

**Annex B – Phase 1 Evaluation Criteria.**

**Table B1: Leisure - Evaluation Matrix of key Council Strategic Outcomes**

	Criteria	Measures	Overall weighting
1	Delivery of strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council, including: Increased usage and participation -Working in partnership with communities and partners to deliver strategic outcomes.	20%
2	Risk / operations	Ability to manage day to day operational risk of complex leisure centres/services. Effective asset management The degree to which the facilities and services will be protected	15%
3	Quality of service and Customer satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.	15%
4	Capital resources	Ability to generate capital investment, attract external investment and support the design, build and mobilisation of new / re-developed facilities	10%
5	Revenue implications	Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs. Ability to reduce the net cost of the service.	10%
6	Improve service focus and decision making	Ability to implement changes efficiently and effectively Ensure the services deliver against the outcomes and KPI's	10%
7	Risk/sustainability	Ability to manage financial risk and the organisation is sustainable in the long term. Level of risk that can be transferred.	10%
8	Council Influence and Control	Degree to which the option enables the Council to influence services on a day-to-day basis	10%
			100%

**Table B2: Culture - Evaluation Matrix of key Council Strategic Outcomes**

	Criteria	Measures	Overall weighting
1	Delivery of strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council, including: - Increased visitor number - Greater engagement with local businesses and partners	20%
2	Funding	Ability to attract external investment and grant funding	20%
3	Risk / operations	Ability to manage day to day operational risk of cultural venues  The degree to which the facilities, visitor offer and spaces will be protected  Effective asset management	15%
4	Digital Engagement	Ability to increase the digital offer, digital engagement and digital partnerships	15%
5	Quality of service and Customer satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services.  Ability to create high levels of customer satisfaction throughout all areas of service delivery.	10%
6	Revenue implications	Ability to increase commerciality and improve financial performance  Ability to generate profit to contribute to future capital projects  Ability to reduce net cost of service and maximise gross profit	10%
7	Council Influence and Control	Degree to which the option enables the Council to influence services on a day-to-day basis  Ability to maintain local decision making	5%
8	Risk/sustainability	Ability to manage financial risk and the organisation is sustainable in the long term. Level of risk that can be transferred.	5%
			100%

## Annex C – Phase 1 scoring.

**Table C1: Leisure Management Scoring**

	Criteria	Measures	Overall weighting	In-House	LATC	NPDO	External	In-House	LATC	NPDO	External
1	Delivery of strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council, including: -Increased usage and participation -Working in partnership with communities and partners to deliver strategic outcomes.	20%	5	5	5	4	20%	20%	20%	16%
2	Risk/ operations	Ability to manage day to day operational risk of complex leisure centres/services. Effective asset management The degree to which the facilities and services will be protected	15%	4	4	4	5	12%	12%	12%	15%
3	Quality of service and Customer satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.	15%	4	4	4	4	12%	12%	12%	12%
4	Capital resources	Ability to generate capital investment, attract external investment and support the design, build and mobilisation of new / re-developed facilities	10%	5	3	3	4	10%	6%	6%	8%
5	Revenue implications	Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs. Ability to reduce the net cost of the service.	10%	3	4	4	5	6%	8%	8%	10%
6	Improve service focus and decision making	Ability to implement changes efficiently and effectively. Ensure the services deliver against the outcomes and KPI's	10%	4	4	4	4	8%	8%	8%	8%
7	Risk/ sustainability	Ability to manage financial risk and the organisation is sustainable in the long term. Level of risk that can be transferred.	10%	4	3	2	4	8%	6%	4%	8%
8	Council Influence and Control	Degree to which the option enables the Council to influence services on a day-to-day basis	10%	5	4	4	3	10%	8%	8%	6%
			<b>100%</b>	<b>34</b>	<b>31</b>	<b>30</b>	<b>33</b>	<b>86%</b>	<b>80%</b>	<b>78%</b>	<b>83%</b>

**Table C2: Cultural Management scoring**

	Criteria	Measures	Overall weighting	In-House	LATC	NPDO	External	In-House	LATC	NPDO	External
1	Delivery of strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council, including: -Increased visitor number -Greater engagement with local businesses and partners	20%	5	4	4	3	20%	16%	16%	12%
2	Funding	Ability to attract external investment and grant funding	20%	5	4	4	4	20%	16%	16%	16%
3	Risk / operations	Ability to manage day to day operational risk of cultural venues The degree to which the facilities, visitor offer and spaces will be protected Effective asset management	15%	5	4	4	4	15%	12%	12%	12%
4	Digital Engagement	Ability to increase the digital offer, digital engagement and digital partnerships	15%	4	4	4	5	12%	12%	12%	15%
5	Quality of service and Customer satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.	10%	5	5	5	4	10%	10%	10%	8%
6	Revenue implications	Ability to increase commerciality and improve financial performance Ability to generate profit to contribute to future capital projects. Ability to reduce net cost of service and maximise gross profit	10%	3	4	4	5	6%	8%	8%	10%
7	Council Influence and Control	Degree to which the option enables the Council to influence services on a day-to-day basis Ability to maintain local decision making	5%	5	4	4	3	5%	4%	4%	3%
8	Risk/ sustainability	Ability to manage financial risk and the organisation is sustainable in the long term. Level of risk that can be transferred.	5%	4	4	3	4	4%	4%	3%	4%
			<b>100%</b>	<b>36</b>	<b>33</b>	<b>32</b>	<b>32</b>	<b>92%</b>	<b>82%</b>	<b>81%</b>	<b>80%</b>