

Business Services

Included Services: Human Resources and Organisational Development; Finance; Property; Shared Services; Procurement; Information Management Technology; Customer Services; and New Models of Delivery.

For the Business Services Directorate, major savings will be made through the amalgamation of both Business Service Directorates in Surrey and East Sussex County Councils through establishing the Orbis shared services partnership. Equality Impact Assessments will be conducted at key points throughout the development of the partnership and transition. These will identify potential positive and negative impacts for each protected characteristic ensure any mitigating actions required are put in place. This includes savings that property will be making. The savings identified are a high level target from Orbis, the Services are still looking at the savings targets and as they are not yet clear on how they will be achieved, any Equality Impact Assessments will be undertaken once they and any impact are known.

Savings will also be made to the Council's Information Management and Technology budget scaling back the modern worker programme.

In addition there are savings to the Council's training budget. This is currently assessed as having no negative impact. However a full Equality Impact Assessment will be completed when final decision are made. To meet recognised needs and enable all staff to fully participate and benefit from accessible training offer, the Council is currently:

1. Setting access standards and compiling supporting guidance on access to ensure best practice in:

- course content
- formats
- trainer competence and skills in delivering inclusive training
- all support and commissioning teams developing the skills to provide accessible training and proactively ensure they identify and meet specific needs
- accessible venues, using an assessment template
- requesting and making adjustments for attendees
- working more closely with IMT and facility managers

2. Compiling a list of pre-identified rooms, against the assessment template, which are the most accessible and booked as a priority.

3. Using the current published guidance on accessible venues to source alternative venues.

4. Supporting the need to deliver one to one training.

5. Ensuring e-learning sits on an accessible portal

6. Continue to deliver a comprehensive suite of Equality, Diversity and Wellbeing learning and development, with a ring fenced budget, including:

- Equality and Inclusion Matters - classroom
- Flexible Working and Reasonable Adjustments - classroom
- Ending Harassment and Bullying - classroom
- Supporting Emotional And Mental Wellbeing Masterclass - workshop
- Supporting Physical Wellbeing - classroom
- Mediation - classroom
- Restorative Facilitators - classroom
- Local Workplace Fairness Champions -classroom
- Wellbeing, Inclusion and Resilience Suite - 10 e-learning modules and tool kits

7. Tailored, specialist training, responding to critical challenges e.g. Cultural Identity Workshops, responding to Ofsted.

8. The 2016/17 budget, although reduced, is ring fenced and will continue to fund this programme. It also includes memberships to national best practice bodies, including:

- Employers Network On Equality and Inclusion
- Business Disability Forum
- A Good Day At Work (Wellbeing Forum)
- Time To Change Peer Network (non payable membership)

The best practice promoted and sourced from these organisations is used to develop the most impactful and effective learning interventions, assessments and toolkits.

9. High Performance Development Programme and Leadership Training will be using the best practice design and delivery principles above and will be available to all relevant staff.

The savings proposals for Business Services Directorate, which fall outside the Orbis remit are 'managed on behalf of' Surrey County Council and comprise:

	Savings Line 2016/17	Saving	Decision	Impact
1	Property: Office Moves	£250,000	No likely Impact	An Equality Impact Assessment will be completed once specific proposals are identified. Office moves will be considered according to Council policy - accessibility requirements are part of this.
2	IMT: Modern Worker Project	£666,000	No likely Impact	An Equality Impact Assessment will be completed once specific proposals are identified.

				<p>However this is currently assessed as no likely impact. Savings will reduce the scope of a number of the projects within modern worker programme for example - roll out Wi-Fi to fewer sites, reduction in prototyping and development, less funding for self service initiatives, less investment in document management and dash board projects. This will not impact any existing service provision but will impact projects that the Council has in plan and IMT are currently working through the impact of the reductions on these projects.</p> <p>Officers will work to safeguard IT interventions to flexible working conditions or to adaptations for people with disabilities.</p>
3	HR: Training Budget Savings	£463,000	No likely Impact	<p>An Equality Impact Assessment will be completed once specific proposals are identified.</p> <p>However, this is currently assessed as no likely impact. The budget will be saved across areas of non statutory training. Recruitment of diverse groups will still be focussed on. The Council will ensure that frontline staff continue to have all necessary training to account for the needs of protected characteristic groups. Core training and Equality and Diversity courses will also still be in scope.</p>

