

**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: CONSISTENCY OF SERVICE DELIVERY

SUMMARY OF ISSUE:

Consistency of service delivery is key for any shared service arrangement to ensure effective systems and processes are in place together with the ability to reduce the cost of delivery.

RECOMMENDATIONS:

It is recommended that:

The Joint Committee note the content of this report

REASON FOR RECOMMENDATIONS:

To ensure the Joint Committee is informed on progress being made in the integration and transformation of service delivery within the partnership.

DETAILS:

1. A review has been undertaken to look at the relative consistency in approach for how Orbis services are currently delivered and to what extent the service delivery differs between the three organisations.
2. The review was undertaken through conversations with each respective service lead to understand the current position (as is) and aspirational future state (to be).
3. Driving consistency of approach through consolidated policies, procedures, processes and systems can have huge benefits in terms of the cost of operations and quality of service delivery. It is therefore vital to continue to drive a consistent approach in these areas wherever possible.

4. It is recognised that there will always need to be an element of 'sovereign choice' in how services are delivered. This will ultimately lead to differences in approach and prevent the ability to achieve one hundred percent (100%) consistency.
5. The detail in appendix 1 demonstrates that there are significant differences in the approach for each service area and across the three councils. This can be attributed to the different approach and timing of integration within each service together with the diverse levels of complexity across services.
6. Property is one area to highlight where there are significant differences. It will be possible to achieve a level of consistency in relation to processes and technology, but in areas such as strategic asset strategies these will largely remain sovereign due to the different approach taken by each council. A good example is the ongoing work in Brighton & Hove City Council in relation to inner city regeneration, this activity is not undertaken by the County Councils.
7. In direct contrast to Property, more transactional areas such as Business Operations will seek to drive consistency to the highest possible level, this is crucial for the service to be truly cost effective. The aspiration is to achieve in the region of 90% as processes such as payroll, recruitment, accounts payable/receivable and data management should be streamlined as much as possible. An example of this is a joint e-recruitment system is currently being procured by the three councils.
8. The focus for Orbis during the initial phase was to create the partnership, integrate teams and deliver savings. The focus going forward will be to really focus on how services are delivered and really seek to transform and improve quality and effectiveness.

WHAT HAPPENS NEXT:

9. Work will continue to review and improve processes and procedures within each service area and across the partnership
10. The Orbis Joint Management Board will be undertaking a number of service based reviews through a showcase approach later in the year to understand direction of travel and approach to service transformation.
11. As part of the performance framework a regular review of consistency will be undertaken to track progress in these areas.

Contact Officers:

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Consulted:

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Appendices:

Appendix 1 – Service review slide deck
