

Glossary

- **Channel shift** - Channel shift is the process by which organisations encourage customers to change the way they choose to interact with services, from the customers' current preferred approach to a new one. For example encouraging customers that can, to move to self-service, primarily using online and digital services rather than in-person, by phone or paper forms.
- **Commercial strategy** – A plan to maximise the return from the council's and company assets.
- **Commissioning Team** - A team of three individuals appointed by government to intervene in certain functions within the council following its 'best value duty' failings. They provide support in areas such as financial and commercial governance and strategic decision-making.
- **Discretionary services** - Services that the council are not legally obliged to offer.
- **DLUHC** – Department for Levelling Up, Housing and Communities.
- **FCP** – Financial Control Panel. A panel consisting of at least four senior employees chaired by the Director of Finance (or their deputy) whose responsibility is to approve council spend before it is committed, or anything is ordered.
- **FFTF** – Fit for the Future. A programme of actions to ensure that the council is financially sustainable. This includes identifying and implementing the savings or additional income to meet the budget deficit, improve governance and controls and transform the council to be 'fit for the future'.
- **Gateway process** - A fundamental part of the FFTF programme, the Gateway Process is a three-stage process which has systematically reviewed all service areas across the organisation and identified where savings can be made and the minimum level of service provision.
- **LGA** – Local Government Association. The national membership body for local authorities who work on behalf of its member councils to support, promote and improve local government.
- **MRP** – Minimum Revenue Provision. The minimum amount of funding that a council must set aside to use towards capital expenditure as financed through either borrowing or debt. Accounting standards guide local authorities to determine what that minimum amount is.
- **MTFP/MTFS** - Medium Term Financial Plan (MTFP) and Medium-Term Financial Strategy (MTFS) are the council's approach and delivery plans to managing its budgets.
- **HRA** – Housing Revenue Account. Records expenditure and income on running a council's own housing stock and closely related services or facilities, which are provided primarily for the benefit of its own tenants.
- **PWLB** – Public Works Loan Board. Local authority lending facility operated by the UK Debt Management Office (DMO) on behalf of HM Treasury. This borrowing is for capital projects.
- **S151 Officer** – Section 151 (Monitoring) Officer. The Chief Finance Officer for a council. S151 refers to the Section 151 of 1972 Local Government Act which specifies that each council must employ a responsible finance officer with the authority and has certain powers including S114.
- **SAG** – Shareholder Advisory Group. Provides a clear focus for councillors to set out policy, strategy and control for the companies that it funds. Separates the roles of Council Directors on company boards and the Shareholder interest.
- **SLS** – Shareholder Liaison Service. An officer group, containing experts, set up to support the SAG.
- **VSWL** – Victoria Square Woking Limited. A joint venture company to oversee the development of the Victoria Square project.