

## Annexe 3

### Orbis Performance Summary

	People		Customer		Innovation	
	Activities this quarter	Impact	Activities this quarter	Impact	Activities this quarter	Impact
<b>Orbis Performance &amp; Change Team</b>	<ul style="list-style-type: none"> <li>Staff engagement activities scheduled to support wellbeing during second lockdown</li> <li>Following the development of online courses to support staff and managers additional courses have been run for Finance with a specific service focus and tailored design</li> <li>Recording of 'Christmas message' by JMB for all Orbis staff to recognise the efforts and successes of the last year in a challenging context</li> </ul>	<ul style="list-style-type: none"> <li>103 members of staff attended the sessions scheduled over November and December with positive feedback and high levels of engagement</li> <li>Approx. 20 members of the Finance team have been able to develop their capability and confidence in running effective remote meetings and have been able to apply this learning to Finance specific examples</li> <li>Demonstration of recognition and praise for the efforts of all staff across the Partnership and a celebration of success</li> </ul>	<ul style="list-style-type: none"> <li>Following the successful delivery of three cohorts of the Developing Partnering Excellence Programme, the programme has been tailored for Orbis Internal Audit and Orbis Procurement with training scheduled for January delivery</li> <li>Review of Orbis website to ensure content is relevant and up to date</li> </ul>	<ul style="list-style-type: none"> <li>Developed to equip colleagues with tools and techniques to work effectively in the complex partnership environment and to build 'Partnering' skills in order to add value and provide the best possible service to customers of the Internal Audit and Procurement services across the three Partner authorities. Course to be rolled out to approx. 25 staff across the two services</li> <li>Provision of accurate and relevant information to potential external Customers who can better understand the services we offer</li> </ul>	<ul style="list-style-type: none"> <li>An online eLearning style Orbis induction was launched</li> <li>Five virtual 'new starter network' events were held</li> </ul>	<ul style="list-style-type: none"> <li>As remote working continues, this helps new starters feel a sense of belonging to the Orbis partnership; understand the nuances of cultural differences and provides a way to build relationships and a peer network with people outside of their immediate team</li> </ul>

	People		Customer		Innovation	
	Activities this quarter	Impact	Activities this quarter	Impact	Activities this quarter	Impact
<b>Business Operations (fully integrated)</b>	<ul style="list-style-type: none"> <li>Whole team meetings. Series of team meetings held in F&amp;P and HR Ops to communicate directly to all team members. HR Ops held 14 meetings speaking to 107 colleagues. F&amp;P Ops meetings to be held over December/January</li> </ul>	<ul style="list-style-type: none"> <li>Understand issues affecting colleagues and capture data for analysis. Key areas of focus include:               <ul style="list-style-type: none"> <li>Collaboration</li> <li>Wellbeing</li> <li>Knowledge Management</li> <li>Equipment provision for long term home working</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>SST members undertaking Orbis Partnering Excellence Course</li> </ul>	<ul style="list-style-type: none"> <li>Will allow service leaders to better assess their partnering skills and the potential to drive more meaningful relationships with our customers and colleagues</li> </ul>	<ul style="list-style-type: none"> <li>A pipeline of activity to deliver further opportunities to support the delivery of business plans through the deployment of well-placed and purposeful automation</li> </ul>	<ul style="list-style-type: none"> <li>Improve effectiveness of process through automation to free up staff to focus on the higher value activities for the service</li> </ul>
	<ul style="list-style-type: none"> <li>Take 10 for Tea with SST. Each SST member leading a 10 minute open coffee catch-up to informally engage with colleagues. Most meetings have lasted longer than 10 minutes!</li> </ul>	<ul style="list-style-type: none"> <li>Improved colleague engagement, replicating 'tea bar chats' from the office environment</li> </ul>	<ul style="list-style-type: none"> <li>Expanding commercial opportunities. Commercial team positioning service for end of Strictly Education 'non-compete' clause and bidding for work in non-traditional segments (e.g. University of Surrey and out of area Academy Trusts)</li> </ul>	<ul style="list-style-type: none"> <li>Potential to exploit expertise in Recruitment and Safer Staffing, driving revenue for the partnership</li> </ul>	<ul style="list-style-type: none"> <li>Working closely with IT&amp;D looking to expand the use of robotic process automation into East Sussex and where possible as well as test and implement new technologies such as chatbots</li> </ul>	<ul style="list-style-type: none"> <li>To aid enhancement of process and self-service offerings</li> </ul>
	<ul style="list-style-type: none"> <li>Remembrance. 65 Bus Ops colleagues joined Wing Commander Alex South RAF (Ret'd) (Hd of HR Ops) to commemorate Armistice Day and remember the Fallen</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of partnership working, colleague engagement</li> </ul>			<ul style="list-style-type: none"> <li>Implemented upgrade to Brighton's Income Management System</li> </ul>	<ul style="list-style-type: none"> <li>Improved functionality and system now hosted by supplier providing improved resilience</li> </ul>
	<ul style="list-style-type: none"> <li>Winter Wellbeing email series</li> </ul>	<ul style="list-style-type: none"> <li>Supports staff with tools and tips that promote wellbeing during winter lockdown</li> </ul>			<ul style="list-style-type: none"> <li>Implemented in house Homecare solution in Brighton</li> <li>Implemented new org chart software for Surrey</li> </ul>	<ul style="list-style-type: none"> <li>To improve payment controls</li> <li>Gives further insights to Surrey on establishment and allows modelling of structures in real time with services</li> </ul>

