

Voluntary Sector Jargon Buster

Active Community Unit	a unit in the Home Office which aims to promote the development of the voluntary and community sector and encourage people to become actively involved in their communities, particularly in deprived areas.
Added Value	shows how involvement of individuals/organisations can add to the initial investment (often a grant) in the development of a project.
Additionality	a way of measuring the benefits of a project which highlights the changes brought about which wouldn't have occurred if the project hadn't taken place.
Agenda 21	a programme of action for sustainable development world-wide into the 21st century.
Aim (and Objectives)	overall target achievement for a programme/ project/ event arrived at by meeting objectives along the way.
Anti-Poverty Strategies (APS)	an attempt at a co-ordinated approach to tackling poverty including programmes to help people claim benefits, manage debt, have access to low interest small loans and better access to social work and housing services.
Area Based Initiatives	in some areas, problems of economic, social and environmental dereliction combine to lock local communities into a vicious cycle of exclusion. Area based initiatives encourage a range of partners to work together, targeting their resources to improve the quality of life in these areas.
Area Investment Frameworks (AIFs)	set out the regeneration priorities for an area with the aim of targeting funding from regional development agencies (see RDAs). AIFs are developed by partnerships of local and regional agencies.
Audit Trail	a transparent and traceable record of

	processes (not necessarily to do with money).
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Baseline	a measurement of the starting conditions, for example numbers unemployed, before a programme is undertaken. The benefits of a programme can be assessed over time by comparing the baseline with more up to date figures.
Beacon Councils	a government scheme which identifies excellence and innovation in local government.
Benchmarking	monitoring an activity or output against a comparable evaluation from elsewhere.
Best Practice	the most appropriate procedures (based on evaluations of previous activities). Not to be confused with 'best value' or 'good practice'.
Best Value	a framework, based on a set of nationally determined indicators to help local authorities measure, manage and improve their performance.
Bid	short word for a funding application or an application to provide a service for another organisation.
Business Plan	a written projection, often for 1-5 years, for a project or programme of work. Sometimes only related to income and expenditure, but often set within an organisation's wider framework.
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Capacity Building	shorthand for a wide range of support, techniques and initiatives which aim build the capacity of individuals or organisations within communities to contribute effectively to regeneration projects.
Capital Funding	money spent on the purchase or improvement of fixed assets such as buildings, roads and equipment.

Child Protection Register	(CPR)- maintained by Social Services to monitor children 'at risk' under the Child Protection Act 1989.
Claims	requests for payment for activity on a previously agreed funding basis. Often claims are submitted to funders retrospectively, with receipts for expenditure.
Community	group of people living or working together or having something else in common (e.g. an interest). Usually associated with people in a particular geographical location.
Community Businesses	organisations which are established to provide services and/or employment in a local community. Their focus is about building the community and the local economy, but doing so in a business-like way as independent and self-supporting organisations.
Community Care	the help and support required to enable people to live independently in their own homes, or in housing facilities in the community. Involves health and social services and other local authority services working together.
Community Chest	Neighbourhood Renewal Community Chests are administered by voluntary sector 'lead organisations' and offer small grants of up to £5,000 to community groups for projects to help them renew their own neighbourhoods.
Community Development	work with people on a neighbourhood or community basis that promotes self-help, mutual support and collective action.
Community Empowerment Fund (CEF)	aims to help community and voluntary groups to become empowered in order to participate in Local Strategic Partnerships and neighbourhood renewal. Government Offices for the Regions are responsible for distributing CEF

	resources.
Community Enterprise	an enterprise that has social aims and financial viability and is owned and run by local people (usually on a not-for-private profit basis).
Community Forum	The Community Forum was launched on 23 January 2002. Its purpose is to act as a sounding board for Ministers and the Neighbourhood Renewal Unit and provide a 'grassroots' perspective on neighbourhood renewal strategies.
Community Legal Service Partnerships	local networks of providers of legal services, supported by co-ordinated funding and delivering services to local communities based on identified priority need.
Community Planning	the process where a local authority and partner organisations come together to plan, provide and promote the well-being of their communities. It promotes the active involvement of communities in the decisions on local services which affect people's lives including for example health, education, transport, the economy, safety and the environment.
Community Strategies	the plans which local authorities are now required to prepare for improving the economic, environmental and social well being of local areas and by which the councils are expected to co-ordinate the actions of the public, private voluntary and community organisations that operate locally.
Community Transport	community led scheme catering for local community needs. Often loss making, so reliant on grants and voluntary support to survive.
Compact	an agreement between government and voluntary sector organisations. See the Compact website .
Contingency Costs	money in budget for unforeseen expenditure.
Continuing Care	a general term used to describe a

