

Public sector

**JaRgon!**

**BusTeR**

Over **100** References

**Dozens of hyper-links**



# Introduction

**C**ommunication is crucial in partnership working and decision making. However, communication is not effective unless all participants know and understand what is being discussed or decided upon. The challenge here is that language is so often socially exclusive. People tend to use technical terms or “buzz words” in public forums – expecting others to understand and nod in agreement. Clearly, those who do understand have the benefit of being able to make decisions and engage effectively in debate, whilst those who do not can be left on the sidelines, overwhelmed by issues that they find difficult to come to terms with.

The potential implications of this are that rather than keep asking others to explain the references and comments that they make, the less well informed may feel that is easier to nod in agreement and sign up to decisions that they might not fully understand. For many in the voluntary & community sector, there is an ever-increasing need to better understand public sector jargon. This is because voluntary & community organisations are increasingly being expected to operate effectively within the public sector environment. By itself, this creates pressures to understand and make sense of potentially complex terminology, concepts and ideas.

The purpose of this jargon buster is therefore to assist voluntary & community organisations to become ever-more active participants in local discussion in a way that will allow for more effective challenge and better informed decision making. This document includes well over 100 references and dozens of hyper-links that will take the reader to more detailed information on a range of headings. The intention is that this jargon buster will be refreshed and re-issued as necessary with new information.

I hope you find this document useful and informative.

**Yours sincerely,**

**Monica Olusola**  
**CBMEA Director**

A	<p><b>Act of Parliament (or primary legislation)</b> - is a law enacted (or declared) by Parliament. An example of an Act of Parliament is the Local Government Act 2000, which includes provisions for the use of the "well-being power" (see reference to <b>Well-Being Power</b> below).</p>	<p><b>Arms Length Management Organisation (ALMO)</b> - an ALMO is a company set up to manage and improve Council housing that is able to bid for limited amounts of additional Government funding subject to performance. It has a board of directors, which includes tenants. However, the homes remain in the ownership of the Council and the residents remain Council tenants.</p>
	<p><b>Area Cost Adjustment (ACA)</b> - the Area Cost Adjustment is the element of the local government funding formula (see reference to <b>Formula Spending Share</b> below) that takes account of higher wage and rate costs in each area.</p>	<p><b>Area Forum</b> - this a ward-level public meeting (organised by the Council) through which local residents, businesses and other stakeholders are able to express their views of the services they receive from the Council and receive information on Council services and Council policies affecting the local area.</p>
	<p><b>Asset Management</b> - this is the process through which an organisation (such as the Council) assesses and makes appropriate property arrangements, for the services it provides. For example: if a community centre is needed in an area, consideration will be given to whether there are any fit for purpose buildings to support this service or whether co-location with an existing service provider is an option.</p>	
B	<p><b>Baseline Position</b> - this refers to the point from which future progress of a service, project or intervention is assessed. Baseline information tells us what the needs of service users are and enables providers to plan effective interventions.</p>	<p><b>Balanced Scorecard</b> - this is a management framework that enables an organisation to set a clear vision and strategy and then to translate these into action. The balanced scorecard is based on four factors: finance, growth &amp; learning, business process and customer.</p>
	<p><b>Choice (in public services)</b> - refers to development and improvement of services in a way that offers greater convenience, accessibility, fairness and diversity to those who use them.</p>	<p><b>Civic Engagement</b> - this refers to individual and collective actions, which seek to identify and address issues of public concern. Civic engagement activities include: volunteering, voting and local advocacy. Civic engagement can also mean a feeling of belonging as well as an experience of investment and ownership in the communities to which a person belongs.</p>
C	<p><b>Civic Pioneer</b> - a civic pioneer is a local authority committed to engaging communities in the design and delivery of services as part of the wider civic renewal agenda. Commitment to developing the skills to engage in or facilitate participation; commitment to supporting the development of community organisations and involving citizens in the deliberation and implementation of Council policies. For more information, click on attached link. <a href="http://www.togetherwecan.info/pioneers/">www.togetherwecan.info/pioneers/</a></p>	<p><b>Civic Renewal</b> - this refers to people and government, working together to make local life better. It involves more people being able to influence decisions about their communities and more people taking responsibility for tackling local problems, rather than expecting others to do it for them. For more information click on attached link. <a href="http://www.dclg.gov.uk/index.asp?id=1500186">www.dclg.gov.uk/index.asp?id=1500186</a></p>

