

A large version of the Orbis logo, with the 'o' being a large, multi-colored ring and the letters 'rbis' in a bold green font. The logo is set against a background of overlapping, semi-transparent colored arcs in shades of green, blue, and purple.

the compelling alternative

Audit, Best Value and Community Services
Scrutiny Committee
14 July 2017

The Orbis story to date



What is Orbis?



- Orbis is a Public Sector Partnership created between East Sussex County Council and Surrey County Council in April 2015
- Orbis is the Latin word for circle – we believe this captures our vision of a seamless, joined up partnership and reflects our vision of retaining public sector money and expertise within the partnership

Our vision

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



Why Orbis?

Benefits of Partnership Working:

- Drive **efficiency savings**
- **Sharing resources, expertise and knowledge**
- Increased **operational resilience**
- Greater **value for money**
- Improved **customer service**

2000
employees

working across
3 councils

£63m
joint operating
budget

360 schools

40
academies

30+
external organisations

| | | | | | |
|---|---|---|---|--|--|
| <p>2012</p> <p>Joint Procurement function under a shared head.</p> | <p>2013</p> <p>SAP systems co-hosted and Shared Services operating across authorities.</p> | <p>2015</p> <p>Business case developed and approved. Orbis partnership formalised.</p> | <p>2017</p> <p>IAA signed to include Brighton and Hove City Council as a Founding Partner.</p> | <p>2018</p> <p>Integration of budgets across 3 partners and delivery of joint financial benefits.</p> | <p>2019</p> <p>Fully integrated services and Orbis business plan delivered.</p> |
|---|---|---|---|--|--|

Surrey County Council



- Operating budget of £35.4m
- Managed on behalf of budget of £42m
- Approx. 900 staff



East Sussex County Council



- Operating budget of £15.3m
- Managed on behalf of budget of £6m
- Approx. 500 staff



Brighton & Hove City Council



- Operating budget of £12.1m
- Managed on behalf of budget of £7m
- Approx. 600 staff



Staff supported by Orbis



Headcount across the three Organisations (including schools and Academies) that Orbis provides services to:

| | Surrey CC | East Sussex CC | Brighton & Hove CC | Total Served by Orbis |
|-------------------------------|-----------|----------------|--------------------|-----------------------|
| Headcount inc. Schools | 21,800 | 18,150 | 11,400 | 51,350 |

Non schools FTEs & Headcount:

| | Surrey CC | East Sussex CC | Brighton & Hove CC | Total Non-schools Served by Orbis |
|------------------|-----------|----------------|--------------------|-----------------------------------|
| FTEs | 7,250 | 3,760 | 3,730 | 14,740 |
| Headcount | 11,800 | 5,420 | 4,320 | 21,540 |

Governance of the Partnership



| Forum | Membership | Purpose |
|--|---|---|
| <p>Strategic Direction & Decision Making</p> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">Joint Committee</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">Orbis Joint Management Board</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">Orbis Programme Board</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Orbis Leadership Team (OLT)</div> | <p>ESCC/SCC/BHCC Council Leaders/ Executive Directors/ Section 151/ Monitoring Officers</p> <p>ESCC/SCC/BHCC Executive Directors</p> <p>ESCC/SCC/BHCC Executive Directors/Section 151/Monitoring Officers/Senior Customers/Orbis Programme Manager</p> <p>Executive Directors/Orbis Strategic Leadership/ Orbis Programme Manager</p> | <p>Provides strategic direction and decision making</p> <p>Set programme direction and holds accountability for overall delivery</p> <p>Ongoing monitoring of progress, resolve any escalated issues</p> <p>Day to day operational management, monitoring and reporting of performance, driving performance improvement</p> |
| <p>Oversight & Reporting</p> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px; text-align: center;">Programme Management Office (PMO)</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Service Design Group</div> | <p>Orbis Programme Team</p> <p>Orbis Programme Manager/Service representatives</p> | <p>Accountable for the delivery to time and cost of partnership projects</p> <p>Provide operational input into service design</p> |