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1. Topic of assessment

EIA title:	Orbis Partnership Business Plan (Draft)
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EIA author:	Bethan Hampson
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2. Approval

	Name	Date approved
Approved by¹	Kevin Foster, Chief Operating Officer, Orbis	
	John Stebbings, Strategic Director for Business Services and Chief Property Officer, Orbis	

3. Quality control

Version number	0.4 DRAFT	EIA completed	
Date saved	14/09/2015	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Sarah Feather	Policy Manager – Equality	ESCC	Contributor/author
Bethan Hampson	Executive Officer	ESCC	Contributor/author
Tara Marshall	Project Manager - Business Improvement Service	SCC	Contributor/author
Adrian Stockbridge	Orbis Business Transformation Lead	SCC	Reviewer
Lee Danson	Orbis Programme Manager	SCC	Reviewer
Ellie Goddard	Organisational Design Manager	ESCC	Contributor/reviewer

¹ Refer to earlier guidance for details on getting approval for your EIA.

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5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>What is Orbis? East Sussex County Council and Surrey County Council have established a public sector partnership, to create an integrated business services organisation called Orbis.</p> <p>What does it include? The partnership incorporates the following services:</p> <ul style="list-style-type: none">• Human Resources (HR) / Personnel and Training• Property Services / Property and Capital Investment• Information Management and Technology / ICT• Procurement• Finance• Business Operations (Shared Services) <p>Background to Orbis Orbis builds upon the effective collaboration between East Sussex County Council and Surrey County Council; established through the creation of a joint Procurement function in 2012 and the provision of transactional services, which have been in operation since April 2013.</p> <p>The partnership officially launched in April 2015 following approval of the Orbis business case by both County Councils' Cabinets.</p> <p>The partnership aims to deliver significant savings by taking advantage of economies of scale, streamlining processes and reducing duplication. Investment required for transformative change and continuous improvement will become a more affordable proposition than if undertaken by one council alone.</p> <p>In the longer term, the partnership will benefit from growth, delivering further economies of scale for the benefit of each council and their residents. The partnership is expected to develop and grow over time, attracting further public sector partners and from the pursuit of opportunities to enhance income, undertaken for public sector clients on a contractual basis or by means of specific delegation of function.</p> <p>The Orbis change programme will be delivered over a three year period, aiming to reach full integration by 2019.</p> <p>Designing Orbis The first phase of the Orbis change programme has been focussed on establishing the vision for change and developing an approach to designing Orbis.</p> <p>A Target Operating Model (TOM) defines the desired end state of an organisation. A TOM framework and a set of design principles and parameters have been developed for Orbis, which will be used to design and develop the blueprint for Orbis and ensure that it aligns with the vision.</p> <p>The next phase of the Orbis change programme, up until April 2016, will be focussed on the detailed design and business integration.</p>
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	<p>There will be programmes of work specific to individual services and cross cutting programmes across different functions.</p> <p>Orbis Organisation A Joint Committee has been established that will govern the delivery and management of Orbis. The overall decision making and accountability will be the responsibility of the sovereign organisation.</p> <p>The Business Plan does not propose that Orbis itself will employ anyone. Employees will be employed by one partner organisation and will work across all organisations within the partnership. These organisations will have impact assessed their policies in relation to employment.</p> <p>Orbis service design All of the services within Orbis will be redesigned and changes implemented over the next three years. Any changes will be managed through each Council's policies and procedures.</p> <p>The first stage of designing the new Orbis structure is the development of shared senior management structures; the new management structures will be in place by April 2016.</p>
<p>What proposals are you assessing?</p>	<p>Scope of this Equalities Impact Assessment (EIA) This equality impact assessment (EIA) is a review of the Orbis Business Plan.</p> <p>Further analysis will be done when new service designs / structures are proposed and consultation commences. Additional EIAs will be conducted at key points throughout the development of the partnership and transition to ensure any mitigating actions required are put in place.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>Which stakeholders will be affected? There are six distinct stakeholder groups, which will be impacted by the Orbis Business Plan:</p> <ul style="list-style-type: none"> • Orbis staff - staff that work within the services that are part of Orbis partnership (as detailed above) • Council Members • Partners • Internal customers - staff within the County Councils who use the services within Orbis • External customers - customers outside of the County Councils who use the services within Orbis • Suppliers <p>The Orbis Business Plan affects these stakeholder groups for both partner organisations, East Sussex County Council and Surrey County Council.</p>

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Who lives in our county?

