orbis

the compelling alternative

Consistency of Approach (project hazel)
v0.2 Draft for Review
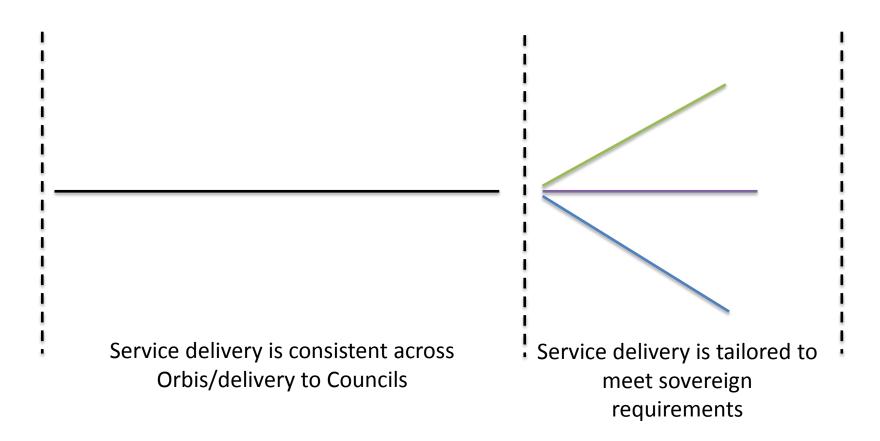**Issued 7 March 2018**

1. INTRODUCTION & APPROACH

Service delivery is consistent across Orbis/delivery to Councils

Service delivery is tailored to meet sovereign requirements
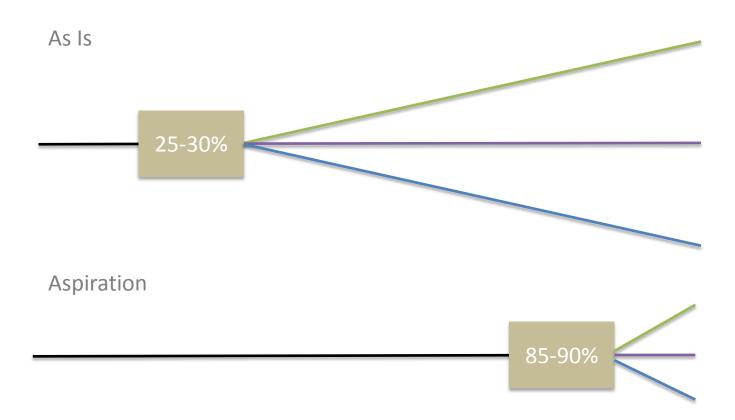
Business Operations
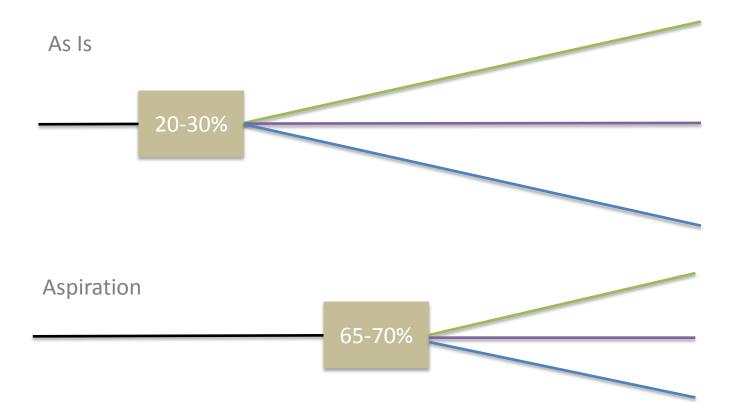
As Is

25-30%

Aspiration

85-90%

Business Operations

- Due to the nature of the service it should be possible to drive a high level of consistency, but there are dependencies on technology and location of services.

- It is estimated that there are 1000 processes at each site with an average of 15 steps per process. This means that there can be up to 45,000 process steps to manage and optimise.

- There are currently huge variations in the systems / processes within Bus Ops this leads to a very inconsistent approach in the delivery of services to each Council

- A number of factors contribute to the variation including; policies, compliance and culture of the organisations.

- There are some areas where there is already a reasonable high degree of consistency such as payroll, eDBS and BACS and in areas such as these the aspiration will be to drive 100% consistency where possible.