Orbis Leadership Team



Kevin Foster

Chief Operating Officer

Orbis Lead East Sussex County Council

kevin.foster@eastsussex.gov.uk



John Stebbings

Chief Property Officer

Orbis Lead Surrey County Council

john.stebbing@surreycc.gov.uk



David Kuenssberg

Chief Operating Officer

Orbis Lead Brighton & Hove City Council

david.kuenssberg@brighton-hove.gov.uk



Laura Forzani

Assistant Director Procurement
& Commissioning

laura.forzani@surreycc.gov.uk



Sheila Little

Director of Finance

sheila.little@surreycc.gov.uk



Simon Pollock

Assistant Director Business Operations

simon.pollock@surreycc.gov.uk



Matthew Scott

Chief Information Officer

matt.scott@eastsussex.gov.uk



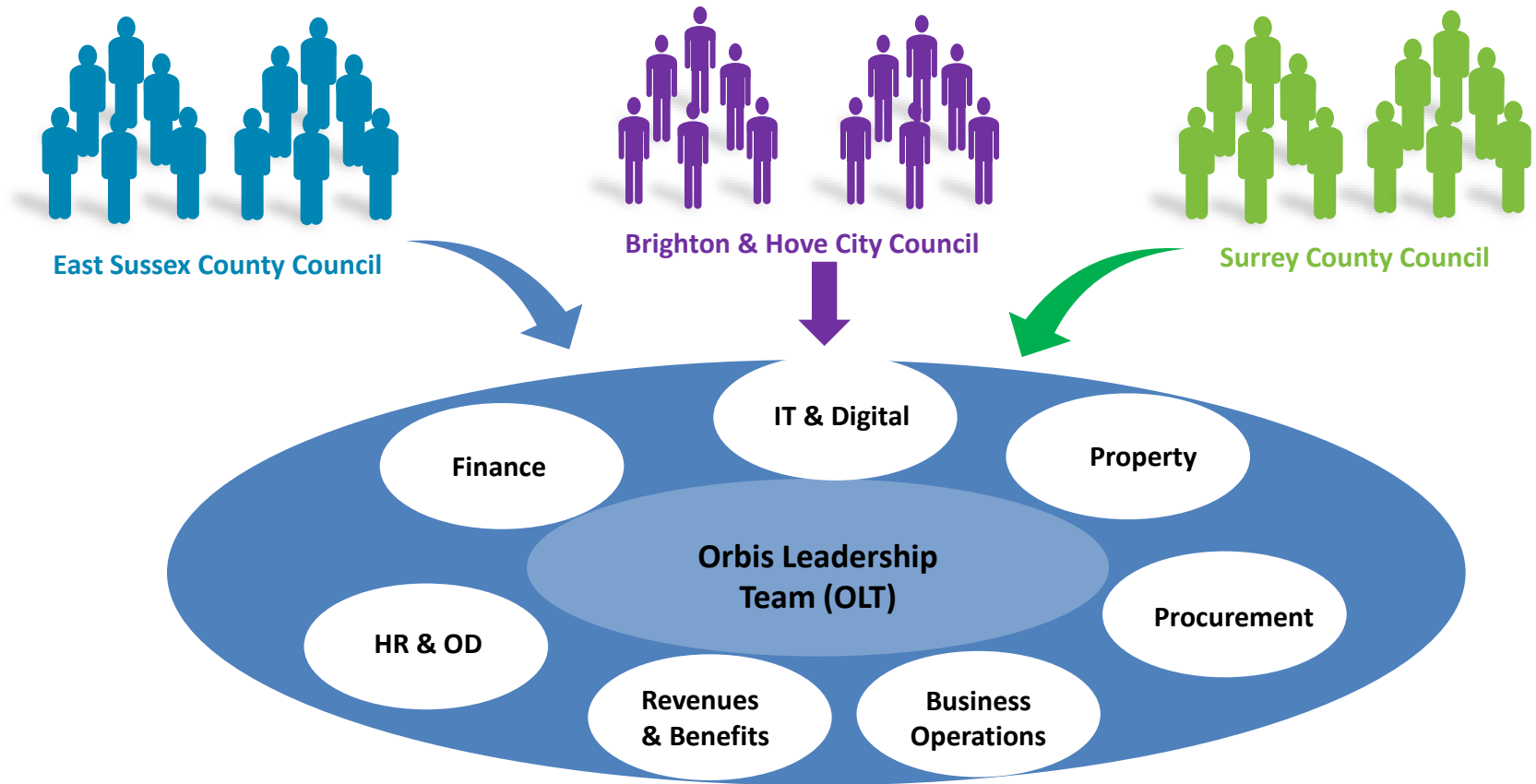
Sergio Sgambellone

Director of HR & Organisational
Development

sergio.sgambellone@eastsussex.gov.uk



What services are within the partnership?



Orbis: The Compelling Alternative



A trusted partnership delivering value to customers and residents through our expertise, innovation and passion.

EPIC
people

We have EPIC People

Our people are our unique differentiator. Together we bring the knowledge and expertise of our employees, committed to delivering greater social value for our residents.



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 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 are working in Partnership to achieve results

We are founded on a successful Partnership that started between Surrey and East Sussex County Council in 2012 to improve the way we provide business services. Our ambition is to attract additional like-minded Partners who share our passion for delivering high quality Public services.



We will provide value for money

Working together we can drive efficiencies that will reduce our operating costs to achieve savings, create enhanced resilience, and deliver greater value for money services.

