



Request for Proposal:

**Review of the
Collaboration Bay of Plenty (COBOP) network**

Closing: 21 December 2018

At: 3pm

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Section A – Request for Proposal (RFP) Overview and Process

1. Purpose of Request for Proposal

- 1.1 The purpose of this Request for Proposal (RFP) is to invite either individuals or consultancy teams to submit a proposal for **the structural and operational review of Collaboration Bay of Plenty (COBOP)**. The agreement for this role will be between the successful applicant/s and Collaboration Bay of Plenty Steering Group, with fees and contracted arrangements through Western Bay of Plenty District Council as the COBOP putea/fund holder.
- 1.2 The purpose of the review is to provide COBOP with recommendations on structure and the operating model that will enable the network to be a successful collaboration vehicle for the Bay of Plenty region.

2 Overview

2.1 About COBOP

COBOP is a collaborative network of local and regional council chief executives, and regional managers of twenty-six central government agencies with Bay of Plenty responsibilities. We work at a strategic level to guide our respective organisations to best serve and develop the Bay to be a fantastic place to live, work, learn and play. COBOP is a vehicle for co-operation and collaboration to promote the achievement of local and regional community aspirations and priorities through effective and efficient use of resources. COBOP is mandated under the Local Government Act to assist the Bay of Plenty to develop environmentally; socially, culturally and economically. COBOP's intention is to:

- Foster active and ongoing relationships
- Share and communicate information
- Proactively seize opportunities and add value
- Promote thought and incubate ideas
- Connect up and remove barriers
- Use our collective influence

Further information:

- [COBOP Terms of Reference](#)
- [COBOP Structure & Roles](#)

2.2 Background and an emerging operating environment

2.2.1 Background:

COBOP initially started in 2005 and was called Community Outcomes Bay of Plenty. It birthed as a result of the Local Government Act 2002 expecting more local-central government collaboration. In 2007 COPBOP re-shaped itself following a review, developed priority areas and re-branded to be known as 'Collaboration Bay of Plenty' – reflecting more fully the nature of the network. In 2012 the Local Government Act was amended with a clear call for agencies to be accountable for doing more with less. It challenged the public sector to work smarter.

In 2016 COBOP undertook an internal review and re-shaped the clusters to work on identified action areas. Resulting from this review, the network moved from 'networking and information sharing' to exploring potential action areas identified by the regional leadership forum (CE's and Regional Managers of all member agencies). These areas were: **environmental sustainability, community safety, employment/workforce and healthy housing.**

The original intentions of COBOP seem to be delivered well by the current structure and do not require significant

budget. However, the desire (from within the network, resultant from 2016 internal review) for COBOP to proactively seize opportunities to add value has some challenges. The 2016 review set up a different operating model for COBOP that was more 'outcome' orientated. Since then, some challenges and opportunities to move forward have already been identified. COBOP has already started to see some success from supporting specific initiatives (bullet points outlined above) but is also learning that this is not easy and requires commitment and resourcing. Providing (or even increasing) that resourcing will require increased funding commitments from signatories.

2.2.2 An emerging operating environment

Central Government

The environment in which COBOP operates (as a local and central government connection point) has changed considerably since its inception in 2005 and again with the coalition government in 2017. Where before, central government agencies were tasked with providing solutions from the centre, the new government has made it clear that community solutions (locally based) are high on their agenda for finding solutions to many of the complex social, economic and environmental challenges we face. Central governments focus on well-beings and their recent cabinet paper linked to 3 waters highlight the changing landscape COBOP operates within.

Central government push for regional development and funding through the Provincial Growth Fund has also resulted in an array of new projects within the Bay, particularly with Eastern Bay of Plenty Councils (Whakatane, Kawerau, Opotiki) working closely together to prioritise projects. MBIE also established a Bay of Plenty based cross-sector working group to vet projects applying to the PGF from this region.

Local Government

Local Government New Zealand are advocating for the Localism Project - where more decision-making authority and funding decisions are made at a local (rather than central) level. This comes with its challenges and opportunities, forcing local government to look at their own operating systems in response to this. BOPLASS (Bay of Plenty Local Authority Shared Services) is also active in the region across councils, with linkages into Waikato and Gisborne (neighbouring Councils). Recent intentions of BOPLASS are to build on back-end, cost saving initiatives for member councils, to include projects that can also have significant 'well-being' benefits.

Regional Forums & Initiatives

The wider strategic context has also changed since COBOP's inception, with other regional collaborative initiatives underway such as the Urban Form and Transport Initiative; Bay of Connections (regional economic development strategy umbrella of several initiatives); CONNECT (a regional grouping of agencies working with businesses); Bay of Plenty Civil Defence/Emergency Management BOP etc underway. Bay of Connections as the regional banner for economic development, has been through a recent review process (2018) also.

Collaborative funding initiatives such as Bay Brighter Futures (focussed on outcomes for First 1000 days of a child's life and youth engagement) and Enterprise Angels regional impact investment fund have also highlighted the importance of cross-sector collaboration for outcomes.

With considerable activity within the region, COBOP acknowledges that many of the same people involved in COBOP are stretched across initiatives (COBOP often playing a connection role with government agencies) and that the network must adapt to be successful, but also to not stretch key people too thin.

Sub-regional Context

There is an obvious geographical connection for Councils working in the Bay of Plenty. Tauranga City and Western BOP Councils (e.g. SmartGrowth); Rotorua Lakes and Taupo; Whakatane, Kawerau and Opotiki (Eastern Bays). Councils are mandated by their community aspirations to deliver on the Long-Term Plan. Often there is common ground amongst the sub-regions to work regionally, however local priorities take precedence.

