

Change and Transition strategy

Progress update December 2015

Executive Summary



People that work for Orbis are central to its success. The Orbis people strategy ensures epic people are recruited, welcomed, developed and their talent retained.

Co-creation is at the heart of the Orbis and we have therefore used a variety of methods to ensure that colleagues have been part of the design:

- Engaged a community of EPIC Champions across both authorities
- Held quarterly engagement sessions with our Orbis Leadership Community (OLC)
- Engaged all 1400 colleagues in a number of workshops to co-create “Being Epic” - the values and behaviours crucial to Orbis’ success and what everyone working within Orbis should strive towards
- Held a series of workshops with Epic Champions and OLC to kick-start the co-creation of our Orbis Recruitment Strategy, Epic Induction and the Orbis Performance Management approach
- Tasked our Epic Champions to build on the feedback gained in the Induction workshop to create an Epic Induction programme for colleagues joining Orbis
- Created a working group with representatives from OLC and the OD teams of both authorities to co-create the Orbis Talent Strategy
- Created a working group with representatives from the OD teams of both authorities to build on the feedback gained in the Performance Management workshops to co-create the Orbis Performance Management approach
- Held workshops with members of the HR team across both authorities to co-create the first draft of a number of people management policies

In addition to the above, our achievements during 2015 also include:

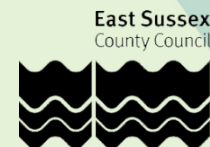
- Developed the Orbis brand, Target Operating Model, design principles and parameters
- Developed our people commitments - how colleagues can expect to be treated and treat others
- Held our inaugural Ingenium development programme and showcase event to identify and celebrate the breadth and depth of emerging talent within Orbis
- Completed our first Orbis colleague engagement survey

People Commitments



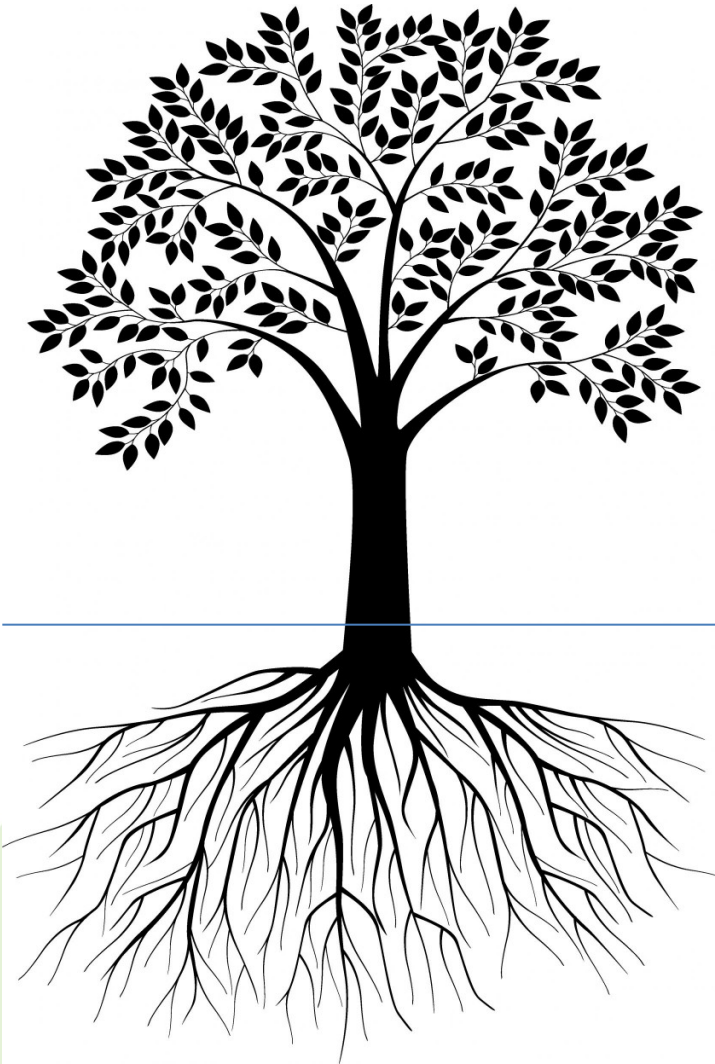
Epic people are central to the success of Orbis. We commit that we will:

- ...always start from a position of trust
- ...treat everyone with respect
- ...enable our people to flourish and succeed
- ...value and recognise epic performance
- ...keep things simple
- ...act in the best interests of Orbis
- ...encourage personal responsibility
- ...increase freedom of decision making