<p><b>Community Asset Mapping</b> – this is a way to identify and involve the capacity of a community, to transform it or to build self-reliance. Asset mapping focuses on strengths and opportunities within the community, not weaknesses or threats. As such the community is able to focus on solutions. Asset mapping does however recognise community problems. The objective is to identify these and leverage the identified resources.</p>	<p><b>Community Empowerment</b> - this refers to the way in which communities are enabled to build their capacity and confidence and succeed at development, using their own resources and the help of other partnership organisations. Please see attached link. <a href="http://www.dclg.gov.uk/pub/368/PromotingEffectiveCitizenshipandCommunityEmpowermentPDF446Kb_id1163368.pdf">www.dclg.gov.uk/pub/368/PromotingEffectiveCitizenshipandCommunityEmpowermentPDF446Kb_id1163368.pdf</a></p>
<p><b>Community Engagement (community involvement)</b> - this describes work undertaken (for example by the Council) in close association with local residents, voluntary &amp; community groups, local taxpayers and service users to develop policy, strategy, inform discussions and decisions and provide services.</p>	<p><b>Community Leadership</b> – this describes the way in which all services (including the public, private, voluntary &amp; community sector) work together as part of a shared vision. Although the Council plays a central role, community leadership is not just about the Council's vision for the area. The vision must be shared and backed up by a collective commitment to deliver and support its implementation.</p>
<p><b>Community Management</b> - is the functional control of systems by communities or their representatives. It can and often does, but does not have to, include elements of community ownership, and involvement in day-to-day operation and maintenance. It is particularly reliant on clarity of ownership of schemes.</p>	<p><b>Community of Interest</b> - this describes a group of people who share a common interest and work together to promote that interest. For example: the welfare of asylum seekers &amp; refugees, adult learning or sport in the community.</p>
<p><b>Community Strategy</b> - under Part 1 of the Local Government Act 2000, local authorities in England and Wales have to produce a community strategy to promote the social, economic and environmental well-being of their areas, achieving sustainable communities.</p>	<p><b>Comprehensive Performance Assessment (CPA)</b> - is a performance assessment framework for local government in which judgements are made about the standard of a Council's strategic leadership, financial competence and frontline service delivery. For more information, click on attached link. <a href="http://www.audit-commission.gov.uk/cpa/index.asp">www.audit-commission.gov.uk/cpa/index.asp</a></p>
<p><b>Comprehensive Spending Review</b> - is a governmental process that is carried out by HM Treasury to set fixed three-year departmental spending limits and, through public service agreements, (see <b>Public Service Agreement</b> reference below), define the key improvements that the public can expect from these resources.</p>	<p><b>Convenor of Services</b> - this is a reference to the Lyons Inquiry (see <b>Lyons Inquiry into Local Government</b> reference below) which describes a future role of Councils in bringing partners together in an area to deliver services that meet the specific needs of local people.</p>
<p><b>Co-production of Services</b> - this refers to a way of producing services that actively involves those who use or benefit from the services. An example of co-production is where police and local residents work together, in partnership, to tackle crime and make their neighbourhoods safer.</p>	<p><b>Customer Focus</b> - refers to a process of developing services with and around the customer that involves three key steps. First customer wants are researched, then the information is disseminated throughout the organisation and services are developed, then finally customer satisfaction is monitored and changes made if necessary.</p>