	range of health and social care for patients with longer term illness, for example, older people, adults who are disabled or people with dementia.
Consensus Building	working towards final agreement (which may involve compromise)
Core Funding	usually refers to money needed to cover running costs and overheads of the organisation. It is usually harder to raise money for core costs.
Corporate Governance	the system by which organisations are directed, accountable and managed.
Cost Improvements	making savings or reductions through increased efficiency.
Critical Success Factors	an action that must happen or objective that must be fulfilled to ensure a project or programme is successful.
Criteria	In relation to funders, published statement of priorities and requirements that a funded organisation needs to follow to be successful in getting support from that funder.
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Data Protection	is covered by the 1998 Data Protection Act and the 1990 Computer Misuse Act and includes eight principles to safeguard personal data held on individuals.
Deadweight	a way of measuring the benefits of a programme which identifies the things that would have occurred anyway without the intervention of the programme (see additionality).
Delivery Plan	an outline which breaks down a programme of work into a series of stages to achieve specified outputs and/or outcomes.
Designated Funds	money to be spent in a predetermined way.
Development Trusts	a network of independent, not-for-profit, community-based organisations which are engaged in

	the economic, environmental & social regeneration of a defined area or community. See the DTA website .
Disadvantaged Communities	areas characterised by high levels of unemployment, poor housing and high crime.
Drawing Down	getting approval for an allocation of money to a certain activity. Not to be confused with 'calling in' which is claiming the money which has earlier been 'drawn down'.
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Education Action Zones/EAZ	local clusters of schools, usually a mix of not more than 20 primary, secondary and special schools, working in partnership with the local education authority, local parents, businesses, Training and Enterprise Councils and others to encourage innovative approaches to tackling disadvantage and raising standards.
Employment Zones	areas where additional money is available to help the long term unemployed into work. Further Employment Zones information .
Empowerment	a process by which individuals or groups of individuals gain greater control over a situation/ decision/ project that involves or affects them.
Enterprise Zones	sites for industrial development within older urban areas with relief from paying business rates and relaxed planning restrictions.
European Objective 1 Funding	Objective 1 targets EU Structural Funds on areas which have an economy falling well behind the European average for wealth creation.
European Objective 2 Funding	Objective 2 targets EU structural funds on areas that have suffered through the decline of a major industry.
European Objective 3 Funding	Objective 3 targets EU structural funds towards developing lifelong learning, supporting those at risk from exclusion in the workplace,

	promoting the role of women in the workforce and promoting adaptability and entrepreneurship.
European Regional Development Fund	the European Union funding targeted at regeneration and increasing economic prosperity.
European Social Fund	supports activities that develop employability and human resources in five key areas: active labour market policies; equal opportunities; improving training and education and promoting lifelong learning; adaptability and entrepreneurship; improving the participation of women in the labour market.
Evaluation	an assessment, after a project or programme has started, of the extent to which objectives have been achieved, how efficiently they have been achieved, and whether there are any lessons to be gained for the future.
Exit Strategy	recommendations (often found in reports to funders) about the future of a project or programme after external funding has ceased, or how it will close down.
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Facilitator	someone impartial who guides people and/or processes towards a conclusion.
Forward Strategy	ongoing plan for an organisation, regularly reviewed.
Funding Streams	sources of money.
G	Top of page
Gatekeeper	a key person/ main stakeholder within an organisation or community with important influence over what happens.
Governance	has many meanings. <ul style="list-style-type: none"> • In relation to a local area or society in general, governance refers to the process where certain people have power,

	<p>authority and influence, who put into practice policies and decisions concerning public life and economic and social development. It is more than government, including interaction between formal institutions and those of civil society.</p> <ul style="list-style-type: none"> The governance of an organisation or group has a more specific meaning and has been described as the "overall guidance, direction and supervision of the organisation", making sure that it acts in line with its constitution and legal identity. It is most often used in connection with the role of management committees or boards.
Government Offices for the Regions	There are nine Government Offices, each working with regional partners and local people to help deliver the governments key aims at regional level. See the RCU website .
Green Transport	an environmentally friendly means of getting from A to B.
H	Top of page
Health Action Zone/HAZ	a national initiative to target health improvement with fast-track initiatives which sets health in its widest context - looking at the whole community and its contribution to good health as well as providing better integration of services for the prevention of ill health and the provision of treatment and care.
Health of the Nation	the national long term strategy for health which sets out 27 targets for improving the nation's health in five areas: coronary heart disease and stroke; cancers; accidents, mental illness, HIV/AIDS and sexual health.

