

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



**ORBIS JOINT COMMITTEE**

**DATE:** 19 JANUARY 2018

**LEAD OFFICER:** KEVIN FOSTER (CHIEF OPERATING OFFICER, EAST SUSSEX COUNTY COUNCIL), SHEILA LITTLE (DIRECTOR OF FINANCE, SURREY COUNTY COUNCIL) & DAVID KUENSSBERG (EXECUTIVE DIRECTOR FINANCE & RESOURCES, BRIGHTON & HOVE CITY COUNCIL)

**SUBJECT:** ORBIS HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT SERVICE UPDATE

**SUMMARY OF ISSUE:**

The Orbis Human Resources and Organisational Development (HR&OD) Function is progressing its integration journey required to deliver the efficiencies identified in the original Orbis Business Plan.

Following Brighton & Hove City Council joining the partnership, a three years transformation plan was considered as the more sustainable approach by the newly appointed Director of HR&OD in consultation with the Orbis Leadership Team.

This report produces an update of the progresses made to-date and an outline of the key outcomes expected for the Financial year 2018/19.

**RECOMMENDATIONS:**

It is recommended that:

- 1.The Joint Committee note the progresses made
- 2.The Joint Committee is sighted of the HR&OD plans to reach full integration by April 2019

**REASON FOR RECOMMENDATIONS:**

To ensure the Joint Committee is kept informed about the progress to-date and understands the approach being taken for the Human Resources & Organisational Development Function with regards to their Orbis aspirations to integrate.

**DETAILS:**

**Service Update for the Human Resources & Organisational Development Function.**

1. The Human Resources and Organisational Development Function started the Orbis journey towards full integration soon after Brighton & Hove City Council formally joined the Partnership.
2. Due to the challenging aspirations to achieve significant efficiencies during 2018/19 and set a sustainable platform for the future, the Senior Management Team agreed that a transformation journey was required.
3. The journey started in December 2016 and since then has been led by the Director of HR&OD and his Senior Leadership Team.
4. A simple framework based on four key components was adopted:
  - a. Strategy: co-creating and communicating the reasons for change
  - b. Structure: creating the formal set up (and organisational design); creating the informal networks, communities, teams and groups to deliver a re-defined HROD offer
  - c. Systems: Aligning systems and processes where appropriate
  - d. Skills: building the skills and culture needed to succeed in a more complex (integrated) environment
5. The attached Annex 1 captures the progress made so far for each of the above elements and key areas of focus for the year ahead (April 2018 – March 2019).

#### **RISK MANAGEMENT AND IMPLICATIONS:**

6. The Transformation and integration plans for 2018/19 will identify the financial and non-financial risks along with proposed treatments.

#### **Financial and Value for Money Implications**

7. The cost of the proposed next steps required to achieve the new HR&OD Integrated model and consequent funding are incorporated in the Orbis Business Plan.

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

8. Detailed plans focused primarily on the HR&OD system landscape and the development of staff skills will be produced / co-created in collaboration with Staff, Stakeholders, Orbis IT&D, Procurement, Finance and Business Operation Colleagues.

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**Annexes:**

Annex 1 - Service Update slides.

**Sources/background papers:**

- None
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