



Llywodraeth Cymru  
Welsh Government

## **Invest to Save Scoring Criteria**

### **The 4 Ps**

#### **The Problem**

In this section, the organisation should define the problem that they are looking to address. In particular, we should be looking for bids which:

- A specific, well defined problem which is explained with clear evidence
- A well defined picture of who the service user is and the extent to which they are already engaged in the project (either through user research, staff experience or co-production methods)
- A clear explanation of the service area that the challenge applies to and a brief explanation of the organisation's current strategic responsibilities.

#### **The Proposal**

In this section the organisation should describe how it intends to go about tackling the problem. In particular we are looking for:

- A clear description of the idea that they wish to implement
- A logical, evidence based explanation of how the proposal will create improvements in service delivery and potential savings (cashable and/or other) for the organisation. This should be backed up with evidence obtained through such measures as pilot schemes, research, evaluation of other similar proposals, etc.
- An understanding of how the new idea responds to significant societal changes, including but not limited to the use of new technology
- A clear description of how the proposal was formulated and whether or not it has been tried elsewhere (in their service area, in Wales or in general)
- An explanation of how legislation and guidance might influence the direction that the project takes.

## **The People**

In this section the organisation should describe the team that will undertake the implementation of the project. In particular we are looking for:

- A team with a clear leadership and reporting structure and the right skills, knowledge and experience to deliver the project
- A defined executive sponsor that has allocated some time and resource to the project
- A description of any partner organisations, their role and clear, logical, strategic reasons why they are included in the project

## **The Plan**

In this section, the organisation should set out how they intend to go about implementing the idea. In particular we are looking for:

- the benchmarks against which performance (service improvement/savings) will be measured and a strategy to collect data
- a clear project plan and timetable that allows for any development, implementation and evaluation
- a budget that includes sufficient resources to deliver the project, and
- A description of how they intend to share any lessons, insights, best practice or tools developed as a result of the implementation.

## **The scores**

### **The Problem**

- 4** The problem is clearly set out, logical and well evidenced, with a good understanding of who the user is.
- 3** The problem is clear, logical and partially evidenced, with an understanding of who the user is.
- 2** The challenge is general and/or may lack logical connections to the strategy of the organisation. Limited evidence is provided and the understanding of who the user is is general.
- 1** The challenge is overly general and/or lacks logical connections to the organisation's strategy. There is some anecdotal evidence and a very limited idea of who the user is.
- 0** The challenge lacks significant detail or logical connections to the organisation's strategy. There is little or no evidence and their understanding of the user is wholly assumptive.

## **The Proposal**

- 4** Proposals are very likely to have an impact on the problem and create savings and maintain or improve existing services.
- 3** Proposals are likely to have at least some impact on the problem and create savings and maintain or improve existing services.
- 2** Ideas are likely to have at least some impact but the route to savings is less clear as is the effect on services.
- 1** May show some impact and the route to savings and service improvement is unclear.
- 0** There is little evidence that the idea will have any impact or create savings.

## **The People**

- 4** Teams have the right balance of skills, knowledge and expertise to deliver the project.
- 3** Teams have most of the skills, knowledge and expertise to effectively deliver the project.
- 2** Teams have some of the skills, knowledge and expertise to effectively deliver the project but there are significant gaps.
- 1** Teams lack most of the skills, knowledge and expertise to effectively deliver the project.
- 0** Teams lack most of the skills, knowledge and expertise to effectively deliver the project.

## **The Plan**

- 4** Budgets and plans are clear and allow enough time and resource for activity to be carried out effectively. Very little additional work would be required to improve the answers.
- 3** Budgets and plans are clear and allow time and resource for activity to be carried out effectively with some minor amendments. Some additional work is required to improve the answers but this is achievable in the short term.
- 2** Budgets and plans allow time and resource for activity to be carried out but may need some significant changes to ensure their effectiveness.

- 1** Budgets and plans lack clarity and/or do not allow enough time and resource for activity to be carried out effectively. Additional work is required to improve the answers which is unlikely to be achieved in the short term.
- 0** Budgets and plans are unclear and do not allow enough time and resource for activity to be carried out effectively. (Significant) Additional work is required to improve the answers which cannot be achieved in the short term.