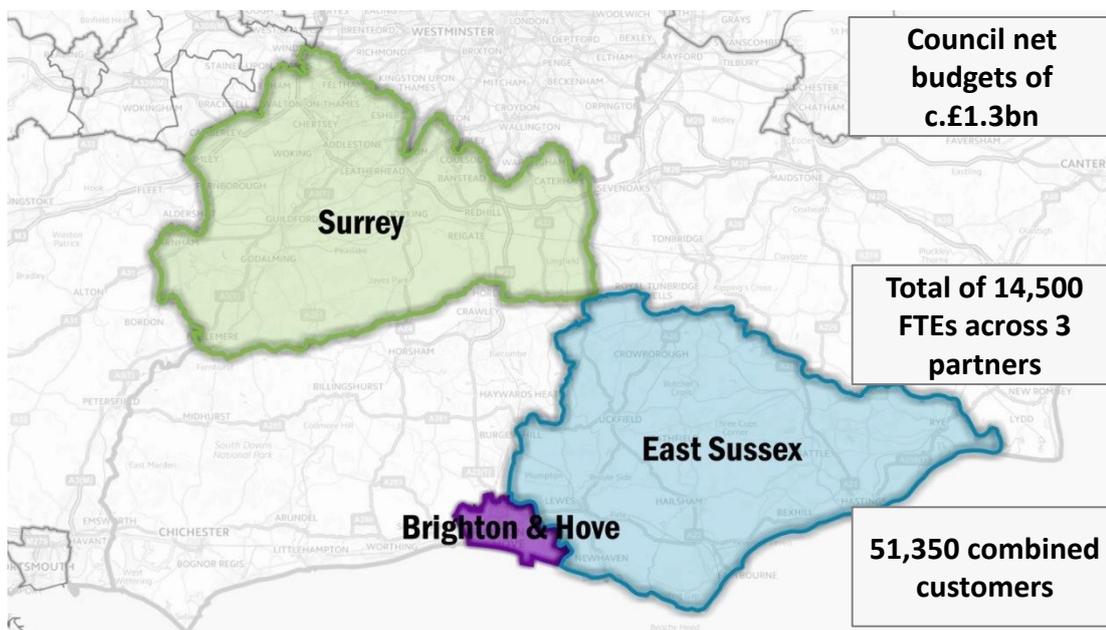
Our partner context



We have three unique sovereign partners. Orbis needs to be equipped to understand what they need from their back office services and how priorities may need to adapt over the next three years.

The aim of Orbis is to drive value for our councils, customers and residents. Our sovereign councils are under pressure to achieve significant financial savings to off-set budget cuts from central government. Ever £1 saved or made by Orbis is £1 our councils don't have to save. This means more funding can be diverted to where it is needed most – adult social care, children's schools and families services, libraries, highways and other frontline services.

Who are the Orbis partners?



What are the key areas of focus for our sovereign councils?

Financial austerity



We have delivered significant savings in recent years but financial pressures are set to continue. Our councils will have to balance competing priorities and transform services even further

Delivering services differently

To manage a reducing budget and greater demand for services, our sovereign councils will need to explore how services can be delivered differently to continue to meet outcomes



Digitalisation



To better connect with our residents we need to develop our digital channels and explore how we can use technology to underpin our core services