D	<p><b>Delivery Plan</b> - this is a document which sets out how a project will achieve its funded objectives. A delivery plan should include details of activities, cost, outputs, key milestones and outcomes. A good delivery plan should also identify the main risks or threats to the delivery of the project and explain how these will be managed.</p>	<p><b>Devolution (devolved decision making)</b> - this is an arrangement whereby government gives more power to local areas (boroughs) to decide for themselves what the priorities should be in their areas and what services should be provided. For more information, click on attached link.  <a href="http://www.communities.gov.uk/pub/602/EmpowermentandtheDealforDevolutionPDF254Kb_id1163602.pdf">www.communities.gov.uk/pub/602/EmpowermentandtheDealforDevolutionPDF254Kb_id1163602.pdf</a></p>
	<p><b>Devolved Budgets</b> - this refers to the arrangement through which local Councils could enable local neighbourhoods to manage their own budgets. The idea is that local neighbourhoods know the issues that matter most to them and therefore should be allowed to target resources where it will deliver neighbourhood outcomes.</p>	<p><b>Direction of Travel</b> - this refers to the overall performance of an organisation over a period of time. An organisation with improving performance is said to have a positive direction of travel, whilst an organisation with poor performance is said to have a negative direction of travel.</p>
	<p><b>Double-Devolution</b> - this refers to an arrangement whereby government gives power to local Councils, which then empower local neighbourhoods. The objective of double-devolution is to give local people the freedom to decide what is best for their own neighbourhoods.</p>	<p><b>Discretionary Powers</b> - this refers to powers, which the Council may exercise but is not obliged to. For example: a Council could use its discretionary powers to allow a voluntary group to operate from a Council owned building and use the available IT facilities (however, it is not legally obliged to do so).</p>
E	<p><b>Efficiency Agenda (Gershon agenda)</b> - this refers to a government sponsored review of public sector efficiency led by Sir Peter Gershon. The review proposed that over £20bn worth of efficiency gains could be achieved by central government and local government between 2005 and 2008. As part of his review, Gershon proposed that local governments contribution to this overall efficiency target should be £6.45bn. For more information, click on attached link.  <a href="http://www.hm-treasury.gov.uk/media/B2C/11/efficiency_review120704.pdf">http://www.hm-treasury.gov.uk/media/B2C/11/efficiency_review120704.pdf</a></p>	<p><b>Efficiency Gains</b> - efficiency gains can be either cashable or non cashable (but must not negatively impact services). A cashable efficiency gain is one that generates a cash gain. For example, providing the same service for less funding or more services for less funding. A non cashable gain is one that does not generate a cash gain. For example, providing additional services for the same funding or substantially improving services for slightly more funding. Critically, the efficiency gain must not have a negative impact on services (for example through service cuts).</p>
	<p><b>Evidence-Base</b> - this refers to the data or information which is used to develop a policy or strategy upon which action is taken. For example: an increase in the BME population in Camden would provide the evidence base for the development of specialised services to respond to their needs.</p>	

F	<p><b>Firm Foundations</b> - this refers to a government report, published in 2004, which set out a cross-government plan of action to support community capacity building more effectively. It identifies six underlying principles and put forward priority areas for Government action to bring about change. Please click on link. <a href="http://www.togetherwecan.info/files/downloads/Reports/ho_firm_foundation_s0812.pdf">www.togetherwecan.info/files/downloads/Reports/ho_firm_foundation_s0812.pdf</a></p>	<p><b>Floor Target</b> - Floor targets help reduce the gap between the poorest areas and the rest of the country. They show what the priorities should be at a local level. Floor targets make sure that where public services are failing, they get better. Sometimes, floor targets work like the minimum wage, setting the minimum standard for poor areas and disadvantaged groups. For more information, please click on attached link. <a href="http://www.neighbourhood.gov.uk/page.asp?id=11">www.neighbourhood.gov.uk/page.asp?id=11</a></p>
	<p><b>Formula Spending Share (FSS)</b> - In 2003 the government replaced the SSA (Standard Spending Assessment) with Formula Spending Share, which is a new formula-based means of distributing general funding between all local authorities. The FSS is calculated using information about the population, social structure and other characteristics of each authority under seven headings: education, personal social services, police, fire, highway maintenance, environmental, protective &amp; cultural services and capital financing.</p>	<p><b>Freedoms and Flexibilities (freedoms and relaxations, enabling measures)</b> - freedoms and flexibilities are created, by government, through the relaxation (or removal) of statutory controls or requirements. Freedoms and flexibilities are offered to Councils for excellent performance or (to the Council and its partners - through Local Area Agreement) as incentives, to improve performance.</p>
	<p><b>Full Cost Recovery</b> - this refers to an arrangement whereby organisations (such as voluntary &amp; community groups) and their funders, ensure that the price of contracts and grants reflect the full costs of delivering the service, including a legitimate portion of overhead costs.</p>	
G	<p><b>Golden Thread</b> - this refers to the link between an organisation's strategic vision, at one level, and the individual targets of staff at the other. The 'golden thread' is achieved when an organisation's vision informs its strategic priorities, and when strategic priorities inform service plan objectives and when service plan objectives inform individual staff appraisals.</p>	<p><b>Growth of the Voluntary &amp; Community Sector</b> - is a reference in the safer &amp; stronger communities LAA guidance. The guidance proposes a measure of 'growth of the local VCS', that takes account of the perceptions of VCS groups &amp; organisations as to whether their volume of activity is growing. Growth of the VCS is a mandatory indicator in the Safer &amp; Stronger communities Local Area Agreement guidance. Please click on attached link. <a href="http://www.neighbourhood.gov.uk/publications.asp?did=1567">www.neighbourhood.gov.uk/publications.asp?did=1567</a></p>
	<p><b>H</b></p> <p><b>Human Rights Act 1998</b> - the Human Rights Act makes the rights from the European Convention of Human Rights (ECHR) part of British law and therefore enforceable in our courts. The ECHR includes the rights to life, freedom of expression, education, a fair trial and many others. As a result of the Human Rights Act it is unlawful for a public authority (such as the Council) to violate European Convention Rights. For more information, click on attached link. <a href="http://www.dca.gov.uk/peoples-rights/human-rights/faqs.htm">www.dca.gov.uk/peoples-rights/human-rights/faqs.htm</a></p>	<p><b>Hard-Edged Measure</b> - this refers to measures of service performance that are accurate, direct and reliable. Hard edged measures can generally be calculated precisely. Examples include: "the number of visitors attending a training course" or "the number of visitors attending the community centre."</p>