	People		Customer		Innovation	
	Activities this quarter	Impact	Activities this quarter	Impact	Activities this quarter	Impact
<b>Finance (partially integrated)</b>	<ul style="list-style-type: none"> <li>• 3 apprentices successfully recruited (1 in Finance and 2 in Pensions)</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively supporting the 'grow our own' strategy to supplement usual recruitment methods and to ensure staff development needs are being met</li> </ul>	<ul style="list-style-type: none"> <li>• Continued focus on ensuring all stakeholders are supported to meet COVID-19 challenges</li> <li>• Statutory closure of accounts delivered and working to meet the challenge of setting the budget with a limited level of certainty of future funding levels and post-COVID-19 requirements</li> <li>• Provided advice and guidance regarding allocation, monitoring and reporting on the wide array of Covid grants and funding bids including regular reporting to MHCLG</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures each Council's finances continue to be managed properly despite the unprecedented circumstances and financial uncertainty</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic review of processes and procedures for payments and income collection to add controlled flexibility; 30 day payment terms reduced to immediate payment, reduced debt collection activity, remote payment enabled</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures, whilst maintaining the control environment, that support is provided to suppliers to maintain their income levels during COVID-19 and clients are sympathetically supported to pay their bills.</li> </ul>

<b>HROD (partially integrated)</b>	<ul style="list-style-type: none"> <li>• Renewing and refreshing the Wellbeing support offer for staff in response to differing needs and phases of Covid response - including the development and implementation of Mental Health First Aider training</li> <li>• Roll out of mandatory training, including equalities</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing support provided to staff to increase resilience and ability to respond to challenges presented by Covid. Revised offering allows a greater level of tailoring to current context</li> <li>• Impact measured through positive feedback received. Demonstrates the importance of equalities to the Authorities and ensures minority staff feel supported. Enables better conversations for all staff</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of support to both organisations to consider future ways of working based on changing customer and organisational needs</li> <li>• People Strategy has been made live for ESCC</li> <li>• Survey completed for both recruiting managers and successful applicants to gain feedback on the revised approach in place to respond to Covid</li> <li>• Re-procurement of OH and EAP provision - securing minimal price increases</li> <li>• Ongoing update of FAQs relating to Covid</li> <li>• Provision of support across the organisation to those who are clinically vulnerable and</li> </ul>	<ul style="list-style-type: none"> <li>• Supports future business continuity and enables services to work in the most appropriate way to meet their needs, that also meets their changing expectations</li> <li>• Ensures all ESCC people activity is closely aligned to the needs of the business and responds to the changing operational context</li> <li>• Through feedback will identify 'lessons learned' and will review activity in response</li> <li>• Demonstrates value for money and enables continuity of service provision as well as supporting wellbeing and meeting statutory obligations</li> <li>• Ensures staff and managers feel supported and equipped to respond to challenges presented through Covid</li> <li>• Ongoing changes to government advice means it is important to constantly review the provision of support and advice offered</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of training on emerging themes in response to Covid (e.g. Managing teams remotely) using a fully adjusted staff development delivery model through online approach</li> <li>• Adaptation and exploitation of opportunities to provide BAU activity through a virtual and online approach, replacing previously paper-based activity - includes case work and job evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates responsiveness to the needs of the business. Ensures ongoing resilience of staff as well as the development of emerging skills and capabilities</li> <li>• Enables business continuity and demonstrates a transformation in the service delivery offer. Enables experimentation with new ways of working, which in turn may lead to longer term innovation in approach</li> </ul>
------------------------------------	--	---	---	---	---	---