Integration

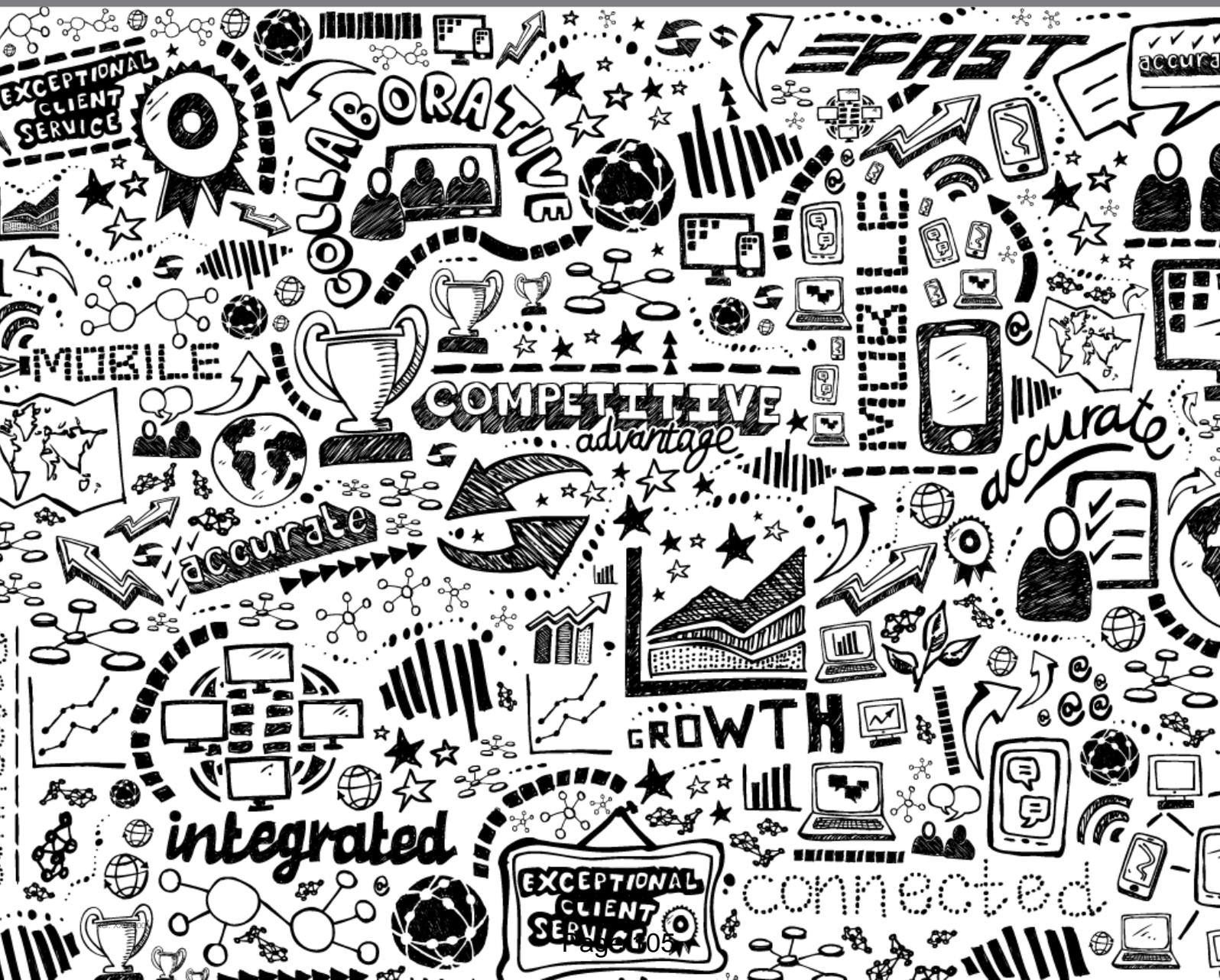
Breaking down organisational boundaries, for example across health and social care, is becoming more important. Services need to be holistic across the public sector



2. Where do we want to be by 2021?

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Our Vision



As Orbis we will strive to be the best we can. We have an ambitious vision for the partnership we want to become by 2027 to ensure we continue to be the “compelling alternative”. Our 2021 Business Plan is focused on progressing the next stage in our journey towards this.

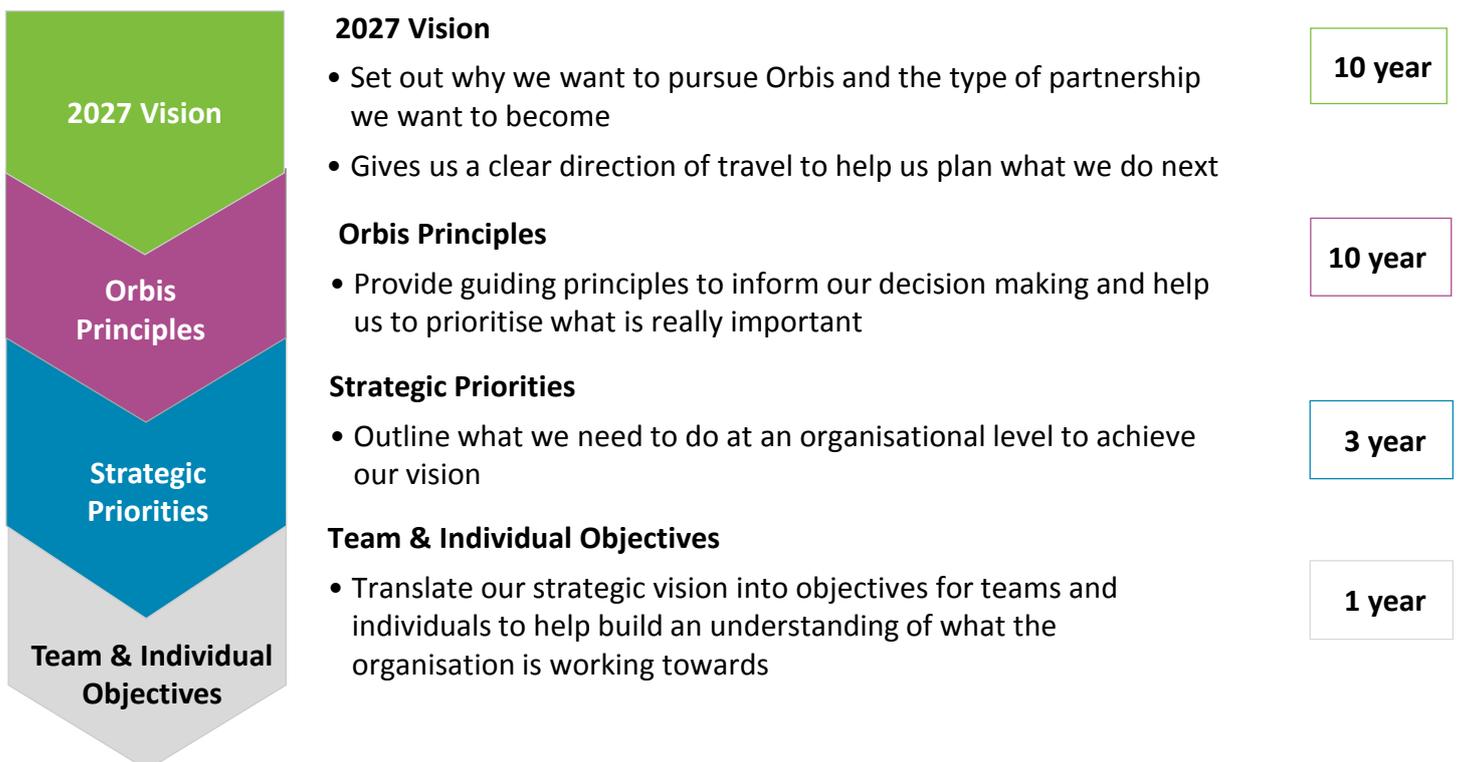
By 2027 we want to:



