

Appendix G

Glossary

Term	Meaning
Alternative Service Delivery Vehicle / Model ADV/ADS	A term used to describe a council service that is delivered by setting up a different type of structure or organisation. Examples include setting up a council owned company to run a service or outsourcing the service to a different provider (who may be a private sector contractor or another council). The term covers many different ways of delivering services such as Trusts (for example Leisure Trusts), employee mutuals and arm's length organisations.
Business Case	A document which outlines the costs, savings and benefits of a proposal. Proposals may include sharing services, buying a new piece of ICT equipment or a major business system or process change. Members base their decisions on the way forward on this document.
Business Plan	A plan to develop an organisation, service or business area. Includes priorities, objectives and performance targets. All services should have some form of annual service or business plan mapping out targets for the coming year. For services that have just implemented joint working the business plan should map out new targets, improvement priorities and how business processes will be harmonised.
Collaboration	Two or more parties working together to undertake a project, complete a task and achieve shared goals. Collaboration can be short term, for the duration of a specific project or longer term such as two councils jointly letting a major contract, sharing a management team or a single post.
Confederation	A long term partnership between a group of councils (or other bodies) to work together with the aim of ensuring local council services are delivered as cost effectively as possible. Councils in the Confederation remain independent and sovereign but can opt to participate in joint working; they may share senior officers or jointly commission a service.
Commission	To set out a service that the council requires and decide how that service will be provided. For example agreeing that the council needs a waste collection service, deciding how that waste will be collected (weekly/daily/boxes/bins) and then looking at options for the best way to deliver that service, for example in house or contracted out.
Co-ordinating Entity/Company	A body that has been authorised by the Councils to source and manage the delivery of services that the councils which to collaborate on. This entity could be established in a number of ways including being set up as an arm's length company or as a council committee.

Term	Meaning
Culture	Often described as ‘the way we do things here’ organisational culture is the term used to describe normal and expected behaviours, values, attitudes and practices within a team or organisation. Transformation or change programmes usually aim to disrupt, amend or set out new values. An example of this could be a new focus on the customer or shifting to a mindset that is focused on quality or reducing cost.
Democratic Accountability	Councils doing things in response to what residents want and being subject to an election as judgement on their performance to continue in their role.
Feasibility Study	An assessment of the practicality of a proposed plan or method, for example a short review exploring whether joint working in a specific service area is possible.
Governance	<p>The system of rules, practices, authorisations and processes by which the council is directed and controlled.</p> <p>Governance is also used in relation to programmes and projects and again means the rules by which the project is delivered.</p> <p>The rules, practices and processes we establish to run the councils or major projects must be compliant with the law.</p>
Harmonisation	<p>Adjustment of differences and inconsistencies to make them uniform or mutually compatible. Often used in relation to ICT for example ‘harmonising business systems’ which means partner organisations moving towards using the same software. By using the same software and business processes we can save money initially by buying the software or system as a group and sharing training and implementation costs. Further cost savings can be achieved by having the same processes for dealing with tasks e.g. applications.</p> <p>Harmonisation can also refer to more general working practices, processes and terms and conditions. For example when councils move towards joint working issues such as different working hours or flexi polices have to be considered.</p>
Incentivising	To provide an organisation, team or individual with a good reason for wanting to do something. For example performance related pay, discounts for prompt payment.
Innovation	A new idea to significantly improve a service or offer a new service or product. Innovation includes ideas generation AND the process by which that idea is implemented.
JASG	Joint Arrangements Steering Group. A working group comprised of five Councillors from each partner Council who shape the direction for joint working. The group meets approximately six times a year, rotates location and is chaired by one of the council leaders. The group is not a formal decision making body but reviews business cases and opportunities for joint working and makes recommendations to the Councils for consideration.
Options appraisal	A review of the different options available and a consideration of the pros and cons of the different options.

Term	Meaning
Outsourcing	The contracting out of a service to a third-party. For example paying a company to collect waste on behalf of the council.
Procurement	The process of obtaining or buying products, goods or services.
Public Sector Mutuels	'Public Service Mutuels' are organisations that have left the public sector but continue delivering public services. They are usually employee and service user-led.
SLA	A Service Level Agreement is part of a service contract where the service provided is formally defined so that the client knows what they will receive and the service knows the standard at which they must work.
Sovereignty	Retained authority and independence or power. Important when councils are working together. Each council retains power over its policies, budgets and strategies and can choose to collaborate with another council to deliver its services.
Spin-out	If a service is 'spun-out' it becomes an independent and different type of organisation. It may have a contract with the council but is also allowed to have contracts with other councils and provide services to other organisations. The council could retain a share in a spun out service.
TCA	Transformation Challenge Award – funding from central government to support transformation projects. As three councils we were successful in receiving funding (£366k) to establish our transformation programme in 2013.
Teckal	A legal position that allows a company owned and controlled by the council (or a group of councils) to sell its services to those councils without being subject to tender.
Tender	Part of the procurement process where the council(s) specify a service or product that they would like to buy and invite bids from providers. The buyer evaluates the bids and awards a contract taking into account price and quality.
TJWG	Transformation Joint Working Group. The board for the three way Transformation Programme, made up of two Executive/Cabinet Members from each of the three Councils. The group does not make formal decisions on behalf of the councils but ensures that all the work undertaken by the Transformation Team is in line with Member expectations.
Transformation	A significant change to the way an organisation conducts all or part of its business.
TUPE	Stands for Transfer of Undertakings (Protection of Employment) Regulations, which guarantee employees' terms and conditions during a transfer of ownership.