

Arboricultural Services Options Appraisal – Options around future service provision

APPENDIX 1

Score Rating

- 0 - Does not meet any of the council's requirements or priorities
- 1 - Would only deliver the council's requirements or priorities to a limited extent
- 2 - Would deliver on the council's requirements or priorities in the main but with some shortcomings
- 3 - Delivers on the council's requirements and priorities satisfactorily
- 4 - Delivers above the council's requirements and priorities
- 5 - Delivers above the council's requirements and priorities and provides additional benefit

WEIGHTING CRITERIA

3- HIGH – Corporate strategic priority (Significant Council Impacts)

2- MEDIUM – Service specific priority (Moderate council Impacts)

1- LOW – Desirable Deliverables (Standard Council Impacts)

Chosen criteria	Item No.	Option under appraisal	Commentary	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
1. Design and Scope of Provision							
Vision and aspiration for services and infrastructure: Organisations desire to operate services In house and associated procurement approaches	1.	Mixed Economy (Client in house – works delivery outsourced, supported by a reduced in-house team	Combining client and works delivery teams under one management structure. Majority of tree work externalised utilising a framework contract. In-house tree work delivery team roles will decrease from 16 to 8, supporting external contract arrangements	2	• Meets the council's aspiration for internalisation in the main but with some shortcomings	2 -Medium	4
	2.	Mixed Economy - (Client in house, works delivery	Combining client and works delivery teams under one management	3	• Meets the council's aspiration for internalisation satisfactory		6

Chosen criteria	Item No.	Option under appraisal	Commentary	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
		outsourced, supported by the full in-house team	<p>structure. Majority of tree work externalised utilising a framework contract. In-house tree work delivery team of 16 will provide a re-focused dual function role. Tree Work - x8 roles will provide external support to the external contract. arrangements</p> <p>Tree Planting Capital Programme - The remaining 8 roles with additional part time seasonal support will support the tree planting programme and be funded accordingly</p>				
	3.	Mixed Economy - (Client in house – tree work delivery & planting outsourced)	<p>Client team as existing. Externalise tree work provision & planting.</p> <p>External contract let in 3 lots designed to meet the entire needs of the works service.</p>	1	<ul style="list-style-type: none"> Meets the council's requirements or priorities in the main but with some shortcomings Client team retained only Tree work undertaken by 3 external suppliers 		2
	4.	Mixed Economy - (Client in house – tree work delivery outsourced. Tree planting in-house)	<p>Client team as existing. Externalise tree work delivery function.</p> <p>External contract let in 3 lots designed to meet the entire needs of the works service. In-house tree work delivery roles will decrease from 16 to 9, with additional part time seasonal support providing tree planting in-</p>	2	<ul style="list-style-type: none"> Does not meet any of the council's requirements or priorities Management & performance would be reliant on contractual arrangements & associated KPI's. 		4

Chosen criteria	Item No.	Option under appraisal	Commentary	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
			house				
	5.	Do nothing - Internal client team & existing In-house tree work delivery provision managed separately with supporting batched contract arrangements let via the Gateway process	Client team as existing, plus in-house tree work delivery roles of 16 as existing. External contract support (as now) to assist with the core service and mitigate the risk of future backlog	3	<ul style="list-style-type: none"> Meets the council's aspiration for internalisation satisfactory Model currently supported by external contract arrangements 		6
	6.	Fully In-house team - Combining client and works delivery teams under one management structure	In-house tree work delivery roles will increase from 16 to 49 to meet expected demand. No need for supporting external contract support to mitigate the risk of future backlog	5	<ul style="list-style-type: none"> Delivers above & provides additional benefit Significant number of Southwark employees 		10be
	7.	Fully outsource - both client and works delivery.	External supplier provides both client and tree work functions working to KPI's and Tree Management Policy criteria through procured contract arrangements. High level outcome monitoring only by Southwark	0	<ul style="list-style-type: none"> Does not meet any of the council's requirements or priorities Management & performance would be reliant on contractual arrangements & associated KPI's. 		0
Marking explanation: Scores take account of corporate drivers such as the preference for internalisation and procurement strategy. In-house weighted models scored more highly.							

