

Alternative Business Models - Glossary of Terms

Term	Acronym	Definition
Alternative Business Models	ABM	Alternative Business Models is about delivering services more effectively and efficiently. One part of this is asking external organisations for their help in identifying how we could do this together. The other is about the Council internally changing the way it currently delivers its services.
Corporate & Transactional Services	C&TS	One of the three workstreams being explored by the ABM programme, this service grouping includes back office services such as HR, Payroll, Procure to Pay, and customer facing services such as Revenues & Benefits and Customer Contact Centre
Competitive dialogue	CD	The Competitive Dialogue process is a procurement method that councils use to talk to the private sector about how services could be delivered through partnership or directly by the private company
Environmental Services	ENV	One of the three workstreams being explored by the ABM programme, this service grouping includes Refuse Collection, Recycling, Street Cleansing, Ground Maintenance, etc
Evaluation criteria		The Evaluation Criteria is used to shortlist the bidders and select successful bidders. The criteria includes a range of factors e.g. service quality, service resilience, service flexibility, financial considerations, investment, strategic fit, managing change etc
Integrated Facilities Management	IFM	One of the three workstreams being explored by the ABM programme, this service grouping includes property management, design, facilities management, cleaning, catering, property maintenance and janitorial services etc
Invitation to submit outline solutions	ISOS	Invitation to Submit Outline Solutions (ISOS) represents the first stage in the competitive dialogue – bidders are asked to provide a high level outline of their service proposals. These are evaluated by the Council.
Invitation to submit detailed solutions	ISDS	Marks the development of detailed and fully costed service proposals for consideration by the Council. These are evaluated by the Council.

Official Journal of the European Union/Notice	OJEU	This is the publication in which all tenders from the public sector which are valued above a certain EU financial threshold must be published. The ABM programme notice followed a standard form and set out the parameters for the procurement (volume and scope of services). The ABM notices were published on 5 March 2010.
Output Specification	OS	The Council sets out its service requirements, leaving the bidders/internal teams to decide on how they will be delivered.
Pre qualification questionnaire	PQQ	A questionnaire designed to assess the competence of potential bidders from the expressions of interest submitted in response to the OJEU notice. This initial assessment considers technical and financial resources and the experience necessary to undertake the work. This activity has been completed and the Council identified 15 bidders across the 3 workstreams
Options Appraisal		Process that allows the Council to consider the benefits of the procurement - if there is not a strong business case for adopting an alternative delivery model, then the Council reserves the right to terminate the dialogue process either for a service grouping as a whole, or to remove certain services from the procurement.
Preferred Bidder		Following evaluation of detailed solutions a preferred bidder is selected. The Council would then look to finalise a contract (subject to options appraisal activity)
Public Sector Comparator	PSC	The Public Sector Comparator is used to assess the benefits of the procurement process. The ABM public sector comparator is based on the Council's existing improvement activities and staff have been asked to develop innovative ways of working that reduce costs and deliver services more efficiently.
Transfer of Undertakings (Protection of Employment) Regulations	TUPE	This is the name of the official regulations that protect people when they are transferred to a new employer. It ensures that staff transfer on their existing Terms and Conditions, with continuity of service.