

**EAST SUSSEX COUNTY COUNCIL AND  
SURREY COUNTY COUNCIL**

**ORBIS JOINT COMMITTEE**



**DATE: 18 JULY 2016**

**LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER) AND JOHN STEBBINGS (CHIEF PROPERTY OFFICER)**

**SUBJECT: ORBIS TRANSFORMATION PARTNER**

**PURPOSE OF REPORT:**

To provide the Joint Committee with an update on progress for selection of a transformation partner to support the implementation of the Business Plan and develop future partnership opportunities.

**INTRODUCTION**

1. We recognise that in order to deliver the Orbis Business Plan, some additional capacity will be required. Provision was made in the Business Plan for a commercial partner to assist with the delivery of the programme and to help develop further opportunities to grow the partnership.
2. A report detailing the reasons for seeking a transformation partner, and the approach being undertaken, was presented to Joint Committee on 22 April 2016.

**RECOMMENDATIONS:**

3. It is recommended that the Orbis Joint Committee notes progress in the selection of an organisation to support the delivery of the Business Plan.

**REASON FOR RECOMMENDATIONS:**

4. To ensure the Joint Committee is informed about the latest developments in selection of a transformation partner.

**DETAILS:**

5. Orbis has committed to a level of savings in the Business Plan (£8.3m) and it is imperative that these savings are delivered. The scale and pace required to deliver service transformation, in order to deliver improved outcomes for customers and service users, will ultimately deliver improved efficiency and reduce costs.
6. Orbis is looking for an external partner to help deliver the Orbis programme of works, which will provide a range of business advice and support needs.
7. Both Surrey and East Sussex Councils try to minimise the use of external consultancy services and we have been very clear in this instance that we are not seeking to enter into a traditional consultancy arrangement with a standard rate card approach. Therefore agreeing an innovative approach to this arrangement is

key, with both parties needing to have clearly defined commitments, deliverables and agreed outcomes.

8. Where it is possible to draw on existing skills that are already present within the business we will do this, and backfill staff roles where appropriate, as this will be less expensive than paying standard consultancy rates. An example of this could be for process re-engineering or project management, where skills of this type already exist within the business.
9. The opportunity to work alongside Orbis provides a unique opportunity for potential partners as it provides a window into the public sector, utilising the trusted Orbis brand to jointly bid for future opportunities based on the ethos of 'by the public sector for the public sector'.
10. The benefits of such an approach are many, including:
  - a. Increased capability and capacity to grow the Orbis partnership
  - b. Opportunities to share skills, knowledge and resources
  - c. Increased capacity to deliver the Business Plan
11. A procurement exercise has been undertaken through an organisation called the North East Procurement Organisation (Nepro). Nepro provide a neutral vendor solutions framework for specialist professional services and the process is fully OJEU (Official Journal of the European Union) compliant.
12. The procurement process consists of three key stages; initially a request was made for expressions of interest, this was followed by inviting five providers to attend individual sessions to undertake some initial soft market testing.
13. Providers were then asked to submit a formal proposal based on a more detailed specification of our requirements. An evaluation process was undertaken to assess the formal proposals received.
14. The selection process resulted in the appointment of Ernst & Young as the overall transformation partner (subject to Cabinet Member decision to award the contract).

#### **CONSULTATION:**

15. A report detailing the approach and reasons for seeking a transformation partner was shared with the Orbis Joint Committee on 22 April 2016.
16. Officers and Nepro staff involved in the selection process are listed below:
  - Kevin Foster – Chief Operating Officer
  - John Stebbings – Chief Property Officer
  - Leatham Green – Programme Director People and Change
  - Matt Scott – Orbis Chief Information Officer
  - Laura Langstaff – Head of Procurement
  - Keith Coleman – Procurement Category Manager
  - Chris Penny - Implementations and Service Optimisation - Nepro

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

17. Engagement with Ernst & Young to agree the scope and provision of the contract and determine how we will operate in partnership, with clearly defined objectives and deliverables on both sides.

