

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



**ORBIS JOINT COMMITTEE**

**DATE: 6 JULY 2018**

**LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL), MICHAEL COUGHLIN (EXECUTIVE DIRECTOR OF CUSTOMERS, DIGITAL & TRANSFORMATION, 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:

The 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**

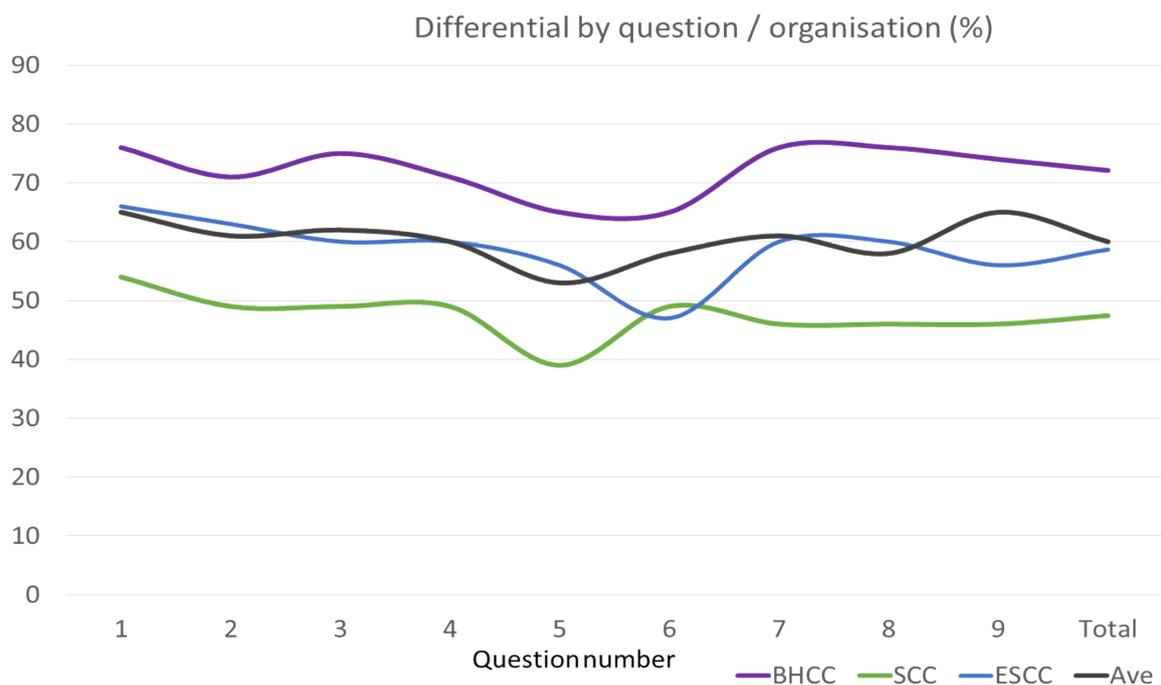
1. The terms of reference of the Joint Committee are to oversee and improve the delivery of the services for the benefit of the each participating council and in particular to:
  - a) Approve the Orbis Business Plan and performance measures
  - b) Monitor the Orbis Business Plan and performance of Orbis
2. A Performance Framework and dashboard continues to be 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.

3. Some initial data sets are now available for review, more detail is provided in this report with initial focus on a number of key areas. Also included is information for a specific survey that was undertaken during May 2018 to gain insight into the three organisations perception of Orbis at this time.

### Customer Survey

4. A customer survey was completed by key stakeholders within each Council during May 2018, this sought to ascertain the current level of satisfaction around a number of key criteria.

Chart 1: Customer survey responses by Council



5. The questions asked were “To what extent do you believe Orbis provides”:

- 1) A good understanding of your business and key priorities?
- 2) The support needed to deliver your business and key priorities?
- 3) Accessible Services
- 4) Responsiveness
- 5) Flexibility
- 6) Value for money
- 7) Effectiveness
- 8) Efficiency
- 9) Quality of service

*There were a range of five answers from “not at all” to “a large extent”.*

6. The survey was sent to 70 key stakeholders across the three organisations consisting of Members and senior officers. There were a total of 49 responses; 19 SCC, 21 BHCC and 9 from ESCC this represents a 70% response rate.

7. Chart 1 details the responses from each respective Council against nine questions and clearly shows the current disparity in perception in relation to Orbis. The percentage rating means broadly that 50% is neutral, so answers above this are more positive in nature, below 50% indicates more of a negative response than positive.
8. The information contained in the survey responses will be used as part of a wider review of Orbis that is being undertaken during the Summer of 2018. More detail of these reviews can be found in the report titled 'Orbis Reviews' Agenda Item 8.

