



**Co-operative Councils**  
Innovation Network

## Integrated Operations Centre

Perform Green working with Bristol City Council

# Making Smart Cities a Reality

As part of its Smart City agenda, Bristol City Council committed to create an integrated city-wide management, service delivery and collaborative centre for Bristol. The programme is focused on the needs of citizens and aided by an open information platform to encourage innovation.

### **The challenge**

The programme was scheduled to cost £8.3 million over two years and deliver financial benefit to estates, plus £800k a year in business efficiencies and commercial revenue.

Perform Green were appointed to review progress and build delivery assurance to align the budget and deliverable outcomes.

They had to bring together and integrate teams and functions from multiple sectors across the organisation, including all four Strategic Directorates.

### **What did Perform Green Deliver?**

Perform Green's Barney Smith was established as the Programme Director, who reviewed programme deliverables. That led to a re-planning exercise and major restructuring to protect critical milestones that would have significant beneficial impacts on spend.

This involved decoupling several sub-projects to run in parallel and building a new mixed team of Perform Green, Council and contract staff to deliver with separate workstream leads and full PMO.

Objectives met include:

- an Operations Centre environment to meet agreed accreditation standards
- up-to-date, integrated and resilient technology
- co-located and joined-up operations, within and supporting the functions of the Operations Centre
- a safe, secure, performing operating centre that sells itself to partners



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- a commercial model to achieve additional benefit of £8.4m over 10 years.

Perform Green also played a critical role in:

- staff engagement and change management
- commercial engagement – securing multi-agency, paying users of the service
- ownership of the Service Design
- designing transformation of service outcomes using ‘Smart Society’ expertise
- embedding and operationalising Innovation.

### **Key successes**

The Programme delivered and exceeded all key outcomes from the original business case. It delivered on time, under budget and exceeded its original scope. The benefits case within six months of going live was 50% ahead of year one commercial revenue target profile.

In October 2017, Bristol overtook London as the UK’s number 1 Smart City in the Huawei Smart City Index. The Operations Centre was cited along with [Bristol Is Open](#), a Joint Venture Company between Bristol City Council and The University of Bristol also run over the same period by Perform Green.

In March 2018, Bristol won the Smart City award from Mobile World Congress, citing just two initiatives: Bristol Operations Centre and Bristol Is Open.

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### **For further information contact:**

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