How will our 2027 vision drive how we operate?

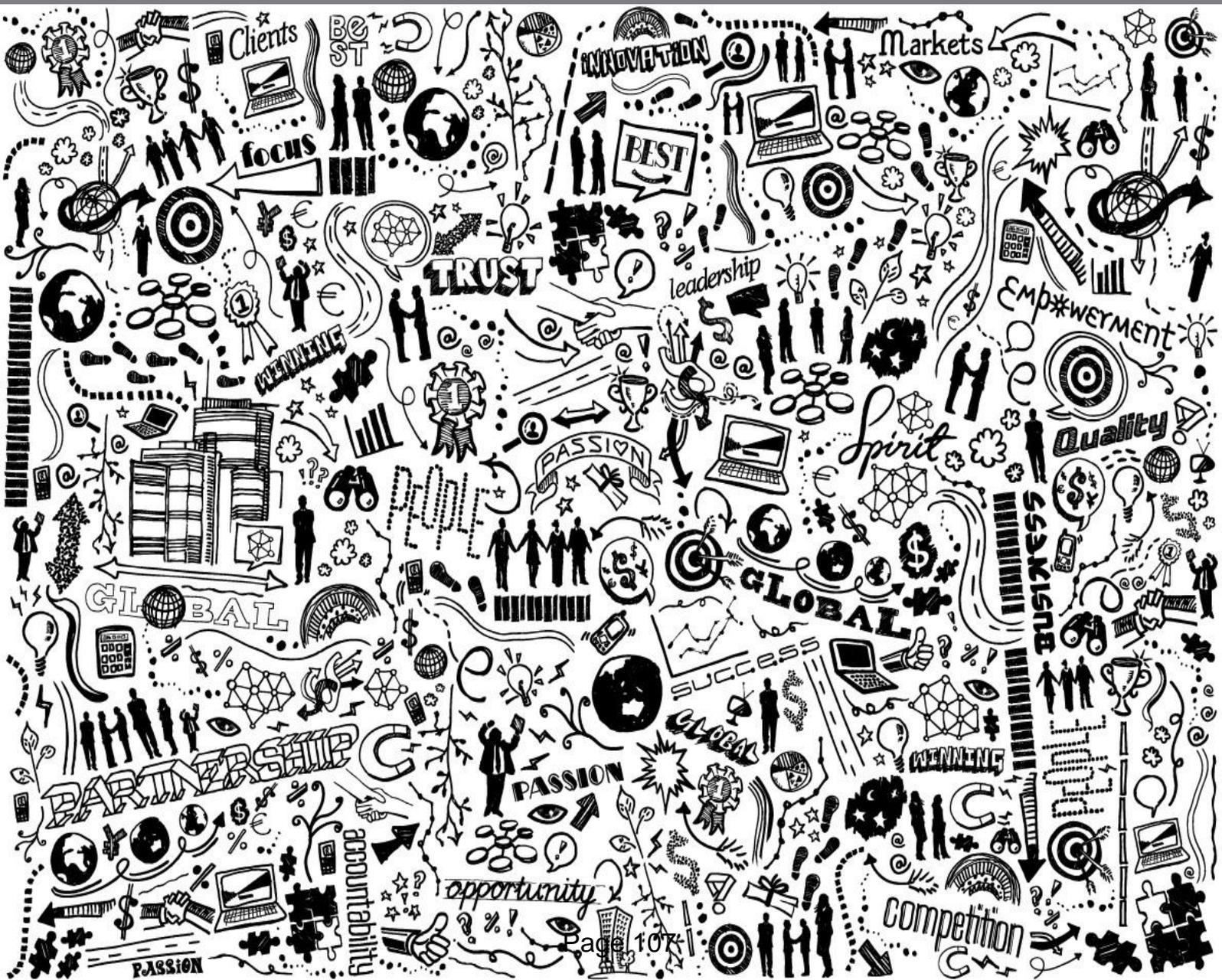
What will be in place? What will this do?

Timeframe



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Our priorities



Over the next three years we will focus on seven key priority areas. Each of these aligns to at least one of our Orbis Principles and will help us move towards realising our vision

What are our priorities?