Full commentary text per question provided above, with summary only below

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
Design and Scope of Provision						
Understanding current opportunities and market mechanisms; Understanding how the market is structured and how it operates from an industry specific perspective in order to maximise service delivery. The market includes internal and external delivery models.	1.	Mixed Economy - (Client in house, works delivery outsourced, supported by a reduced in-house team	4	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities Offers an agile approach in terms of implementing efficiencies & innovation 	2 Medium	8
	2.	Mixed Economy - (Client in house, works delivery outsourced, supported by the full in-house team	3	<ul style="list-style-type: none"> Delivers on the council's requirements and priorities satisfactorily Satisfactory levels of agility in terms of implementing efficiencies & innovation 		6
	3.	Mixed Economy - (Client in house, tree work delivery & planting outsourced)	4	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities Offers an agile approach in terms of implementing efficiencies & innovation 		8
	4.	Mixed Economy - (Client in house, tree work delivery outsourced. Tree planting in-house	4	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities Offers an agile approach in terms of implementing efficiencies & innovation 		8
	5.	Do nothing - Internal client team & existing In-house tree work delivery provision managed separately with supporting batched contract arrangements let via the Gateway process	3	<ul style="list-style-type: none"> Delivers on the council's requirements and priorities satisfactorily Satisfactory levels of agility in terms of implementing efficiencies & innovation 		6
	6.	Fully In-house team - Combining client and works delivery teams under one management structure	3	<ul style="list-style-type: none"> Delivers on the council's requirements and priorities satisfactorily Satisfactory levels of agility in terms of implementing efficiencies & innovation 		6

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
	7.	Fully outsource - both client and works delivery.	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Offers the most agile & flexible approach in terms of implementing efficiencies & innovation 		10
Marking explanation: Those models that are best placed to realise market opportunities & implement market efficiencies were scored more highly. Commercially weighted models were deemed more suitable in this respect.						
2. Accountability, governance and participation						
Scope for review and scrutiny: The organisations ability to scrutinise service delivery and access and control key data. The transparency of the service to enable appropriate levels of governance.	1.	Mixed Economy (Client in house – works delivery outsourced, supported by a reduced in-house team)	4	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities Client transparency & in-house tree work element unaffected. Scrutiny partially impacted by the supporting contract arrangements for tree work Potential restrictions around access to third party information, due to commercial sensitivities 	2 - Medium	8
	2.	Mixed Economy (Client in house – works delivery outsourced, supported by the full in-house team)	4	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities Client transparency & in-house tree work element unaffected. Scrutiny partially impacted by the supporting contract arrangements for tree work Potential restrictions around access to third party information, due to commercial sensitivities 		8
	3.	Mixed Economy (Client in house – tree work delivery & planting outsourced)	3	<ul style="list-style-type: none"> Delivers on the council's requirements and priorities satisfactorily Client transparency unaffected. Scrutiny would be impacted by the tree work contract arrangements Potential restrictions around access to third party information, due to commercial sensitivities 		6

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
	4.	Mixed Economy (Client in house – tree work delivery outsourced. Tree planting in-house)	4	<ul style="list-style-type: none">• Delivers on the council's requirements and priorities satisfactorily• Client transparency unaffected.• Scrutiny would be impacted by the tree work contract arrangements• Potential restrictions around access to third party information, due to commercial sensitivities		8
	5.	Do nothing - Internal client team & existing In-house tree work delivery provision managed separately with supporting batched contract arrangements let via the Gateway process	4	<ul style="list-style-type: none">• Delivers above the council's requirements and priorities• Client transparency & in-house tree work element unaffected.• Scrutiny partially impacted by the supporting contract arrangements for tree work• Potential restrictions around access to third party information, due to commercial sensitivities		8
	6.	Fully In-house team Combining client and works delivery teams under one management structure	5	<ul style="list-style-type: none">• Delivers above the council's requirements and priorities and provides additional benefit• Client transparency & in-house tree work element combined as one.• Offers no scrutiny restrictions• Fully transparent• Greater scope for internal audit		10
	7.	Fully outsource - both client and works deliver.	2	<ul style="list-style-type: none">• Meets the council's requirements or priorities in the main but with some shortcomings• Contract arrangements would govern access to information• Potential restrictions around access to third party information, due to commercial sensitivities• Potential conflicts between public sector & commercial priorities		4
Marking explanation: internalised & mixed economy models were scored more highly due to the levels of governance & internal transparency. External models being subject to the constraints of contracts & associated procedures.						
3. Financial Assessment						