	People		Customer		Innovation	
	Activities this quarter	Impact	Activities this quarter	Impact	Activities this quarter	Impact
			<p>advice to managers of these staff</p> <ul style="list-style-type: none"> <li>• Ongoing provision of support to schools but in a significantly more challenging and demanding context</li> </ul>	<p>to ensure people are kept safe and clear advice is provided in response to the rules</p> <ul style="list-style-type: none"> <li>• The advice and support that has been provided ensures schools have been able to respond to changing pressures effectively and keep people safe in the workplace. Consequently, schools have been able to stay open</li> </ul>		
<b>Internal Audit (fully integrated)</b>	<ul style="list-style-type: none"> <li>• In addition to the five new entry level staff appointed last quarter, significantly and subsequently to this, the service has also now appointed two new experienced Principal Auditors</li> <li>• New training and development framework launched within the service supported by increased investment</li> </ul>	<ul style="list-style-type: none"> <li>• Historically there has been difficulty recruiting suitably skilled and experienced staff at the Principal Auditor level. Successful recruitment at this level will support delivery across all three Councils and external clients and reduce the cost associated with supplementing internal resource with external contractors.</li> </ul>	<ul style="list-style-type: none"> <li>• 11 members of staff will complete the Delivering Partnering Excellence Programme in January which has a specific focus and tailored design for Orbis IA</li> </ul>	<ul style="list-style-type: none"> <li>• Staff will be equipped with the tools and techniques to work effectively in the complex partnership environment and to build 'Partnering' skills in order to add value and provide the best possible service to Orbis IA customers across the three Partner authorities and external clients</li> </ul>	<ul style="list-style-type: none"> <li>• Started to develop a programme for delivering assurance over key financial systems through use of data analytics, utilising entire data populations.</li> </ul>	<ul style="list-style-type: none"> <li>• Will help ensure that each partner's internal audit plan 2020/21 is able to be completed as far as possible in a Covid secure environment and any impacts on delivery by social distancing measures or remote working a minimised.</li> </ul>

<b>IT&amp;D (fully integrated)</b>	<ul style="list-style-type: none"> <li>Schools ICT Service Design; Customer Experience and Business Systems teams, have achieved accreditation to support Bromcom MIS</li> <li>Staff have been trained to carry out customer training and support in this market leading product.</li> </ul>	<ul style="list-style-type: none"> <li>Continues to open up further avenues for Schools ICT Services to offer support to schools who are looking to change their MIS provider and therefore remaining highly attractive within the competitive schools IT market</li> <li>Schools ICT now have the accreditation, training and partnership status with the MIS markets' 4 leading systems</li> </ul>	<ul style="list-style-type: none"> <li>Schools ICT Service Design team have led delivery of a DfE initiative in partnership with Google to enable Schools digital platforms creation</li> </ul>	<ul style="list-style-type: none"> <li>63 Schools signed up and now have a remote learning provision to teach children during lockdown/shielding</li> <li>DfE funding to Schools ICT of £94,500</li> </ul>	<ul style="list-style-type: none"> <li>Following recent DDOS attacks investment has been made on additional network protection from JISC and GTT to prevent further issues</li> <li>Work Stream 1 (SCC) - Pothole Reporting. Using AI-enabled devices in eight Highways Inspection vehicles as a trial to determine if we can detect and classify potholes automatically</li> <li>Work Stream 2 (SCC) - Road Temperature Sensing. Deployment of 25 road temperature sensors across the county to drive efficiencies in the winter gritting process</li> <li>Work Stream 5 (SCC) - Property management. Using sensors to determine desk utilisation, space utilisation and automatic reporting of</li> </ul>	<ul style="list-style-type: none"> <li>Immediate increase on network reliability for customer sites</li> <li>Diffused complaints from customers by showing we are listening and improving services</li> <li>The expected result of this Use Case will mean that we will be able to predict road issues automatically. Less reliant on residents reporting issues, meaning that issue will be responded to more quickly. Less impact on traffic incidents due to timely intervention</li> <li>The expected outcome of this Use Case will mean that due to sensors alerting the council earlier, gritters can be deployed more efficiently. Meaning less impact on traffic incidents due to timely intervention</li> <li>Creates the ability to predict and respond to space/capacity and availability - demand of staff on buildings. An example of the use of this data is that it</li> </ul>
--	--	--	---	--	---	---

