



Appendix A - Further Essential Background

The partnership will enable us to better achieve our ambitious aims for the city and its people. It will do this by fully leveraging the capacity and expertise that exists, both within the Council and with our strategic partner, significantly accelerating the pace of delivery of our Corporate Plan priorities and the One City Plan.



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Introduction - What we seek to achieve

Executive Summary

We are putting in place a long term strategic partnership to enable us to plan, access and manage the capacity necessary to fully deliver the scale of our ambition for Bristol's development and regeneration. The partnership will do this by fully leveraging the capacity and expertise that exists, both within the Council and with our strategic partner, significantly accelerating the pace of delivery of our Corporate Plan priorities and the One City Plan.

Where we are now / drivers for change

We are engaging a strategic partner as previous reductions in Council staffing means we do not have the internal capacity to fully deliver the scale of our ambition for Bristol and its people, and, as a result, we are consistently underspending our capital budget. In addition, a significant element of our capital programme is externally funded and we cannot be confident about the security of this funding going forward. Therefore, It is not appropriate to increase our own permanent staffing levels, even if we could secure the necessary specialist staff in a highly competitive labour market. Meaning, at present we are bridging some of this gap with the use of contractor resource on a project by project basis.

Where do we want to be / desired outcomes

A longer-term arrangement with a strategic partner will enable us to plan and manage our external support more efficiently, and bring wider benefits in terms of skill and knowledge transfer (in both directions) and career development opportunities.

A strategic partnering arrangement will therefore put in place much needed flexibility to sustainably manage changing peaks and troughs of future project and initiative activity, responding to funding opportunities more quickly, thereby reducing over time the use of more ad hoc contractor support and achieving more sustainable outcomes for residents and the city.



Vision

The vision for the strategic partnership

The partnership will enable us to better achieve our ambitious aims for the city and its people. It will do this by fully leveraging the capacity and expertise that exists, both within the Council and with our strategic partner, significantly accelerating the pace of delivery of our Corporate Plan priorities and the One City Plan.

Objectives

Key objectives

The key objectives to the Council include:

1. Putting in place a long term strategic partnership to enable us to plan, access and manage the capacity necessary to fully deliver the scale of our ambition for Bristol's development and regeneration;
2. Significantly accelerate the pace of delivery of our Corporate Plan priorities and the One City Plan;
3. Put in place much needed flexibility to manage changing peaks and troughs of future project activity and reduce our reliance on ad hoc contractor support;
4. Maximise the economic, social and environmental benefits arising from the programme of work carried out by the strategic partnership;
5. Ensure that the strategic partnership supports and enables innovation whilst offering an appropriate balance of management of project risk versus planned value outcomes;
6. Provide additional capacity (beyond the Council's own 'client-side' service) through the provision of all advisory resources necessary to deliver quality outcomes;
7. Build competency through knowledge transfer and upskilling of the Council's in-house team, and;
8. Disseminate 'lessons learned' across other regional Unitary Authorities.

Desired outcomes

Where do we want to be

The strategic partnership will benefit the city and its citizens by:

1. Putting in place a highly skilled, expert and suitable organisation for a long term strategic partnership which puts in place best-in class programme planning; value led procurement and project execution expertise necessary to fully deliver the scale of our ambition for Bristol's development and regeneration;
2. Allowing the Council to better explore new effective, efficient and 'at pace' delivery of innovative commercial ideas and opportunities;
3. Moving towards a strategic partnering arrangement which will put in place much needed flexibility to sustainably manage changing peaks and troughs of future project and initiative activity;
4. Allowing the Council to better explore new best-in-class commercial ideas and opportunities and respond to funding opportunities more quickly in order to achieve more sustainable outcomes for residents and the city;
5. Caring for, protecting and enhancing our natural environment by targeting actions necessary to achieve a carbon neutral city;
6. Contributing positively to Bristol's character and identity by creating places/built environment that are high quality, inclusive and adaptable to changing social, technological, economic and environmental conditions;
7. Allowing the Council to retain and enhance its ambition to work together in delivery of joint aspirations as a leading member of the West of England Combined Authority;
8. Building a best-in-class 'One Team' ethos to help shape how capital is efficiently spent by the Council and its investment / funding partners;
9. Fully leverage the benefits of a longer-term arrangement with a strategic partner and leverage wider benefits in terms of staff skill and career development opportunities;
10. Enhancing the Council's strong reputation as a thought leader when working closely with local government organisations around the country to further influence national policy;
11. Delivering the Council's ambition to work with the market to enable others to build more homes and public amenities, and;
12. Creating jobs and contributing to a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.