### Sickness Absence rates

9. One of the key initial priorities for Orbis performance reporting is to start using data sets to drive insight and further analysis, whilst identifying inconsistencies in data, systems and approach.
10. A primary area of focus is to be able to understand the relative sickness absence rates across the three Councils and within each Orbis Service. As of April 2018 data sets are now being provided that enable this analysis to be undertaken.

*Table 1 – absence rates by Council April 2018*

Orbis People – April 2018		Per annum calculation (estimate)	Organisation per annum (estimate)
Total Orbis Headcount	1907		
Total Contracted Hours	281352 (37,513 days)		
Total Sickness Hours	3744 (500 days)		
<b>Average sickness days per employee in April</b>	<b>0.26 Days</b>	<b>3 days</b>	
<b>Breakdown by Organisation</b>			
Orbis <b>SCC</b> Per capita Sickness Hours (sickness hours/headcount)	0.84 (0.12 days per month)	1.5 days	0.5 Days
Orbis <b>ESCC</b> Per capita Sickness Hours (sickness hours/headcount)	1.89 (0.25 days per month)	3 days	5.57 Days
Orbis <b>BHCC</b> Per capita Sickness Hours (sickness hours/headcount)	3.6 (0.5 days per month)	5.76 days	9 Days

11. Table 1 shows that the absence rates vary significantly between the three Councils. ESCC and BHCC both use Firstcare for sickness absence reporting, this ensures that sickness is captured on the first day the employee is off ensuring a more accurate measure. In SCC sickness is manually added by staff on their return from a period of absence. With levels in SCC being so much lower than the other partners this raises questions about the integrity of the data or with staff compliance with sickness reporting policies. This will require further investigation to understand the reasons for varying levels of absence.
12. Orbis absence rates are generally lower than wider sovereign averages, which is consistent with organisational reporting that shows higher rates of absence in frontline service areas such as Adults & Children's services. Orbis rates are approximately 50% below organisation averages. The data for Surrey is in

consistent but this again highlights the poor data quality that requires further investigation.

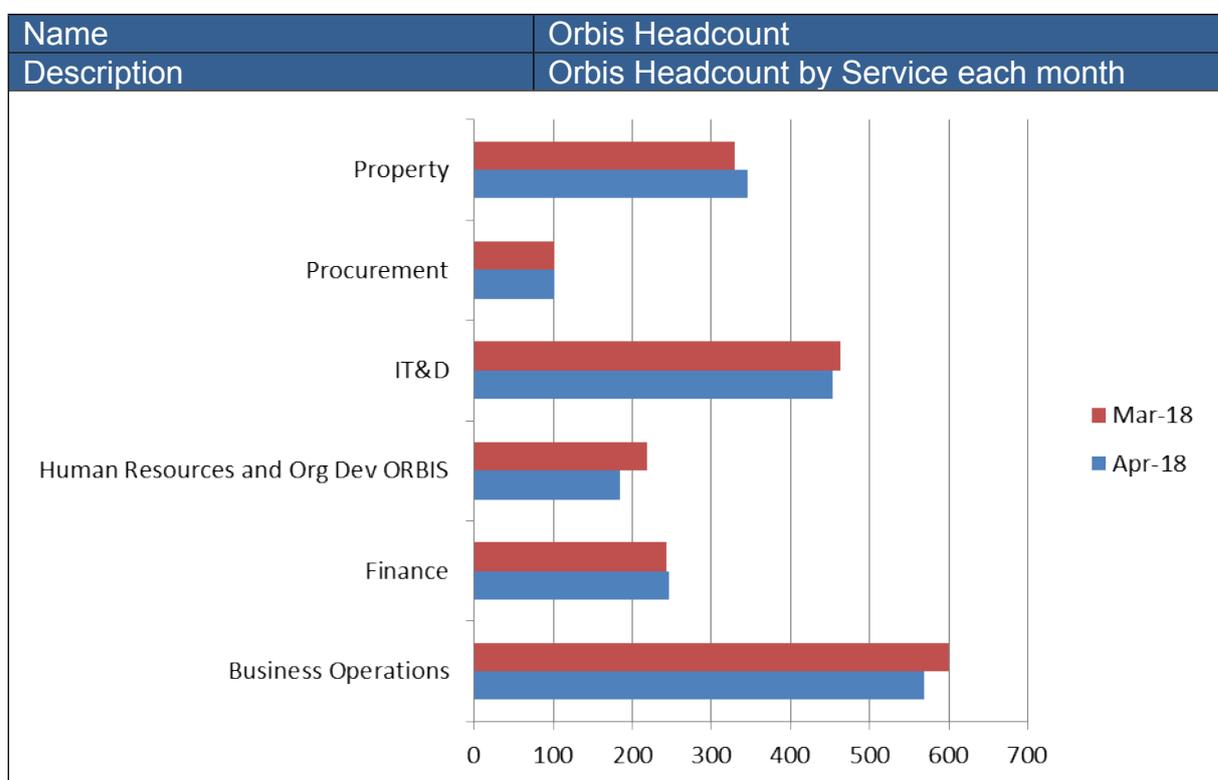
### Headcount

13. The total Orbis headcount has decreased by 56 between March 2018 and April 2018. A number of services have been conducting consultations during this period. Variations should be tracked in future months following the conclusion of consultations.

