

## Glossary of common terms

### **Accountability**

The obligation of individuals and organisations to report on their actions and be answerable to others for what they have done.

### **Added value**

A concept we all talk about and understand in the community and voluntary sector but rarely describe. This would incorporate aspects of our work such as the partnerships we make, the access we have as a trusted confidante of the individuals and communities we serve, the 'feel-good' factor we can provide through getting people involved in projects. These added value areas could be social, economic or environmental.

### **BME / BAME**

Black and Minority Ethnic / Black, Asian and Minority Ethnic. An umbrella term, covering all the characteristics of a 'racial group', including religious and cultural bonds. Refers to anyone who would tick any box other than 'White British' box in the ethnicity question on the census form.

### **Capacity building**

Capacity building refers to activities that help organisations to develop skills and resources so that they can achieve their objectives and serve their stakeholders more effectively. Public and private sector organisations often fund this development from their own resources (sometimes via debt and equity financing in the private sector). Third sector organisations, particularly smaller ones, are less able to do so as:

- many do not generate surpluses to invest in this area;
- there is limited access to investment financing; and
- donors generally prefer to pay for projects which deliver visible results, rather than fund 'behind-the-scenes' activities.

### **Civil Society**

At its most broadly defined, this is the arena, outside of the family, the state, and the market where people associate to advance common interests. It includes charities, community groups, faith-based organisations, professional associations, trade unions, self-help and advocacy groups. The Government definition tends to be narrower and is akin to the 'third sector' (see below).

### **Clawback**

This is where funds are required to be returned to a funder, for example where funds remain unspent, where contract outcomes aren't met, or where an asset financed by public money is sold.

### **Commissioners**

Those in public bodies responsible for, or primarily involved in, commissioning.

### **Commissioning**

The cyclical process by which public bodies assess the needs of people in an area, determine priorities, design and source appropriate services, and monitor and evaluate their performance.

### **Community Interest Company**

Community Interest Companies (CICs) are limited companies, with special additional features, created for the use of people who want to conduct a business or other activity for community benefit.

### **Compact**

The voluntary and community sector's written agreement with the government (or local public bodies) which has undertakings on both sides, shared principles and values such as recognising the sector's independence, and mechanisms for making it work. For more information see

[www.compactvoice.org.uk/](http://www.compactvoice.org.uk/)

### **Contract**

Legally binding agreements between (in this case) a public body and a third sector or private sector organisation to provide services on behalf of the public body. A contract will specify the services to be provided and what the contractor is to be paid for providing them. It will also include provisions, in greater or lesser detail, setting out the legal obligations which each of the parties accepts in order to fulfil the purposes of the contract.

### **Council of Voluntary Service (CVS)**

The co-ordinating and support body for voluntary and community organisations in a geographic area.

### **Decommissioning**

Stopping provision of a service or a significant part of a service in order to bring about an improvement to existing service provision.

### **Evaluation**

The assessment of the extent to which a programme or service has met its objectives: Its main purpose is to help an organisation reflect on what it is trying to achieve, assessing how far it is succeeding, and identify required changes. There are two sorts of evaluation – formative and summative:

- Formative evaluation assesses a programme as it is being put in place and delivered. This should feedback into the delivery of that programme;
- Summative evaluation assesses a programme when it is complete. This should feedback into future or other programmes.

### **Full cost recovery (FCR)**

The principle that when a third sector organisation provides a service for a public body it should be able to recover all the costs of delivering that service. This includes not just the direct costs of the service but also the relevant proportion of all overhead costs. These overhead costs may include: premises and related costs; central functions, such as, human resources; governance and strategic development; provision for inflation and depreciation; and regulatory costs.

### **Grant**

A sum of money given to an organisation, generally in anticipation of it being applied for an agreed purpose. This purpose may be very specific (e.g. to fit a smoke alarm in an old person's house) or less specific (e.g. to promote fire safety among old people). For the voluntary sector, community grants are an essential ingredient in the funding mix. They allow the flexibility to respond innovatively and quickly to the evolving needs of service users, free from the constraints of needing to generate a trading profit or meet pre-determined contract specifications.

### **Infrastructure**

Third sector infrastructure organisations are organisations that 'work behind the scenes' to support frontline organisations that provide services direct to users. They provide their members, or organisations within their geographic area, with a range of services, development and advocacy

support. Infrastructure TSOs may be national, regional, sub-regional or local in their coverage. They may be generalist, providing support to any TSO in their area, or more specialised, representing or supporting a particular element within their area e.g. BME or rural community organisations. See also 'Council of Voluntary Service'.

### **Joint Commissioning:**

Usually refers to NHS and social services working together to agree spending plans to get the best service for those who use their services, such as mental health service users, physically disabled people, older people.

### **Local Strategic Partnership (LSP)**

A cross-agency umbrella partnership, including, the public, private and third sectors. The LSP remit is aimed at working together to improve the quality of life in a particular locality. Brighton and Hove Connected is the name of the city's LSP. More information can be found here:

[www.bhconnected.org.uk/](http://www.bhconnected.org.uk/)

### **Match Funding**

Where funds will only be granted if the organisation can come up with some proportion of the total costs.