Healthy Living Centres	an initiative funded from the National Lottery's New Opportunities Fund - to offer a range of services to enhance the health and well-being of local people.
I	Top of page
Impact	the difference a project or programme can make. Often impact is the link between outputs and longer term outcomes.
J	Top of page
Joint Investment Plans/JIPs	a partnership approach to planning and developing services which improves the ability of people to live independently through better co-ordinated local services.
L	Top of page
Lead Partner	the organisation within a partnership of organisations which takes most responsibility for drawing up and managing a programme or project. The lead partner may include a management fee in the overall budget.
Leverage	the 'multiplier effect' by which an initial grant (or promise of it) for a project can result in other funding being offered. Sometimes the initial offer is conditional on raising funds from other sources.
Local Public Service Agreement	agreements between individual local authorities and the Government setting out the authority's commitment to deliver specific improvements in performance, and the Government's commitment to reward these improvements. The agreement also records what the Government will do to help the authority achieve the improved performance. Further LPSA information .
Local Strategic Partnerships	partnerships of stakeholders who will develop ways to involve local people in shaping the future of their neighbourhood in how services are

	provided.
M	Top of page
Matched Funding	money given on condition that other funds (of equal or greater amount) are raised.
Milestone	significant event in a programme of work: may complete a defined stage in the programme's development. Sometimes called a 'landmark'.
Millennium Volunteers	government funded initiative which encourages young people to get involved in local projects like sport coaching, youth leadership and environmental projects. See the MV website .
Mission Statement	often vague statement of an overarching objective for an organisation/ programme or project.
Monitoring	ongoing review of progress with a project/ programme of work, often required at specified periods by funders.
Multi-Agency Partnership	two or more organisations claiming to be working together.
Multipliers	the additional or second level effects of a programme.
Mutuality	standing in relation to each other to give support for a cause or an issue.
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Needs Audit	assessment of needs/desires within a target group or community to be met by proposed project/programme. Often included in business planning or for funding applications.
O	Top of page
Objective	see aim .
Outputs	quantitative (usually physical or measurable) results of a piece of work e.g. 5 volunteers trained in basic food hygiene to certificate standard.
Outcomes	qualitative results (benefits of, or difference made by) from a piece of work e.g. volunteers better equipped to work in community café.

Ownership	active involvement of people in planning and making decisions around a project/ programme so it reflects their views (and, hopefully, they remain committed to working with it).
P	Top of page
Partnership	groups or individuals with different remits working equally together towards a common objective.
Primary Care Trust	locally run, free standing NHS body which will commission all health care for its registered and resident population with the additional ability to employ community health care professionals, control assets and provide services.
Programme	a series of activities, usually over a specified period, around a unifying theme. May embrace a number of projects (see below).
Project	a piece of work with time and resource limits, working towards pre-defined aims and objectives.
Project Appraisal	evaluation, often undertaken by potential funder, to assess the chances of a project achieving its stated aims and objectives.
Q	Top of page
Quangos (Quasi-Autonomous Non-Governmental Organisation)	a semi-public government financed administrative body whose members are appointed by government.
R	Top of page
Regeneration (community-based)	any activity initiated by the community for the community, to improve its economic, environmental or social lot.
Regional Development Agencies	these are the nine Government agencies set up in 1999. To co-ordinate regional economic development and regeneration, enable the English regions to improve their relative competitiveness and reduce the imbalances that exists within and between regions. Further

	RDA information.
Revenue Costs/Funding	project/programme expenditure, which is recurring (as opposed to 'one-off' capital costs). Some funders specialise in covering revenue costs or capital costs.
Ring-fenced Funds	money which is allocated to cover expenditure on specific items/activities.
S	Top of page
Sheltered Housing	flats, bungalows or 'bedsits' within a single building for older people, with 'good neighbour' support from a resident or visiting warden.
Signpost	to point individuals/groups in the right direction for further information and useful contacts.
Skills Audit	assessment of abilities within a group or individuals, usually when planning a project/programme of work.
Social Capital	an initiative to target funding at those who are socially excluded. Another definition: "networks together with shared norms, values and understandings that facilitate co-operation within or among groups".
Social Enterprise	a business with primarily social objectives whose surpluses are put towards those purposes or for the benefit of the community, rather than being driven by the need to maximise profit for shareholders and owners.
Social Exclusion	The Government has defined social exclusion as being a shorthand label for what can happen when individuals or areas suffer from a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, high crime environments, bad health and family breakdown. It can also have a wider meaning which encompasses the exclusion of people from the normal exchanges, practices and rights of society. Social Exclusion Unit website.
Stakeholder	any individual or group with an

	interest in an activity/ decision etc. Embraces members of community, user groups, funders etc.
Strategic Aims	aims for the planned success of an organisation or piece of work.
Sustainability	the long-term viability of a project/ programme/ activity etc. Often measured against specific social, economic and/or environmental criteria.
Synergy	when two or more elements (which may be people) in a project or programme come together and work more effectively/ productively/ creatively as a result of doing so
T	Top of page
Targets	usually the outputs or outcomes that a project aims to achieve over a particular time period.
Third Sector	The part of the economy which is neither in the private sector nor the public sector. Ie not-for-profit enterprises, including charities. Similar to 'voluntary sector'.
U	Top of page
V	Top of page
Vision Statement	sentence or two (usually quite broad) about what an organisation or programme is ultimately trying to achieve.
Voluntary Sector	see ' third sector ' above.
Vulnerable People	people who because of a medical condition, age or a lack of ability, are vulnerable to abuse of those in positions of power, such as carers, staff or the general public.