



Decision Pathway Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 21 January 2020

TITLE	Strategic Partnering Initiative			
Ward(s)	City-wide			
Author: Nigel Owens	Job title: Consultant Project Manager			
Cabinet lead: Cllr Cheney	Executive Director lead: Stephen Peacock / Mike Jackson			
Proposal origin: BCC Staff				
Decision maker: Cabinet Member Decision forum: Cabinet				
Purpose of Report: This report seeks Cabinet approval to proceed with procurement and engagement of a Strategic Partner to assist in the delivery of the Council's capital programme. This will enable the Council over time to phase out the current use of more ad hoc external contractor support. 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.				
Evidence Base: <ul style="list-style-type: none">• Previous reductions in Council staffing means we do not have the internal capacity to fully deliver the scale of our ambition for Bristol's development and regeneration. We are consistently underspending our capital budget as a result.• A significant element of the capital programme is externally funded, and we cannot be confident about the security of this funding going forward. It is not appropriate therefore to increase our own permanent staffing levels, even if we could secure the necessary specialist staff in a highly competitive labour market.• At present we are therefore bridging some of this gap with the use of contractor resource on a project by project basis.• A longer-term arrangement with a strategic partner will enable us to plan and manage this 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.				

Cabinet Member / Officer Recommendations:

That cabinet:

1. Approves the procurement of a suitable organisation as a long-term strategic partner providing the breadth

- of services detailed in Appendix A.
2. Adopts a governance model in respect of the operation of the proposed partnership in accordance with the structure set out in Appendix A.
 3. Approves the use of existing G&R resource as necessary to; set up the partnership, carryout a full ‘baseline assessment’ and execute risk focussed consultant advisory activities necessary to deliver:
 - a. Project / Strategy Initiation; Outline Business Case preparation and Approvals;
 - b. Best-in class Programme Planning; Value led Procurement and Programme Execution (e.g. Monitoring/Control and Project Closure);
 - c. All sub-advisor / contractor professional services necessary to deliver the SP Service;
 - d. Take all actions necessary to implement a robust training process in order to enhance the professional skills necessary to enable Council colleagues to fully benefit from, and effectively plug-in to, the strategic partnering initiative opportunity.
 4. Authorise the Executive Director of Growth and Regeneration (in consultation with the Deputy Mayor with responsibility for Finance, Governance and Performance and the Director Finance) to take all necessary steps to procure the Strategic Partner and conclude the appropriate agreements.
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- Corporate Strategy alignment:**
- The strategic partnership initiative is intended to 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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- City Benefits:**
- This proposal benefits the city and improves outcomes for 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.
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.

Background Documents:

The strategic partnership initiative is intended to 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.

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>

Revenue Cost	£ Existing budgets	Source of Revenue Funding	Existing budgets
Capital Cost	£ Existing budgets	Source of Capital Funding	Existing budgets
One off cost <input type="checkbox"/>	Ongoing cost <input checked="" type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input checked="" type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:

1. Finance Advice:

Procurement of a strategic partner for delivery of the capital programme seeks to improve the pace of deliverability of key capital infrastructure schemes within the current capital programme. The current capital programme is funded via variety of sources including prudential borrowing. Increasing delivery of the programme will simply deliver to the ambition currently set in the Capital Strategy and Medium Term Financial Plan and not create any additional funding pressures. In recent years the capital financing budget has underspent due to slippage in the programme therefore increasing delivery to match the budgeted programme won't impact on on-going capital financing costs.

Any projects supported by the strategic partner will be funded from the existing service revenue budgets for feasibility and early development and charged to the capital scheme where schemes are sufficiently progressed. There will be no contractual obligation on BCC to commit to full project delivery spend at the time the strategic partner is utilised and the Council will retain control on the level and pace at which projects with the partner are initialised and developed.

Finance Business Partner: Michael Pilcher 08/01/20

2. Legal Advice:

It is currently proposed that the procurement of the Strategic Partner will be achieved through the use of an appropriate Crown Commercial Services (CCS) Framework. CCS frameworks are EU compliant and accordingly their proper use ensures the Council is complying with the Public Contracts Regulations 2015 (PCR). Care will need to be taken in the introduction of any additions or amendments to the call off terms – some Frameworks provide limited scope to do this. In addition in selection of the Framework or Lot, consideration will need to be given to the full range/scope of the services the Council expects from its Strategic Partner to ensure they are all covered.

In the event that the Framework is not deemed suitable for meeting the Council's needs, a formal tender process (again PCR compliant) will be conducted by the Council.

If the Strategic Partner is to be responsible for sourcing any ancillary professional services which may be required, either on a project by project basis or generally, consideration will need to be given to any procurement requirements, either regulatory or Council policy, (including social value) which may need to be addressed.

Legal Team Leader: Eric Andrews 09/12/2019

3. Implications on IT:

IT is fully supportive of this initiative. Whilst IT do need to determine the final solution to be able to share access to data/files and allow partner staff to be able to act as a BCC resource (against the specific requirements) – we believe the solutions being provided via the IT Transformation Programme will make this far easier and the delivery timescales align with the strategic partnering project timescales. No issues anticipated.

IT Team Leader: Simon Oliver 16/12/19

4. HR Advice:

The Council does not have the in-house capacity to fully deliver the scale of our ambition for Bristol's development and regeneration. At present we are bridging some of the resource gap with the use of contractor resource on a project by project basis which is not efficient or cost effective. A longer-term arrangement with a strategic partner (SP) will enable us to plan and manage this external support more efficiently. It will also bring wider benefits to the council in terms of skill and knowledge transfer and career development opportunities for own employees. In particular, colleagues will get professional and career benefit from working with the Strategic Partner through:

- Exchange of knowledge ascertained from the review of Council processes, procedures and policies;
- Identification of specific team and individual officer skill gaps through workforce planning;
- Delivery of collaborative training including; Council/SP approach to working in a partnership, enhancement of softer client and contract relationship management skills and planning to achieve continuous professional and process improvement

HR Partner: Mark Williams 05/12/19

EDM Sign-off	Executive Director of Growth and Regeneration	20/11/19
Cabinet Member sign-off	Councillor Cheney	19/11/19
For Key Decisions - Mayor's Office sign-off	Mayor's Office	19/12/19

Appendix A – Further essential background / detail on the proposal	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	YES
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO

Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO