
**INFRASTRUCTURE BUSINESS MODEL & ALTERNATIVE DELIVERY
OPTIONS – DRAFT TASK & FINISH REPORT**

Background

1. At the Environmental Scrutiny Committee meeting on the 9th September, it was agreed that a Joint Task and Finish Group involving Members from the Environmental Scrutiny Committee and the Policy Review & Performance Scrutiny Committee would undertake a joint inquiry titled 'Infrastructure Business Model & Alternative Delivery Options'. This report provides background information about the inquiry and outlines the next steps in the process.
2. The agreed terms of reference for the inquiry were:

The aim of the inquiry is to review the range of available alternative delivery models that could be used by the City of Cardiff Council to deliver front line services. In doing so the inquiry will focus on:

- *The potential range of services that could be delivered using alternative service delivery models;*
- *The range of potential operating models currently being considered by the City of Cardiff Council.*

When evaluating alternative delivery models and the services that they could be used to deliver the inquiry will explore a number of key factors including the:

- *Impact on service delivery;*
- *Financial impact;*
- *Staffing impact;*

- *Legal impact;*
- *Deliverability and potential risk;*
- *Identification of a suitable priority based selection criteria that could be used to identify the most appropriate operating model for delivery of front line services;*
- *Strengths and weaknesses of each alternative delivery model;*
- *Lessons learnt from other local authorities on the implementation of alternative delivery models.*

3. Members of the Task & Finish group were:

Members of the Task & Finish Group from the Environmental Scrutiny Committee were:

- Councillor Paul Mitchell (Chair);
- Councillor Rod McKerlich.

Members of the Task & Finish Group from the Policy Review & Performance Scrutiny Committee were:

- Councillor Nigel Howells;
- Councillor David Walker;
- Councillor Gary Hunt.

4. The Task & Finish Group received heard evidence from :

Through the course of the inquiry Members received evidence from the following witnesses:

- Jane Forshaw – Director for the Environment, City & County of Cardiff Council
- Tara King – Assistant Director for the Environment, City & County of Cardiff Council
- David Lowe – Waste Operations Manager, City & County of Cardiff Council

- Pat McGrath – Operational Manager, Infrastructure & Projects, City & County of Cardiff Council
- Claire Cutforth – Operational Manager, Recycling Services, City & County of Cardiff Council
- Jane Cherrington – Operational Manager, Strategy & Enforcement, City & County of Cardiff Council
- Gary Brown – Operational Manager, Highway Maintenance, City & County of Cardiff Council
- Andy Greener – Principal Engineer – Inspection & Assessment, City & County of Cardiff Council
- Steve Robinson – Operational Manager, Commissioning & Procurement, City & County of Cardiff Council
- Chris McLellan – Senior Category Manager, Commissioning & Procurement, City & County of Cardiff Council
- Kerry Barley – Business Analyst, City & County of Cardiff Council
- Angie Shiels – Cardiff GMB
- Ken Daniels – Cardiff Branch Secretary, GMB
- Lesley Ironfield – Operational Manager, Facilities Management, City & County of Cardiff Council
- Neville Lord - Cleaning & Support Services Manager, City & County of Cardiff Council
- Clive Riches – Building Services Manager, City & County of Cardiff Council
- Emyr Williams – Principal Research Officer, City & County of Cardiff Council

- Tom Foreman – Principal Research Officer, City & County of Cardiff Council
- Paul Manley - Central Transport Services, Principal Research Officer, City & County of Cardiff Council
- Shaun Jamieson – County Solicitor, Principal Research Officer, City & County of Cardiff Council
- Tracey Thomas - Operational Manager, HR People Partner, City & County of Cardiff
- Phil Dee – Operational Manager, Building Design & Construction
- Robert Collins – Cardiff UCATT
- Graham Bourton, Head of Direct Services, Oxford City Council
- Tim Sadler, Executive Director Community Services, Oxford City Council
- Lyn Barker, Finance Business Partner, Oxford City Council
- Jeff Ridgley, Business Development & Fleet Manager, Oxford City Council
- Steve Davis, Electrician / UNITE, Oxford City Council
- Ian Morrison, Multi Trade Operative / UNISON, Oxford City Council
- Councillor Van Coulter, Oxford City Council
- Mike Cafferky – Business Director, Non PFI Highways, Amey
- James Trotter – Business Development Director Local Government, Amey
- Dave Nicholson – HR Business Partner, Amey
- Eddie Fellows – Network Manager, Birmingham HMMS, Amey
- Mike Hodkinson – Business Development Manager, Amey
- Jason Parfitt – Principal Operations Manager Birmingham PFI, Amey
- Helen Walters – Facilitator, Amey

- Wayne Rowley – Principal Operations Manager Solihull, Amey
- Will Tyas – Account Manager, Birmingham HMMS, Amey
- Ricky Fuller – Head of Strategic Client Services, Peterborough City Council
- Alistair Merrick – Former Wolverhampton Council Director & Consultant
- Ian Coventry – Environmental Services Manager at Slough Borough Council
- Paul Sayer – Senior Union Representative, GMB
- Bill Abbot – Senior Union Representative, UNISON
- Ricky Sinfield – Unison, Wellingborough Norse
- Nicola Holden - General Manager, Wellingborough Norse
- John Casserly – Managing Director, Wellingborough Norse
- Bridget Lawrence – Head of Resources, Borough Council of Wellingborough
- Graham Jermyn - Director, GYB Services at Norse Commercial Services
- Councillor Peter Morrall – Chair of the Wellingborough Norse Liaison Board
- Councillor Brian Emerson - Wellingborough Norse Liaison Board
- John Campbell – Chief Executive, Borough Council of Wellingborough
- Liz Elliott - Head of Finance and Section 151 Officer, Borough Council of Wellingborough
- Fourteen from line staff from Wellingborough Norse
- Arthur Hooper, Managing Director, Cormac Solutions Ltd.
- Robin Fisher, Director, Cormac Solutions Ltd.

Way Forward

5. The draft report of the Task & Finish Group is attached at **Appendix 1**. Members' attention is particularly drawn to the Recommendations. These are based on the evidence heard throughout the Task & Finish Group Inquiry.
6. A draft version of the Infrastructure Business Model & Alternative Delivery Options report will be presented to both the Environmental Scrutiny Committee and the Policy Review & Performance Scrutiny Committee for consideration. Both committees will need to approve the document before it is finalised and passed onto the Cabinet for consideration.
7. Members may wish to consider the report, make any amendments and agree whether to approve the content of the report. Members will need to decide if they are happy with the content of the draft report; if they are they will have the opportunity to endorse it for submission to the Cabinet.
8. Should the Environmental Scrutiny Committee endorse the draft report, the Chair will present it to the Cabinet at the next available Cabinet Meeting. The Cabinet will then respond to the report and their response will be brought back to this Committee for discussion.

Legal Implications

9. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements

imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

10. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

Recommendations

The Committee is recommended to:

1. Consider and where necessary revise the draft report of the Task and Finish Group.
2. If no further alterations are required to endorse the report for submission to the Cabinet.

RECOMMENDATIONS

The Committee is recommended to:

1. Take account of the information received at the meeting, and;
2. Report any comments to the Cabinet for their consideration.

Marie Rosenthal

County Clerk and Monitoring Officer

3rd June 2015