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
<p>Affordability: Medium and long term sustainability:</p> <p>The affordability of the service over medium and long term periods and sustainability in the context of the current and future economic climates.</p>	1.	Mixed Economy - (Client in house, works delivery outsourced, supported by a reduced in-house team)	3	<ul style="list-style-type: none"> Delivers on the council's requirements and priorities satisfactorily A reduced & re-focused in-house provision (lower cost) Reduced exposure to future budget challenges & constraints 	3 – High	9
	2.	Mixed Economy - (Client in house, works delivery outsourced, supported by the full in-house team)	3	<ul style="list-style-type: none"> Meets the council's requirements or priorities in the main but with some shortcomings No change to existing staff structure Exposure to future budget challenges & constraints Capitalisation of salaries for those working on tree planting will be required 		9
	3.	Mixed Economy - (Client in house – tree work delivery & planting outsourced)	4	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities This option is the second lowest in terms of cost. primarily due to the externalisation of the tree work element of the service Lessened exposure to future budget challenges & constraints 		12
	4.	Mixed Economy - Client in house – tree work delivery outsourced. Tree planting in-house	4	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities This option is the second lowest in terms of cost. primarily due to the externalisation of the tree work element of the service Lessened exposure to future budget challenges & constraints 		12
	5.	Do nothing - Internal client team & existing In-house tree work delivery provision managed separately with supporting batched contract arrangements let via the Gateway process	2	<ul style="list-style-type: none"> Meets the council's requirements or priorities in the main but with some shortcomings The current existing service provision Vulnerable to future budget challenges & constraints 		6
	6.	Fully In-house team - Combining client and works delivery teams under one management structure	1	<ul style="list-style-type: none"> Meets the council's aspiration for internalisation to a limited extent The most costly option Greatest exposure to future budget challenges & constraints 		3

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
	7.	Fully outsource - both client and works delivery.	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Lowest in terms of cost. primarily due to the externalisation of all aspects of the service Contractual obligations restrict exposure to future budget challenges Potential for third party legal challenge to budget reductions 		15
Marking explanation: External models lower cost than internal provisions (see appendix 5).						
4. Quality of Service						
Ability to meet the required Quality and Health & Safety standards:	1.	Mixed Economy (Client in house – works delivery outsourced, supported by a reduced in-house team)	4	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities Internal client provision Management roles combined (single point of accountability) Design and monitoring of the service Qualitative outcomes In-house H&S education & controls External service elements controlled by contract 	3 - High	12
The ability to meet quality and standards of health and safety in accordance with council's	2.	Mixed Economy - (Client in house, works delivery outsourced, supported by the full in-house team)	4	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities Internal client provision Management roles combined (single point of accountability) Design and monitoring of the service Qualitative outcomes In-house H&S education & controls External service elements controlled by contract 		12

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
corporate policies, or contract specifications where scrutiny and control would be reduced.	3.	Mixed Economy - (Client in house, tree work delivery & planting outsourced)	3	<ul style="list-style-type: none"> • Delivers on the council's requirements and priorities satisfactorily • Internal client provision • Associated design and monitoring of contractual service • Qualitative outcomes in line with contract documentation 		9
	4.	Mixed Economy - (Client in house, tree work delivery outsourced. Tree planting in-house)	4	<ul style="list-style-type: none"> • Delivers on the council's requirements and priorities satisfactorily • Internal client provision • Associated design and monitoring of contractual service • Qualitative outcomes in line with contract documentation 		12
	5.	Do nothing - Internal client team & existing In-house tree work delivery provision managed separately with supporting batched contract arrangements let via the Gateway process	4	<ul style="list-style-type: none"> • Delivers above the council's requirements and priorities • Internal client pro • Management roles combined (single point of accountability) • Design and monitoring of the service • Qualitative outcomes • In-house H&S education & controls • External service elements controlled by contract 		12
	6.	Fully In-house team - Combining client and works delivery teams under one management structure	4	<ul style="list-style-type: none"> • Delivers above the council's requirements and priorities • Internal client provision • Management roles combined (single point of accountability) • Design and monitoring of the service • Qualitative outcomes • In-house H&S education & controls 		12
	7.	Fully outsource - both client and works deliver.	2	<ul style="list-style-type: none"> • Meets the council's requirements or priorities in the main but with some shortcomings • Client provision provided externally • Tree Works provided externally • Procurement required 		6

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
				<ul style="list-style-type: none"> Contract performance may impact both quality & H&S standards Potential conflicts between public sector & commercial priorities 		
Marking explanation: Internal models provide qualitative and measurable outcomes & are scored more highly. Models with greater degrees of external functionality are subject to varying levels of control.						
5. Risk Management						
Capacity to process work within designated timeframes: Capacity to complete work within designated timeframes in the context of risk management.	1.	Mixed Economy - (Client in house, works delivery outsourced, supported by a reduced in-house team)	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Greater flexibility A higher degree of contingency to meet variations in workload demand (3multiple supplier contract support, plus in-house team) An increased ability to process work within required timescales as risk work undertaken externally (in-house provision re-modelled) reduced risk of backlog 	3 - High	15
	2.	Mixed Economy - (Client in house, works delivery outsourced, supported by the full in-house team)	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Greater flexibility A higher degree of contingency to meet variations in workload demand (3multiple supplier contract support, plus in-house team) An increased ability to process work within required timescales as risk work undertaken externally (in-house provision re-modelled) reduced risk of backlog 		15
	3.	Mixed Economy - (Client in house, tree work delivery & planting outsourced)	4	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities A higher degree of flexibility Good contingency to meet variations in workload demand Commercial flexibility around delivery 3 Multiple suppliers (no in-house tree team) reduced risk of 		12

