

## **APPENDIX D - ASDV BUSINESS PLAN/CASE APPRAISAL TOOL**

This appraisal tool provides a framework by which Shareholder Committee members can review any ASDV Business Plan or business case.

**How to use the Appraisal Tool:** Work through each business plan/case independently. Consider the matters detailed under the 5 core appraisal criteria, writing down any questions to would like to ask the Company at its review session. Scoring each criterion is optional, and for personal use only, but it might help provide a steer as to where to focus scrutiny and challenge.

**NAME OF ASDV:**

<b>CRITERIA</b>	<b>MATTERS TO CONSIDER</b>	<b>SCORE (OUT OF 10)</b>	<b>WRITE DOWN ANY SPECIFIC QUESTIONS YOU WANT TO ASK IN REVIEW SESSION</b>
<b>Strategic Fit</b>	<ul style="list-style-type: none"><li>• Is there a clear link to delivery of priorities and vision?</li><li>• Are key stakeholder relationships being maintained?</li><li>• Is there evidence to demonstrate that business plans closely align to their client expectations for service?</li><li>• Is the core Value Proposition to clients clear?</li><li>• Is planned product development and market analyses aligned with market demand and vision/strategic objectives?</li></ul>		
<b>Value for Money</b>	<ul style="list-style-type: none"><li>• Is the budget transparent to you as shareholder?</li><li>• Are the forecast achievements from external commercial work transparent (e.g. turnover; profit/ profit margin realised)?</li><li>• Are future commercial development plans robust especially for new business/?</li><li>• Are plans cost effective to the company?</li><li>• Do services offered / client base served represent value for money – how is this demonstrated (eg benchmarking)?</li><li>• Does demand on resources and oversight provide value for money?</li><li>• Is there evidence that the company has reduced costs and/ or added value for clients and shareholder to date?</li><li>• Are plans for further added value (e.g. cost reduction; income generation; quality improvements) clear, including how it will be captured and demonstrated throughout the year?</li></ul>		
<b>Impact &amp; Risk</b>	<ul style="list-style-type: none"><li>• Are strategic risks identified and managed?</li><li>• Have constraints to plans eg site occupation, services liabilities, comms/PR matters, been properly identified and addressed?</li><li>• Is there evidence that the impact of new commercial development plans on existing core clients/contracts has been identified, assessed robustly and managed effectively?</li><li>• Is there evidence that the impact of new commercial development plans on existing customers has been identified and will be managed?</li><li>• Is there a potential for loss of income, and has it been properly mitigated eg bad weather impact?</li></ul>		
<b>Continued overleaf</b>	<ul style="list-style-type: none"><li>• Are there sufficient safeguards in place for any partner contract liability?</li><li>• Are delivery plans sufficiently robust?</li></ul>		

Table continued from above.

CRITERIA	MATTERS TO CONSIDER	SCORE (OUT OF 10)	WRITE DOWN ANY SPECIFIC QUESTIONS YOU WANT TO ASK IN REVIEW SESSION
<b>Continued Impact &amp; Risk</b>	<ul style="list-style-type: none"> <li>• What is the company's risk assessment of the minimum level of retained reserves that should be held by the company?</li> <li>• Does the company plan to use any of its retained reserves?</li> <li>• Is there a focus by the company on reducing its carbon footprint, environmental sustainability by reducing energy consumption, and/or promoting healthy lifestyles?</li> </ul>		
<b>Control</b>	<ul style="list-style-type: none"> <li>• Are client contracts governed appropriately?</li> <li>• Are strategic commissioning arrangements clear and robust?</li> <li>• Are KPIs aligned to vision and strategic objectives?</li> <li>• Are sufficient quality assurance mechanisms in place eg ISO?</li> <li>• Are other assurance mechanisms in place to ensure compliance to any necessary statutory and regulatory frameworks?</li> <li>• Is the company complying with teckal exemption?</li> <li>• Is there evidence that customer satisfaction will be monitored throughout the year and is there a process for addressing any issues that arise?</li> <li>• Is there any conflict in priorities, objectives, or standards between clients/contracts and are plans to manage these in place?</li> </ul>		
<b>Service Delivery</b>	<ul style="list-style-type: none"> <li>• Are key service achievements evident?</li> <li>• Were there any service delivery failures in the last year, and were they dealt with appropriately?</li> <li>• Is future service delivery in line with market/customers demand and strategic objectives?</li> <li>• Have development plans been aligned to current contract delivery and resource plans to ensure sufficient capacity, capability and control to deliver success?</li> <li>• Are you anticipating any challenge to service standards throughout the year, and how are you preparing to minimise these?</li> <li>• Is there sufficient capacity and capability to respond to any changes in priorities?</li> </ul>		