14. In Finance and Property there has been a slight increase in headcount, this is due to a number of factors. Property in-sourced staff from a previously outsourced FM contract, together with filling a number of interim roles utilised to support short term capacity challenges. Finance were able to successfully launch provision of Internal Audit services for Horsham District Council together with filling some vacancies within the service to also address ongoing capacity issues.

15. Table 2 provides a view by service for figures in March and April 2018.

Table 2 Headcount March / April 2018



### Performance maturity

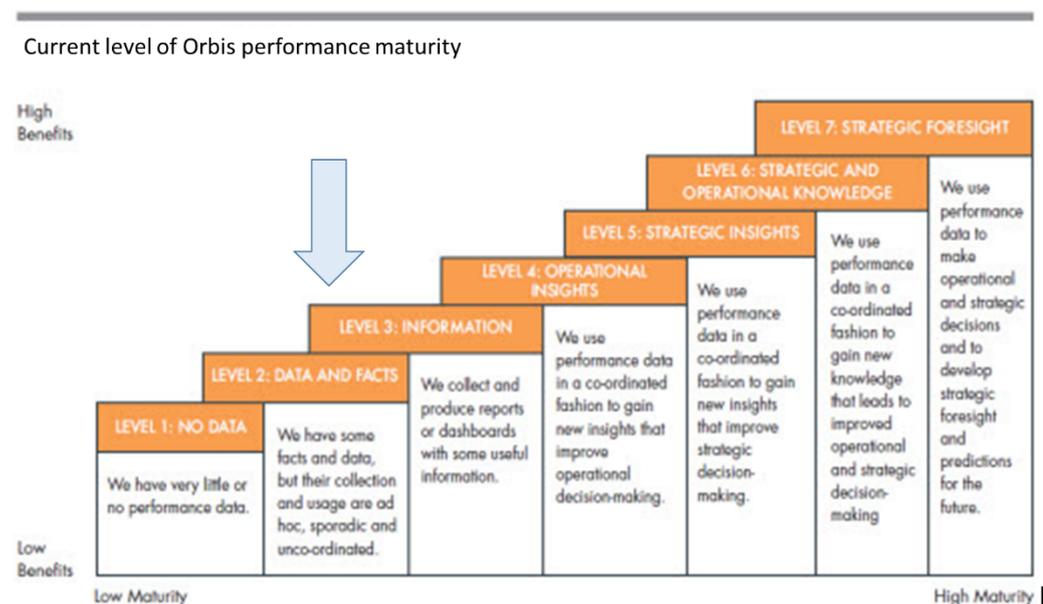
16. These initial data sets are starting to provide useful insights together with raising further questions and challenges. Specifically, the inconsistency of data formats and quality remain a challenge to enable meaningful conclusions.

17. Work continues to develop the performance approach for Orbis but it is worth pointing out that we are still relatively immature in developing this approach across the three Councils.

18. The maturity model in Table 3 identifies where Orbis is in relation to realising a fully effective performance model and details the steps that will need to be taken

to develop this approach further and realise the aspirations set in this important area.

Table 3 – Performance maturity model



### WHAT HAPPENS NEXT?

1. Further work will continue to ensure data sets are provided that allow for insightful and valuable analysis. Much of the information is very granular in detail and will need to be analysed to provide the correct level of reporting, both to senior officers and Members, including this committee.
2. It is proposed that performance reporting is more in line with a “data journalism” approach, to really highlight key headlines and changes in statistics each month in an easy to read and understand format. This approach will require dedicated and experienced resource to achieve the full potential around analytics.
3. The current resource that has undertaken initial development and insight is due to end her secondment in July 2018. A more permanent solution is being reviewed to ensure the relevant level of capability and capacity is in place to continue this important work.
4. The proposed reporting will evolve and develop as business needs and requirements change. This framework should be flexible enough to be both proactive and reactive.
5. A summary report will be produced each month detailing highlights from the monthly dashboard and making recommendations for potential areas of improvement across Orbis.

**Contact Officer:**

Adrian Stockbridge – Head of Strategy, Performance & Change  
Gail Perryman – Orbis Programme Coordinator

**Consulted:**

- Kevin Foster – Chief Operating Officer, ESCC
- Michael Coughlin – Executive Director for Customers, Digital & Transformation, SCC
- David Kuenssberg – Executive Director of Finance & Resources, BHCC

**Annexes:**

None

**Sources/background papers:**

None