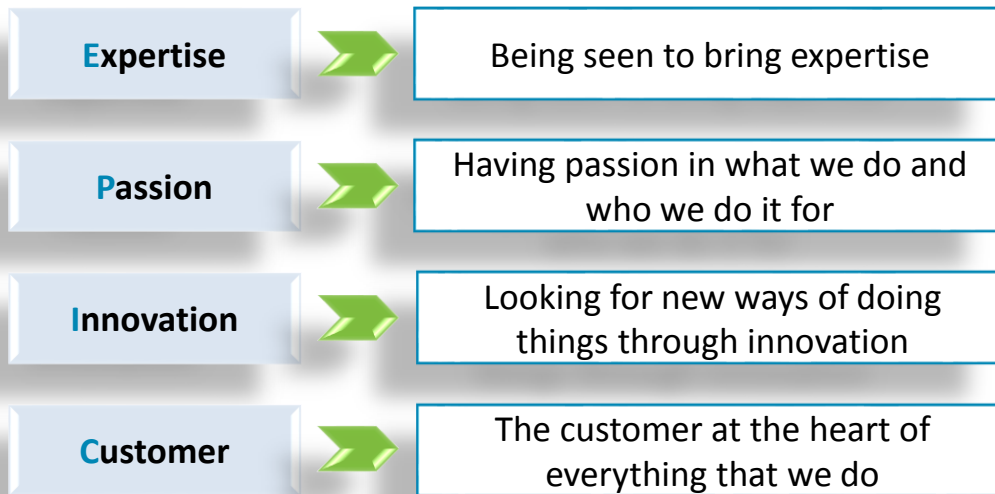


SURREY

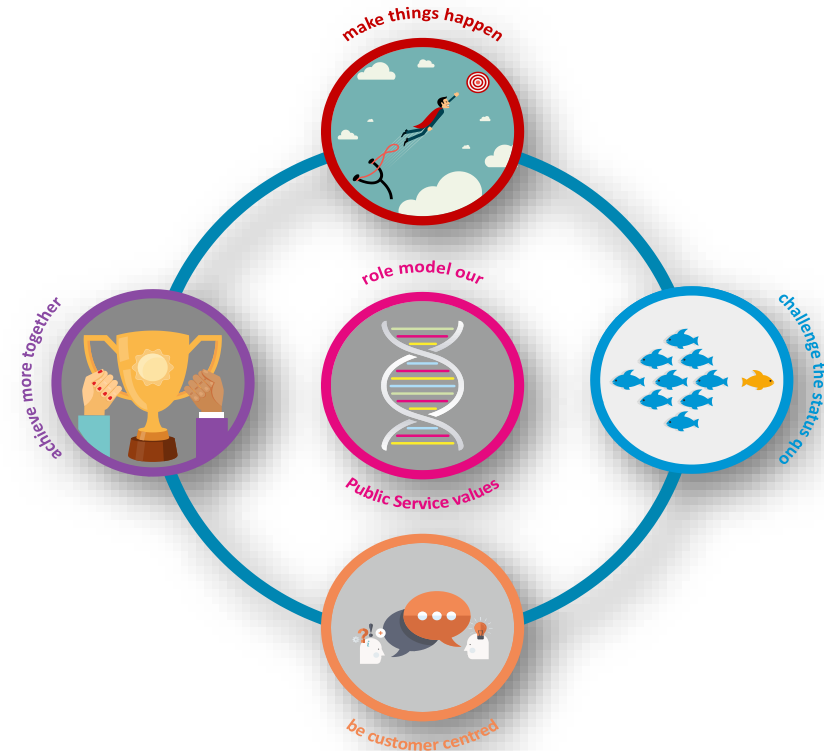
The Orbis culture



The EPIC culture



The EPIC behaviours



Leadership values and behaviours



Partners and customers



We are attracting new partners who believe, as we do, that greater things can be delivered through partnership working and true integration.



Service Integration



- Each service is at a different stage in the integration journey
- All services are working towards integrating budgets by April 2018 and full integration by April 2019
- However, service specific plans and approaches will vary
- Each service has already commenced engagement activities with BHCC and this will continue over the coming months

The Integration Journey

Budget integration – April 2018

Additional benefits realised from integrating the budgets across three authorities

Further integration of services

Delivers additional benefits as services continue to collaborate and work more closely together