3 Position – Review Consultant

3.1 The COBOP Steering Group seeks an experienced consultant to **review the current structure and operating model of the network with a view to providing key recommendations** for COBOP to be successful as a collaboration vehicle for the Bay of Plenty.

3.2 The consultant will be responsible to the COBOP Steering Group and will need to work with key stakeholders within the COBOP network and across the Bay of Plenty region to determine the most effective governance and operational model to achieve the intent of the network.

3.3 Responsibilities include:

- Identify the backbone (governance structure and operating model) required for a successful collaboration vehicle for the Bay of Plenty region.
- Ensure that the COBOP structure and operating model connects with and aids the implementation of local government priorities
- Engage with key stakeholders including member agencies (local and central government agencies and District Health Boards), regional NGO's, the Mayors Triennial, BOPLASS, regional philanthropic organisations, CONNECT business network, Bay of Connections, sub-regional economic development entities (Priority One Western BOP and Tauranga; TOI EDA Eastern Bays; Great Lake Taupo, Rotorua EDA) to ensure that sub-regional needs are understood and considered in developing a structure and operating model
- Identify the funding commitment needed from member agencies to implement a strong backbone

3.4 Attributes expected of the consultant:

- Passion and knowledge of the Bay of Plenty and its diverse communities
- Have existing relationships and the ability to forge relationships with local and central government agencies and other regional stakeholders.
- Be confident in communicating and presenting
- An understanding of and interest in Local Government New Zealand's Localism Project
- An understanding of, and interest in, the direction of the Labour-led coalition government in particularly response to localism and the Minister for Local Government's vision for local government.
- Experience in developing sound operational structures
- Strategic vision and sound judgement
- A high standard of personal integrity
- Excellent diplomacy and a collaborative manner with the ability to listen to a range of viewpoints and stakeholders.
- Effective time management skills

4. Outcomes

4.1 Key outcomes that COBOP requires:

- Recommendations on a way forward for COBOP - this may include:
 - Recommendations on a governance and operating model that takes into consideration the emerging operating environment and its connection to and with other regional initiatives
 - Estimated costings related to a new governance structure and operating model

4.2 Following evaluation of the Proposals received, the COBOP Steering Group may:

- Enter into service agreement contract negotiations with a preferred participant, or;
- Conclude or abandon the process without awarding any contract

5. The RFP Process

5.1 The anticipated timetable for this RFP is:

Activity	Date
Issue of RFP	3 December 2018
Closing time for additional information and clarification	12 December 2018
Deadline for proposals	3pm, 21 December 2018
Interviews	20 - 25 January 2019
Participants notified of decisions	28 January 2019
Commencement date	1 February 2019
Completion date	30 March 2019

5.2 Please note this timetable is indicative only and may be subject to change at the sole discretion of the COBOP Steering Group. Participants will be notified of changes by the authorised representative.

6. Submission of RFPs

6.1 Please email your proposal to samepage101@icloud.com by **3pm on Friday 21st December 2018**.

6.2 You may supply additional material not specifically requested by this RFP.

6.3 Proposals sent by facsimile will not be accepted.

6.4 Ensure your Proposal has been **emailed before the closing date and time**. Late proposals will not be considered.

7. Communication

7.1 All communications with regards to this RFP, including requests for clarification or further information must be conducted through the following authorised representative(s) as listed below:

Representative	Phone	Email
Geoff Williams	07 348 4199	Geoff.Williams@rotorualc.govt.nz
Russell George	07 306 9009	Russell.George@kaweraudc.govt.nz
Miriam Taris	07 579 6695	Miriam.Taris@westernbay.govt.nz
Lionel Crawley	07 577 3031	Lionel.Crawley@nzte.govt.nz

8. Additional information and clarification

8.1 Any requests for additional information, beyond that supplied in this RFP or for clarification purposes must be made in writing by email to the authorised representative (above).

8.2 Requests for information or clarification that relate solely to a participant's Proposal and contain commercially sensitive information will be provided to the participant requesting the information for clarity only.

8.3 The COBOP Steering Group will not be bound by any statement, written or verbal, made by any person other than the authorised representatives. The authorised representative (or any other person specifically authorised by the authorised representative) is the only person authorised to make representations or explanations in relation to this RFP.

8.4 The closing time and date for additional information and clarification is Wednesday 12 December 2018.

Section B – Information Required

Instructions

You are required to answer each question in this section. You must use the numbering system and headings in your response and respond in the same sequence.

1. Executive summary

Please provide an **executive summary of your Proposal outlining the key advantages** of your Proposal and how you will meet the key requirements of the RFP.

2. Organisational profile

2.1 Please provide a company or organisation profile that includes:

- Name and address of the company or organisation
- The name, title and contact information for the main person authorised to represent you in this RFP process
- If applying as part of a consultancy team, please provide the names and brief background on each team member
- Provide confirmation of insurance cover and indemnity insurance

3. Relevant experience and track record

3.1 Please provide **details of your experience and track record of service and supply** with similar projects that have had high involvement with local and central government agencies, as well as any relevant experience.

3.2 Please **provide contact details from at least two clients** that have engaged your services for similar projects in the past 2-3 years.

4. Methodology

4.1 Please provide details of your **proposed methodology** to achieve the review purpose.

4.2 Please provide details of the **overall value offering** to the COBOP Steering group, including experience, implementation timeframe, availability, plus any specific inclusions and exclusions – i.e. what is the COBOP Steering Group getting for its investment?

4.3 What makes you different from the rest?

5. Fees

5.1 Please provide details of your fees.