### **Monitoring**

In this case, the ongoing collection of information about the programme and assessment of the implications. Such information may be needed for three purposes: effective management of the programme; wider accountability for the programme; and policy development.

### **NHS Trust or Trust**

A generic term for an organisation providing health and social care services within the NHS.

### **Objective**

Something you need to achieve in order to meet your goal. To be effective, objectives should ALWAYS be written so that they are SMART (Specific, Measurable, Achievable/Agreed, Relevant and Time-bound).

### **Outcome**

A term commonly used in evaluation. These are the reasons for, or the change achieved as a result of, delivering activities and outputs. The term used to describe the totality of what a programme or project is set up to deliver or achieve.

### **Output**

Another term commonly used in evaluation. Outputs are the direct results of activities provided. This is usually the area of service monitoring and evaluation where numerical results and hard 'products' are created. It is important to distinguish what has been produced (the output) from the effect that it may be designed to help achieve (the outcome).

### **PALS - Patient Advice and Liaison Service**

A service provided to help patients, carers and relatives raise concerns or make comments on any aspect of local health services. It is a service available at most NHS Trusts.

### **Personalisation**

Used to describe a number of ways in which vulnerable adults and their carers receive a mixture of local authority and government money in order to pay directly for the care service they need without direct social service involvement. They will be helped in making an assessment of their needs and

finances by social workers who will also involve and consider the needs and availability of informal carers. Any contractual agreement is therefore between the individual and the care worker or operator.

### **Personal Budget**

Is an agreed amount of council money that a person can use to arrange and pay for their care and support, following an assessment of their needs. Individuals can receive this as a direct (cash) payment, through a managed account, or a mixture of the two.

### **Personal Health Budget**

Is an allocation of money to support a person's health and wellbeing needs. Use of the money is planned and agreed between the person and an NHS team. The aim is to enable greater individual choice, flexibility, and control over the care and support they receive.

### **Procurement**

Acquisition of goods and services from third party suppliers under legally binding contractual terms. Such acquisitions are for the direct benefit of the contracting authority, necessary for the delivery of the services it provides or the running of its own business. Procurement is normally achieved through competition, and will be conducted in line with the government's policy of value for money and in line with the Public Contracts Regulations 2006.

### **Project**

A temporary organisation formed to produce a unique and pre-defined outcome, or result, to a pre-specified timescale, using predetermined resources. It is important to understand that a project is something that can be planned and is something with a specific end in sight and which is managed to deliver as a single coherent whole.

### **Proportionality**

The principle of not burdening funded organisations out of proportion to the amount of funding, which applies especially to monitoring. Guidance states that monitoring arrangements etc. should be proportionate to the level of, and risk to, the amount of funds involved.

### **Pump Priming**

Putting money into a voluntary / community organisation at an early stage which will allow it to start accessing its own funds from elsewhere, thus adding value.

### **Ring-fenced budgets and un-ring fenced budgets**

Ring fenced budgets mean that money is given to services with a specific purpose to spend the money on. Un-ring fenced money means that services have more flexibility in how it is spent.

### **Risk register**

A document used to record the risks facing a project or programme, usually produced as a table. It should, as a minimum, record a description of each risk, an assessment of its likelihood and impact and the management actions to be taken to minimise the risk, though it can be more sophisticated.

### **Safeguarding**

Is a process of ensuring that vulnerable people and children are protected from being abused, neglected or exploited.

### **Service User**

Person receiving the services of a health authority or voluntary or independent organisation.

**SMART**

Describes what a sensible project targets should be: Specific, Measurable, Achievable, Realistic and Time – limited.

**Social Care**

Includes all interventions provided or funded by statutory and/or independent agencies which support older people, younger adults and children in their daily lives, and provide services which they are unable to provide for themselves, or which it is not possible for family members to provide without additional support. These can be provided at home, in day centres or on a residential basis, including substitute family care and care homes.

**Social Enterprise**

A business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or community, rather than being driven by the need to maximise profit for shareholders and owners.

**Social Return on Investment (SROI)**

A powerful way of measuring and demonstrating the social value that has been created by an organisation or project. This area has gained enormous momentum and the principle is trying to understand the 'value' created by a group through their work in total and then potentially aggregating this 'value' into a monetary value. This way groups can say to commissioners that for every £1 invested that they gain £2.50, for example, of social value.

**Stakeholders**

Anyone that has an interest or involvement in an organisation. The stakeholders could be its staff, Board of Trustees, volunteers, service users, relatives of service users, funders.

**Statutory Organisations**

Organisations which the law declares must exist – local authorities, police authorities and others.

**Strategic grant**

Used by local funders to support the ongoing core activities of an organisation. Those activities are recognised to be of strategic importance in that they facilitate the achievement of other, more specific objectives of the funding organisation.

**Tender**

Is a written bid outlining a supplier's desire, capacity and plan of how to deliver a piece of work, service or supplies.

**Third sector**

Non-governmental organisations that are value-driven and which principally reinvest their surpluses to further social, environmental or cultural objectives. It includes voluntary and community organisations, charities, social enterprises, cooperatives and mutuals. National Audit Office guidance now uses the term 'third sector organisations'.

**Voluntary and community sector (VCS)**

Umbrella term used to refer to registered charities, non-charitable non-profit organisations, associations, self-help group and community groups.