Full integration – April 2019

Realisation of benefits and a strong platform in place for continued success

Shadow Year – Spring 2017

Initial benefits realised from an extended customer base and workforce

The journey to an integrated service



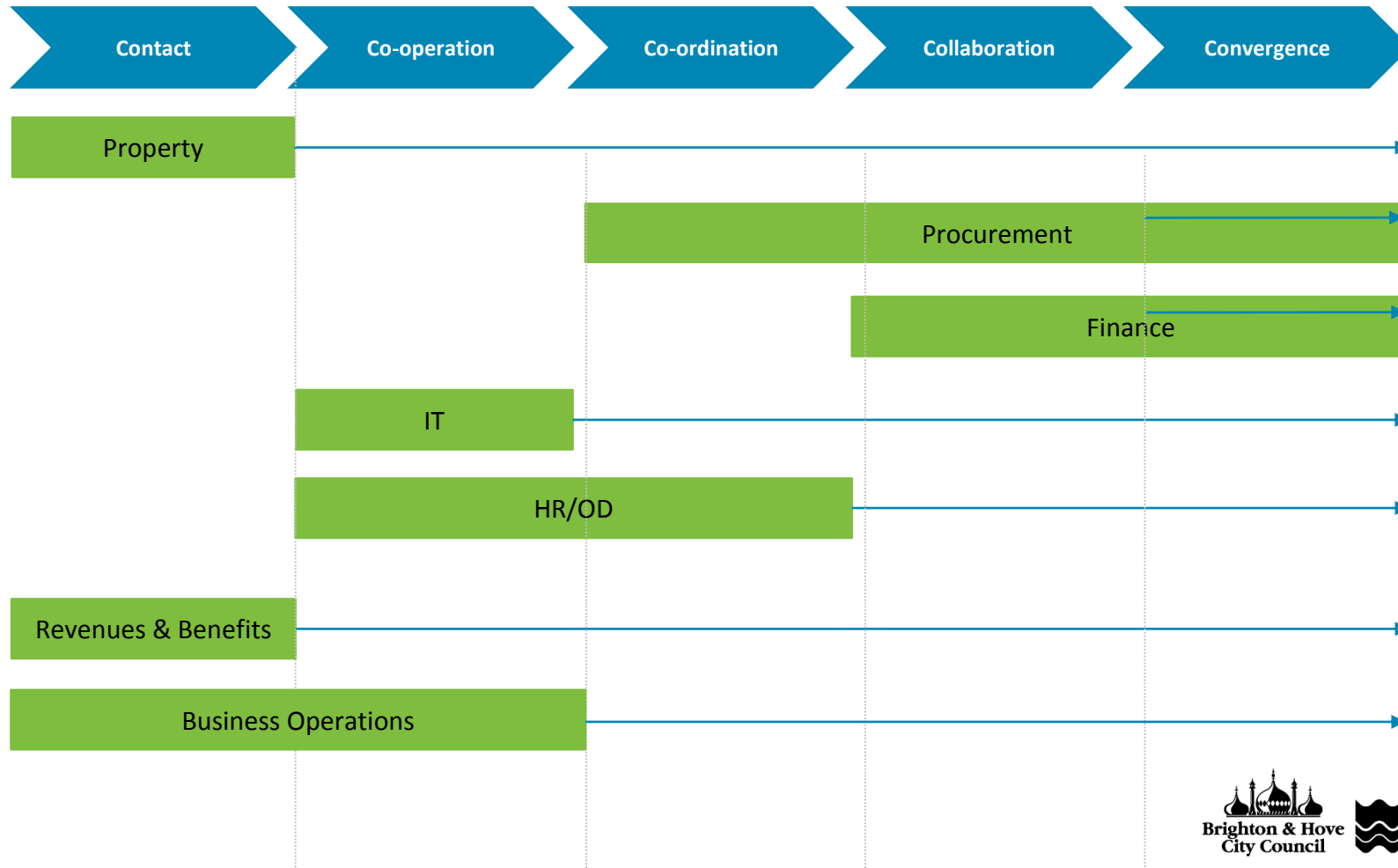
5 Cs – Key steps to convergence

| | Contact | Cooperation | Coordination | Collaboration | Convergence |
|------------------------------|--|---|---|---|---|
| Level of Integration | Experimental | Minimal | Selective | Selective | Full |
| Orbis Staff Commitment | <ul style="list-style-type: none"> Casual networking | <ul style="list-style-type: none"> Trust building | <ul style="list-style-type: none"> Shared goals with separate administrative framework | <ul style="list-style-type: none"> Shared vision with changes to working practices and new cross-partner interdependencies | <ul style="list-style-type: none"> Shared mission and service delivery Common standards and policies Performance Management Integrated structures |
| Typical activities and focus | <ul style="list-style-type: none"> Exploration of differences and commonalities | <ul style="list-style-type: none"> Information sharing Identify opportunities | <ul style="list-style-type: none"> Planning Joint Projects Process simplification | <ul style="list-style-type: none"> Implementing joint projects leading to shared services Process standardisation | <ul style="list-style-type: none"> Optimised common processes Common infrastructure Partner on-boarding |

The current stage of the integration journey



Each service is at a different stage in the integration journey and service specific integration plans are under development. The diagram below summarises which stage each service will span at the end of May and mark the formal start of the integration journey following on-boarding of BHCC.



General benefits



Working in partnership delivers a number of benefits, these can be defined as follows:

- Greater resilience across services
- Sharing of best practice and learning across the partners
- Opportunity for joint investment and business cases that wouldn't be possible as a single authority
- Greater opportunity for staff development and career progression
- Joint procurement activity
- Reduction of duplication
- Management delayering through integration of leadership teams
- Growth

The Financial Benefits



Orbis Operating Budget

The benefits from establishing a shared service invariably relate to the consolidation of activities and services delivered by the Partners, and the resulting resilience and efficiencies that can be gained. Integration of this scale will deliver financial and non-financial benefits, and both are fundamental to the success of the Orbis partnership. The Orbis business plan sets out the benefits from the initial partnership, the following are financial highlights:

Orbis Business Plan *

- Orbis Business Plan Savings of £8.8m per annum from 2018/19
- Total Planned Orbis Investment £7.6m

Progress

- 2016/17 planned ongoing savings of £1.1m delivered
- Additional savings achieved in 2016/17 £3.4m (mainly early delivery of 2017/18 savings)
- Investment to date £2.4m

Savings to Deliver: 2017/18 Savings £3.8m, 2018/19 Savings £3.9m

* This relates to the ESCC & SCC partnership, the current ESCC and SCC contributions to the Orbis partnership are 30% and 70% respectively.

Efficiencies will be delivered through a number of components:

| De-layering | Process Improvement | Removal of Duplication | Growth |
|---|--|---|---|
| Integrating the management of each service and reducing, where appropriate, the layers of managerial hierarchy. | Making processes more efficient and effective through use of more standardised, streamlined processes. Using technology enables us to offer automation through self-service. | Where activity is common across the two organisations, there is potential benefit through economies of scale and scope to remove duplicated effort. | Additional income that the services within Orbis have forecast can be achieved for inclusion in the business plan – this is key for Orbis as it expands its external customer base. |

The Financial Benefits



Budgets Managed on Behalf of ESCC and SCC

In addition to the Orbis operating budget, Orbis manages budgets on behalf of both ESCC and SCC. These budgets mainly relate to the respective authority's assets such as Property running costs, IT systems and infrastructure and also non-staffing council costs such as the audit fee. The 2017/18 net budgets managed on behalf of ESCC are £5.8m and include efficiencies of £0.4m. The 2017/18 net budgets managed on behalf of SCC are £41.5m and include efficiencies of £2.3m.

