

## Carmarthenshire County Council – Business Options Review

Carmarthenshire County Council (CCC) Hydrology manages responsive repairs and maintenance of the sewage pipe work infrastructure for Welsh Water (WW) for Carmarthenshire and four adjacent Local Authorities. In 2012/ 13, expenditure was £5m. CCC felt that, on the back of a successful relationship, there were genuine opportunities to grow their business with Welsh Water, improve service and levels of efficiency. Similarly WW were prepared to commit to another maintenance arrangement, provided a modern, value for money, innovative Business Model could be agreed that built on the good work already done by CCC.

Impart links brief was to support CCC and WW jointly develop an improved delivery model capable of maximising opportunities for growth and greater profitability.

### Impart links Comprehensive Data and Document Library:

As well as being experienced repairs, maintenance and asset management practitioners, Impart links have a comprehensive library of cost, value and performance indicators based on actual validated data that is used to compare audited data with.

Because this data is audited and validated by us, we are confident that our reviews and audits are more accurate and meaningful than when using data from benchmarking clubs which may not be validated.



**Impart links Approach:** A three staged approach was taken as follows:

#### Stage 1 - Investigation

Develop a detailed understanding of existing:

- Operational procedures and Financial frameworks
- Culture and Performance

**Desktop Investigation, Document and Performance Review:** IL cost managers carried out a detailed desktop investigation of available contract, cost, performance and revenue information.

**Business Model Objectives:** In parallel to the desktop investigation, a half day workshop was held to explore stakeholder's aspirations, desires, fears, concerns and risks, and identify strategic (business) and functional (operational) objectives for the future business model.

#### Stage 2 - Optioneering

Identify, develop and review a number of practical Business Model options.

#### Long-list of Potential Business Option Models:

Presented to stakeholders in an overview report which summarises:

- Benefits /Disadvantages
- Financial implications
- Legal implications
- Corporate implication

Cultural implications

**Optioneering Workshop:** To review the long list in detail and through structured logical process reduced to a clear short list of 1or 2 preferences.

- Each model compared against corporate/ Hydrology/ WW business objectives
- A hierarchy of preference for each model and scenario
- Ownership of the preferred model(s)

#### Stage 3 - Reporting

A detailed formal report to Cabinet that captured outcomes and presented robust and reasoned recommendations for an attractive and valuable case for change to CCC and WW.

**Impart links have significant experience in business planning, reviews and business model optioneering.**

**For more information of if you would like to discuss this project, please contact:**

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