Orbis People Strategy





- Learning & Development
- Communication & Engagement
- Leadership Vision and Values
- Manage for Performance

- Reward
- Workforce Planning
- Organisational Design & Development
- Recruit; retain and release

People Strategy progress:

Organisational Stability

Reward

- Reward strategy developed
- Further work to be completed regarding market rate
- Work continuing on non-financial reward approach to talent and performance

Workforce Planning

- Strategic workforce planning to be scheduled for all services across Orbis in spring 2016
- Talent strategy for Orbis in the process of being developed for Q2 2016
- Ingenium Talent Development programme launched

Organisational Design & Development

- EPIC Behaviours co-designed, developed and launched
- Orbis brand developed – further work to take place
- Service Design commenced – each service moving at own pace
- Policy review commenced – will progress as HR service redesigned

Recruit, retain & release

- Work commenced on developing recruitment strategy for Orbis
- EPIC Champion workgroup developing an Induction approach for Orbis
- Vol Sev will be 'switched on' when needed at point of consultation
- Redeployment to remain within sov org for time being

People Strategy progress:

Organisational Growth



Learning & Development

- Development strategy being developed in conjunction with OD and Training teams at Sussex and Surrey
- Driving a differentiated development approach through the Talent strategy
- 70:20:10 approach taken to development strategy and a greater focus on behaviour being designed

Communication & Engagement

- EPIC champion network created with ongoing update drop in sessions and newsletter
- Regular email update communications supported by Q&A drop in sessions and YamJams
- Orbis Leadership Community engagement sessions take place 2-3x each year
- Staff engagement survey completed – data to be analysed and actions agreed

Leadership Vision & Values

- Leadership behaviours developed and launched
- Work starting on an Orbis Leadership Development approach
- Talent Strategy in progress to focus on how to identify and develop leaders for the future

Manage for Performance

- Joint approach to appraisal designed and initial consultation with EPIC Champions and SMTs has taken place
- Monthly conversations approach to increase frequency of conversation and focus on achievement both of clear objectives AND behaviours
- Investigating potential non-financial reward options
- Line Manager Capability to be a priority area for development



Reward



Business Drivers

- Manage workforce costs so that we attract high calibre talent whilst managing costs
- Retain key people and skills
- External scrutiny and public profile of Orbis
- Create perceived fairness of salaries across Orbis

Principle

We put in place competitive reward packages that attract, recruit and retain high calibre people to deliver our goals.

Strategies

To deliver a reward framework that attracts and retains talent and recognises performance we will:

1. Initiate an appropriate reward strategy for Orbis that allows Orbis to effectively deliver services whilst ensuring that each authority is able to maintain sovereignty
2. Set reward packages that are competitive in the market place, determined by external benchmarking and research
3. Establish a framework that rewards good performance and recognises Talent
4. Proactively manage retention issues through the people review, workforce planning processes and employee engagement processes.



Workforce Planning



Business Drivers

- Essential to future proof the Orbis Partnership
- Ensure that we have the right workforce in place to deliver the right activity for the right cost
- Need for long term sustainability in resourcing

Principle

We understand the resource requirements for SEBS in the medium to long term to meet our organisational goals.

Strategies

To deliver the right shape of workforce, we will:

1. Develop and review our Joint Strategic Workforce Plan on an annual basis to:
 - Understand our Customer and Business Drivers
 - Ensure that the workforce is fit for purpose
 - Identify the necessary skills required in the organisation
 - Establish risk re critical roles
2. Put in place a Talent review process to recognise Talent; develop careers proactively and address issues regarding attraction, retention and succession
3. Establish long term strategies to attract and 'grow our own' Talent (including Apprenticeships)





Organisational Design & Development



Business Drivers

- Need to ensure that the organisational structure includes a greater level of flexibility and customer focus
- Create an engaging culture of collaboration; innovation; personal responsibility and empowerment

Principle

We will create a 'fit for purpose and future proofed' organisation that is an engaging and inspiring place to work

Strategies

To develop the appropriate structure and culture for Orbis we will:

1. Co-create the desired cultural characteristics across Orbis to drive the right attitudes and behaviours
2. Help our teams to build strong relationships and work collaboratively across authorities to drive an Orbis approach
3. Enable people to learn from each other so that they develop themselves as well as delivering consistently high performance
4. Use the Orbis brand and Vision to create an organisational identity that engages the hearts and minds of individuals
5. Design a fit for purpose and flexible organisational structure that delivers value for the customer and sustainable organisational performance for the Public Service, focusing on:
 - Transactional activity; 'Professional', Value adding activity; Strategic and Transformational activity
6. Introduce appropriate policies and practices to drive a flexible and empowering culture