Achievement of 2016/17 Savings

In 2016/17 services over delivered their planned savings. The following table sets out the planned 2016/17 savings and the additional savings achieved by the Orbis operating budget and the budgets managed on behalf of ESCC and SCC.

| | Orbis Operating Budget ¹ | | | Managed on Behalf of ESCC | | | Managed on Behalf of SCC | | |
|---------------------|-------------------------------------|---|---------------|---------------------------|---|----------------|--------------------------|---|----------------|
| | Planned Savings | Additional Savings Delivered ² | Total Savings | Planned Savings | Additional Savings Delivered ² | Actual Savings | Planned Savings | Additional Savings Delivered ² | Actual Savings |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Business Operations | 0.58 | | 0.58 | | | 0.00 | | | 0.00 |
| Finance | 0.27 | 0.59 | 0.86 | | | 0.00 | 0.37 | 0.87 | 1.24 |
| HR & OD | 0.16 | 0.56 | 0.72 | | 0.07 | 0.07 | 0.46 | 0.52 | 0.99 |
| IT & D | 0.09 | 1.34 | 1.43 | 0.09 | 0.25 | 0.34 | 1.50 | 0.89 | 2.39 |
| Management | 0.00 | 0.29 | 0.29 | 0.01 | | 0.01 | | | 0.00 |
| Procurement | 0.04 | | 0.04 | | | 0.00 | | 0.07 | 0.07 |
| Property | 0.10 | 0.62 | 0.72 | | 0.70 | 0.70 | 0.96 | 4.17 | 5.13 |
| | 1.23 | 3.42 | 4.64 | 0.11 | 1.02 | 1.12 | 3.29 | 6.52 | 9.80 |

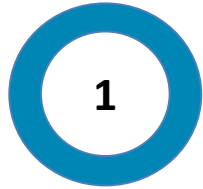
Notes

1. This is the total operating budget, ESCC & SCC shares are currently 30% & 70% respectively.
2. Additional savings are both one-off and early delivery of 2017/18 savings, they exclude underspends that were carried forward

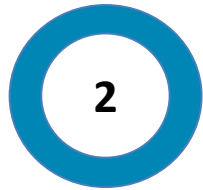
The journey to refreshing the partnership



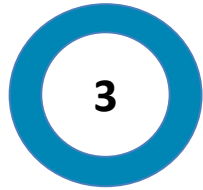
In order to define what we will do in the coming years and how we will do this, the revised business plan needs to focus on three key pillars:



Future proofing and risk management – to identify the challenges and opportunities ahead and how Orbis will monitor and respond to these, for example, health and social care integration and services to schools, to ensure long term sustainability



Partnership priority themes – delivering against the priority themes identified to support integration and improve the quality of services



Delivery of financial efficiencies – to meet the requirements of the sovereign authorities for 18/19 and 19/20 onwards

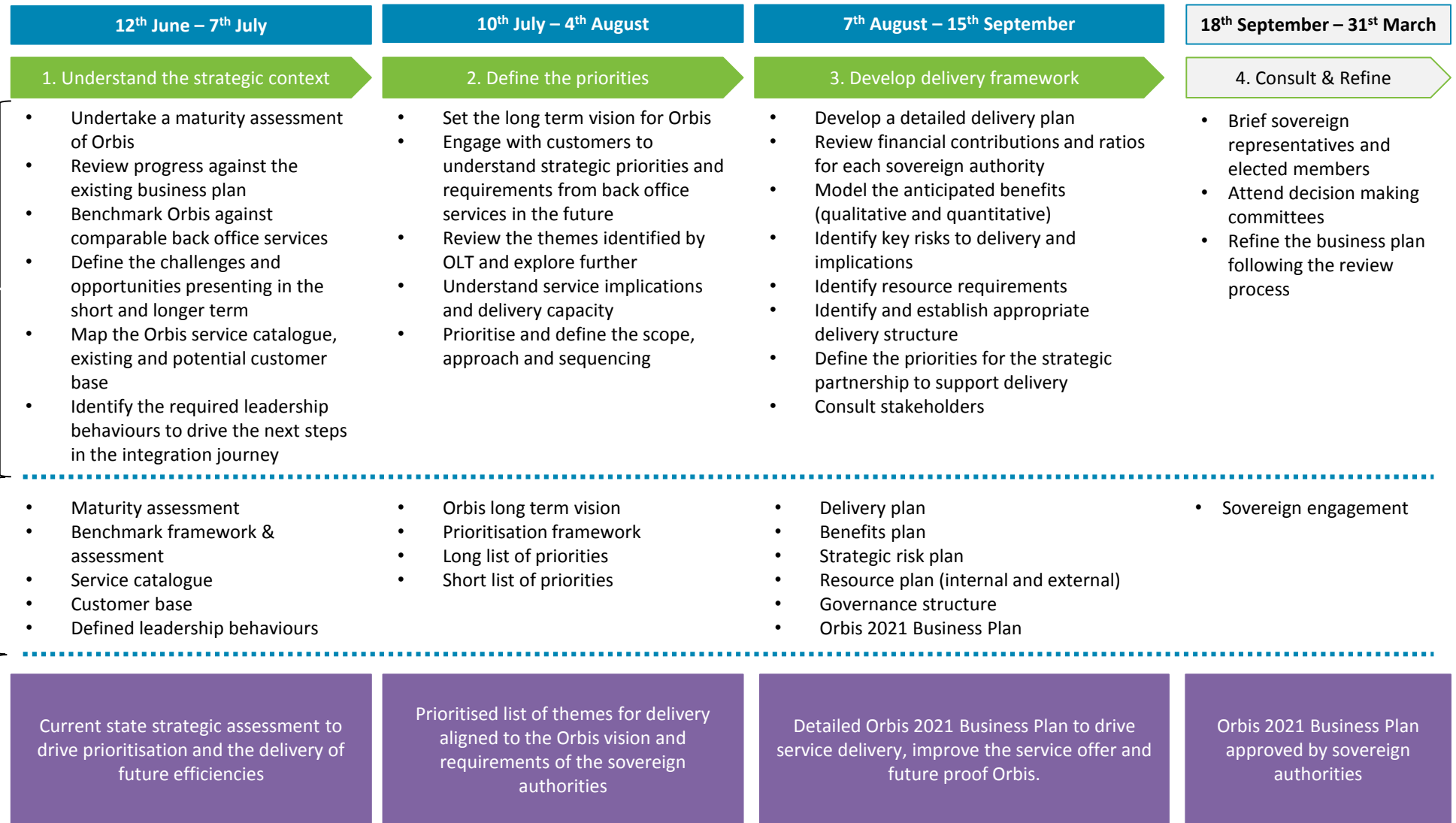
It is proposed that the business plan is developed in three stages as summarised below, followed by consultation and refinement with each sovereign body.