Our Primary Priorities – what we will invest most energy into

Priority	1	2	3
	Serve our Customers	Develop our People	Create Conditions for Success
Orbis Principle	<i>Place the customer at the heart of everything we do</i>	<i>Have a workforce who are proud and passionate and given the opportunity to succeed and flourish</i>	<i>Embed a partnership culture, empowering our people to make decisions based on the right thing for our business and our customers</i>
What does this mean?	<ul style="list-style-type: none"> ✓ Develop a performance dashboard ✓ Seek customer feedback ✓ Improve how customers access our services ✓ Develop customer insight 	<ul style="list-style-type: none"> ✓ Embed EPIC behaviours ✓ Promote secondments and development opportunities ✓ Communicate with our people ✓ Provide training opportunities 	<ul style="list-style-type: none"> ✓ Empower staff to make decisions ✓ Engage our people

Our Secondary Priorities – what will underpin how we work

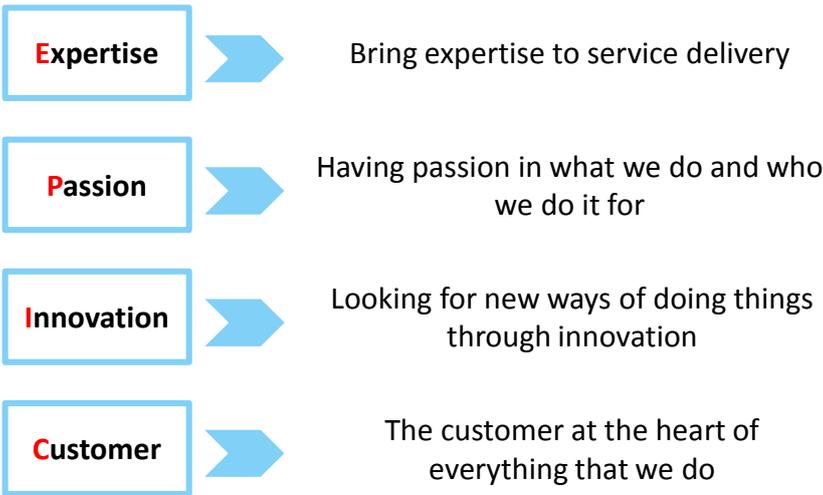
Priority	4	5	6	7
	Know our Business	Utilise Digital Solutions	Perform to our Highest	Standardise
Orbis Principle	<ul style="list-style-type: none"> • Be the public services supplier of choice, allowing our existing and future partners to benefit from our increased standardisation, insight and reduced duplication • Have a thriving business which is sustainable now and in the future 			
What does this mean?	<ul style="list-style-type: none"> ✓ Invest in analytics ✓ Improve data management to reduce manual input 	<ul style="list-style-type: none"> ✓ Develop our technical skills ✓ Evaluate the value we add from digital solutions ✓ Help staff to understand what the systems can do ✓ Explore how we could automate our processes 	<ul style="list-style-type: none"> ✓ Identify and manage the risks to our business ✓ Reduce our costs where we can ✓ Be flexible in our approach 	<ul style="list-style-type: none"> ✓ Continue to standardise our ways of working ✓ Consistently review our processes to increase efficiency

Our EPIC people are at the heart of our vision. We will invest wisely in our people and ensure we have the right skills and expertise to deliver what we have set out to achieve.

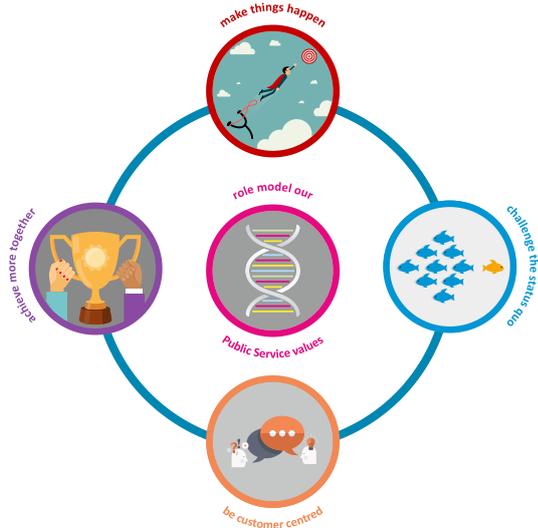
Our people are our unique differentiator; the success of our partnership is dependent upon the people that work within it. We want to create the ‘Orbis way of working’ to bring together the knowledge and expertise of our staff coupled with the behaviours and attributes to deliver our vision.

Since forming our partnership we have worked with staff to develop our EPIC culture and behaviours to guide the way we work.