	<p><b>Housing Revenue Account (HRA)</b> - this is a separate account, which sets out the amount spent and income received, by Councils, from the provision of housing. Councils are required, by law, to maintain a Housing Revenue Account.</p>	
I	<p><b>Index of Multiple Deprivation</b> - is a measure of deprivation for every Super Output Area (see reference to <b>Super Output Area</b> below) and local authority in England. The measure focuses on a number of indicators of deprivation across seven areas, which are: income, employment, health &amp; disability, education, skills &amp; training, barriers to housing &amp; services, living environment and crime. A calculation is then made to provide a deprivation score and rank for each area. For more information, please click on attached link. <a href="http://www.alg.gov.uk/doc.asp?doc=12138&amp;cat=1024">www.alg.gov.uk/doc.asp?doc=12138&amp;cat=1024</a></p>	<p><b>Individual Budgets</b> - this refers to a government initiative whereby adults, receiving social care services, were given individual budgets and allowed to decide how this money should be spent to meet their care needs. The initiative was launched in the 2005 Adult Care Green Paper (chapter 4: page 32). For more information, click on attached link. <a href="http://www.dh.gov.uk/assetRoot/04/10/64/78/04106478.pdf">www.dh.gov.uk/assetRoot/04/10/64/78/04106478.pdf</a></p>
	<p><b>Inputs</b> - this describes the investment or total costs required to provide a service. For example: money, staff, transport, buildings and equipment.</p>	<p><b>Integrated Public Services</b> - this is a method of providing services that puts the needs of the customer right at the centre. As part of this method, service providers may co-locate in the same building, develop systems for sharing information or operate joint budgets. The advantage of this arrangement is that it offers services users the opportunity to access a range of services from different providers, through a single point of contact.</p>
J	<p><b>Joint Area Review</b> - since September 2005, all local authority services for children &amp; young people, and the wide range of services from other agencies and organisations, will be subject to a joint area review (JAR). The review provides a comprehensive report on the outcomes for children &amp; young people in the local area. It incorporates the inspection of youth services and replaces the separate inspections of local education authorities, local authorities' social services, connexions services, and the provision for students aged 14–19.</p>	
K	<p><b>Key Lines of Enquiry (KLOE)</b> - are requirements developed by external inspectors such as the Audit Commission, to assess the performance of service providers such as Councils. KLOEs focus on a range of issues such as: the existence of clear policies, engagement of service users, ability to set priorities, financial competence, strength of partnership working and effectiveness of performance management arrangements. KLOEs are set at 4 levels (with those meeting level 4 requirements being the best performers).</p>	

# L

**Legislative Process** - this is the way in which laws are enacted in Parliament. The process starts with the introduction of a proposal (or draft bill). The draft bill is then subject to a first and then a second reading in Parliament. This is followed, in sequence, by detailed committee scrutiny, a third reading and then a vote by Members of Parliament (MPs). If MPs vote in favour of the bill, it is then put forward for Royal Assent and becomes law.

**Leverage** - refers to the level to which an organisation (for example: a voluntary & community provider) attracts additional sources of funding on top of core funding. The advantage of leverage is that it enables organisations to deliver more services and achieve better outcomes as they have more resources available to them.