A high level delivery plan



A high level delivery plan to produce a revised business plan by mid-September is outlined below, based on activity commencing on 12th June 17.



Service Overview



Procurement



| Leadership | |
|------------|---|
| OLT member | Laura Forzani |
| SMT roles | <ul style="list-style-type: none"> Head of Procurement ESCC Head of Procurement SCC Head of Contract and Supplier Management Head of Category Management Head of Programmes and Performance Head of Improvement and Development Head of Strategic Procurement BHCC |

| Types of services offered: |
|--|
| <ul style="list-style-type: none"> Category and commercial strategies to inform/support customer strategies Commercial insight and analysis Procurement project delivery, from simple to highly complex Contract and supplier management framework and support |

| Orbis budget (2017/18) | East Sussex | Surrey | Brighton and Hove | Total |
|------------------------|-------------|------------|-------------------|------------|
| Op budget £m | 3.2 | | 0.7 | 3.9 |
| MoBo budget £m | -0.0 | 0.9 | 0.2 | 1.0 |
| Total budget £m | 0.9 | 3.1 | 0.8 | 4.9 |

| FTE | East Sussex | Surrey | Brighton and Hove | Total |
|-------|-------------|--------|-------------------|-------------|
| Staff | 83 | | 14.01 | 97.1 |

All numbers have been rounded - which might cause a casting difference
 SCC and ESCC contribute to the Joint Operating Budget in proportion to their service delivery requirements, SCC contribution is currently 70% and ESCC is 30%.



- Appointed a Joint Head of Procurement for ESCC and SCC
- Alignment of procurement offer across the two Councils



- Defined the Orbis procurement vision and target operating model
- Identified and implemented integration opportunities where appropriate, including jointly-managed teams
- Delivered against KPIs for savings, local spend etc



- Started working with Brighton and Hove teams to develop integration approach
- On track to deliver savings of £0.04m for East Sussex and Surrey Councils (operating budget savings)
- Implemented new structure for senior team (Tier 3)
- Service Consultation for ESCC and SCC to restructure whole Service



BHCC Procurement Lead reports to the Assistant Director for Procurement and part of the management team April 2017
 Collaboration already underway on a number of business as usual projects
 Wider staff engagement sessions with BHCC procurement held and integration plan built
 Process and technology to be aligned by April 2018
 Benchmarking complete in June 2017 to deliver against agreed KPIs by April 2019

IT & Digital



| Leadership | |
|------------|--|
| OLT member | Matt Scott |
| SLT roles | <ul style="list-style-type: none"> Head of Strategy and Engagement (SCC) Head of Strategy and Engagement (ESCC) Head of Strategy and Engagement (BHCC) Head of Projects and Innovation Head of Customer and Partnerships Head of Enterprise Technology |

| Services provided: |
|---|
| <ul style="list-style-type: none"> Business Partnering Strategy development Digital transformation delivery Architecture and solution design Enterprise Technology Compliance, cyber security and information governance Project, Programme delivery and PMO Application Lifecycle Management Contract and Supplier Management Support and service fulfilment for devices, software and productivity tools Traded services: (including Schools) IT support and data centre Consortia management: Unicorn and Link |

| Orbis budget (2017/18) | East Sussex | Surrey | Brighton and Hove | Total |
|------------------------|-------------|-------------|-------------------|-------------|
| Op budget £m | 16.8 | | 3.8 | 20.6 |
| MoBo budget £m | 0.5 | 12.5 | 2.6 | 15.6 |
| Total budget £m | 5.5 | 24.3 | 6.4 | 36.2 |

| FTE | East Sussex | Surrey | Brighton and Hove | Total |
|-------|-------------|--------|-------------------|---------------|
| Staff | 378 | | 129.15 | 507.15 |

All numbers have been rounded - which might cause a casting difference
 SCC and ESCC contribute to the Joint Operating Budget in proportion to their service delivery requirements, SCC contribution is currently 70% and ESCC is 30%.