The EPIC culture

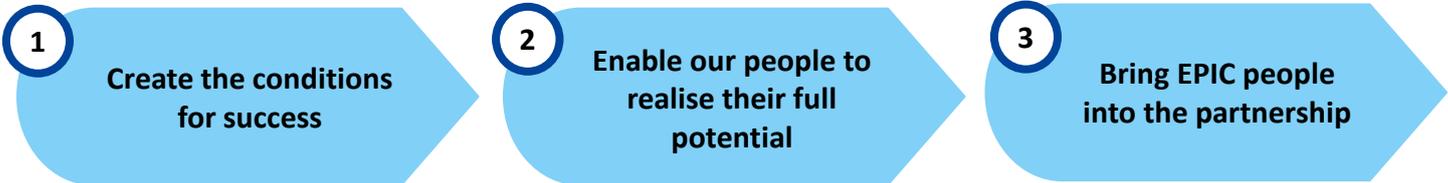


The EPIC behaviours



We will continue to invest in developing our people further during the next stage of our partnership journey. Our aspiration is for EPIC behaviours to be consistently embedded across all levels of the partnership and we recognise that we have some way to go to achieving this. We have therefore identified a priority focus area for each year up to 2021 to support our day to day work. This priority area will not be the only element of the people agenda we invest in but will ensure we can dedicate time to building our workforce for the future.

Alongside our day to day work and the ongoing journey to embed the EPIC behaviours, we will dedicate time to:



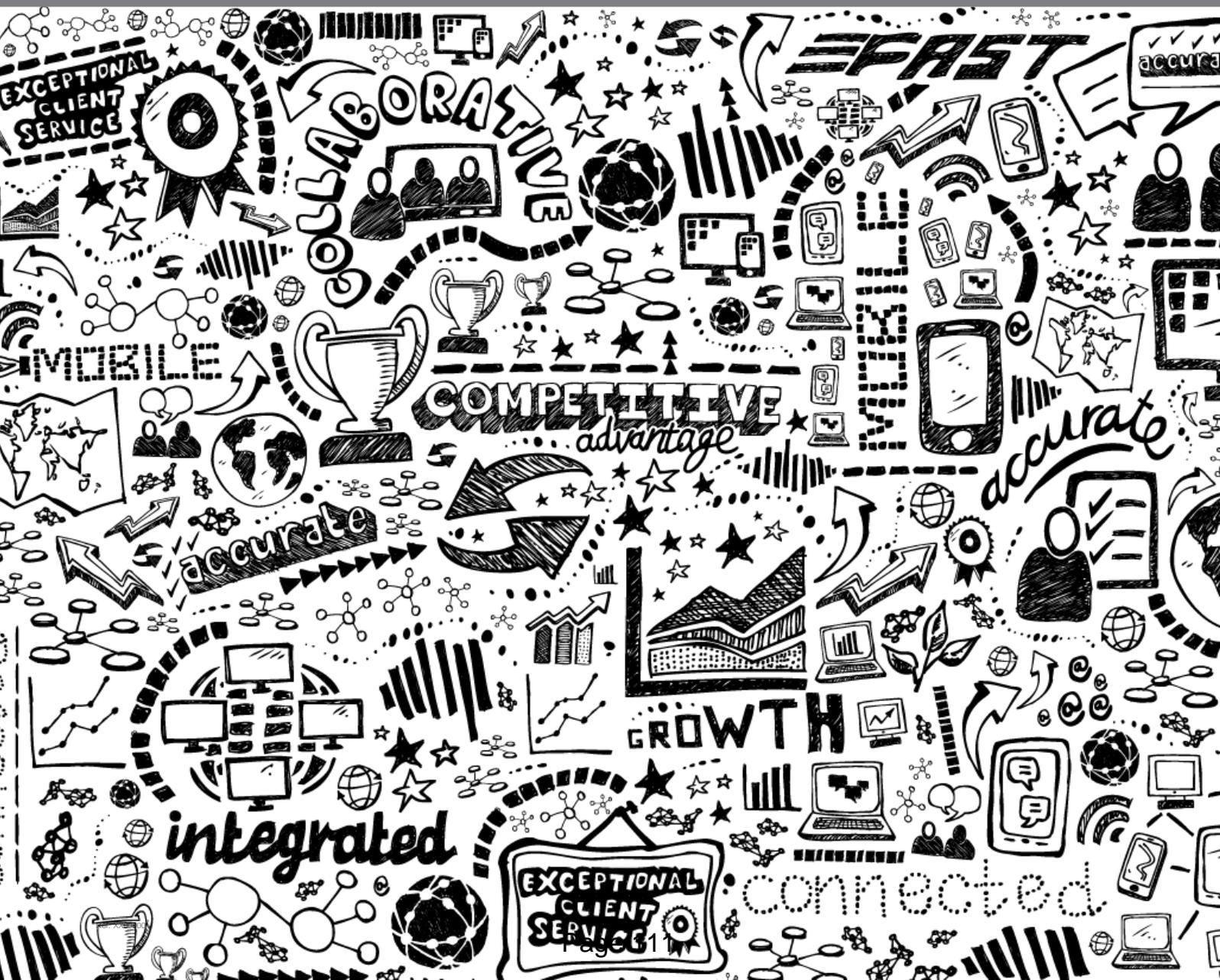
- Help people to understand what EPIC behaviours really mean in practice
- Ensure there is a consistent understanding of what it means to be a leader in Orbis
- Build stronger networks across the Orbis community

- Review the opportunities we offer for personal development
- Refresh the tools and programmes available to staff to develop their skills and knowledge

