



Report produced by: John Walsh, Director, Workforce and Change

RE: The approach taken when exploring the opportunity for Co Sourced Delivery Model for Cleaning and Security

Background

A concept proposal was originally presented to BCC by BWC on Thursday 19th September 2019. The concept proposal came from BWC as an attempt to expand their business in line with their business objectives and expertise- and the identification that the council could benefit from a different approach to some FM service delivery. This was presented to the BCC commercial team, who have subsequently been disbanded. The FM services covered by the proposal were transferred to workforce and Change in February 2020. There was a re-engagement in February 2020 from BWC with relevant team members in BCC. Following this there was an agreement made (underpinned by a letter of intent from BCC) to explore the proposals further and enter into a Due Diligence phase to ensure that the proposals offered value for money. Bristol City Council representatives have been working with the management team from its teckal enterprise Bristol Workplace (an operating division of Bristol Waste) over several months, to determine the feasibility of introducing an integrated facilities management (FM) service.

Integrated Facilities Management Service

The proposals from Bristol Workplace are focused on the implementation of an 'integrated' FM service. Integrated FM services is the term used when an organisation concentrates its efforts on its core business activities and allows a range of non-core activities to be managed, co-ordinated or delivered by another organisation. The non-core activities are then performed or carried out by an operation that concentrates on these activities. Increasingly, organisations are switching from conventional methods of service provision to integrated FM solutions that form part of their long-term business strategies. These operations are already widely used by a number of leading organisations and can provide significant cost efficiencies, improved quality of service and investment in people, service equipment and technology. Additionally, the service team and people involved in the delivery have access to wide ranging opportunities for career development, training, rewards, recognition and other organisational benefits.

A co-sourced solution

- The integrated service will be established as a co-sourced operation with the specialist workplace and FM service division of our teckal enterprise at Bristol Waste Company (BW).
- The operation will form an integral part of the BCC corporate landlord approach and will be co-located with BCC facilities.

- The integrated service team will introduce specialist management and service personnel from BW, together with BCC service personnel that will be transferred into BW employment. This provides a single management approach that will be focused on serving the BCC 'soft' FM service needs, including the training and development of this team in modern service techniques and best practice. BW will invest in the introduction of new service equipment and technology; it will manage all of the services working closely with the BCC executive management team.
- A modern end-to-end service application will be introduced to provide a web-enabled portal for service requests and tracking, along with a streamlined single-point-of-contact for related service requests.
- A joint executive board comprising of directors from both BCC and BW will oversee the operation and will provide on-going executive direction to ensure that the service is being provided flexibly and that it suits the business needs at all times.
- The operation will be totally focused on ensuring that our workplaces are safe and healthy places to work from, as emerging and new ways of working evolve – it will provide a completely agile service solution

Due Diligence

The purpose of the Due Diligence stage was to validate the financial solutions proposed by BWC and also to review their Target Operating Model (TOM). There was an initial period of information gathering where BWC and BCC contacts in respective teams exchanged information in order to help with benchmarking and validation.

A BCC internal governance board was set up during the Due Diligence phase composed of key team members representing FM, Legal, Procurement, HR, Finance and IT. The purpose of this group is to scrutinise the proposals in order to reach a decision about progressing forward to cabinet. The internal board made a unanimous decision on the 27th October 2020 to explore set service lines (Security and Cleaning and associated contracts) , but not the entire scope of the original proposal by BWC, but with agreement that other service areas could be explored in the future. The proposals showed large annual savings when compared to current service delivery.

During Due Diligence there were regular joint weekly meetings to cover any queries from either team in relation to the information being provided. The main areas of information were financial, procurement and HR. Individual meetings were also held by BWC and their respective counter parts in BCC

Joint Executive Board

There was a Joint Executive Board (JEB) set up as part of the Due Diligence process this is composed of

- John Walsh, Director, Workforce and Change, BCC
- David Martin, Head of Facilities Management, BCC
- Tony Lawless, Managing Director, BWC
- Frank Rodriguez, Bristol Workplace Services

- Adam Henshaw, Financial Director, BWC

Internal Governance

The internal BCC Due Diligence Board is composed of the following BCC staff;

- John Walsh, Director, Workforce and Change
- David Martin, Head of Facilities Management
- Claire Jeffwitz, Shareholder Liaison Manager
- Tim O’Gara, Director, Legal and Democratic Services
- Gavin Arbuckle, Head of Service Improvement and Performance, Digital Transformation
- Jemma Prince, Finance Business Partner
- Mark Williams, Head of Human Resources
- Steve Sandercock, Interim Head of Strategic Procurement and Supplier Relations
- Eric Andrews, Senior Solicitor
- Tian Ze Hao, Senior Finance Business Partner
- Wendy Trainor, Locum Solicitor

Meetings are scheduled every 2 weeks or specifically as required

Summary

There has been a collaborative approach to ensuring that the proposals offer both value for money and confidence in service delivery. At the same time the implemented processes have allowed for proper scrutiny and challenge to be made to ensure that the correct benchmarks and baselines are in place. This will enable any potential service delivery in the future can be monitored accordingly.

Should Cabinet approve the proposal, there will be a further phase of scrutiny during the on-boarding process prior to any potential transfer on 31st April.