

## Guidance note

### How to complete the Delivery Leverage and Control

The matrix is a design support tool. It forces clear thinking about how much control the public service body should hold, how markets or partners might raise performance, what happens if things fail, and what commercial freedoms matter.

Each question scale follows the same general pattern:

- 0 is more like 'tight grip by the public service body'
- 10 is more like 'full autonomy outside the public service body'.

The aim is not to describe today's arrangements but to state what is *desirable* for the future.

### How to approach scoring

- Score for what the service *should* be according to its attributes, not what exists now.
- Answer from purpose: what does good delivery require?
- Avoid reflexive risk aversion; low scores are not automatically 'safer'.
- Write a short rationale for each score. These rationales become vital later.

### How to use the results

The scores will show which delivery model families fit best (e.g. contracting variants, ALBs, grouped models, community-led, mutuals).

Misalignments usually highlight:

- hidden assumptions about control;
- mismatches between purpose and delivery environment;
- gaps in market readiness or organisational maturity.

The matrix does not make the decision. It clarifies thinking so decisions and business cases are grounded and consistent.

### This answer guide

Below you will find:

1. an overview of each section (what the section is trying to establish), and
2. detailed guidance for each question inside that section.

Treat each answer as a deliberate design choice.

At the end of the document, you will find a short guide on 'how to read the spreadsheet results'.

# Key to the analysis – variables page for each model

Every model group has one page setting out how key variables are structured by the use of that type of delivery/governance model.

## 1. Control:

- Grip – on a continuum from loose to tight, how much direct control government has over deliver
- Accountability for results – what is the single point where accountability rests?
- Ownership – who owns the delivery body?
- Responsibility – how is this shared?
- Authority – who has the authority to make decisions?
- Financial control – where is it devolved to?

## 2. Competition and contestability:

- Competition – is there market or market-like competition to provide the service in the first place?
- Contestability – is there transparency, the ability to evaluate, and the credible threat of competition to keep service delivery competitive?

3. Default options – what happens if the delivery model defaults on obligations?

- Fail back – what happens if the organisation fails?
- Step-in criteria – when would you have authority to take it over? (NB that step-in is always risky and taking this lightly can undermine most delivery models)
- Roll back – what can come back in at the end/if and when things fail?

4. Commerciality – mostly yes/no answers

- Asset ownership – who owns the assets originating in the government under these models?
- Ability to attract funding – can these models win charitable and other funding?
- Ability to trade – can these models trade in the market?

5. Legal entity and implications – descriptive

An overview of what sort of legal entities are being dealt with and the implications of this.

6. Recruitment and retention implications – descriptive

Likely implications of these models for personnel.

7. Market shaping/long-term implications – descriptive

What sort of market/provision landscape is likely to eventuate.

8. Involvement in governance of the entity (yes/no/variable)

- Will the government/community/users/employees likely be involved in governance.

# Classification of types of model groups

Make	Share	Buy	Divest
5. Arms length bodies	3. Shared arrangements	1. Contracting variants 2. Grouped models	6. Community led 7. Enabling not providing / making the market 8. Giving up control 11. Venture approaches
	4. Joint ventures		
9. Mutual models 10. Socially focused models		Cross-cutting	

## How to read the results in the Delivery Leverage and Control Matrix

The matrix produces three types of output:

1. the pattern of scores across the 22 questions
2. the model-fit percentages
3. the list of criteria that do not align with the preferred models

Each element tells you something different. Read them in the order below.

### 1. Start with the pattern of scores

Look across the 0–10 scoring for all questions. You are looking for the *shape* rather than any single number.

Low scores (0–3) show a need for tight public service body control, statutory integrity, direct accountability, simple legal form, or a clear fallback requirement.

Mid-range scores (4–6) indicate areas where delivery could be shared, delegated or partially competed without undermining core responsibilities.

High scores (7–10) show openness to autonomy, commerciality, wider governance involvement, market shaping, or external ownership.

Most services will not be uniform. The pattern reveals the underlying ‘design logic’ for the service.

### 2. Look at the model-fit percentages

The spreadsheet compares your scores to the typical profile of each delivery model family (contracting variants, grouped models, shared arrangements, joint ventures, ALBs, community-led, mutuals, socially focused, venture approaches, enabling models, giving-up-control models).

The highest percentage is not a verdict but an indication of which families your design preferences most closely match.

For example:

- a cluster of low scores will favour in-house, ALB, shared-arrangement or contracting models
- a mix of mid-range scores often points towards grouped models or joint ventures
- consistently high scores align with community-led, enabling, venture or ‘giving up control’ models

Treat the model-fit ranking as a *map*, not a winner.

### 3. Check the ‘inconsistent criteria’ list

Below the model-fit results you will see specific questions where your scores sit outside the expected range for that model family.

These are the most important lines in the spreadsheet.

Each one signals a mismatch between your intent and the typical behaviour of the model.

Common examples:

- you scored high on ‘ability to trade’ but the model does not support trading
- you scored low on ‘roll-back’ but the model normally cannot be brought back in-house
- you scored high on ‘external governance involvement’ but the model assumes tight departmental oversight

Mismatch items identify where thinking needs to evolve—either refine the model choice or adjust expectations about the service design.

4. **Read across the sections**

**(control, competition, failure, commerciality, legal/workforce, governance)**

Each model family has a characteristic pattern.

If your scores are pulling strongly in different directions across sections, this often means you are mixing incompatible objectives (for example, high autonomy but also tight rollback). Use these tensions to sharpen thinking: which design principle actually matters more?

