

## Appendix 4: BDC Review: Detailed Action Plan

Recommendation & Actions	Critical /Essential / Recommended	Lead	Comments and target date for completion
<p><b>Recommendation 1:</b> BCP council should review the composition of the BDC JV board and governance arrangements as outlined in this report.</p>	<p>Essential  (Within 6 months)</p>		
<p>Appointment of Non-Executive Directors and independent Chair to represent both shareholders:</p> <ul style="list-style-type: none"> <li>• Consultation with Muse to agree in principle decision.</li> <li>• Undertake Recruitment &amp; Selection Exercise               <ul style="list-style-type: none"> <li>◦ Draft Job Description (including published objective criteria and performance review process)</li> <li>◦ Advertising</li> <li>◦ Interviews</li> </ul> </li> <li>• Refresh Members Agreement to reflect changes (will require Cabinet/ Council approval)</li> </ul>		<p>Council</p>	<p>Target for completion by 31 December 2021.</p>
<p>BDC website update to include publication of:</p> <ul style="list-style-type: none"> <li>• Board papers</li> <li>• Minutes</li> <li>• Forward Plan</li> </ul> <p>New action - BCP website to link to BDC.</p>		<p>Muse</p>	<p>Refresh of BDC website underway. Target for completion 31<sup>st</sup> October 2021</p>
<p><b>Recommendation 2:</b> BCP council should establish a client shareholder working group as outlined in this report.</p>	<p>Essential  (Within 3 months)</p>		

<p>Establishment of a quarterly Client Shareholder Working Group:</p> <ul style="list-style-type: none"> <li>• Draft Terms of Reference</li> <li>• Agree Membership</li> <li>• Schedule Meetings</li> </ul> <p>Membership to include Chief Executive, Service Director, Monitoring Officer, S151 Officer</p>		Council	Terms of reference to be agreed by Cabinet by 31st October 2021.
<p><b>Recommendation 3:</b> Project Quantity Surveyors and Employers Agents should be appointed jointly by the council and Muse with appropriate professional warranties.</p>	<p>Essential  (Within 3 months)</p>		
<ul style="list-style-type: none"> <li>• Recommendation partially implemented (examples include EA/QS appointed for St Stephens Road PRS Project. BCP will be appointing EAs/QSs to protect its own interests in Council's investment in Winter Gardens project PRS &amp; Car Park</li> <li>• Establish Corporate 4-year Framework for QS and EA in consultation with Procurement: <ul style="list-style-type: none"> <li>o Complete specification (separate lots) including scoring &amp; evaluation process.</li> <li>o Compile Tender Documents including draft contract &amp; publish.</li> <li>o Evaluation.</li> <li>o Appointment of up to 4 providers.</li> </ul> </li> </ul> <p><i>NB. Procurement need 3 months to turnaround once spec agreed. Timescales could be accelerated if under the Public Contracts Regulations (2015) threshold (£189k) – but ideally 4-year framework to be established.</i></p>		Council/ Muse	<p>Action already partially implemented to ensure independent valuation and cost measurement exercise on Winter Gardens Scheme but longer-term framework appointments to be made.</p> <p>Target date 31<sup>st</sup> December 2021</p>
<p><b>Recommendation 4:</b> BCP council should appoint a firm of chartered surveyors to provide future valuation advice on land values and commercial support on the Winter Gardens</p>	<p>Critical</p>		

and Cotlands Road schemes. The scope of this commission should include assisting the council scrutinise project viability appraisals prepared by Muse. They should also provide independent advice and represent the council in assessing and agreeing scheme specific commercial terms for transactions.			
<ul style="list-style-type: none"> <li>• Recommendation partially completed, District Valuer and Chartered Surveyors appointed to advise on current scheme Winter Gardens)</li> <li>• Seek fee proposals per project in accordance with BCP Procurement regulations from chartered surveyors with relevant project/sector expertise.</li> <li>• Evaluate and award as per BCP procurement regulations</li> </ul>		Council	Tendering exercise to be completed for term contract provider by 31 <sup>st</sup> December 2021
<b>Recommendation 5:</b> Feasibility work related to construction of a new MSCP in Bournemouth should be made a priority and if practical accelerated. Alternative delivery models, including capital investment by specialist car park operators, should be market tested.	Critical		
<ul style="list-style-type: none"> <li>• Early Market Engagement (working with Procurement Team) <ul style="list-style-type: none"> <li>o Prior Information Notice published to invite providers to attend MS Teams Presentation (including technical issues, financing options etc.).</li> <li>o 1-2-1 sessions scheduled to gather market feedback.</li> </ul> </li> </ul>		Council/Muse	Case for a new MSCP to be progressed in conjunction with demand study on future car parking requirements. Target Date 31 <sup>st</sup> December 2021
<b>Recommendation 6:</b> BCP council should review the conditions attached to current (and future) funding	Recommended		

arrangements (including loan notes) to ensure that risk is not disproportionately allocated to BCP council.			
Risk review to be undertaken by Council Officers in advance of recommendations to Cabinet/ Council on future BDC schemes		Council	Action to be taken as BDC proposals come forward
<b>Recommendation 7:</b> Assess proposed schemes against BCP council's strategic priorities and establish an agreed prioritised programme of development work.	Essential  (Once Executive Development Director is in place)		
<ul style="list-style-type: none"> <li>• Map current strategy and policy framework against current to programme to identify quantifiable and less quantifiable benefits from each scheme.</li> <li>• Use Benefit mapping to prioritise programme.</li> <li>• Agree changes to business plan.</li> <li>• Partnership Board and Cabinet approval.</li> </ul>		Council	To be agreed once Council has reviewed URC business plan and BDC proposals for 2022/23
<b>Recommendation 8:</b> BCP council to establish a PMO office to oversee the composite development pipeline.	Critical		
<ul style="list-style-type: none"> <li>• Design Client side PMO function based to include: <ul style="list-style-type: none"> <li>o Gateway approval process</li> <li>o Standard Templates (SBC, OBC, FBC, Risk Registers, Issue Logs, End Stage Reports, Progress/Highlight Reports etc)</li> <li>o Documented ways of working including forward plans, MS Teams, document storage, project status and milestone tracking etc.</li> </ul> </li> </ul>		Council	Action underway on design of client-side commissioning function to provide oversight of URC and BDC. Target date for approval 31 <sup>st</sup> October 2021

NB. These will be replicated for the proposed URC			
<b>Recommendation 9:</b> Test the use of Seascope to play a much more significant supply-side role, including acquiring land.	Recommended		
Undertake options appraisal within business case to test this concept on next potential land acquisition		Council	Recommendation to be reviewed once URC is fully operational
<b>Recommendation 10:</b> Recruit an Executive Director to provide leadership within the council with a mandate to create an effective in-house capability to oversee a future development pipeline and oversee the performance of BCP council delivery vehicles.	Critical		
<ul style="list-style-type: none"> <li>• Undertake Recruitment &amp; Selection Exercise <ul style="list-style-type: none"> <li>o Draft Job Description</li> <li>o Advertising</li> <li>o Interviews</li> </ul> </li> </ul>		Council	Preparations for recruitment process are in place. Target date for selection of Director 30 September 2021