Risk Impact Analysis

The risk management process facilitates identification and mitigation of programme uncertainty:

1. The strategic partner will own risk and issue management process for each/aggregated projects in capital planning programme:
 - 1.1. BCC risk tolerance established prior to SP tender, and;
 - 1.2. Risks and opportunities tracked using standard BCC risk tools.
2. Risk management to be iterative process performed monthly or upon reaching key milestones:
 - 2.1. As project(s) move through contract delivery milestones, new risks, issues or opportunities may be identified from various sources.

The strategic partnering proposition

Alignment to the corporate priorities

1. The role of the strategic partner is to bring an external and informed perspective to both setting and directing strategic plans. This would include, but not be limited to:
 - 1.1. Challenging conventional thinking;
 - 1.2. Exploring the boundaries around the 'art of the possible';
 - 1.3. Bringing ideas and innovation;
 - 1.4. Giving consideration of whole system thinking;
 - 1.5. Applying solution focus to practical outcomes;
 - 1.6. Providing an informed confidential environment as a 'critical friend' to test ideas and concepts;
 - 1.7. Bring a wider up to date knowledge across a range of related strategic challenges.
Examples include, but are not limited to:
 - Organisational design;
 - Environment and Infrastructure;
 - Streets and Community Cohesion;
 - Construction and design, and;
 - Urban Planning.



Delivery approach

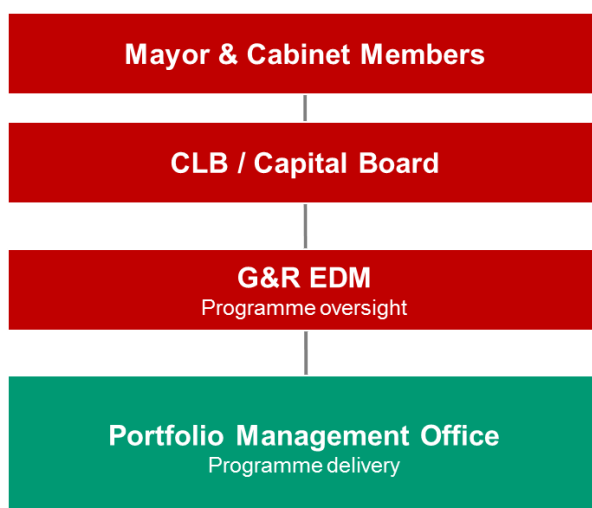
Strategic partner project scope

1. The strategic partner will deliver against the Council's overall vision and objectives and understands how to work with, and advance, the Council's programme in a way that effectively balances, and takes account of, the individual stakeholder needs and expectations.
2. The strategic partner service necessitates the partner working within the existing Council working practices, processes and governance, including;
 - 2.1. Consultative approach to developing proposals (both team / client service areas);
 - 2.2. Working within existing budget envelope / right sizing to functional fit;
 - 2.3. Clearly aligned strategic partner / BCC roles and responsibilities;
 - 2.4. Category areas aligned throughout contract engagement including operational / transactional, and;
 - 2.5. Building flex and agility through additional support.

Programme controls

Governance

The strategic partnering strategy is a 'business as usual' support initiative that existing E&R project governance will control and set strategic direction for the programme. The strategic partner is responsible for delivery of all 'client-side' project services and sub-contractor disciplines necessary to originate / execute strategic portfolio.



