

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



DATE: 16 OCTOBER 2017

LEAD OFFICER: KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL), JOHN STEBBINGS (CHIEF PROPERTY OFFICER, SURREY COUNTY COUNCIL) & DAVID KUENSSBERG (EXECUTIVE DIRECTOR FINANCE & RESOURCES, BRIGHTON & HOVE CITY COUNCIL)

SUBJECT: ORBIS BUSINESS PLAN REFRESH

PURPOSE OF REPORT:

To provide an update to the Orbis Joint Committee on the development of a revised business plan and progress made on the key elements developed to date.

INTRODUCTION

The original business plan covered a 3 year period commencing in April 2016. It was based around the formation of the partnership and the benefits that can be achieved through integrating services, management delayering and reduction in duplication.

With the advent of Brighton & Hove City Council joining the partnership in May 2017 it was recognised that a refreshed business plan is required to take into consideration having three partners and to take the opportunity to take a longer term view in relation to the partnership.

RECOMMENDATIONS:

It is recommended that the Orbis Joint Committee reviews and notes the progress being made in developing a revised business plan.

REASON FOR RECOMMENDATIONS:

To ensure the Joint Committee is fully briefed on progress within the partnership and has the opportunity to challenge, question and influence the future strategic direction of Orbis.

DETAILS:

1. Development of a refreshed Orbis Business plan commenced in June 2017 and has been undertaken through a number of focussed sessions with the Orbis Leadership Team (OLT) throughout the summer and early Autumn.
2. There are a number of key components to the refreshed business plan:
 - Ten year (2027) vision for Orbis, with a more detailed 3 year delivery plan

- Review of progress against the original business plan
 - Maturity Assessment of the partnership against a number of key indicators and the aspiration for the future development
 - Challenges & Opportunities for the partnership and an updated risk assessment
 - Key priorities for the partnership for the next three years
 - Updated financial baseline and benefits
3. A brief summary of these sections is provided below with full details available in the accompanying slide deck (Appendix 1)

Vision

4. The long term vision for 2027 considered feedback from the Chief Executives of the three Sovereign Councils which recommended the focus for Orbis should be a deeper dive within the existing geography, looking at the opportunities that exist in areas such as Health/Social Care integration rather than actively seeking to attract another large external partner. Orbis needs to be sustainable for the future and able to respond effectively to the changing landscape of Local Government
5. There are a number of core elements that underpin the vision such as; remaining a purpose led organisation; continuing to strive to deliver best value; explore and actively encourage digital innovations and; ultimately ensure that Orbis is customer focused, flexible and responsive.
6. Our people and culture have been a key focus for Orbis and this will continue in order to build a workforce equipped with the skills and capabilities required to deliver our aspirations.

Maturity Assessment

7. A maturity assessment has been undertaken with a view to understanding how Orbis measures against a number of criteria. This will help to define the relative maturity of the partnership in a shared service context.
8. Orbis scored well in a number of the categories including customer, people, leadership and technology. Areas for further development were identified as performance management, data, process and controls.
9. As part of the maturity assessment an aspiration has been set for future progress across all areas, further detail can be found in appendix 1 slide 10.

Challenges and Opportunities

10. It is important for the partnership to be clear about the opportunities that can be achieved through working together as well as being cognisant of the challenges both within Local Government and for the partnership moving forward.
11. A number of key challenges have been identified and these focus on four specific themes:
 - Remaining sustainable
 - Building a workforce fit for the future
 - Integrating services
 - Retaining the unique selling point
12. The key opportunities are also based around four key themes:

- Strengthen a place based approach
- Remain an intelligent partner
- Adopt new approaches and applied technologies
- Building a high performing workforce

More detail on these areas can be found on slides 12 & 13 in appendix 1

Key Priorities

13. The key priorities for Orbis during the next 3 years are detailed in the table below:

1 Serve our Customers	2 Develop our People	3 Lead to Create Conditions for Success
<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>
<ul style="list-style-type: none"> • Develop Orbis wide customer metrics and a performance dashboard for senior customers • Establish mechanisms to seek regular customer feedback • Develop a customer access strategy to ensure service delivery is focused on the end user and not determined by function and structure • Strengthen relationships with sovereign bodies to remain an intelligent partner • Develop greater customer insight to enable proactive responses to customer needs 	<ul style="list-style-type: none"> • Continue to embed the EPIC culture and behaviours to all levels of the organisation to build loyalty to Orbis • Embed the Orbis performance framework • Enable more staff to access opportunities across the partnership via secondments and training • Remain aware of the organisational mood and tailor communication and marketing of development programmes accordingly • Equip staff with skills and expertise to respond to changing environment and technology, building agility • Recruit and retain talent to help deliver our vision, including securing more flexible resources to meet fluctuating demand 	<ul style="list-style-type: none"> • Embed the Orbis culture across all layers of the organisation and all partners • Empower staff to take more decisions and positively role model this • Continue to engage with staff regarding what it means to be part of Orbis • Communicate and engage with staff regularly and in an accessible form

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Financial Baseline & Benefits

14. As part of BHCC joining Orbis work has been progressing on a revised baseline for the partnership that will determine the contribution ratios for each of the three partners. Appendix 1 slide 24 details the latest baseline position as of September 2017 with the contribution ratios currently projected to be in the region of;

- Surrey 56%
- East Sussex 24%
- Brighton & Hove 20%

15. Work will continue to refine the baseline numbers with a view to finalising the financial position for the Inter Authority Agreement (IAA) and integration of budgets in April 2018.

16. It is recognised that the benefits of integration will have been realised by April 2019 and therefore any additional savings will start to have a real impact on the quality and level of service provision.

17. Initial workshops have been held with each service in Orbis to identify what are termed “areas of search”. These are potential areas to focus on should there be

a requirement for Orbis to deliver further savings in the final years 2019/20 and 2020/21.

18. The areas of search were themed around eight categories to help shape the discussions and focus the outcomes, further detail of these can be found on slide 25 in appendix 1.

Next Steps:

19. Work will continue to develop, refine and complete the business plan during the next few months with an expected completion date early in the New Year. As part of this process a number of communication and engagement activities will take place with staff, unions and stakeholders.
 20. The revised business plan will be implemented from April 2018 alongside the full Inter Authority Agreement and full integration of budgets.
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Contact Officers:

Adrian Stockbridge – Orbis Programme Manager

Consulted:

Kevin Foster – Chief Operating Officer

John Stebbings – Chief Property Officer

David Kuenssberg - Executive Director of Finance & Resources

Appendices:

Appendix 1 – Collated Business Plan Components

Sources/ background papers:

SCC & ESCC Cabinet reports October 2015 – Original Orbis Business Plan
