

Appendix F - Glossary

Term	Definition
Back office functions	Administrative and support services that do not directly interact with the public, such as HR, IT, and finance.
Benefit	A benefit is what our customers, communities and colleagues can actually see and feel as a result of what we do. They should show measurable, quantifiable improvements from outcomes, capabilities, products.
BOB ICB	The Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board.
Business Rates	A tax on non-domestic properties used to help fund local services.
Capability	Something (service, function, operation) that enables the new council and its workforce to deliver services or improve them.
Capital Receipts	Income received from the sale of capital assets, such as land or buildings.
CIPFA	The Chartered Institute of Public Finance and Accountancy
Committee / Committee Structure	A governance model where decisions are made collectively by committees of elected councillors.
Communication	Communication is giving, receiving or exchanging ideas, information, signals or messages through appropriate media, so people or groups can learn about something, understand it, share or ask for information or to express their views.
Council Tax	A local tax on residential properties used to fund local services.
County Council	A top-tier local authority in a two-tier system responsible for services like education, transport, and social care.
Devolution	The government's ambitions to transfer powers and funding to Mayoral Strategic Authorities

Devolution Framework	The set of functions and governance arrangements for different levels of strategic authority, as outlined in legislation or policy.
District Council	A lower-tier authority in a two-tier system responsible for services like housing, planning, and waste collection.
Engagement	Opportunities and activities that open-up dialogue to listen, seek feedback and promote collaboration and sharing of learning.
Exceptional Financial Support	Emergency financial assistance provided by central government to councils facing severe financial difficulties.
Financial Resilience Index	A tool used to assess the financial sustainability of local authorities.
Frontline Services	Public-facing services such as social care, waste collection, and housing support.
GLL / Greenwich Leisure Limited	A charitable social enterprise that manages leisure centres and libraries across the UK. They deliver leisure services in West Oxfordshire, South Oxfordshire and Vale of White Horse.
Growth Officer	A role potentially responsible for driving economic development and regeneration initiatives.
Integrated Care Board (ICB)	A statutory NHS organisation responsible for planning and commissioning health services in a local area.
Leader and Cabinet Model	A governance model where the council leader appoints a cabinet to make executive decisions.
Local Development Order (LDO)	A planning tool that grants permission for certain types of development without the need for a full planning application.
Local Government Reorganisation (LGR)	The process of restructuring local authorities, typically replacing two-tier systems (county and district councils) with single-tier unitary authorities.
Local Neighbourhood Area (LPA)	The local authority responsible for planning decisions in a designated area.
Local Plan	A document setting out a local authority's policies and proposals for land use and development.
LVEP	Local Visitor Economy Partnership

Mayoral Strategic Authority (MSA)	A local authority or combined authority designated to have strategic powers over areas such as transport, housing, and economic development. Usually over an area of around 1.5m people. This differs to a Strategic Authority as it is led by a directly elected mayor.
Medium Term Financial Plan (MTPF)	A financial strategy outlining a council's expected income and expenditure over a 3–5 year period.
Ministry of Housing, Communities and Local Government (MHCLG)	Former name of the UK government department now known as the Department for Levelling Up, Housing and Communities (DLUHC).
Net Zero	A target to reduce greenhouse gas emissions to as close to zero as possible, with any remaining emissions offset.
ODS / Oxford Direct Services	Oxford Direct Services – a company wholly owned by Oxford City Council delivering public services.
One Public Estate (OPE)	A government programme encouraging public sector organisations to share property assets to improve efficiency and service delivery.
Options Appraisal	A structured evaluation of different reorganisation models, assessing their feasibility, benefits, and risks.
Parish Council	The lowest tier of local government, responsible for representing small communities and delivering local services.
PeopleToo	PeopleToo is a consultancy referenced for technical analysis.
Primary Care Network (PCN)	Groups of GP practices working together to provide integrated health services to local communities.
PwC / PricewaterhouseCoopers	A global professional services firm often engaged to provide consultancy and financial advice to public sector organisations.
Risk	The effect of uncertainty on what we are trying to achieve. The purpose of risk management is to identify and manage the barriers to achieving our objectives. Managing risk well is critical to success of the LGR programme.
Special Educational Needs and Disabilities (SEND)	Special Educational Needs and Disabilities

Shadow Authority	A temporary governing body elected to prepare for the transition to a new unitary authority, operating before the formal launch.
Shadow Elections	Elections held to form a shadow authority prior to the official establishment of a new council.
Single-tier authorities / structure	Local government models where one authority is responsible for all services, replacing the two-tier system.
Spatial Development Strategy (SDS)	A strategic planning document outlining long-term development and infrastructure priorities across a region.
Statutory Services	Services that local authorities are legally required to provide, such as education and social care.
Strategic Authority	A local authority or combined authority designated to have strategic powers over areas such as transport, housing, and economic development. Usually over an area of around 1.5m people.
Target Operating Model	A Target Operating Model clearly states how an organisation will deliver its vision and corporate plans. It explains how the council and staff will work with residents and partners to deliver what the Council has decided it wants to achieve.
Town Council	A type of parish council serving a town, responsible for local services and community representation.
Transformation	Activity which aims to change and develop authorities to create savings or improve performance.
Transport corridors	Key routes used for the movement of people and goods, often targeted for infrastructure investment.
Two-tier authorities / structure	A local government model with separate county and district councils sharing responsibilities.
Unitary Authority (UA) / Unitary Council	A single-tier local government structure responsible for all local services in its area, replacing the functions of both county and district councils.
Vesting Day	The official date on which a new unitary authority assumes its powers and responsibilities.