- Review how we attract the best talent
- Explore how we can access skills and expertise as we need them through flexible contracts
- Further develop and embed the Orbis induction programme

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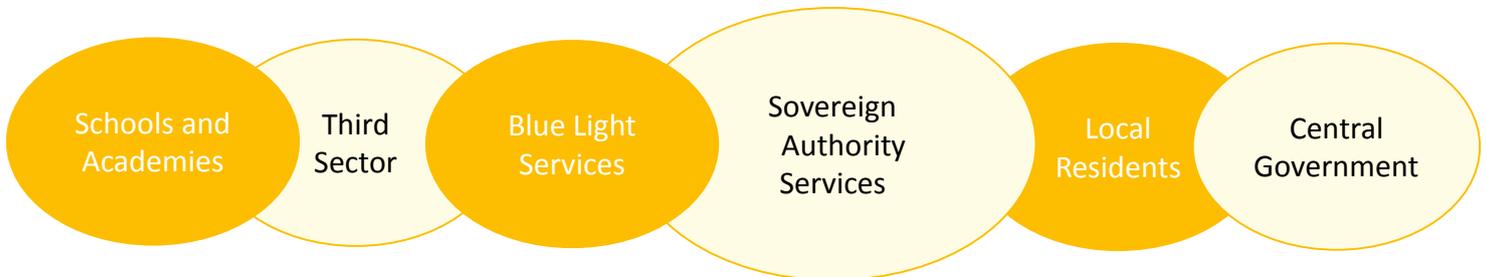
Customer



Orbis is a customer focused service. We want to provide efficient, effective and insightful support and advice to enable our customers to deliver high quality services to our local residents.

Who are our customers?

We have a wide and diverse customer base, with our sovereign partners at the core. The number of external services varies per service based on the unique service offerings. Over the next few years we expect to grow our customer base further, both in terms of the volume and breath.



How does Orbis benefit customers?



Better access to services

The customer journey will be re-designed to make it as simple and easy to access services as possible. Customers will increasingly be able to access services at a time that suits them



Improved quality

Customers will benefit from access to a wider pool of skills, experience and expertise that will drive innovation and improvements in the services they receive



More efficient processes

By improving access to our services we will give our customers the outcomes they want more easily and quickly



Greater resilience

Working in partnership across three large authorities enables us to respond more easily to fluctuations in demand



Value for money

By combining our collective expertise and resources and changing the way we work, we will ensure the services we provide are efficient and effective to deliver value for money for our customers

What changes can customers expect to see up to 2021?



Growth

A larger customer base to strengthen our offer



Self service

New technology and delivery models will enable customers to help themselves



A recognised brand

We will continue to build awareness of Orbis across the public sector and beyond



Modern, digitally enabled services

We will utilise technology to improve our services

By 2021 the way we work will be different. Our journey will be both exciting and challenging and our staff will be fundamental to us remaining a successful partnership. Our commitment to you is to listen to your views and opinions, work together to make Orbis an exciting and rewarding place to work and to continue delivering services to our customers that we can be proud of.

It is a great time to be part of Orbis. We have achieved a lot already, working collaboratively together and we have outlined an ambitious vision for the future. At the core of our business is our people, so what does being a part of Orbis really mean for our staff?

Being part of something bigger

Our staff will work with colleagues from across three local authorities. The extent of interaction with colleagues from other sites will vary depending on your role – for some this will be daily and for others more occasional but for all it offers the chance to build networks and share ideas about how to improve services and solve some of the challenges we face

More opportunities to learn and develop

We will build on the learning and development programmes we have already established to make sure staff have access both to structured learning programmes but also informal opportunities to learn from colleagues across the partnership. We are the largest shared service across local government - working across three authorities increases the number of opportunities available for those that want to try something different

Have pride in the quality of service we offer

By working together, jointly investing in services and sharing best practice we can improve the quality of service we offer to our customers. This will help sustain our partnership but importantly will make sure our sovereign partners can continue to access the support they need to deliver services to local residents

Achieve more for our local areas

Our aspiration is to work more closely with our partners so provide a rounded and streamlined service to local residents. We want to explore how we can better join up what we do with Health, Police and Education and other partners, so the service our customers receive is the best it can be

Play a key part in shaping what we do

We want to involve our staff in thinking about how we deliver services differently – what will our services of the future look and feel like? This is why we will continue to communicate and engage with you to get your ideas about what we can do differently and create the structures that empowers you to make more decisions

What changes will you see over the coming years?