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
				backlog		
	4.	Mixed Economy - (Client in house – tree work delivery outsourced. Tree planting in-house)	4	<ul style="list-style-type: none"> • Delivers above the council's requirements and priorities • A higher degree of flexibility • Good contingency to meet variations in workload demand • Commercial flexibility around delivery • 3 Multiple suppliers (no in-house tree team) reduced risk of backlog 		12
	5.	Do nothing - Internal client team & existing In-house tree work delivery provision managed separately with supporting batched contract arrangements let via the Gateway process	4	<ul style="list-style-type: none"> • Delivers above the council's requirements and priorities • A degree of flexibility • A degree of contingency to meet variations in workload demand • An ability to process work within required timescales with significant contract support • Capacity issues with internal works delivery 		12
	6.	Fully In-house team - Combining client and works delivery teams under one management structure	3	<ul style="list-style-type: none"> • Delivers on the council's requirements and priorities satisfactorily • Less flexibility (single supplier) • Limited contingency to meet variations in workload demand 		9
	7.	Fully outsource - both client and works delivery.	3	<ul style="list-style-type: none"> • Delivers on the council's requirements and priorities satisfactorily • A higher degree of flexibility • Good contingency to meet variations in workload demand • Commercial flexibility around delivery • Limited Southwark control • Potential conflicts between public sector & commercial priorities • Increased risk of future backlog visibility 		9
Marking explanation: The mixed economy models provide service agility & flexibility and have therefore been scored more highly. Multiple suppliers deemed more flexible to deliver tree work within target dates. E.g. wide spread use of incentivisation mechanisms.						
Ability to service programme of	1.	Mixed Economy - (Client in house – works delivery outsourced, supported by a reduced in-house	5	<ul style="list-style-type: none"> • Delivers above the council's requirements and priorities and provides additional benefit • Internal client team available to meet inspection demand 	3 - High	15

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
tree inspections: Ability to service and deliver programme of inspections in accordance with the frequencies required by Southwark's Tree Risk Management Strategy, in the context of risk management.		team				
	2.	Mixed Economy - (Client in house, works delivery outsourced, supported by the full in-house team)	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Internal client team available to meet inspection demand 		15
	3.	Mixed Economy - (Client in house, tree work delivery & planting outsourced)	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Internal client team available to meet inspection demand 		15
	4.	Mixed Economy - (Client in house, tree work delivery outsourced. Tree planting in-house)	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Internal client team available to meet inspection demand 		15
	5.	Do nothing - Internal client team & existing In-house tree work delivery provision managed separately with supporting batched contract arrangements let via the Gateway process	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Internal client team available to meet inspection demand 		15
	6.	Fully In-house team - Combining client and works delivery teams under one management structure	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Internal client team available to meet inspection demand 		15
	7.	Fully outsource - both client and works delivery.	3	<ul style="list-style-type: none"> Delivers on the council's requirements and priorities satisfactorily No internal client team Third party provision under contract Potential conflicts between public sector & commercial priorities 		9

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
Marking explanation: All options have an equally strong well resourced client provision capable of meeting service needs.						
6. Productivity						
<p>Ability to meet anticipated work volume:</p> <p>Ability and flexibility to respond to both static and changeable workload demand in timely manner.</p> <p>Ability to provide seasonal resource to time dependant work programmes.</p>	1.	Mixed Economy - (Client in house, works delivery outsourced, supported by a reduced in-house team	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Wider flexibility to meet demand via the supporting external contract arrangements 4 suppliers) Limited ability to introduce an incentivisation scheme but reduced impacts due to the size of the team and work focus Reduced risk through multiple suppliers 	3 - High	15
	2.	Mixed Economy - (Client in house, works delivery outsourced, supported by the full in-house team	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Wider flexibility to meet demand via the supporting external contract arrangements 4 suppliers) Limited ability to introduce an incentivisation scheme but reduced impacts due to the size of the team and work focus Reduced risk through multiple suppliers Limited flexibility in the delivery of tree planting 		15
	3.	Mixed Economy - (Client in house – tree work delivery & planting outsourced)	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit A very good capacity to meet fluctuations in service demand via external contract arrangements (3 suppliers) No corporate restrictions in implementing an incentivisation scheme Internal client controls Reduced risk through multiple suppliers 		15
	4.	Mixed Economy - (Client in house – tree work delivery outsourced. Tree planting in-house	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit A very good capacity to meet fluctuations in service demand via external contract arrangements (3 suppliers) No corporate restrictions in implementing an incentivisation scheme 		15