- To achieve the aspiration of 85-90% many factors will need to be considered including consolidation of systems, locating centres of expertise together and process re-engineering.

- It will also need a change of culture for staff within Orbis and customers using the service, currently compliance is inconsistent and in some areas there is a blatant disregard for following the defined approach.

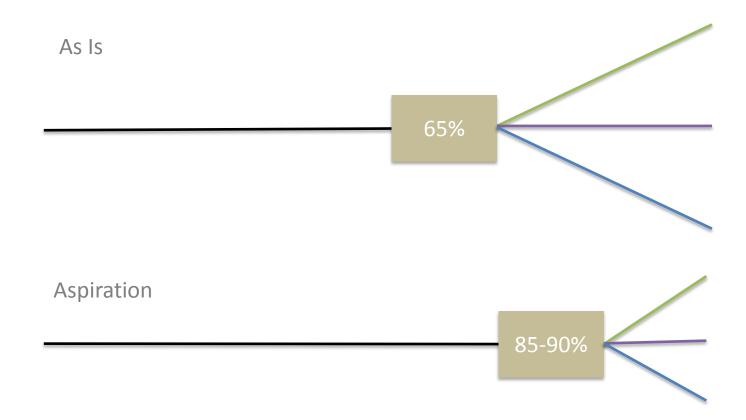HROD

As Is

20-30%

Aspiration

65-70%

HROD

- The approach in HR will be to ensure consistency in creation but recognising there will likely be differences in the offer

- A recent mapping of the HR application landscape has identified 67 different systems used by HROD across the three authorities. This highlights the complexity and diversity in the way the service is delivered

- Understanding the technical landscape for the service enables strategies to be developed around application consolidation and planning. An example of this is the current joint procurement for a new e-recruitment system across all three Councils

- Although at a high level many of the services are broadly the same (pay, benefits, training, performance, wellbeing etc) the way these functions are delivered in each organisation are vastly different.

- Much of this difference is due to the varying policies and strategies of the sovereign authorities, for example ESCC & BHCC adhere to national pay policy where as SCC does not.

- Governance can drive different approaches, SCC tends to take a more formal approach in areas such as pay exceptions where these are required to be approved by a Member Committee (PPDC)

IT&D

As Is

65%

Aspiration

85-90%

IT&D

As Is

- All three have service desks

- By the end of the consultations there will be consistency in job descriptions, processes and UX

- There are still a number of key differences around IT&D, mainly driven by polices of the three councils

- Devices (laptops, phones etc) are still largely different but alignment strategies are in place to converge in the future

- SCC/ESCC are now both hosted within the same data centre but not currently BHCC

- Out of hours arrangements and DR capabilities are currently different
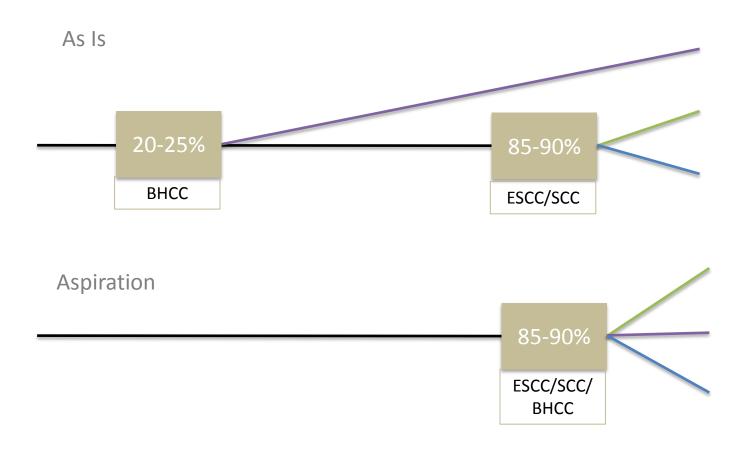
- Consistency for SANS & Anti virus.