**Liveability** - the liveability agenda refers to the creation of places where people choose to live and work. Some of the issues that can affect the liveability of an area include: crime, anti-social behaviour, roads, environment and public services. Please click on attached link. [www.idea-knowledge.gov.uk/idk/core/page.do?pagelid=77793](http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelid=77793)

**Local Area Agreement (LAA)** – this is a formal agreement between the government and a local area (a Council and its partners including the voluntary & community sector). As part of this agreement local areas agree to achieve outcomes for children & young people, healthier communities & older people, economic development & enterprise and safer & stronger communities in return for freedom to 'pool' a range of special grants. For more information, click on attached link. [http://www.gol.gov.uk/gol/docs/289455/laa\\_guidance\\_290605.pdf](http://www.gol.gov.uk/gol/docs/289455/laa_guidance_290605.pdf)

**Local Public Service Agreement (LPSA)** - is a formal agreement between central government and Councils (and its partners) as part of which government promises to pay pump priming grant and a performance reward (to local Councils) in return for improved performance against 12 targets. Camden has signed a LPSA which focuses on 12 targets to improve life outcomes for children and young people. For more information, click on attached link. [www.communities.gov.uk/index.asp?id=1134088](http://www.communities.gov.uk/index.asp?id=1134088)

**Local Strategic Partnership (LSP)** – is a body which includes representatives from the public, private, voluntary & community sectors. Partners on the LSP work together to deliver improvements in the social, economic and environmental well-being of those who live, work and study in the borough. For more information, click on attached link. [http://www.gol.gov.uk/gol/Local\\_govt/LSPs/?a=42496](http://www.gol.gov.uk/gol/Local_govt/LSPs/?a=42496)

**Lyons Inquiry into Local Government** - this is a government sponsored investigation into the future functions and funding of local government being undertaken by Sir Michael Lyons, who is an academic and former Council chief executive. For more information click on attached link. [www.lyonsinquiry.org.uk](http://www.lyonsinquiry.org.uk)

# M

**Mainstreaming** - this refers to the way mainstream resources are targeted to the most deprived, how policy is focused on the poorest areas, how services are reshaped to reflect local needs, how agencies work together and how learning from good practice is shared.

**Mainstream Budget** - this refers to the proportion of the Council's budget that is comprised of Revenue Support Grant (received from the government) and Council Tax (which is levied on local people). The mainstream budget does not include special grants such as neighbourhood renewal funding, liveability funding, which also come from government.

<p style="font-size: 48px; text-align: center; color: white;">N</p>	<p><b>Neighbourhood</b> - this refers to a local community that is situated within a larger city or suburb. Traditionally, a neighbourhood is small enough that the neighbours are all able to know each other. However, in practice, neighbours may not know one another very well at all.</p>	<p><b>Non-Universal Services</b> - refer to those services that require some sort of needs assessment before they can be accessed. Examples include: Council housing and adults or children's social services.</p>
	<p><b>Office of the Third Sector</b> - refers to a government office, set up in May 2006 to drive forward the Government's role in supporting the third sector (voluntary and community organisations, charities, social enterprises, faith groups, cooperatives and mutual). The Office of the Third Sector brings together all third sector-related work from across Government. For more information, click on attached link. <a href="http://www.cabinetoffice.gov.uk/thirdsector">www.cabinetoffice.gov.uk/thirdsector</a></p>	<p><b>Outcomes</b> - this describes the improvement in local circumstances that a service seeks to achieve. For example: in an area where there is high unemployment, a local training for work project would see the number of trainees who are able to access permanent employment (and remain there for at least 13 weeks) as its key outcome.</p>
	<p><b>Outputs</b> - this refers to what is produced by a service. For example: a training for work project would see the number of clients who completed training programmes as an output.</p>	
<p style="font-size: 48px; text-align: center; color: white;">P</p>	<p><b>Pathfinder</b> - this refers to a project or intervention (usually funded by government) to test the effectiveness of (or further develop) a national policy initiative. The neighbourhood management pathfinder is an example of an intervention that was established to test and develop government policy.</p>	<p><b>Participatory Democracy</b> - refers to the various ways, outside of representative democracy (see reference to <b>Representative Democracy</b> below) through which members of a community can participate in the democratic process. Examples of participatory democratic arrangements include: tenant management committees and residents associations.</p>
	<p><b>Personalised (customised) services</b> - the purpose of personalisation and customisation is to structure services to match each user's individual needs and requirements. This is often best achieved through personalised or individual budgets, which have now been introduced in some areas (see reference to <b>Individual Budgets</b> above).</p>	<p><b>Place Shaping</b> - refers to the future role of local governments as described in the Lyons Inquiry (see reference to <b>Lyons Inquiry</b> above). Place shaping describes activities that include: building &amp; shaping local identity, representing the community, regulating harmful or disruptive behaviours and maintaining the cohesiveness of communities. Others include: helping to resolve disagreements, developing a successful local economy, understanding local needs and working with bodies to respond to complex challenges.</p>
	<p><b>Policy</b> - refers to a plan of action to guide decisions and actions. The term may apply to government, private sector organisations and groups, and individuals. The policy process includes the identification of different options, such as programmes or spending priorities, and choosing among them on the basis of the impact they will have.</p>	<p><b>Policy-led Budgeting</b> - refers to the process by which an organisation first decides what its main priorities are and then allocates funding, to those priorities, according to their importance. In policy led budgeting model the greater proportion of funds should always be targeted towards the most important priority and the smallest proportion of funds to the least important priority.</p>