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
				<ul style="list-style-type: none"> Internal client controls Reduced risk through multiple suppliers 		
	5.	Do nothing - Internal client team & existing In-house tree work delivery provision managed separately with supporting batched contract arrangements let via the Gateway process	3	<ul style="list-style-type: none"> Delivers on the council's requirements and priorities satisfactorily Some flexibility via the supporting external contract arrangements Limited ability to introduce an incentivisation scheme Capacity limitations with internal element of the service 		9
	6.	Fully In-house team - Combining client and works delivery teams under one management structure	2	<ul style="list-style-type: none"> Meets the council's requirements or priorities in the main but with some shortcomings Minimal flexibility as a single in-house supplier Limited ability to introduce an incentivisation scheme 		6
	7.	Fully outsource - both client and works deliver.	3	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities Reduced Southwark monitoring and control of the work programme which would be managed by an external third party supplier. No corporate restrictions in implementing an incentivisation scheme for tree works Potential conflicts between public sector & commercial priorities 		9
Marking explanation: Market incentivisation mechanisms and multiple suppliers with commercial flexibility and with the ability to extend and/or reduce seasonal resource prompt higher scores for external weighted models.						
7. Innovation						
Ability to innovate to deliver operational efficiencies:	1.	Mixed Economy - (Client in house, works delivery outsourced, supported by a reduced in-house team	4	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities Increased scope for agility and flexibility through the externalised element of the service Potential drivers through commercial ethos of suppliers. Limited service impacts due to the reduced size of the internal team 	1 - Low	4
Flexibility and	2.	Mixed Economy - (Client in house, works delivery outsourced,	4	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities Increased scope for agility and flexibility through the 		4

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
speed with which to implement operational change and efficiency		supported by the full in-house team		externalised element of the service <ul style="list-style-type: none">Potential drivers through commercial ethos of suppliers.Limited service impacts due to the reduced size of the internal team		
	3.	Mixed Economy - (Client in house, tree work delivery & planting outsourced)	5	<ul style="list-style-type: none">Delivers above the council's requirements and priorities and provides additional benefitVery good scope for agility and flexibility through the externalised element of the servicePotential drivers through commercial ethos of external suppliers.		5
	4.	Mixed Economy - (Client in house, tree work delivery outsourced. Tree planting in-house)	5	<ul style="list-style-type: none">Delivers above the council's requirements and priorities and provides additional benefitVery good scope for agility and flexibility through the externalised element of the servicePotential drivers through commercial ethos of external suppliers.		5
	5.	Do nothing - Internal client team & existing In-house tree work delivery provision managed separately with supporting batched contract arrangements let via the Gateway process	4	<ul style="list-style-type: none">Delivers above the council's requirements and prioritiesModerate scope for agility and flexibility through the externalised element of the servicePotential drivers through commercial ethos of external suppliers.		4
	6.	Fully In-house team - Combining client and works delivery teams under one management structure	3	<ul style="list-style-type: none">Delivers on the council's requirements and priorities satisfactorilyLimited agility in this regard due to in-house corporate processes and procedures (single supplier)		3
	7.	Fully outsource - both client and works deliver.	5	<ul style="list-style-type: none">Delivers above the council's requirements and priorities and provides additional benefitVery good scope for agility and flexibility through the externalised element of the servicePotential drivers through commercial ethos ofPotential scrutiny impacted due to absence of client role		5
Marking explanation: External models deemed more agile in delivering service improvement and the desire to invest in business development in order to						

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
drive greater efficiency.						
8. Capability, management and intellectual knowledge						
Retention of key skills and intellectual knowledge: Managerial and tree surgery skill sets and knowledge of Southwark policies and procedures. Geographical and technical knowledge of tree stock from environmental perspective.	1.	Mixed Economy - (Client in house, works delivery outsourced, supported by a reduced in-house team	4	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities Some scope due to a proportion of the service being provided n-house Retention of staff knowledge for the externalised elements of the service may be limited to potential TUPE transfers (if applicable) 	1- Low	4
	2.	Mixed Economy - (Client in house, works delivery outsourced, supported by the full in-house team	4	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities Some scope due to a proportion of the service being provided n-house Retention of staff knowledge for the externalised elements of the service may be limited to potential TUPE transfers (if applicable) 		4
	3.	Mixed Economy - (Client in house – tree work delivery & planting outsourced)	3	<ul style="list-style-type: none"> Delivers on the council's requirements and priorities satisfactorily Retention of knowledge for client team only Retention of staff knowledge for the tree work elements of the service may be limited to potential TUPE transfers (if applicable) 		3
	4.	Mixed Economy - (Client in house, tree work delivery outsourced. Tree planting in-house	4	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities Some scope due to a proportion of the service being provided n-house Retention of staff knowledge for the externalised elements of the service may be limited to potential TUPE transfers (if applicable) 		4
	5.	Do nothing - Internal client team & existing In-house tree work delivery provision managed separately with supporting batched contract arrangements let	4	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities Some scope due to a proportion of the service being provided n-house Retention of existing staff knowledge 		4

