

Section 2

Partnership

Working Strategy

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2.1 Background

- 2.1.1 The Council and the Developer are committed to establishing a highly successful partnership with effective governance and decision making and a working culture where staff from both organisations work together alongside the community to deliver the objectives established through the DPA and the Business Plan.
- 2.1.2 This strategy document sets out the agreed structure for how the Parties will work together through the Development Period.

2.2 Approach

- 2.2.1 The Parties agree that the key to a successful partnership is creating the right working relationships and culture at each level of the partnership.
- 2.2.2 This section details the arrangements for partnership working over the lifetime of the Project as set out in the Development Partnership Agreement (DPA).
- 2.2.3 This strategy section includes the key principles and Business Plan Specifications that the Council and the Developer will adhere to in relation to:
- Structure and Governance
 - Working arrangements
 - Co-location

2.3 Key Principles

2.3.1 Structure and Governance

- 2.3.1 The Project will be managed through an agreed structure of groups and teams. The Council and the Developer will establish and maintain as a minimum a Steering Group, an Implementation Group and a series of Delivery Teams.
- 2.3.2 The key to a successful partnership is an open and transparent approach from all parties. The approach to communications within the Partnership will therefore be governed by the following principles:
- Maintaining regular contact
 - Regular Steering Group, Implementation Group and Delivery Team meetings
 - Regular monitoring of progress
 - Full communication of all decisions made to all staff working on the Project.
- 2.3.1.3 Alongside the Steering Group, Implementation Group and the Delivery Teams there will be a need for strategic dialogue and relationships to be established between the most senior members of staff in the Council and the Developer. It is therefore important that the Chief Executives of both organisations have a common understanding of the objectives and the requirements of the Project so that they can ensure it is adequately resourced.
- 2.3.1.4 Communication and engagement with local residents throughout the Development Period will also be vital for the success of the Project. The structures which are put in place to manage the Project will therefore have to ensure there is appropriate engagement with the community throughout. This will be achieved through both the consultation and engagement

approach set out in Section 8 and the accountability structures established in Section 10.

2.3.2 Working arrangements

Staffing

- 2.3.2.1 Both the Developer and the Council will provide effective and clearly identifiable personnel resources to ensure the successful delivery of the Project. This will include the appropriate level of representation at the various boards and groups set out in this section.
- 2.3.2.2 The Council will maintain a regeneration staff team focussed on the Project throughout the Development Period. In addition, the Council is committed to providing area and housing management resources to Aylesbury residents throughout the period that Council tenants or residents remain living on the estate. The Council will also provide additional support through other Council services such as communications, community engagement and finance as appropriate.

2.3.3 Co-location

- 2.3.3.1 Co-location of operational staff is very important. It engenders proper partnership working and allows issues to be resolved more effectively and expediently.
- 2.3.3.2 The Parties will develop a co-location strategy which sees the Council's regeneration and housing team's co-located with the Developer's staff for the Project, sharing office and meeting space on the Aylesbury Estate when required.
- 2.3.3.3 Co-location facilities will be provided by the Developer in an Aylesbury Estate based office throughout the Development Period. It is expected that this Hub will move location throughout the Project.

2.4 Business Plan Specification

Minimum Requirements as set out in the DPA, Schedule 3

The minimum requirements relating to Section 2 are set out in Schedule 3 of the DPA. These minimum requirements are as follows:

20. The Developer will provide a named Project Director, Design Director and MCI Manager throughout the whole of the Development Period.

2.4.1 Staffing

2.4.1.1 The Developer has committed to provide at a minimum the following core roles throughout the Project:

- Project Director
- Design Director
- Marketing, Communications and Involvement Manager

2.4.1.2 The Developer will maintain the core roles with appropriately qualified staff matching the key job specifications (as set out in Annexure 2.1), funded from within the Developer's Priority Return, throughout the Development Period, which will include at a minimum a suitably skilled:

2.4.1.3 **Project Director who will:**

- Provide strategic and operational leadership for the Project
- Report on Project progress and outcomes to the Steering Group
- Be the face of the Project, utilising all channels to ensure that stakeholders and interested parties are managed effectively and in the best interests of the Project, the Developer and the Council.

2.4.1.4 **Design Director who will:**

- Work alongside existing Project staff to ensure that the integrity of the design work on the Project is of the highest standard at all times.
- Oversee and monitor the selection and management of architects and designers appointed to the Developer's design team.
- Review the briefing of consultants and monitor the design of the Development Works to ensure consistency in architectural and design quality across the Development Area.
- Attend meetings of the Steering Group from time to time as requested.