<p><b>Power to Trade</b> - refers to Section 95 Part 8 of the Local Government Act 2003, which gives some local authorities the power to operate as a commercial (profit-making) enterprise.</p>	<p><b>Procurement Process</b> - is the way in which an organisation acquires goods or services at the best possible cost, in the right quantity and quality, at the right time, in the right place for the direct benefit or use of users.</p>
<p><b>Productivity</b> – this describes the amount of output created (for example number of services provided) for the amount of investment or input (staff, building, equipment or transport). See reference to <b>Input</b> above).</p>	<p><b>Public Interest Partnership</b> - these are partnerships made up of statutory, public, voluntary &amp; community &amp; private sector organisations that work together, to deliver services for public good.</p>
<p><b>Public Private Partnership Programme</b> - the Public Private Partnership Programme, commonly known as 4Ps, is the local government project procurement agency. The agency aims to increase investment in local authority services by improving the procurement capacity of local authorities, and providing advice, skills development and practical support for procurement projects and partnership working.</p>	<p><b>Public Service</b> - is a term used to describe the services provided, by government to its citizens, either directly (through the public sector) or by financing private provision of services.</p>
<p><b>Public Service Agreement (PSA)</b> - these are formal agreements between the Treasury and other government departments, in which performance targets are linked to funding levels. For more information, please click on attached link. <a href="http://www.hm-treasury.gov.uk/media/E99/79/sr04_psa_ch6.pdf">www.hm-treasury.gov.uk/media/E99/79/sr04_psa_ch6.pdf</a></p>	<p><b>Public Services Board (joint public services board or public services delivery board)</b> - this is a forum of public agencies that seek to join up public service delivery and provide more effective governance arrangements for a locality. The aim is to build greater trust and engagement with local people, through more visible leadership and monitoring public expenditure.</p>
<p><b>Public Trust</b> – this refers to the strength of relationship (confidence) between public institutions (elected representatives, Council, police and other public service providers) and local people. Public trust is important because it contributes to the development of strong relations within and between communities and partners agencies.</p>	<p><b>Public Value</b> – is the idea that those who provide publicly funded services must demonstrate that their effort is worth the taxpayers' money. It is also based on the idea that local taxpayers and service users ought to be able to judge for themselves whether the benefits they receive are worth the cost (compared to other ways in which that money might be spent).</p>
<p><b>Quality of Life Measures</b> - these are methods that help measure factors that contribute to people's well-being. Some quality of life issues such as the amount of money and access to goods and services that a person has - are quite easy to measure. Others like freedom, happiness, environmental health are much harder to measure. However, these are also key quality of life issues. For more information, click on attached link. <a href="http://www.audit-commission.gov.uk/Products/NATIONAL-REPORT/0D488A03-8C16-46fb-A454-7936FB5D5589/QofL2005.pdf">http://www.audit-commission.gov.uk/Products/NATIONAL-REPORT/0D488A03-8C16-46fb-A454-7936FB5D5589/QofL2005.pdf</a></p>	

