

Objective	How important is it that the chosen model for service delivery will allow the Council ...	Statement Weighting (Total score must equal 100)	Question to ask when assigning a weighting	Statement weighting scores explained	Reason for assigned weighting (Provide a brief explanation for the level of weighting assigned to the statement)
Reduced Operating Costs	to transfer risk in relation to cost reductions (Cost Security) <i>[N.B. If you score this statement highly, the statement 'to retain influence and control over day to day decision making' should be scored low. As these statements are not mutually compatible]</i>		How important is it (to you) that any cost reductions identified for the Council will definitely be achieved?	High score - considers transferring risk in terms of cost reduction is a high importance/priority and/or where high cost reductions are required and confidence of delivery in-house is low (due to capability and/or capacity of internal staff, constraints of existing Council policies and/or systems, a need for external support and/or expertise) Low score - considers transferring risk in terms of cost reduction is a low importance/priority and/or where cost reductions are required and confidence of delivery in-house is high (due to capability and/or capacity of internal staff, a lack of issues with existing Council policies and/or systems, no need for external support and/or expertise)	
	to exploit income generation opportunities		How important is it (to you) that the Council will maintain and increase current income levels?	High score - considers that being able to exploit income generation is a high importance/priority and/or where assets provide opportunities to generate further income for the Council's benefit. Low score - considers that being able to exploit income generation is a low importance/priority and/or where assets provide few opportunities to generate further income for the Council's benefit.	
Improved Customer Satisfaction and Demand Management	to maintain influence and control over day to day decision making <i>[N.B. If you score this statement highly, the statement 'to transfer risk in relation to cost reductions' should be scored low. As these statements are not mutually compatible]</i>		How important is it (to you) that the Council will be able to make ad-hoc service requests on a daily basis and re-prioritise scheduled/programmed work as a result?	High score - considers retaining influence and control over day to day decision making is a high importance/priority. This will generally be for services where there is a custom/need to work in a reactive manner i.e. prioritising customer or Councillor job requests. Low score - considers retaining influence and control over day to day decision making is a low importance/priority. This will generally be for services where there is not a custom/need to work in a reactive manner.	
	flexibility to change service scope and delivery specifications in future years		How important is it (to you) that the Council will be able to freely and easily change the way services are delivered, without being penalised for doing so?	High score - considers that having the flexibility to change service scope & delivery specifications in future years is a high importance/priority. Low score - considers that having the flexibility to change service scope and delivery specifications in future years is a low importance/priority.	
Improved Outcomes and Performance	to transfer risk in relation to operational performance		How important is it (to you) that the Council will be able to pass on a proportion of responsibility and recover costs for any failure to meet statutory performance indicators?	High score - considers transferring risk in terms of operational performance is a high importance/priority. This is generally where the service has a high public profile and/or where there are high levels of regulation and failure to meet requirements can lead to financial penalties being imposed. Low score - considers transferring risk in terms of operational performance is a low importance/priority. This is generally where the service has a low public profile, and/or where there is little regulation and there are no/low financial penalties for failure to meet requirements.	
	to transfer risk in respect of repaying financial investment (if required)		How important is it (to you) that the Council will not be wholly responsible for repaying any debt incurred as a result of financial investment?	High score - considers the need to transfer risk in respect of financial investment as a high importance/priority. This will generally be where significant financial investment is required to deliver the proposed changes to the service. Low score - considers the need to transfer risk in respect of financial investment as a low importance/priority. This will generally be where a low level of financial investment is required to deliver the proposed changes.	
	to transfer risk in the delivery of service performance and improvements		How important is it (to you) that the Council will be able to pass on a proportion of the responsibility if service improvement actions and increased performance are not achieved?	High score - considers that making improvements to service delivery performance is of a high importance/priority. This will generally be because the complexity and scale of change is high and/or the confidence of delivery in-house is low (due to capability and/or capacity of internal staff, constraints of existing Council policies and/or systems, a need for external support and/or expertise) Low score - considers that making improvements to service delivery performance is of a low priority. This will generally be because the complexity and scale of change is low and/or the confidence of delivery in-house is high (due to capability and/or capacity of internal staff, a lack of issues with existing Council policies and/or systems, no need for external support and/or expertise)	
Design & Delivery	to realise benefits within the short term		How important is it (to you) that the model will be able to realise benefits within the short term?	High score - considers that being able to realise benefits, including cashable savings, within the short term is a high importance/priority. Low score - considers that being able to realise benefits, including cashable savings, within the short term is a low importance/priority or there is flexibility for identified benefits to be realised over a longer timescale.	
Total (Must equal 100)		0			

* Partnership and Collaborative working was considered as a weighting statement, however it was felt that all shortlisted models would provide equal opportunities in this regard so it has not been considered as a separate factor.