2.4.1.5 The Design Director is not necessarily a full-time, permanent post, but a retained post with input at key stages of the Project. This will be as a minimum an average of 4 days per month.

2.4.1.6 **Marketing, Communications and Involvement (MCI) Manager who will:**

- Lead and manage the implementation and delivery of the Marketing, Communications and Involvement (MCI) Strategy (Section 8) for the Project for all aspects of branding, marketing, communications and consultation, ensuring that the strategies address both existing and new residents.
- Report on all aspects of the delivery and on-going impact of the Project on delivery of the MCI strategies to the Steering Group (including for this purpose the Developer's Group Director of Development and New Business, and the Council's Director of Regeneration).
- Work with Council officers and the Creation Trust to ensure that all communications relating to the Project are clear, comprehensive, consistent and effective.
- Set up and chair the MCI Delivery Team to facilitate a collaborative forum in which to discuss and agree appropriate communications responses to development activities, events and feedback throughout Development Period.

- 2.4.1.7 The Developer's Staff Team will be employed on the Project at the outset of the programme. This will be through interim staffing arrangements immediately after contract signature (as set out in Annexure 2.2), with all posts recruited to in line with the Mobilisation Programme set in Section 3.
- 2.4.1.8 For all new staff or consultants coming into the Project the Developer will have in place an effective strategy for induction and continuity. The principles of this strategy are set out in Annexure 2.3.

2.4.2 Groups and teams

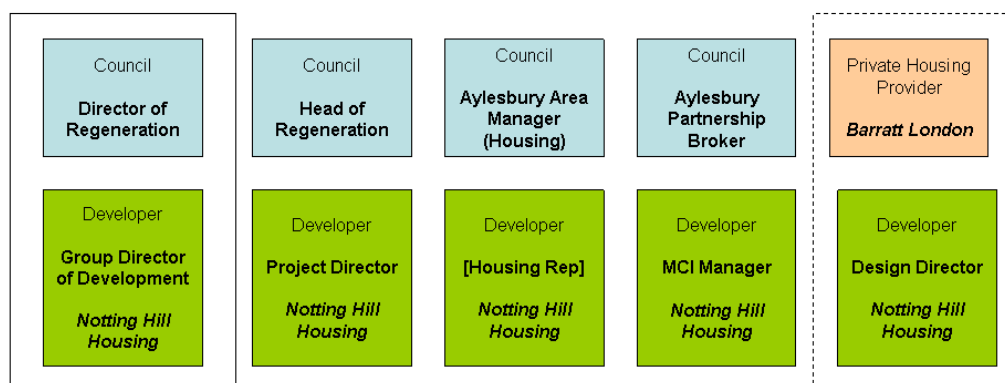
- 2.4.2.1 The Council and the Developer will establish and maintain groups and teams, through which the governance of the partnership between the Council and the Developer will be managed. These will be:
- A Steering Group which is set up to oversee the whole Project, monitor progress and performance as set out in the DPA. Membership will include the Developer's Group Director of Development and the Council's Director of Regeneration. This group will meet at least quarterly to review progress and consider proposed amendments to the Business Plan. The Steering Group will also meet annually to undertake a detailed review of performance against the Business Plan.
 - An Implementation Group which meets monthly to monitor the implementation of the Project and reports into the Steering Group both quarterly on progress and issues, and annually on performance against the whole Business Plan.
 - A set of Delivery Teams, established by the Implementation Group to deliver the Business Plan Specifications as set out within the Business Plan.

2.5 Delivery Mechanism

2.5.1 Groups and Teams

Steering Group

- 2.5.1.1 Both Parties will provide the appropriate level of representation to attend the Steering Group to ensure that decisions can be taken effectively that will ensure the efficient delivery of the Project. This representation will be by staff with a sufficiently detailed understanding of the Project in order to provide effective issue resolution, and who generate a working atmosphere where issues are properly and openly debated and resolved. It is expected that representation on the Steering Group will be as set out below:



- 2.5.1.2 The first meeting of the Steering Group must take place within the first 15 Working Days after exchange of the DPA as shown in the Mobilisation Plan (section 3) and then quarterly thereafter.
- 2.5.1.3 The Terms of Reference of the Steering Group are set out in Annexure 2.4 and must be reviewed annually alongside the Business Plan.
- 2.5.1.4 The Steering Group will have an annual review meeting (as part of the quarterly meeting cycle) to consider performance against all aspects of the DPA (including the Business Plan). This will include a full review of the Business Plan and consideration of any recommendations to make changes

to the Business Plan Specifications or Key Principles.