You will hear more about what is Orbis is about – we want all our staff to **understand what we want to achieve**

You will have more control about what you do – we want to **empower our staff** to make decisions

Investment in **technology and digital** solutions to support you to do your job

More focus on **how we are performing** – we want to get better at knowing how well we are doing

Growth in our business – serving our localities is our priority. We will join with partners but also generate income where we can

How we deliver services will change – what we do, how we do it and when we do it will be explored

Our commitment to you

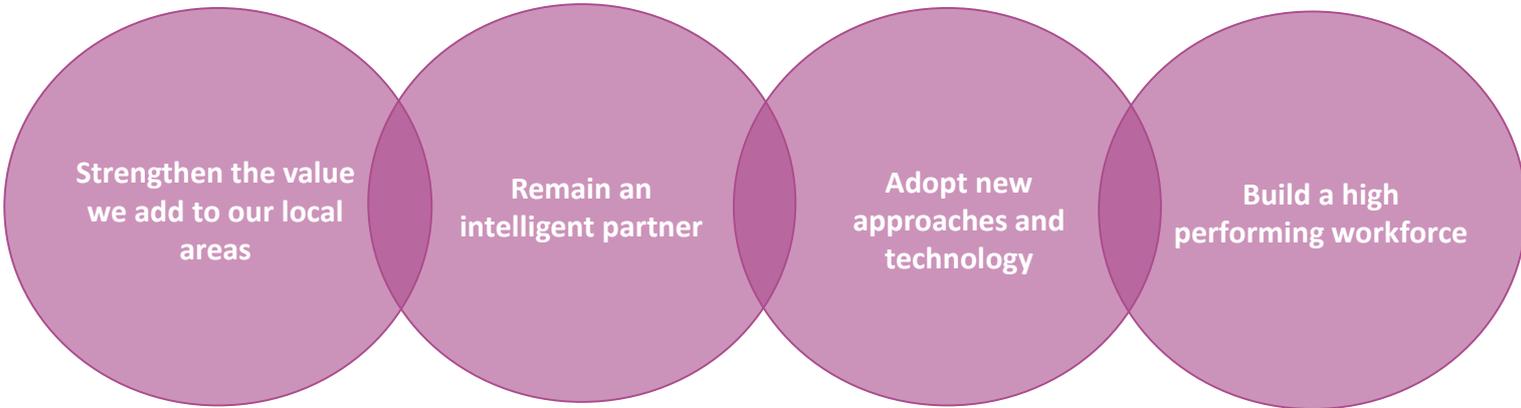
We will listen to the opinions and views of our staff

Orbis will be an **exciting and rewarding** place to work

We will deliver services to our customers that we can **be proud of**

The context in which we operate is changing. This presents a number of exciting opportunities for Orbis to really transform our services for the benefit of our customers across Surrey, East Sussex and Brighton & Hove. To achieve this, we will need to remain aware of any challenges that may compromise our ability to deliver our vision.

What are the key opportunities ahead?



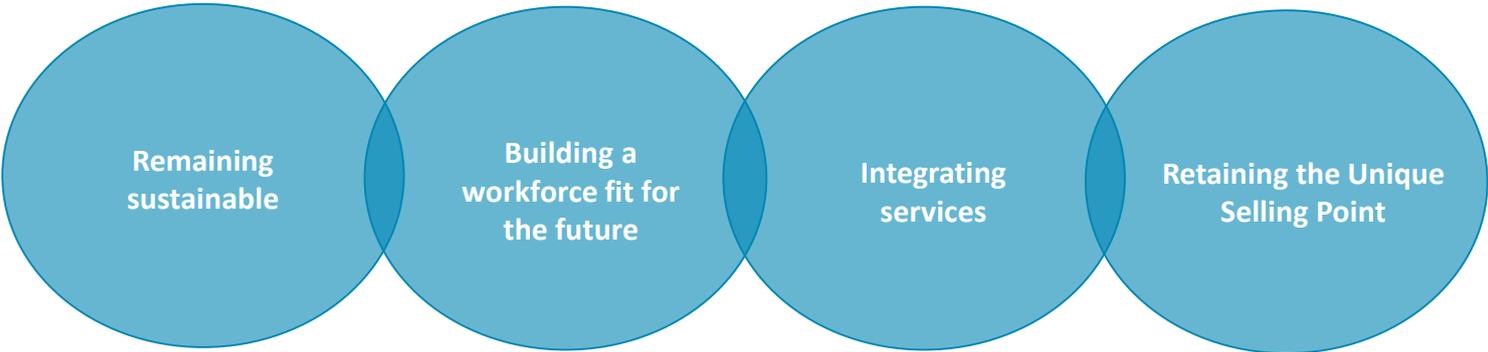
We can use our networks to expand on the services we currently deliver to local partners (e.g. health, police, education) and improve their customer experience

By better understanding the needs and trends of our customers we can be proactive in developing what we do for our sovereign partners to maximise the value we add

By approaching the way we work creatively and trying new technology we can become leading edge in how we support our local services

We can build on our brand and recruit and retain our talent within the partnership. Using the skills and experience of our people we can achieve great things

What are the key challenges we need to overcome?



To do this we need to manage demand, deliver the budget reductions our sovereign authorities require and retain our customers

We will only succeed if our workforce is agile and has the skills they need to do their job. We need to make Orbis a place people want to work

We need to simplify and standardise what we do across our services and authorities, so we operate as a strong partnership

Understanding our changing customer needs and demonstrating the value we add is essential

3. How will we get there?

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Benefits



We believe we can achieve more and deliver greater benefits to our customers, staff and wider partner networks by working collaboratively together. Through further integration, transforming the way we work and generating income where we can, we will secure a wide range of benefits to achieve our vision and remain a sustainable partnership.

What benefits can we deliver together?