East Sussex key facts and figures 2014/15:

- The East Sussex population is 539,766 across Lewes, Wealden and Rother Districts and Eastbourne and Hastings Boroughs.
- 24.7% of the population is aged 65+. By 2019 we expect to see a general decrease in working age population aged 18-64, and an increase in the number and proportion of older people, with the largest percentage rise in people aged over 85.
- There have been more deaths than births in the county for the past 45 years. Migration continues to be the main driver of population growth in the county.
- The average full time wage for residents in East Sussex was £26,697 in 2014 (2% less than the national average and 10% less than the South East average).

Surrey key facts and figures 2014:

- Surrey has a population of approximately 1.16 million people across 11 district and boroughs, Elmbridge, Epsom and Ewell, Guildford, Mole Valley, Reigate and Banstead, Runnymede, Spelthorne, Surrey Heath, Tandridge, Waverley and Woking. This is expected to rise to 1.21 million by 2019.
- 18% of the population is aged 65+. By 2019 we expect to see a 1% decrease in working age population aged 18-64, and a 1% increase in the number and proportion of older people aged 65+. The proportion of the population aged 85+ is expected to remain the same.
- More people are born than die each year in Surrey. In 2014 this raised the population by nearly 3,800.
- More people move to Surrey than leave each year. In 2014 this increased the population by 5,500.
- The average full time wage for residents in Surrey was £33,789 in 2014 (24% more than the national average and 14% more than the South East average).

Data sources: East Sussex in Figures and Surrey-i.

Who works in Orbis?

The organisation profile data below shows the number of County Council employees who work within the services that are part of Orbis partnership.

Organisation	Employees (headcount)
East Sussex County Council	491 (<i>Workforce Information August 2015</i>)
Surrey County Council	919 (<i>Workforce Information July 2015</i>)
Total number of employees affected (approximately):	1,400

What will be the impact on staff?

Terms & Conditions

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	<ul style="list-style-type: none">• Employees will remain employed by their current Council.• Employees will remain on their existing terms and conditions.• Employees primary location will remain as stated in contract of employment.• The terms and conditions of new employees within the Orbis business services function will be depend on where they are based and the partner organisation they are employed by.• Employee terms and conditions will vary across the partnership given they will be employed by one partner organisation; therefore an employee could work in the same team or at the same location as another employee have different pay conditions and terms and conditions.• Current employees would remain in their current pension fund.• New employees can opt out of LGPS pension scheme, as they do now.
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6. Sources of information

Engagement carried out

A number of key groups have been established across Orbis:

- Orbis Joint Committee – Cabinet member of East Sussex County Council and Surrey County Council, nominated by the Leaders of East Sussex County Council and Surrey County Council.
- Orbis Leadership Team (OLT) – Business Services Leaders from each of the partner organisations.
- Orbis 80 – group of nominated managers from the Orbis services – formed ‘service design working groups’.
- Focus Groups – consisting OLT members and individuals from across Orbis.
- EPIC Champions – a network of volunteers from across Orbis, supporting engagement with staff all tiers and services.
- Wider Orbis community (all teams in Orbis).

Other stakeholder groups engaged:

- Orbis Programme Board with membership of senior customers, Section 151 officers, Monitoring Officers, Orbis Programme officers and Chief Operating officer/Strategic Director for Business Services (representation from East Sussex County Council and Surrey County Council).
- East Sussex County Council Leadership Group and Surrey County Council Extended Leadership Team.
- Trade Unions (East Sussex County Council and Surrey County Council).
- Board of the East Sussex County Council Audit, Best Value and Community Services Scrutiny Committee.
- Transformation Sub-Group of the Surrey County Council Overview Board
- Surrey Council Overview Board.

A number of engagement sessions have taken place with these groups and feedback has been gained.