- Appointed the Orbis Chief Information Officer (CIO - combining the previous Assistant Director for ICT, Chief Digital Officer and Chief Information Officer roles)
- Orbis IT&D target operating model defined
- Established the Architecture Design Advisory group
- Established the Business Technology Solutions Board



- Established a single IT & Digital Service: combining IMT at SCC and ICT at ESCC
- Appointed to the IT & Digital Senior Leadership Team
- Defined the vision for IT & Digital and the Digital DNA
- Completed management tier delayering and integration for ESCC and SCC
- Delivered target Orbis Business Plan savings



- Collaborative work between Orbis IT & Digital and BHCC ICT colleagues and evolving understanding of the services provided and opportunities for integration
- Joint working across all three founding partners at the Architecture Design Authority to develop enabling technology to support the Orbis partnership and align roadmaps
- Appointment to the role of Head of Strategy & Engagement (BHCC)
- Service integration completed and associated service efficiencies and savings realised
- A reputation for innovation and delivery makes IT & D the service of choice for business transformation
- Impact and influence across the South East Region

Property



| Leadership | |
|------------|---|
| OLT member | John Stebbings |
| SMT roles | <ul style="list-style-type: none"> Deputy Chief Property Officer Head of Property Operations Schools and Capital Programmes Manager Investment and Disposals Manager Lead Asset Manager Assistant Director of Property & Design |

| Types of services offered: |
|---|
| <ul style="list-style-type: none"> Facilities Management Property helpdesk Maintenance Asset Strategy Estate Management Energy Management Delivery of property projects Contract management Asset Planning & Investment Inner City Regeneration Architectural Design |

| Orbis budget (2017/18) | East Sussex | Surrey | Brighton and Hove | Total |
|------------------------|-------------|-------------|-------------------|-------------|
| Op budget £m | 9.4 | | 1.9 | 11.2 |
| MoBo budget £m | 4.6 | 21.6 | -0.7 | 25.5 |
| Total budget £m | 7.4 | 28.1 | 1.2 | 36.8 |

| FTE | East Sussex | Surrey | Brighton and Hove | Total |
|-------|-------------|--------|-------------------|---------------|
| Staff | 247 | | 114.37 | 361.37 |

All numbers have been rounded - which might cause a casting difference
 SCC and ESCC contribute to the Joint Operating Budget in proportion to their service delivery requirements, SCC contribution is currently 70% and ESCC is 30%.



- Appointed Joint Head of Property for ESCC and SCC
- Defined the Orbis property vision and target operating model
- Established one management team
- Identified and implemented integration opportunities where possible

- Worked to develop a common language and understand the unique aspects of each service
- On track to deliver savings for East Sussex and Surrey Councils (operating budget savings)
- Successfully integrated 4 teams in ESCC and SCC



- Engagement with the BHCC management team has commenced to understand the service offer
 - SMT away days held to explore opportunity areas to guide collaborative working
- By 2019:
- Integrate with Brighton and Hove team
 - Align savings strategies

Business Operations



| Leadership | |
|------------|---|
| OLT member | Simon Pollock |
| SMT roles | <ul style="list-style-type: none"> Head of Business Operations SCC Head of Business Operations ESCC Head of Business Operations BHCC Shared Services Architect Pensions Lead Manager Commercial Manager |

| Types of services offered: |
|---|
| <ul style="list-style-type: none"> Pension Administration Payroll Employee Services / Personnel Support Data Management and Analytics Recruitment Administration Training Administration Accounts Payable Accounts Receivable & Income collection Purchasing Commercial and Project Management Customer Strategy Helpdesk |

| Orbis budget (2017/18) | East Sussex | Surrey | Brighton and Hove | Total |
|------------------------|-------------|------------|-------------------|------------|
| Op budget £m | 5.2 | | 1.8 | 7.0 |
| MoBo budget £m | 0.2 | -0.1 | 0.3 | 0.4 |
| Total budget £m | 1.7 | 3.6 | 2.1 | 7.4 |

| FTE | East Sussex | Surrey | Brighton and Hove | Total |
|-------|-------------|--------|-------------------|------------|
| Staff | 310 | | 70 | 380 |

All numbers have been rounded - which might cause a casting difference
 SCC and ESCC contribute to the Joint Operating Budget in proportion to their service delivery requirements, SCC contribution is currently 70% and ESCC is 30%.