					<p>the status of buildings and plant</p> <ul style="list-style-type: none"> <li>• Work Stream 7 (SCC) – AI for Transport Studies. Using edge-computing AI sensors to count, classify and track the movements of pedestrians, cyclists and vehicles, focussed initially on providing baseline data for the area around Frimley Park Hospital</li> <li>• Work Stream 9 (SCC) – Street Light Dimming. Investigation into what savings can be made on traffic routes (largely non-trunk A-roads) by reducing light levels during periods when traffic flow is minimal</li> <li>• Shielded Resident using Dell Boomi (SCC)</li> </ul>	<p>has been used to establish work patterns for Agile Organisation Programme</p> <ul style="list-style-type: none"> <li>• The expected result of this Use Case will enable services to understand the traffic flow and demands, to manage more effectively the flow of traffic in this high demand area</li> <li>• The expected benefit to this Use Case would be financial – cost saving on lighting</li> <li>• During the initial Covid lockdown SCC worked with a number of districts and boroughs to create shared database to record and manage calls to our shielded residents. Benefit was process became more efficient and we built good relationship the D&amp;Bs</li> </ul>
--	--	--	--	--	--	--

	People		Customer		Innovation	
	Activities this quarter	Impact	Activities this quarter	Impact	Activities this quarter	Impact
					<ul style="list-style-type: none"> <li>During the covid lockdown March 20 we created an interactive form for CS Schools to monitor school attendance for our vulnerable children</li> <li>Environment built for Virtual Assistant (Blue Badge ESCC)</li> <li>Environment built for first exemplar robotic process automation (adjustments to ContrOCC) (ESCC)</li> <li>Automation software procured (ESCC)</li> </ul>	<ul style="list-style-type: none"> <li>DFE required attendance info on vulnerable children, additional Social worker were quickly alerted to non-attendance and were able to respond with virtual/actual visit where necessary</li> <li>Efficiency through reduction of customer emails / telephone calls</li> <li>Augmented capacity to focus on activity valuing human input</li> </ul>



	People		Customer		Innovation	
	Activities this quarter	Impact	Activities this quarter	Impact	Activities this quarter	Impact
<b>Procurement (fully integrated)</b>	<ul style="list-style-type: none"> <li>• Futures Board: People has mobilised, tasked developing people and talent initiatives</li> <li>• Collated training schedule for procurement staff</li> <li>• Purchased “Achiever” licence</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced engagement from team around staff development and modernisation programme</li> <li>• Ability to better identify resource pressures</li> <li>• Provision of capacity to move online with contract management training offering</li> </ul>	<ul style="list-style-type: none"> <li>• DC intro meetings – understanding scope</li> <li>• Futures Board: Perception mobilised, tasked with looking at the customer journey</li> <li>• 2 new customer additions: Provision of resource to deliver certain aspects of procurement into Lewes District and Eastbourne Borough councils, and engaging with Tandridge to support a full analysis of their workload with a view to provide further support in the future</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancement of customer feedback at Director level</li> <li>• Additional resource devoted to enhancing the customer journey</li> <li>• Retained a member of staff who would otherwise have left</li> <li>• Delivering on our growth ambitions and testing technology solution with minimal resource</li> </ul>	<ul style="list-style-type: none"> <li>• Further development of plans on path to Procurement 2.0</li> <li>• Work commenced on the project and MI tracker for procurement</li> <li>• Futures Board: Modernisation mobilised, tasked with assisting SLT with development of the modernisation programme</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancing ability to communicate with team on the ambition for the service</li> <li>• Opportunities to fully utilise existing software and introduce automation with support from IT&amp;D</li> </ul>