# Q

R	<p><b>Regional Collaborative</b> - a regional collaborative is a group of Councils that work together to procure goods and services as a group and on a regional basis. The idea is that by working together in this way, Councils involved in the collaborative can reduce cost and improve economies of scale.</p>	<p><b>Representative Democracy</b> - is a form of democracy in which voters choose political representatives to act in their interests. Local Council elections are an example of representative democracy.</p>
	<p><b>Respect</b> - Respect is about central government, local agencies, local communities and ultimately every citizen working together to build a society in which we can respect one another – where anti-social behaviour is rare and tackled effectively, and communities can live in peace together. Please click on attached link for more information: <a href="http://www.respect.gov.uk">www.respect.gov.uk</a></p>	<p><b>Revenue Support Grant</b> – this is a grant given to the Council by central government. Revenue Support Grant is calculated from business rates and Council Tax collected and the Formula Spending Share (see reference to <b>Formula Spending Share</b> above).</p>
S	<p><b>Safer &amp; Stronger Communities</b> - this refers to a priority outcome in the national Local Area Agreement framework that focuses on community safety, crime reduction, anti-social behaviour, community empowerment, growth of the voluntary &amp; community sector, improved services for people in the most disadvantaged areas and cleaner greener public space. For more information, click on attached link. <a href="http://www.neighbourhood.gov.uk/publications.asp?did=1545">www.neighbourhood.gov.uk/publications.asp?did=1545</a></p>	<p><b>Section 31 Agreement</b> - refers to Section 31 of the Health Act 1999, which provides for more flexible working between health and local authorities including: pooling funding, joint commissioning and integrated provision. The provisions of the Act can be used for simple partnerships, collaborations or to support social care trusts and social services operations.</p>
	<p><b>Section 17 Duties</b> – this refers to Section 17 of the Crime &amp; Disorder Reduction Act of 1998. The Act imposes a duty on local authority and police and other partners to consider performing their functions in a way that will prevent or reduce crime and disorder in their area. A diverse range of local authority functions are subject to Section 17 implications including community engagement.</p>	<p><b>Service Level Agreement (SLA)</b> - this is a formal written agreement made between two parties (for example the Council and a voluntary &amp; community organisation). The SLA itself defines the basis of understanding between the two parties for delivery of the service itself. The document can be quite complex, and sometimes underpins a formal contract. The contents will vary according to the nature of the service itself, but usually includes a number of core elements, or clauses.</p>
	<p><b>Small and Medium-Sized Enterprises (SMEs)</b> - this refers to a business with a head count between 0 to 250 staff and with a turnover of that does not exceed 50 million Euros (about £33.5m). SMEs are seen as crucial to the economy as they are able to operate flexibly and are seen as innovative.</p>	<p><b>Social Audit</b> – this is a means by which an organisation can evaluate the social impacts of its activity on the local community and compare these impacts to its social ambitions for the local area.</p>

<p><b>Social Capital</b> - this refers to the networks, expectations, relationships, values and principles that provide the basis for interactions between people. Within society, the best measure of social capital is trust.</p>	<p><b>Social Cohesion (community cohesion, community harmony or social harmony)</b> - refers to the relationship within and between communities. A cohesive community is one where people feel a sense of belonging, a shared sense of core values and where the contribution of each is seen as important.</p>
<p><b>Social Economy</b> – this refers to the third sector economy, which is distinct from the private sector economy (business), and the public sector economy (government). The social economy includes organisations such as social enterprises, charities and voluntary &amp; community groups.</p>	<p><b>Social Enterprise</b> - these are organisations which trade in goods or services and link that trade to a social mission. For example: a charity shop provides commercial services and could use the profits from the business to support social objectives such as increasing local volunteering amongst BME communities.</p>
<p><b>Social Entrepreneur</b> - a social entrepreneur is someone who recognizes a social problem and uses traditional business principles to organise, create, and manage a venture to make social change. Social entrepreneurs often start non-profits and citizen groups.</p>	<p><b>Social Exclusion</b> - refers to what people experience when they live in areas with high crime, anti social behaviour, high unemployment, poor housing and ineffective services.</p>
<p><b>Social Inclusion</b> – this refers to the process of tackling social exclusion. This includes both responsive and preventative measures.</p>	<p><b>Social Prosperity</b> – this refers to the benefits derived from social cohesion such as goodwill, community spiritedness and the ability to develop and sustain strong, successful relationships.</p>
<p><b>Soft Money</b> - this refers to the various special grants such as neighbourhood renewal funding, liveability funding and Sure Start, which are not part of the mainstream budget of the Council.</p>	<p><b>Specialised Services</b> - refer to non-mainstream services, provided to reflect the specific needs of the community, such as black &amp; minority ethnic (BME) groups. An example of a specialised service is a meals on wheels service for minority ethnic elders or a BME community centre.</p>
<p><b>Statutory Duty (statutory responsibility or statutory requirement)</b> - refers to a legal duty or responsibility undertaken by a statutory body such as the Council. An example of a statutory duty is Section 17 of the Crime &amp; Disorder Reduction Act of 1998. The Act imposes a duty on local authority and police and other partners to consider performing their functions in a way that will prevent or reduce crime and disorder in their area.</p>	<p><b>Statutory Instruments (or secondary legislation)</b> - these are laws, but separate from Acts of Parliament (primary legislation). Statutory Instruments tend to focus on detailed issues and are brought to Parliament by a government minister, using powers delegated by an Act of Parliament. By focusing on detailed issues, Statutory Instruments allow Parliament to focus on broader policy issues. This allows the legislative process to move more quickly.</p>
<p><b>Statutory Powers</b> – this refers to legal powers, which are exercised by statutory bodies such as the Council or the police. Examples of statutory powers include: the Council's powers to take children into care to protect them from harm or the police powers to maintain public order through arrest and detention.</p>	<p><b>Strategic Plan</b> - this refers to a planning document which sets out the priorities of an organisation for at least three to five years (medium-term) or up to ten years (long-term).</p>