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
		via the Gateway process				
	6.	Fully In-house team - Combining client and works delivery teams under one management structure	5	<ul style="list-style-type: none"> • Delivers above the council's requirements and priorities and provides additional benefit • Deemed more likely due to the complete provision of the service in-house • Greater staff retention(increased roles) 		5
	7.	Fully outsource - both client and works delivery.	1	<ul style="list-style-type: none"> • Would only deliver the council's requirements or priorities to a limited extent • Externalised contractual arrangements required • Retention of staff knowledge for the externalised elements of the service may be limited to potential TUPE transfers (if applicable) 		1
Marking explanation: Internal weighted models more likely to retain staff, local knowledge and considered more in tune with Southwark policies and procedures.						
Exit strategies and implication costs – medium to long term: Ability to effect change in a time friendly and cost effective manner taking account of the varying time impacts of external	1.	Mixed Economy - (Client in house, works delivery outsourced, supported by a reduced in-house team	4	<ul style="list-style-type: none"> • Delivers above the council's requirements and priorities • Implementing an exit strategy for a mixed economy service would be contractually straight forward • TUPE transfers may apply or Partial potential redundancy & re-deployment considerations (8 posts) • 	2 - Medium	8
	2.	Mixed Economy - (Client in house, works delivery outsourced, supported by the full in-house team	4	<ul style="list-style-type: none"> • Delivers on the council's requirements and priorities satisfactorily • Implementing an exit strategy for a mixed economy service would be contractually straight forward • TUPE transfers may apply or Partial potential redundancy & re-deployment (16 posts) considerations • 		8
	3.	Mixed Economy - (Client in house, tree work delivery &	5	<ul style="list-style-type: none"> • Delivers above the council's requirements and priorities and provides additional benefit • Implementing an exit strategy for a fully external tree work delivery would be governed by the contractual arrangements in 		10

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
procurement constraints and council policies and procedures.		planting outsourced)		place <ul style="list-style-type: none">Natural breaks available when contracts are re-tenderedRetention of client team industry expertise to inform the process		
	4.	Mixed Economy - Client in house, tree work delivery outsourced. Tree planting in-house	4	<ul style="list-style-type: none">Delivers above the council's requirements and prioritiesImplementing an exit strategy for a mixed economy service would be contractually straight forwardTUPE transfers may apply Partial potential redundancy & re-deployment considerations (8 posts		8
	5.	Do nothing - Internal client team & existing In-house tree work delivery provision managed separately with supporting batched contract arrangements let via the Gateway process	3	<ul style="list-style-type: none">Delivers on the council's requirements and priorities satisfactorilyImplementing an exit strategy for a mixed economy service would be contractually straight forwardPartial potential redundancy & re-deployment considerations for the in-house element		6
	6.	Fully In-house team - Combining client and works delivery teams under one management structure	1	<ul style="list-style-type: none">Would only deliver the council's requirements or priorities to a limited extentImplementing an exit strategy for a fully internal services would provide a level of challenge (union negotiations)Potential redundancy & re-deployment considerations (16 staff)		2
	7.	Fully outsource - both client and works delivery.	3	<ul style="list-style-type: none">Delivers on the council's requirements and priorities satisfactorilyImplementing an exit strategy for a fully external services would be governed by the contractual arrangements in placeNatural breaks available when contracts are re-tenderedNo industry specific technical knowledge (client team) retained in-house		6
Marking explanation: Externally weighted models adjudged to provide a greater degree of flexibility in terms of speed of change and the ability to overcome the required logistical challenges.						
9. Organisational arrangements						

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
<p>Organisational ability to respond to changing circumstances:</p> <p>Ability to adapt to significant requirements for business change e.g. pest and disease management</p>	1.	Mixed Economy - (Client in house, works delivery outsourced, supported by a reduced in-house team)	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Flexibility available as there are Four suppliers, including a reduced and re-modelled in-house team Ability to tailor contractual agreements proactively Commercial flexibility to expand & contact resource to meet changes in demand Reduced risk due to multiple supplier approach 	2 Medium	10
	2.	Mixed Economy - (Client in house, works delivery outsourced, supported by the full in-house team)	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Flexibility available as there are Four suppliers, including a reduced and re-modelled in-house team Ability to tailor contractual agreements proactively Commercial flexibility to expand & contact resource to meet changes in demand Reduced risk due to multiple supplier approach 		10
	3.	Mixed Economy - (Client in house, tree work delivery & planting outsourced)	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Flexibility available as there are Three external suppliers Ability to tailor contractual agreements proactively Commercial flexibility to expand resource to meet changes in demand Reduced risk due to multiple supplier approach 		10
	4.	Mixed Economy - Client in house, tree work delivery outsourced. Tree planting in-house	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Flexibility available as there are Three external suppliers Ability to tailor contractual agreements proactively Commercial flexibility to expand resource to meet changes in demand Reduced risk due to multiple supplier approach 		10