5. **Focus on the story, not the mechanics**

When you've reviewed scores, fit percentages and mismatches, capture the simple narrative:

'Given the outcomes we want, this service needs X level of control, Y degree of contestability, Z fallback arrangements, and these commercial or legal freedoms.'

The spreadsheet is there to reveal this narrative, not to substitute for judgment.

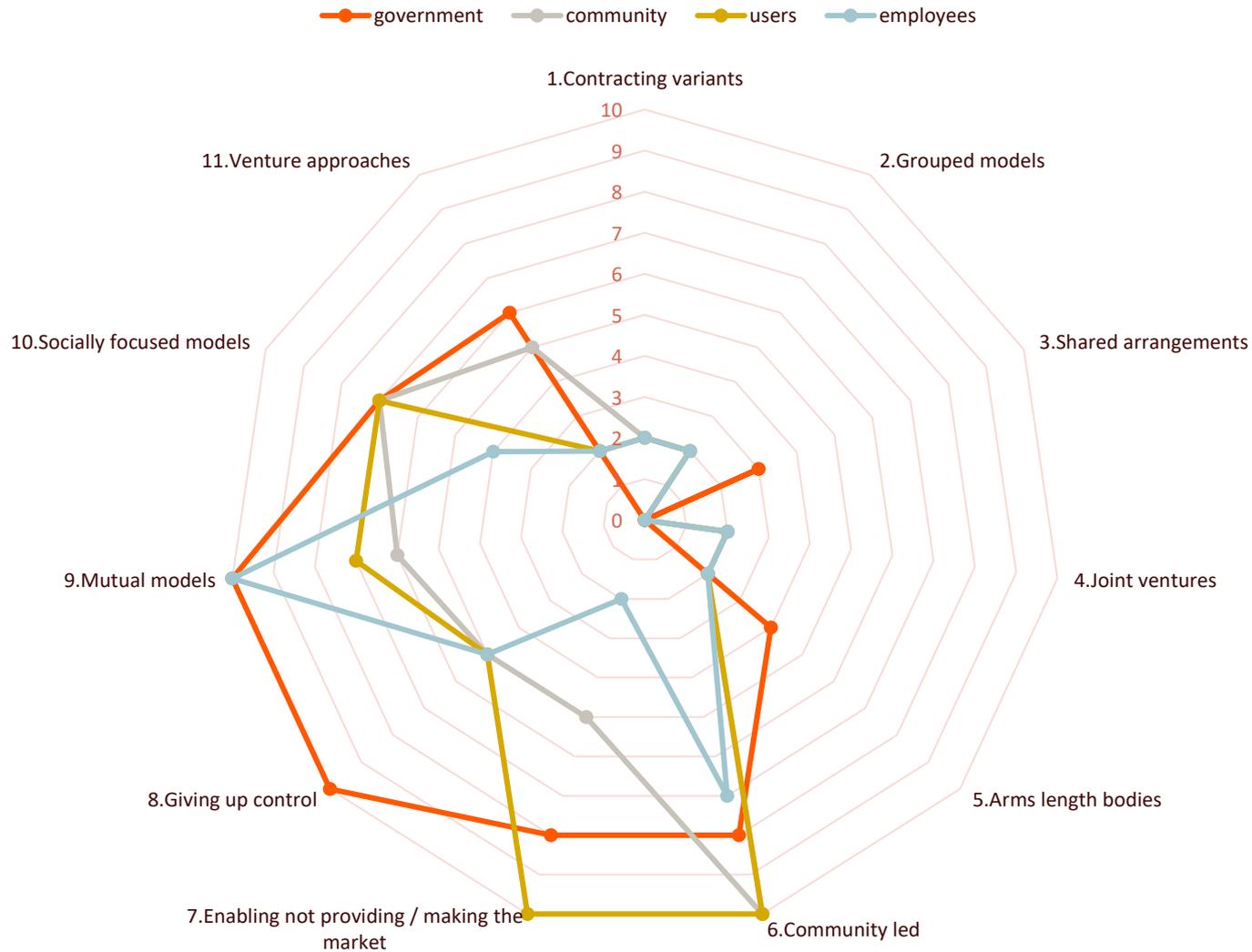
6. **Finally, check maturity and feasibility**

A model may fit on design intent but be unrealistic today due to market readiness, organisational capability or legal complexity.

Use the maturity model to test whether the public service body could support the preferred model now, or whether further development is needed first.

# Involvement in governance

Government 0=yes, full, 10=none  
Others 0=none, 10=yes, full



# Groups of delivery and governance models

	approximate rating for:	giving up control	challenge if it fails
1. Contracting variants		3/10	3/10
2. Grouped models		3/10	4/10
3. Shared arrangements		3/10	4/10
4. Joint ventures		4/10	5/10
5. Arms length bodies		4/10	2/10
6. Community led		7/10	6/10
7. Enabling not providing / making the market		8/10	8/10
8. Giving up control		8/10	10/10
9. Mutual models		8/10	8/10
10. Socially focused models		7/10	7/10
11. Venture approaches		6/10	7/10

Scores are simple averages of all scores ('giving up control') and of the 'in default' scores (fail-back, step-in and roll-back) for 'challenge if it fails'

# Key elements of checklist for new models

1. Strategic thinking  
What are really trying to achieve, and the implications
2. Tactical fit of form to purpose  
What are the ways in which our purpose could be delivered?
3. Financial considerations
4. Risk management
5. Other business issues
6. Market and longer-term context  
What are the implications of our tactical decisions?
7. Implementation considerations
8. Build strong learning mechanisms

Checklist can also be used as strategic risk management framework