- Developed commercial strategy for Business Services and signed first s101 agreement for directorate with ESCC
- Started delivering back office services for ESCC through the TUPE of 44 staff from Serco



- Shared Head for ESCC and SCC appointed
- Defined the Orbis Business Operations vision and target operating model
- Implemented a joint e-invoicing solution
- Integrated SCC Fire back office and ESCC PSU, recruitment & accounts
- Started delivering Tri-borough pensions
- Outsourced printing solution
- Introduced single recruitment operating system and single BACS platform
- Welcomed six qualified Shared Service Architecture post graduates in service



- Prepared creation of business operations Hub in BHCC
- Integrated Tier 3 across ESCC and SCC
- Delivered £0.6m of operating budget savings
- Won new business for Hillingdon
- Improved the schools payroll portal
- Gained acceptance on the Norfolk framework as the supplier of pension administration
- Moved all pension funds to single operating platform
- Held CSE accreditation for 7 years with latest assessment showing 5 areas of good practice
- Developed service KPI aligned to target operating model



- Engage BHCC staff in the Orbis business operations offer, including away days and presentations
- BHCC Business Operations lead and BHCC Transition Project Manager appointed; attending management meetings from March 2017 onwards
- Develop future structure and plans
- Work with one integrated management team across three locations
- Lead schools programme to retain and grow commercial opportunities

HR & OD (including Revenues & Benefits)



| Leadership | |
|------------|--|
| OLT member | Sergio Sgambellone |
| SMT roles | <ul style="list-style-type: none"> • Head of HR/OD BHCC • Head of HR/OD ESCC • Head of HR/OD SCC • Head of HR Advisory • Head of Revs & Bens - BHCC |

| Types of services offered: |
|--|
| <ul style="list-style-type: none"> • Employee relations casework advice • Organisational Development & Training • Health and Wellbeing • Development of HR policies and strategies • Comprehensive Revenues & Benefits operation with focus on digital transformation |

| Orbis budget (2017/18) | East Sussex | Surrey | Brighton and Hove | Total |
|------------------------|-------------|------------|-------------------|-------------|
| Op budget £m | 4.8 | | 1.7 | 6.5 |
| MoBo budget £m | -0.1 | 4.2 | 4.9 | 9.0 |
| Total budget £m | 1.4 | 7.6 | 6.6 | 15.5 |

| FTE | East Sussex | Surrey | Brighton and Hove | Total |
|-------|-------------|--------|--------------------------|-------|
| Staff | 105 | | 65.4 (HR) 190.5 (R&B) | 378.1 |

All numbers have been rounded - which might cause a casting difference
SCC and ESCC contribute to the Joint Operating Budget in proportion to their service delivery requirements, SCC contribution is currently 70% and ESCC is 30%.



- Defined an initial draft of the Orbis HROD target operating model
- Identified and implemented integration opportunities where possible
- Developed Orbis pay approach for ESCC and SCC
- Completed proof of concept exercise for Orbis business plan



- Appointed a Joint Director of HROD for ESCC and SCC
- Connected with BHCC colleagues to build a common understanding of Orbis and the future focus of HROD
- Work started to develop a joint transformation plan
- Integrated senior management teams across two locations
- Delivered £0.2m of planned operating budget savings
- Developed Orbis pay approach for three partners
- Developed approach to incorporate Revenues and Benefits team



- BHCC Head of HROD attending Orbis management team meetings
- Extensive staff engagement to develop an integrated structure across three sovereign authorities, including exploration of change readiness, service vision, skills incentives, resources and plans. Finalise by 21st June 2017
- Engage with customers and trade unions to develop a high impact HROD service that has a reduced cost to serve
- Launch consultation on 21st September then appoint to new integrated HROD structure across three sovereign authorities
- Continue working relationship and management integration with Revenues and Benefits service – focus on potential growth with district councils

Finance (including Internal Audit)



| Leadership (subject to restructure) | |
|-------------------------------------|---|
| OLT member | Sheila Little |
| SMT roles | <ul style="list-style-type: none"> Deputy Chief Finance Officer SCC Chief Internal Auditor Head of Finance (Business and Investment Development) Deputy Chief Finance Officer (BHCC) Chief Finance Officer (ESCC) Head of Finance (Technology and Process Improvement) Head of Strategic Finance x 2 |

| Types of services offered: |
|--|
| <ul style="list-style-type: none"> Financial Strategy & Planning Financial Accounting Financial Advice Management accounting VAT Advice Insurance Treasury Management Pension Fund Management Internal Audit Review and advise on: <ul style="list-style-type: none"> Control and governance processes Achievement of strategic objectives; Reliability and integrity of information; Efficiency and effectiveness of operations and activities; Safeguarding of assets Compliance. |

| Orbis budget (2017/18) | East Sussex | Surrey | Brighton and Hove | Total |
|------------------------|-------------|------------|-------------------|-------------|
| Op budget £m | 9.0 | | 2.2 | 11.2 |
| MoBo budget £m | 0.8 | 2.8 | 0.1 | 3.7 |
| Total budget £m | 3.5 | 9.1 | 2.3 | 14.9 |

| FTE | East Sussex | Surrey | Brighton and Hove | Total |
|-------|-------------|--------|-------------------|--------------|
| Staff | 198 | | 87.8 | 285.8 |

All numbers have been rounded - which might cause a casting difference
 SCC and ESCC contribute to the Joint Operating Budget in proportion to their service delivery requirements, SCC contribution is currently 70% and ESCC is 30%.



- Defined the Orbis Finance vision and outline target operating model
- Established ways of working across two locations



- Appointed Director of Finance for Orbis
- Developed an Orbis Finance integration strategy and refreshed and developed the Target Operating Model to enable integration across the three partners
- Delivered £0.3m of planned operating budget savings
- Integration of Internal Audit, including joint audit plans
- High level baselined finance function for three partners



- Consulted on the Finance Strategic Leadership Team structure and effective from June 2017
- Complete design and implementation of centres of expertise for specialist / corporate activities
- Identify and implement further opportunities for integration
- Align savings strategies
- Fully integrated Finance service