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
	5.	Do nothing - Internal client team & existing In-house tree work delivery provision managed separately with supporting batched contract arrangements let via the Gateway process	4	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities Flexibility available as there are four suppliers Contractor flexibility to meet changing demand 		8
	6.	Fully In-house team - Combining client and works delivery teams under one management structure	2	<ul style="list-style-type: none"> Would deliver on the council's requirements or priorities in the main but with some shortcomings Changes to structures, working practices and terms and conditions (30 day consultation period required). No commercial contractual flexibility to meet changes in demand 		4
	7.	Fully outsource - both client and works delivery.	2	<ul style="list-style-type: none"> Would deliver on the council's requirements or priorities in the main but with some shortcomings One or more commercial tree work providers One commercial client provider External tree work supplier(s) limited by contractual agreements No internal client controls leaving priority decision making to the contractor 		4
Marking explanation: Externally weighted models with greater number of suppliers, deemed more flexible in being able to deliver required change in a timely manner.						
10. Corporate Impact on Authority						
Impact of establishing different service arrangements to existing	1.	Mixed Economy - (Client in house, works delivery outsourced, supported by a reduced in-house team	4	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities Change limited plant and equipment upgrade for in-house team. A supporting tree work contract would need to be procured. The in-house tree team posts would need to be reduced in size to 8 roles. Potential TUPE considerations and / or redundancy Merger of management teams required 	3 - High	12

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
structures and accountability: Level of required change associated with each option.	2.	Mixed Economy - Client in house, works delivery outsourced, supported by the full in-house team	4	<ul style="list-style-type: none"> • Delivers above the council's requirements and priorities • Change limited to plant and equipment upgrade for in-house team. • A supporting tree work contract would need to be procured • Tree planting element will require full re-training & equipment provision, including the ability to identify utility services • No post reductions or potential staff redundancies required 		12
	3.	Mixed Economy - (Client in house – tree work delivery & planting outsourced)	4	<ul style="list-style-type: none"> • Delivers above the council's requirements and priorities • Supporting tree work contract would need to be procured. • Reduction in posts. TUPE may apply or Potential redundancies may be required 		12
	4.	Mixed Economy - Client in house – tree work delivery outsourced. Tree planting in-house	4	<ul style="list-style-type: none"> • Delivers above the council's requirements and priorities • Supporting tree work contract would need to be procured. • Reduction in posts. TUPE may apply or Potential redundancies may be required 		12
	5.	Do nothing - Internal client team & existing In-house tree work delivery provision managed separately with supporting batched contract arrangements let via the Gateway process	4	<ul style="list-style-type: none"> • Delivers above the council's requirements and priorities • Change limited to plant and equipment upgrade. • A supporting tree work contract would need to be procured 		12
	6.	Fully In-house team - Combining client and works delivery teams under one management structure	1	<ul style="list-style-type: none"> • Would only deliver the council's requirements or priorities to a limited extent • Significant change structure change required • Substantial arrangements required for additional transport, plant & equipment • Green waste disposal increase • Extensive recruitment and training required, in challenging industry climate (recruitment & retention of staff) • New larger accommodation/depot facilities required 		3

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
	7.	Fully outsource- both client and works delivery.	0	<ul style="list-style-type: none"> Does not meet any of the Council's requirements or priorities Significant change required. Contracts would need to be procured for client services and for the tree work elements of the service. Both the client function and tree team posts would need to be deleted, TUPE may apply or potential for redundancies 		0
Marking explanation: The degree of change required to implement each option. Mixed economy external weighted options achieved the highest score.						
11. Local/regional economy and community wellbeing						
Job creation opportunities in Southwark: Opportunities for employment for Southwark residents.	1.	Mixed Economy - (Client in house, works delivery outsourced, supported by a reduced in-house team	2	<ul style="list-style-type: none"> Would deliver on the council's requirements or priorities in the main but with some shortcomings Recruitment will be required by the successful contractors to meet their contractual obligations, which may suit local candidates, but most likely will attract staff who live close to the contractors base of operation 	1 – Low	2
	2.	Mixed Economy - (Client in house, works delivery outsourced, supported by the full in-house team	3	<ul style="list-style-type: none"> Delivers on the council's requirements and priorities satisfactorily Recruitment will be required by the successful contractors to meet their contractual obligations, which may suit local candidates, but most likely will attract staff who live close to the contractors base of operation Recruitment as required to maintain existing in-house staff compliment 		3
	3.	Mixed Economy - (Client in house – tree work delivery & planting outsourced)	2	<ul style="list-style-type: none"> Would deliver on the council's requirements or priorities in the main but with some shortcomings Recruitment will be required by the successful contractors to meet their contractual obligations, which may suit local candidates, but most likely will attract staff who live close to the contractors base of operation 		2