Recruit, Retain and Release



Business Drivers

- Need to recruit the right skills, behaviours and attitudes into the organisation for the future
- Need to induct new recruits to the Orbis way of working quickly
- Need to provide development and opportunities to attract and retain high calibre employees
- Need to release people at the right time, and in the right way for the Partnership

Principle

We recruit the right people for today and tomorrow who want to develop with us and deliver for us

Strategies

To secure the right talent and help new recruits to perform early we will:

1. Align our resourcing plans to the Strategic Workforce Plan
2. Build a clear, realistic and engaging employer brand and inspiring employee proposition
3. Deliver flexibility in sourcing to meet resource requirements (Secondments; Consultants; Contractors; Associates; Affiliates)
4. Recruit for behaviour, attitude and cultural fit as well as technical competence
5. Establish Orbis induction to enable early engagement and ensure that new joiners receive appropriate training to help them perform quickly
6. Measure the way that we recruit, induct and embed to make sure we are delivering sustainable performance
7. Source in an inclusive way to ensure equality and diversity and promote this through our employment practices and training
8. Create a 'healthy' and supportive work environment that fosters personal resilience
9. Release individuals appropriately and fairly using both redundancy and severance, whilst ensuring morale and motivation is maintained
10. Maximise opportunities for redeployment and reskilling across Orbis and the broader Authorities





Learning & Development



Business Drivers

- The organisation of tomorrow is different to today - need to develop the current workforce to have the skills required for the future
- Limited funds available for training, so need to look for alternative ways to develop

Principle

We will empower our people to develop the skills that they need to do their job for today and for tomorrow

Strategies

To ensure that learning and development is effective, we will:

1. Complete development reviews as part of the business planning and performance management processes
2. Ensure a return on investment by focusing training and development on areas critical to the success of Orbis
3. Create an environment of self managed learning through a 70:20:10 learning approach
4. Provide coaching and mentoring support to people in critical roles



Communication & Engagement



Business Drivers

- High performance and customer service delivery needs to be sustained
- The right information delivered to people at the right time will help them make better decisions

Principle

We create and sustain high levels of employee engagement; motivation and commitment.

Strategies

To create a working environment where our people are informed and engaged we will:

1. Create effective two-way communication channels for regular and honest communication
2. Create an open environment for people to share their views and enable co-creation
3. Build strong relationships with all stakeholders so that we engage with both our internal and external customers and bring organisations and communities with us.
4. Seek regular and timely feedback from staff to establish levels of engagement to inform future action



Leadership Vision & Values



Business Drivers

- Core Values to be demonstrated at all levels across Orbis
- Brand and reputation linked to Vision and Values
- Strong and unified leadership needed

Principle

Our vision and the values that we stand for, drive the way that we work and help us to build effective leadership to drive sustainable organisational performance

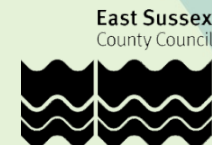
Strategies

To make our **vision and values** meaningful to everyone in Orbis we will:

1. Agree a core vision and values
2. Bring our vision and values to life so that they are reflected in the way we work each day
3. Measure how well we live our values so that people are accountable for their behaviour at work

To create **effective leadership** across Orbis we will:

1. Describe how our leaders need to deliver success and help them demonstrate these values and behaviours in their daily interaction with staff and stakeholders
2. Create leaders at all organisational levels so that decisions are taken with confidence by those best placed to take a decision
3. Create leaders that drive high performance but provide support for their people
4. Enable our leaders to act with a strategic and commercial focus
5. Identify opportunities to develop our high calibre talent as leaders of the future





Manage for Performance



Business Drivers

- Need to deliver and sustain high performance
- Need to deliver consistently high level of service to all our Customers
- Need to focus high calibre talent on results
- No organisational capacity for poor performers

Principle

We will create a high performance environment where people are clear about what is expected of them, receive regular feedback and where poor performance is addressed

Strategies

To help our people perform, individually and in teams, we will:

1. Set clear expectations for each person, aligned with business vision and goals, so that individuals are empowered and understand their role
2. Review individual performance regularly so that expectations are kept fresh and issues which may impact performance are surfaced. We envisage that all employees will hold regular informal performance discussions with their immediate manager
3. Focus performance discussions on both 'WHAT' needs to be done and 'HOW' tasks will be achieved
4. Build manager capability to drive performance across Orbis including the ability to hold effective coaching conversations
5. Address poor or under performance swiftly and decisively
6. Create an environment that recognises and rewards high performance by individuals and teams.