Indicative E&R project governance



G&R EDM

Key role and responsibilities include:

1. Being the primary forum for those with delegated authority to make strategic decisions.
2. Facilitation of monthly representation from key Senior Officers (or delegates), including;
 - CFO S151, HoPS and SP Lead Programme Director.
3. Review of strategic partner project progress supported by ad hoc in-house / external technical resource as necessary;
4. Having accountability for:
 - Client requirements, and;
 - Monitor programme progress.

The Integrated Portfolio Management Office

(Team collocated in one location in Bristol)

Key role and responsibilities include:

1. Being the forum which manages day-to-day delivery of full portfolio of project activities and services, including:
 - Project origination / business case preparation, approvals, legal / finance advice, procurement, design / commercial / risk / change management, etc.
 - Appointment of all required sub-consultant services by SP. Be led by the strategic partner, and;
2. Having accountability for:
 - Full project planning, performance and progress;
 - Budget / risk / change management, and;
 - MI and portfolio reporting.

Recap

The strategic partnership initiative will enable the Council to better achieve its ambitious aims for the city and its people. It will do this by fully leveraging the capacity and expertise that exists, both within the Council and with our strategic partner, significantly accelerating the pace of delivery of our Corporate Plan priorities and the One City Plan.

Schedules

Schedule 1 - Illustrative project typologies

The following are illustrative of the type of projects that the Strategic Partner (SP) may be involved in and is not an exhaustive typology:

<i>Item</i>	<i>Project Typology</i>	<i>Notes</i>
1	Estate rationalisation and value enhancement	Business Park development requiring restructuring of campus footprint and re-location of a number of anchor tenant functions to new / premium specialist accommodation.
2	Markets and Buildings	Investment to improve Markets infrastructure and buildings as part of wider development opportunities.
3	Urban regeneration, infrastructure maintenance/upgrade, flood mitigation activities and working with strategic partner(s) / developer(s) to deliver large scale mixed use / residential development	Preparatory design works as part of the emerging regeneration strategy. Strategy partner is the developer.
4	Council Core Service update and expansion	Requirement for new crematorium amenity
5	Council Asset and associated Service update and expansion	Investment of essential renewal and improvements of occupied commercial buildings.
6	Estate Regeneration HUBs	Housing Regeneration account. Not revenue funded.
7	Development of City Centre	Development of Scope, stakeholder/public consultations. Option analysis (including funding/partnering strategy, etc), approvals and execution
8	Development	Mixed use scheme - enabling and development monitoring role working closely with private sector delivery / funding partners

Schedule 2 – CCS Management Consultancy Framework 2 (RM6008 - Lot 4)

Common Procurement Vocabulary (CPV) codes

Lot	CPV	Complex and Transformation Consultancy Services
4	72221000	Business analysis consultancy services
	79400000	Business and management consultancy & related services
	79410000	Business and management consultancy services
	79411100	Business-development consultancy services
	79419000	Evaluation consultancy services
	71241000	Feasibility study, advisory service, analysis
	79411000	General management consultancy services
	72224000	Project management consultancy services
	79996000	Records management
	73220000	Development consultancy services

Procurement timeline (INDICATIVE)

Activity Name	Target Milestone
Cabinet Approval to proceed	21 Jan 2020
The Council invite Suppliers to develop proposals	Q2 2020
Target Award	Q3 2020
Mobilisation	Q3 2020

Schedule 3 - Alignment to corporate theme(s)

The Strategic Partnering initiative is intended to enable us to achieve our ambitious aims for the city and its people by, significantly accelerating the pace of delivery of our Corporate Plan priorities and the One City Plan.

Web link to background documents:

- <https://www.bristol.gov.uk/policies-plans-strategies/corporate-strategy>
- <https://www.bristolonecity.com/one-city-plan>
- https://www.bristol.gov.uk/en_US/statistics-census-information
- <https://www.bristol.gov.uk/council-spending-performance/council-budgets>