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
	4.	Mixed Economy - Client in house – tree work delivery outsourced. Tree planting in-house	3	<ul style="list-style-type: none">• Delivers on the council’s requirements and priorities satisfactorily• Recruitment will be required by the successful contractors to meet their contractual obligations, which may suit local candidates, but most likely will attract staff who live close to the contractors base of operation• Recruitment as required to maintain existing in-house staff compliment		3
	5.	Do nothing - Internal client team & existing In-house tree work delivery provision managed separately with supporting batched contract arrangements let via the Gateway process	3	<ul style="list-style-type: none">• Delivers on the council’s requirements and priorities satisfactorily• Recruitment will be required by the successful contractors to meet their contractual obligations, which may suit local candidates• Recruitment as required to maintain existing in-house staff compliment		3
	6.	Fully In-house team - Combining client and works delivery teams under one management structure	5	Delivers above the council’s requirements and priorities and provides additional benefit <ul style="list-style-type: none">• This option would require significant recruitment to facilitate works delivery, which would suit local candidates		5
	7.	Fully outsource - both client and works delivery.	1	<ul style="list-style-type: none">• Would only deliver the council’s requirements or priorities to a limited extent• Recruitment will be required by the successful contractors to meet their contractual obligations, which may suit local candidates, but most likely will attract staff who live close to the contractors base of operation, based on industry experiences.		1
Marking explanation: Contractor recruitment may be suitable for local people but will depend on where the contractor base of operations is located. Options requiring greater numbers of Southwark staff were scored more highly						
12. Sustainable Development/ Climate Emergency Response						

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
Environmental impact and quality including air quality, landscape, noise, climate change, biodiversity, recycling, reusing and minimizing waste, and efficient use of energy and water	1.	Mixed Economy - (Client in house, works delivery outsourced, supported by a reduced in-house team)	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Option able to deliver against this criteria 	3 – High	15
	2.	Mixed Economy - (Client in house, works delivery outsourced, supported by the full in-house team)	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Option able to deliver against this criteria 		15
	3.	Mixed Economy - (Client in house, tree work delivery & planting outsourced)	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Option able to deliver against this criteria 		15
	4.	Mixed Economy - Client in house, tree work delivery outsourced. Tree planting in-house	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Option able to deliver against this criteria 		15
	5.	Do nothing - Internal client team & existing In-house tree work delivery provision managed separately with supporting batched contract arrangements let via the Gateway process	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Option able to deliver against this criteria 		15
	6.	Fully In-house team - Combining client and works delivery teams under one management structure	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Option able to deliver against this criteria 		15
	7.	Fully outsource - both client and works delivery.	5	<ul style="list-style-type: none"> Delivers above the council's requirements and priorities and provides additional benefit Option able to deliver against this criteria 		15

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
Marking explanation: The ability of each option delivers equally in this aspect, whether through an SLA or external contract.						
Chosen criteria		Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
Total (weighted) score (sum of scores across all the chosen criteria for each option)	1.	Mixed Economy - (Client in house – works delivery outsourced, supported by a reduced in-house team)				141
	2.	Mixed Economy - (Client in house, works delivery outsourced, supported by the full in-house team)				142
	3.	Mixed Economy - (Client in house – tree work delivery & planting outsourced)				136
	4.	Mixed Economy - Client in house – tree work delivery outsourced. Tree planting in-house				143
	5.	Do nothing - Internal client team & existing In-house tree work delivery provision managed separately with supporting batched contract arrangements let via the Gateway process				126

Chosen criteria	Item No.	Option under appraisal	Score (0-5)	Description/rationale for score	Weighting (1-3)	Total score (score x weighting)
	6.	Fully In-house team - Combining client and works delivery teams under one management structure				108
	7.	Fully outsource - both client and works delivery.				94

Option 4 total	143	1st
Option 1 total	141	3rd
Option 2 total	142	2nd
Option 3 total	136	4th
Option 5 total	126	5th
Option 6 total	108	6th
Option 7 total	94	7th