- 2.5.1.5 The Council will have an internal strategic leadership meeting of the Chief Executive, the Strategic Director of Finance and Corporate Services, the Strategic Director of Housing and Community Services and the Council members of the Steering Group, or other appropriate senior staff, in advance of each annual review meeting of the Steering Group to agree the Council's position and delegate authority for decision making to the Council's Steering Group representative as appropriate.
- 2.5.1.6 The Developer will hold a similar internal meeting attended by the key strategic leadership to agree a position and delegate authority for decision making to the Developer's Steering Group representative. At a minimum this will include the Developer's Chief Executive.

Implementation Group

- 2.5.1.7 It is essential that there is staffing continuity from the Developer's bid team into the Implementation Group, including appropriate representation from the Developer Partner, whilst also ensuring that all staff on the Implementation Group have sufficient detailed understanding of the Project. It is expected that representation on the Implementation Group will be as follows:

Council Aylesbury Partnership Broker	Council Senior Design and Technical Officer	Council Aylesbury Area Manager	Council Programme Officer – Regen South	Council Comms Rep
Developer Project Director <i>Notting Hill Housing</i>	Developer MCI Manager <i>Notting Hill Housing</i>	Developer Regional Head of Housing <i>Notting Hill Housing</i>	Developer Regeneration Project Manager <i>Notting Hill Housing</i>	Council Housing Rep(s)
Private Housing Provider Senior Development Manager <i>Barratt London</i>	Developer Community Investment Project Manager <i>Notting Hill Housing</i>	Developer Resident Involvement Manager <i>Notting Hill Housing</i>	Developer Senior Development Project Manager <i>Notting Hill Housing</i>	Council Local Economy Rep

- 2.5.1.8 The Implementation Group will establish a shared working culture where mutual objectives are understood and problems tackled effectively. It may agree changes to the Delivery Mechanisms of how and when each element of the Business Plan Specification's are delivered, insofar as this does not change anything set out within the Business Plan Specifications or the Key Principles. Any proposed changes to the Business Plan Specifications or Key Principles would need escalation to the Steering Group for agreement.
- 2.5.1.9 The Terms of Reference for the Implementation Group are set out in Annexure 2.4 and must be reviewed annually.

Delivery Teams

- 2.5.1.10 The Delivery Teams will be responsible for progressing the detail of each work stream within the Project.
- 2.5.1.11 Delivery Teams will report back to the Implementation Group on progress against each Business Plan Specification. Each Delivery Team will be expected to provide an update at each meeting of the Implementation Group (monthly), unless agreed otherwise by the Implementation Group.
- 2.5.1.12 A range of Delivery Teams will be established by the Implementation Group to cover all aspects of the Project. This will include Delivery Teams covering:
- Rehousing / CPO / Vacant Possession
 - Area and housing management
 - Marketing, Communications and Involvement
 - Economic and community wellbeing
 - Implementation / Interim management approach
 - Design and Technical Project Management.

2.5.2 Co-location

2.5.2.1 Both the Council and the Developer will work together to develop a co-location strategy, that will be deliverable throughout the Development Period and which will incorporate a range of office based functions, including the:

- Developer's core roles as set out in paragraph 2.4.1.1 and other Project staff as appropriate
- Area Housing Office for both the Council and Developer's housing staff
- Council Regeneration Team for the Aylesbury Estate
- Creation Trust.

2.5.2.2 The Developer will provide a suite of estate based office space located alongside other marketing and community functions to create a local Hub, which will act as a one-stop shop for both new and existing residents Development Period. The Hub would need to clearly identify through strong signage that it is a shared space.

2.5.2.3 Both the office and community space provided in the Hub will be appropriate to enable:

- Meetings of the Implementation Group and various Delivery Teams (up to 20 attendees).
- Public meetings and exhibitions. These will generally take place on weekdays from 16:00–20:00, but occasional weekend meetings are envisaged, probably on Saturdays between 10:00–14:00. This space could be shared with other uses/activities at other times.
- Space for individual meetings between staff and residents.
- The work of Council housing staff (exact number to be agreed and will change over time), in addition to the work of the Developer's housing staff.

- The work of Creation Trust (see Annexure 9.4 for detailed output specification for the office space) until the completion of Creation Trust permanent offices on Plot 18.

2.5.2.4 For details of Hub layout on the First Development site refer to Section 6.

2.5.2.5 In the interim period until such time as the Hub has been established on the First Development Site the Developer will utilise the large exhibition space at Thurlow Lodge for all public events, and office space within both the Area Housing Office and the Aylesbury Resource Centre for staffing.