To Be

- Digital approaches are different but there is an appetite to develop and improve in this space

- Mapped out architecture with strategies in place but these are sovereign owned and link to the corporate strategies of each organisation

- Convergence path for O365, rollout ongoing in BHCC

- Business partner model is also different across the three partners

Procurement

As Is

20-25%
BHCC

85-90%
ESCC/SCC

Aspiration

85-90%
ESCC/SCC/
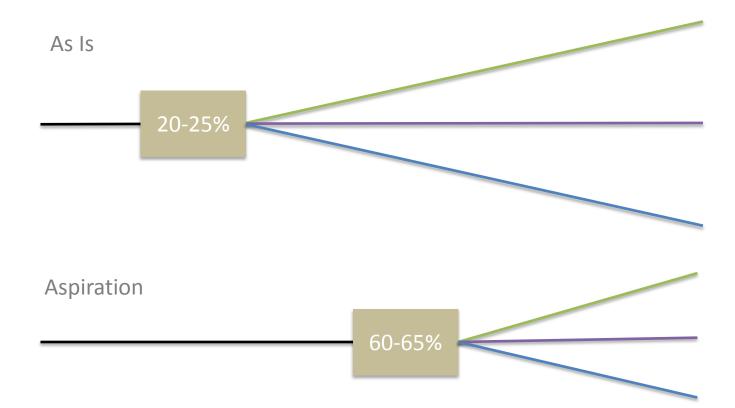BHCC

Procurement

As Is

- ESCC/SCC largely aligned with same governance arrangements for procuring goods/works/services

- Policies are generally the same including key elements such as Procurement Standing Orders (PSOs)

- BHCC is a little behind as the integration of staff will happen from April 2018

To Be

- Improved master data management and consistency is crucial for effective analytics and reporting

- Job profiles to be aligned from April 2018

- Review and update of PSOs in BHCC

Finance

As Is

20-25%

Aspiration
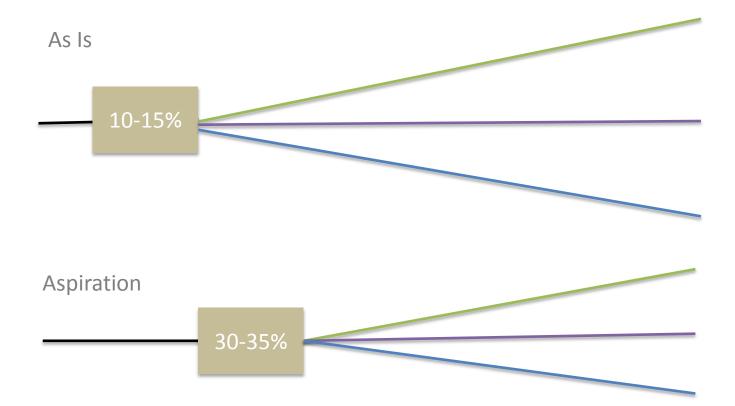
60-65%

Finance

As Is

- Sovereign need/requirements drive a different approach to the accounting process in each organisations

- The activities are very similar but are delivered differently in the three organisations

- The timing for the budget setting process is slightly different

- Difference in polices and approaches for each partner also mean a different approach is required

- Most of the systems are separate as are most processes

- Although the Audit plan is aligned, there are three separate Audit committees

To Be

- Once the centres of expertise have been implemented it will improve the consistency of approach

- Job descriptions will be aligned as part of the CoE and service finance integration

- Internal Audit has resources aligned across the three organisations to deliver the audit plan

- A review of systems and process will be undertaken as part of the integration process

Property

As Is

10-15%

Aspiration

30-35%

Property

The service provides 75 different streams of Property work across three sovereign authorities.
The service provides different levels of corporate landlord to the three sovereign authorities.
The senior Leadership is integrated across the three organisations with a number of functions including integrated teams across two of the sovereign bodies. These teams however are providing a different range and level of service to different organisations.
Differences in provision are driven by the scope of the service requests and the culture across the three organisations over the requests from the sovereign authority.
Processes and governance are also different across all three with the intent to integrate teams followed by processes being aligned.
The IT data system for Property is the same base system however across the three organisations there are two different versions (ESCC/SCC and BHCC) a new system will be required by 2021 this could then be aligned.
The operational management teams across two of the three organisations are being aligned by 1st May 2018. The management and the role of teams in Brighton and Hove City Council are fundamentally of a different mix of responsibility's and roles and therefore the opportunity to integrate further will be extremely challenging. The Brighton and Hove City Council Property team also sit within a different directorate to other Orbis Services – (Economy, Environment and Culture.)
Without a fundamental alignment to processes as well as sovereign cultural and levels of expectation (scope of services) the aspiration of alignment across all three sovereign authorities will be limited in both the areas of operation and strategic management.