

This appraisal tool provides a framework to support members of the Shareholder Working Group in reviewing the business plans of the Council's Wholly Owned Companies (WOCs).

The template can be used to capture feedback to enable reporting to the Shareholder, represented by the Finance Sub-Committee.

How to use the Appraisal Tool: Work through each business plan independently. Consider the matters detailed under the 5 core appraisal criteria, writing down any additional items you wish to consider. Responses can be recorded in the right-hand column to support feedback.

In considering the overall assessment of the Criteria items can be scored as presenting High, Medium or Low Risks to achievement or present Opportunities for future achievements (H/M/L/O)

NAME OF ASDV:

CRITERIA	MATTERS TO CONSIDER	Assessment (H / M / L / O)	Response / Comment
Strategy	<ul style="list-style-type: none"> • Is there a clear focus on priorities and vision? • Are key stakeholder expectations being managed? • Is there evidence to demonstrate that business plan will achieve customer expectations? • Is planned product development and market analyses aligned with market demand and vision / strategic objectives? • Is there a focus by the company on reducing its carbon footprint, environmental sustainability by reducing energy consumption, and/or promoting healthy lifestyles? 		
Value for Money	<ul style="list-style-type: none"> • Are the financial plans transparent to you as shareholder? • Are the forecast achievements against each income stream transparent? • Are commercial development plans robust especially for new business/? • Do services offer represent value for money to clients / customers – how is this demonstrated? • Is there evidence that the company has reduced costs to improve margins? • Are plans scenario tested to understand their resilience? • Is the Company Board offering a dividend? 		
Impact & Risk	<ul style="list-style-type: none"> • Are delivery plans sufficiently robust? • Are risks to current services identified and managed? • Is innovation risk assessed to understand likely returns on investment? • Is there evidence that the impact of any commercial development plans on existing core clients/contracts has been identified, assessed robustly and managed effectively? • Are financial plans suitably robust to withstand variations in operating costs or demand such as that driven by inflation, bad weather or customer behaviour? • Is the company at risk of issuing a profit warning, or are financial risks robustly mitigated? • Does the Company have adequate reserves to manage risk? 		

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Control	<ul style="list-style-type: none"> • Are services clearly identifying where they fulfil statutory obligations on behalf of the Council? • Are strategic commissioning arrangements clear, robust and well managed? • Are KPIs managed and achieve strategic objectives? • Are quality assurance mechanisms in place such as for ISO / HSE? • Are all necessary licenses and standards up to date? • Are other assurance mechanisms in place to ensure compliance to any necessary statutory and regulatory frameworks? • Is the company complying with teckal exemption? • Are client contracts governed appropriately? 		
Service Delivery	<ul style="list-style-type: none"> • Are key service achievements evident? • Are current customers / clients satisfied? • Were there any service delivery failures in the last year, and were they dealt with appropriately? • Is future service delivery in line with market / customers demand and strategic objectives? • Have development plans been aligned to current contract delivery and resource plans to ensure sufficient capacity, capability and control to deliver success? • Are you anticipating any challenge to service standards throughout the year, and how are you preparing to minimise these? • Is there sufficient capacity and capability to respond to any changes in priorities? 		