

Appendix 1: Evaluation Criteria and Scoring Matrix

Final tenders were evaluated against:

- Price (50% weighting)
 - Prices are evaluated in accordance with the Chartered Institute of Public Finances and Accountancy (CIPFA) model
- Quality (50% weighting)

The quality of the business plan was assessed against the following criteria:

CRITERIA	Weighting
<p>About your group or organisation</p> <ul style="list-style-type: none"> • Demonstrate that your group has adopted a suitable legal structure OR has identified your preferred legal structure and is taking steps to adopt that structure • Demonstrate that your group has the capacity and, where possible, the experience to deliver its proposals. 	10%
<p>Vision for a community managed library</p> <ul style="list-style-type: none"> • Provide strong evidence of future demand for proposed services • Describe how services will be provided • Demonstrate how your proposal benefits the community • Demonstrate that the future sustainability of the proposal is credible • Demonstrate community support for your proposal 	15%
<p>Management and staffing</p> <ul style="list-style-type: none"> • Clear management structures are in place • Sufficient levels of skills and expertise are available to manage the service • Volunteers are recruited or there is a plan to recruit them • For proposals that include paid staff, the implications of TUPE have been considered and planned for. 	10%
<p>Opening hours</p> <ul style="list-style-type: none"> • The existing number and pattern of opening hours are maintained • Extension to opening hours have been considered where possible 	10%

<p>What assets will you need to provide the service?</p> <ul style="list-style-type: none"> • Clearly identify the assets required to deliver the proposal • Set out a plan for securing additional assets where required • Where the proposal seeks to relocate the library to alternative premises, clear information is provided to confirm that the premises is, or will be, adequate for the provision of a library service. 	10%
<p>Book Stock management</p> <ul style="list-style-type: none"> • Confirm that Council stock will be managed in accordance with the policy • Identify how any non-Council book stock will be managed, if applicable. 	5%
<p>Financial projections and cash flow</p> <ul style="list-style-type: none"> • Set out all known and anticipated costs, demonstrating an understanding of what is involved in providing a community managed library • Be clear about how income of support for revenue costs will be secured • Provide a cash flow statement including realistic estimates of expenses and income which demonstrates the viability and sustainability of the proposal. 	20%
<p>Compliance with legal requirements</p> <ul style="list-style-type: none"> • Clearly identify the legal requirements arising from your proposal • Demonstrate how these requirements will be fulfilled 	5%
<p>Risk awareness and mitigation</p> <ul style="list-style-type: none"> • Provide a risk analysis which includes actions for mitigation • Demonstrate that risks have been considered and evaluated and that actions for mitigation are proposed. 	5%
<p>Sustainability and improvement</p> <ul style="list-style-type: none"> • Demonstrate that you have a sustainable model for service delivery • Identify methods for seeking to improve or adapt the service to changing community needs • Provide evidence that you have processes to ensure business continuity • Analyse the impact of your proposal on your organisation. 	5%
<p>Review of Legal Agreements Likelihood of a satisfactory commercial outcome based on the submitted mark-up of legal agreements</p>	5%

The quality of the initial business plan proposals were scored in accordance with the scoring matrix below:

	Score	
Fail	0	No response to the criteria.
	1-2	Very poor - criteria not addressed or processes not acceptable
	3-4	Poor – missing major areas and not showing sufficient understanding of the key requirements
Pass	5-6	Minimum / satisfactory – awareness of the issues, but with some reservations
	7-9	Good – competent response, showing a high level of understanding and working practices
	9-10	Excellent – detailed understanding with a high level of understanding of the requirements, of working practices and of quality measures that provide the potential for real service provision, with no reservations.

The proposals had to achieve a consensus unweighted score of 5 or above for each of the criteria in order to be considered for recommendation for contract award.