<p><b>Stretched Target</b> - this refers to a target where performance improvement is set beyond that which would normally be achievable. For example: if a target for next year is set at 10% a stretch target would be 15%. Therefore the additional 5% represents the stretch (improvement). All 12 targets set as part of Camden's Local Public Service Agreement are stretched targets. As part of this, Government has paid the Council a pump priming grant to achieve the stretch and a reward grant if they are successful.</p>	<p><b>Stronger Sub-strand</b> – this refers to the 'stronger' part of the safer &amp; stronger communities block of the Local Area Agreement. It covers outcomes focused on community empowerment, improving services in the most disadvantaged areas and cleaner, greener &amp; liveable outcomes.</p>
<p><b>Super-Output Areas (SOAs)</b> – these are geographical areas, developed to improve the reporting of small area statistics. Before SOAs, the way in which local statistical information was presented was by ward. However, because ward boundaries often change, it can be difficult to compare statistics from different time periods. Therefore it was decided to develop a range of areas with boundaries that would not change. These are known as Super-Output Areas. For more information, click on the link below. <a href="http://www.statistics.gov.uk/geography/soa.asp">www.statistics.gov.uk/geography/soa.asp</a></p>	<p><b>Supply Chain</b> – this refers to a joined up system of organisations, people, activities, information and resources that are involved in moving a product or service from a supplier to a service user. Those involved in a supply chain usually include: service developers, commissioners, providers and users.</p>
<p><b>Surer Funding</b> - this is a report of the Association of Chief Executives of Voluntary Organisations (ACEVO) Commission of Inquiry, which made recommendations for a more effective funding relationship between third sector and government. The report was launched in November 2004. For more information, click on attached link. <a href="http://www.acevo.org.uk/main/publications.php?content=pubdescription&amp;pid=156&amp;category=Main+Publications">www.acevo.org.uk/main/publications.php?content=pubdescription&amp;pid=156&amp;category=Main+Publications</a></p>	<p><b>Sustainable Communities</b> - these are places where people want to live and work, both now and in the future. They are places that meet the diverse needs of current and future residents. They are environmentally sensitive, safe &amp; inclusive, well planned, built &amp; run. They offer high quality of life, equal opportunity and good services for all. For more information, click on attached link. <a href="http://www.dclg.gov.uk/index.asp?id=1139866">www.dclg.gov.uk/index.asp?id=1139866</a></p>
<p><b>Third Sector</b> - the third sector refers to the not-for-profit (non-public sector). It includes voluntary &amp; community organisations, social enterprises, co-operatives, Trades Unions and universities.</p>	<p><b>Third Sector Review</b> - this is a wide-ranging review focused on the role and development needs of the Third Sector. It concentrates on the following six themes: community cohesion &amp; building a voice for citizens, partnership working to deliver a shared agenda, promoting innovation &amp; enterprise, creating a culture of volunteering &amp; mentoring, future role of the sector in delivering public services and creating a sustainable resource base.</p>
<p><b>Together We Can</b> - Launched in 2005, the <i>Together We Can</i> action plan sets out the government's commitment to empower citizens to work with public bodies to set and achieve common goals. Twelve government departments are involved in the plan, which covers a wide range of policy areas. Please click on attached link: <a href="http://www.communities.gov.uk/index.asp?id=1500186">www.communities.gov.uk/index.asp?id=1500186</a></p>	

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**Universal Services** – this refers to services that are used by and accessible to all members of the public. Examples of these include: waste disposal, street cleaning and libraries services.

**Value for Money** - this refers to a judgement on service delivery whereby costs (staff, supplies, budgets) are relatively low, outputs (number of services provided) are high and outcomes (the impact of services provided) are successful.

**Well-Being Power** - this refers to the statutory power in the Part 1 Section 2 of the Local Government Act 2000, which allow Councils 'to do anything to improve the social, economic and environmental well-being of their areas.' For more information, click on attached link. [www.opsi.gov.uk/acts/acts2000/00022--b.htm#2](http://www.opsi.gov.uk/acts/acts2000/00022--b.htm#2)

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