These groups have been drawn upon and have collaborated to develop the design of Orbis.

Further engagement will take place during the development of service designs.

Initial stakeholder analysis has been performed; services and work streams will need to perform separate stakeholder analysis.

A stakeholder plan will be developed for Orbis, which will need to be implemented by the services and work streams.

Communication and engagement plans are created for each phase of the overall Orbis change programme. Individual communication and engagement plans will need to be developed by services and work streams.

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Data used

Data identified at the time of this assessment

- Research performed through engagement with other public sector organisations that have integrated services
- Demographics profiles of each county
- Service data
- Performance metrics
- Feedback and questions that have arisen from Orbis engagement activities to date
- Workforce information reports available at both organisational and functional levels
 - Surrey County Council Workforce Data
 - East Sussex County Council Workforce Data

Potential sources of data

- Further industry benchmarking reports e.g. CIPFA
- Staff surveys
- General research into potential impacts identified from organisational restructures and integrating teams and different organisations
- Organisation Management staffing data
- Staffing / financial calculations and estimates

Any policy will reflect appropriate Equalities considerations as an equalities impact assessment is done for all policies.

- Partner organisation's change management policy
- Partner organisation's work base relocation policy
- Partner organisation's recruitment policy
- Pay and reward related policies

7. Impact of the new/amended policy, service or function

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7a. Impact of the proposals on residents and service users with protected characteristics

All proposals in the Business Plan are intended to improve outcomes for residents and service users of East Sussex County Council and Surrey County Councils.

Additional EIAs will be conducted at key points throughout the development of the partnership and transition to identify potential positive and negative impacts for each protected characteristic ensure any mitigating actions required are put in place.

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence
Age			This section is to be completed when proposals are more developed.
Disability			
Gender reassignment			
Pregnancy and maternity			
Race			
Religion and belief			
Sex			
Sexual orientation			

² More information on the definitions of these groups can be found [here](#).

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Marriage and civil partnerships			
Carers³			

7b. Impact of the proposals on staff with protected characteristics

All proposals in the Business Plan are intended to improve service delivery across East Sussex County Council and Surrey County Councils.

Orbis has approximately 1400 staff from a range of different backgrounds and equality groups; workforce data around protected characteristics is available.

Additional EIAs will be conducted at key points throughout the development of the partnership and transition to identify potential positive and negative impacts for each protected characteristic ensure any mitigating actions required are put in place.

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age			
Disability			
Gender reassignment			
Pregnancy and maternity			
Race			

³ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

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Religion and belief			
Sex			
Sexual orientation			
Marriage and civil partnerships			
Carers			

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8. Amendments to the proposals

Change	Reason for change
Changes should be listed and explained when identified during any impact assessment concerning Orbis.	

9. Action plan

Further actions cannot be identified at this stage as the impacts have not been fully identified and additional EIAs will be conducted at key points throughout the development of the partnership.

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
	Factor impact assessments into the formal process and responsibilities of each workstream/programme	End September 2015	Orbis PMO
	Develop and sign off content of Equality Impact Assessments	Ongoing (at varying stages of transition/ implementation)	Relevant OLT member(s)

10. Potential negative impacts that cannot be mitigated

Negative impacts cannot be identified at this stage and additional EIAs will be conducted at key points throughout the development of the partnership.

Potential negative impact	Protected characteristic(s) that could be affected

11. Summary of key impacts and actions

An introductory EIA has been produced; it is not possible to produce a full EIA at this stage of the Orbis Business Plan. Appropriate actions will be identified and proposed through further assessment by work streams and programmes of work.

The Orbis Leadership Team (OLT) will be accountable for ensuring that full Equality Impacts Assessments (EIAs) are performed at the appropriate stages; the introductory EIA identified that

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the Orbis Programme Management Office (PMO) factor impact assessments into the formal process and responsibilities of each workstream/programme and that relevant OLT member(s) develop and sign of the content of any impact assessments.

Information and engagement underpinning equalities analysis	
Key impacts (positive and/or negative) on people with protected characteristics	
Changes you have made to the proposal as a result of the EIA	
Key mitigating actions planned to address any outstanding negative impacts	
Potential negative impacts that cannot be mitigated	