

ANNEX A

NCC Strategic Outline Case Criteria for Alternative Vehicle Delivery (Nov 2022)

To inform decision making as to the appropriate model for County Council delivery through an alternative Delivery Vehicle the following questions should be addressed.

The resultant statement will be used by the Portfolio Holder and Cabinet to determine the appropriate delivery model to be pursued / maintained.

1. Does the proposed delivery support the County Council's Strategic Priorities as set out in the Corporate Plan?
 - a. Yes – provide a short explanation; continue to Q2
 - b. No – do not continue, unless in exceptional circumstances agreed by senior officers and Cabinet

2. Is the delivery function under consideration commercial in nature?
 - a. Yes – this must be delivered through a Company structure; continue to Q3
 - b. No – continue to Q3

3. Is there is a strong evidence-based set of commercial and financial drivers for the creation of the company?
 - a. Yes – provide a short explanation; continue to Q4
 - b. No - do not continue, unless in exceptional circumstances agreed by senior officers and Cabinet

4. Is there is sufficient expertise held in the Council, or could be readily recruited, to perform an 'Intelligent Client' role?
 - a. Yes – provide a short explanation; continue to Q5
 - b. No – set out what action would be put in place to secure this?

5. Is there is a gap in the County Council's capability to deliver the outcomes proposed by NewCo?
 - a. Yes- provide a short explanation; continue to Q6
 - b. No - do not continue, unless in exceptional circumstances agreed by senior officers and Cabinet

6. Has the County Council exhausted all other delivery options to deliver the outcomes proposed by NewCo? – if necessary include initial options appraisal for each of:
 - a. In-house delivery
 - b. Local authority company
 - c. Joint service delivery (shared services)
 - d. Joint venture company with private sector partner
 - e. Outsourced service delivery

7. Does the NewCo's delivery of outcomes complement the County Council's existing delivery structures?
 - a. Yes – set out how; continue to Q8
 - b. No - do not continue, unless in exceptional circumstances agreed by senior officers and Cabinet

8. Can the NewCo's risk profile can be managed and not expose the County Council to disproportionate risk
 - a. Yes – provide a short explanation; continue to Q9
 - b. No - do not continue, unless in exceptional circumstances agreed by senior officers and Cabinet

9. Do the benefits of the proposed NewCo outweigh the risks?
 - a. Yes – provide a short explanation; continue to Q10
 - b. No - do not continue, unless in exceptional circumstances agreed by senior officers and Cabinet

10. Does the NewCo maximise the benefits of an arms-length company, such as more agile operations, business facing, commercial recruitment & expertise.
 - a. Yes – provide a short explanation.
 - b. No - do not continue, unless in exceptional circumstances agreed by senior officers and Cabinet

Conclusion and recommendation: Please provide a concluding statement following the application of the above criteria and the resultant proposed recommendation.

Approval date.....

Review by[insert date].....