Improve the quality of what we do	By sharing our skills, knowledge and expertise we can bring the best of what we do together for the benefit of our customers to improve the quality of the services we deliver
Provide more opportunities for our people	Working across three partners will enable us to provide more career development opportunities for our staff, by opening up opportunities across three partners and enabling our teams to share their skills and expertise with each other
Improve the customer experience	We will invest in new technology and explore different service delivery models to improve the customer journey, to make accessing our services as simple as possible
Become more resilient	By continuing to bring our services together we will be more resilient and be better able to respond to peaks and troughs in demand
Get more for our money	We can use economies of scale to our advantage and make sure we secure the best price for the products and services we buy
Build our customer base	By continuing to improve the quality and efficiency of what we do, and maintaining our strong public sector ethos, we will build our customer base where it is appropriate to do so, to generate income for Orbis so we can continue to be sustainable
Value for money	The context in which we operate means that it is essential our services deliver value for money for our sovereign partners. By transforming the way we deliver services, through new delivery models and utilising technology as effectively as we can, integrating further across the three partners and generating income we will secure value for money and respond to the budget reductions our partners require

What financial benefits do we need to deliver?

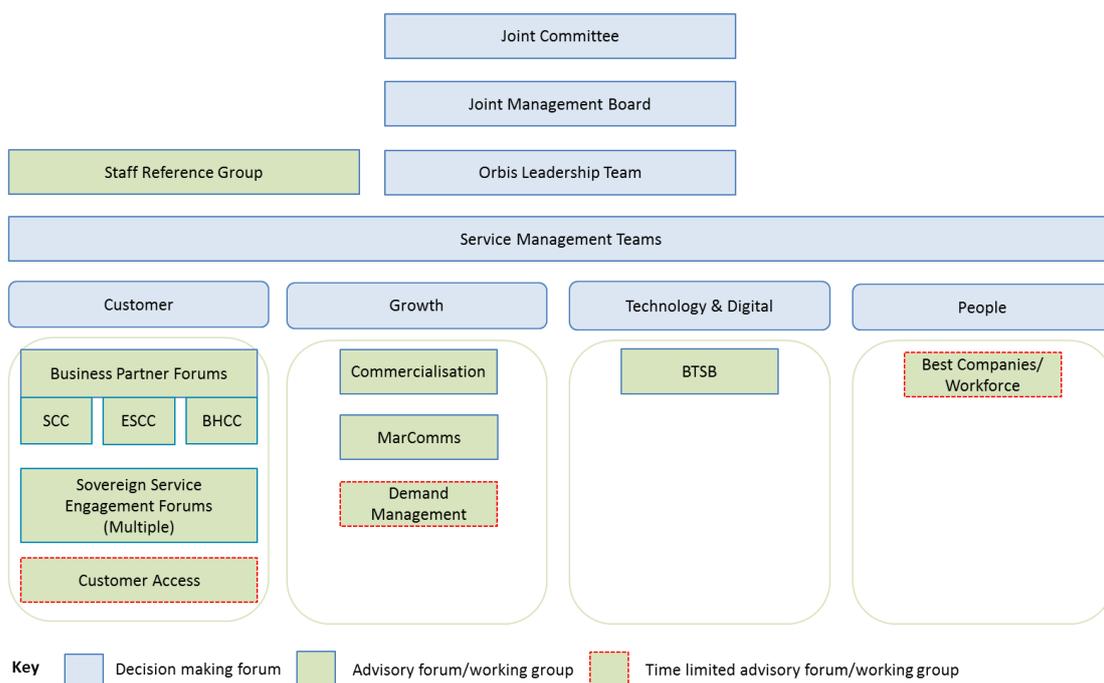
We need to reduce our budgets, either by directly making savings or generating income, by the following:

	18/19	19/20	20/21	Total
Savings required per year	£4.5m	£1.8m	£1.1m	£7.4m

Maintaining strong public sector values and a close relationship between back office and front line services remains fundamentally important to us. Our partnership will continue with a Joint Committee structure and be supported by a number of decision making forums and networks to oversee service delivery and progress key initiatives.

We will organise ourselves to succeed by providing clarity of leadership roles and responsibilities, and defining where decisions can be made. The key elements of our decision making structure include:

- Joint Committee** → Formed of two elected Members from each sovereign authority, the Joint Committee is responsible for setting the overall strategic direction for Orbis
- Joint Management Board** → Provide strategic direction to the development of the partnership, taking into account the vision and objectives set by the Joint Committee. The Board will represent sovereign interests in service delivery and planning and hold the ultimate responsibility for delivering the Orbis 2021 Business Plan
- Orbis Leadership Team** → Drive progress against the business plan and hold the day to day responsibility for operational and strategic management of the Orbis services. The OLT will monitor and review performance, drive service improvements and identify and manage strategic risks to the partnership
- Orbis Service Management Teams** → Responsible for day to day management of each service. They will develop service plans and drive performance against these plans, managing service specific risks as they arise
- Thematic Groups** → A blend of decision making forums and networks, the thematic groups will focus on cross cutting matters relating to Customer, People, Growth and Technology & Digital to improve Orbis services



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