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**Contact Officer:**

Adrian Stockbridge, Orbis Programme Manager (07837 170418)

**Consulted:**

Kevin Foster – Chief Operating Officer

John Stebbings – Chief Property Officer

Leatham Green – Programme Director for People and Change

**Annexes:**

None

**Sources/background papers:**

- Joint Committee transformation partner report 22 April 2016
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**Orbis & EY Partnership – Mobilisation Phase**  
**OLT**

# Orbis and EY

## Partnership Mobilisation, August – October

Support Tier	High level Activities between Aug – Oct	Final Deliverables	Target Successes
<p><b>1</b></p> <p>Strategic Advice &amp; Governance</p>	<ul style="list-style-type: none"> <li>Mobilise governance incl. OLT Shadow Board</li> <li>Attend OLT and other applicable forums</li> <li>Build the Advisory Panel</li> <li>Support agenda for Shared Services Summit</li> </ul>	<ul style="list-style-type: none"> <li>Shadow OLT Board Initiation Document</li> <li>Advisory Panel Initiation Document</li> </ul>	<ul style="list-style-type: none"> <li>Shadow board up and running and helping OLT make decisions</li> <li>Advisory panel has met to discuss a topic, which has provided Orbis with new thinking</li> </ul>
<p><b>2</b></p> <p>Innovation &amp; Opportunity Development</p>	<ul style="list-style-type: none"> <li>Explore and build the specification for Orbis Innovation</li> <li>Build the Secondment specification and terms</li> </ul>	<ul style="list-style-type: none"> <li>Orbis and EY Secondment Initiation Document</li> <li>Orbis Innovation Programme Initiation Document</li> </ul>	<ul style="list-style-type: none"> <li>Engaged a number of secondees and aligned scheme to fit with their personal goal planning</li> <li>Held an Orbis Innovation day to identify priorities and potential solutions</li> </ul>
<p><b>3</b></p> <p>Capacity &amp; Pace</p>	<ul style="list-style-type: none"> <li>Build sprint initiation documents to identify activity, resources and support required</li> </ul>	<ul style="list-style-type: none"> <li>Delivery Sprint High Level Initiation documents:               <ol style="list-style-type: none"> <li><i>Customer at the Heart – Engaging customers in the design of services</i></li> <li><i>BSP – Applying work to date on design and mobilisation of a business solutions platform</i></li> <li><i>Public Sector Provider of Choice – Horizon scanning exercise to understand what attributes a ‘provider of choice’ would possess and where Orbis wish to place themselves on this scale</i></li> <li><i>Benefits Ambition/realisation/delivery – Challenge of benefits within the business plan</i></li> <li><i>BHCC – Due Diligence – mobilisation and on-boarding activities for new partner joining Orbis</i></li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>Engaged the OLT sprint sponsors and identified resources to deliver</li> </ul>

## Definition

- Sprints are time limited projects that will deliver a solution or a business case for a specific area of focus.
- Sprint teams are created as and when needed based on the nature of the sprint
- Sprints are projects which have clear timelines and the length of a sprint can vary depending on the scope e.g. weeks / months
- Sprints will always have clear sponsorship and agreed outputs.
- Sprints are used across a variety of businesses to achieve clarification and additional input through project working.

## Main principles

1

### Timelines are clear

Timelines have to be agreed prior to the implementation of a sprint team. This will allow fast pace projects, where the progress can be monitored closely.

2

### Sponsorship is clear and at the right level

Sponsorship has to be agreed prior to sign off and it has to be at the right level to drive pace and decision making throughout the sprint.

3

### Outputs are agreed

The main outputs have to be agreed early on to ensure that all members of the team are working towards the same goal. This will increase the quality of the output and the pace of the project.

## Utilising the sprint methodology at Orbis

1

### Identifying opportunities

- Prioritisation matrix is used to identify which sprints need to be progressed
- Five opportunities for sprint projects have been identified for the first phase of work – this was based on OLT 1-2-1s

2

### Scoping and planning

The first task of mobilising a Sprint is through the creation of a 'Sprint High Level Initiation Document':

- This will be developed with a clear OLT sponsor
- This document will contain: scope, timescales, outputs, resources required, risks

3

### Mobilisation and delivery

Once the Sprint High Level Initiation Document has been agreed, the sprint can start, ensuring the following is in place:

- Key stakeholders identified
- Target resources identified
- Sponsor identified
- Governance forums