



**Interaction Neighbourhood
Management Partnership
Code of Practice**

August 2006

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Neighbourhood Management Team Contact Details

Staff member & job title	Address	Phone Numbers	Email address

Other useful numbers

Mike Bateson – Executive Manager Regeneration	01255 686102
Clacton Police Station	01255 221312
Anti Social Behaviour Hotline	01255 686359
Beach Huts	01255 686683
Business Advice and Support	01255 686351
CCTV	01255 686360
Careline	01255 686360
Community Safety	01255 686355
Dog Warden Service	01255 686787
Homelessness	01255 686433
Parking Services	01255 686983
Pest Control	01255 433999
Town Hall – general enquiries	01255 686868

1. Introduction

The Interaction Neighbourhood Management Partnership Board (hereafter referred to as “the Board”) is established to manage the development and implementation of the Neighbourhood Management Programme for Pier and Golf Green wards (hereafter referred to as Clacton Town Centre and Jaywick). Board members' responsibilities are set out in the document “Constitution and Terms of Reference “. This document establishes the working practices of the Board.

2. Membership

The Board is made up of the following members:

Resident representatives

Residents from Clacton Town Centre	3	appointed
Residents from Jaywick	3	appointed

Statutory Service Providers

Environmental Health & Housing – Tendring District Council	1	appointed
Planned Environment – Tendring District Council	1	appointed
Community Safety – Essex Police	1	appointed
Health – Tendring Primary Care Trust	1	appointed
Education & Young People - Essex County Council	1	appointed
Jobs & Training – Colchester Institute	1	appointed

Community Representatives

Pier ward councillor	1	appointed
Golf Green ward councillor	1	appointed
Essex County Councillor	1	appointed
Clacton Town Centre Business	1	appointed
Tendring Community and Voluntary Service	1	appointed

The Board will review which agencies it seeks nominations from on the agreed two yearly cycle.

3. Appointments and selections

- i. The Board will agree a format for the selection and appointment of **Resident Representatives**. In the first year it is anticipated that they will be appointed by the board. These appointments will be for 12 months to maximise the opportunities for residents to become involved over the programme, but members can propose themselves and be appointed for following years should firstly they and then the Board choose.
- ii. **Statutory Service Providers** will be approached every two years starting in October 2006 for their appointment. They may appoint new members to fill any vacancies arising through the year.

Agencies' representatives must be paid officers of the appointing organisation. Agency Board members may appoint a voting deputy, approved by the Board, to attend meetings on their behalf, provided they are eligible as above.

- iii. **Community Representatives** will be approached every two years starting in October 2006 to forward nominations. In the absence of a group that can provide an agreed nomination, the Board will establish a panel to select representatives from the nominations received.

The business representative must be an employee or director of a business located or delivering services within the NM area.

The voluntary sector representative must be an employee, member or director of a voluntary organisation based in or delivering services within the NM area.

The Jaywick Forum member must be a formal member of the Forum that operates in Jaywick.

4. Length of membership

Resident Board members are appointed annually.

Community Representatives are appointed every two years.

Statutory Service Providers are appointed for 2 years.

Any resident Board member who leaves the neighbourhood management area will give up their place on the Board and will be replaced by a further appointment process to be agreed by the Board, which may be inviting previous applicants to join to expedite the process.

Statutory and voluntary sector members who can no longer take up their Board place will be replaced using the process set out in point 3.

5. Election of Chairman

The Chairman of the Board will be elected annually by a majority vote of members of the Board.

6. Meetings

Meetings will be held a minimum of *four times a year* and are open to all residents.

Residents who attend have observer status and can only contribute to the meeting if notice has been given to the Chairman in advance of the meeting, or in exceptional circumstances if the Chairman permits.

Items for the agenda must be submitted to the Chairman for approval. The Chairman must forward approved items to the administrative officer ten working days before the meeting.

The agenda and supporting papers will be circulated by the administrative officer a minimum of five working days before the Board meeting.

Members of the Board who attend Board meetings and other events associated with the work of the Partnership will be refunded out of pocket expenses. The policy on expense claims is to be agreed by the Board.

7. Voting

The decisions of the Board will be decided by a majority of votes of those present at a quorate meeting.

All members of the Board will have equal votes. The Chairman will have a vote as a member and in the event of a vote being tied will have a second and casting vote.

8. Quorum

Meetings of the NMB are quorate if there are at least 8 voting members present, at least four of whom should be community sector or resident representatives. No decisions can be made by the Board without a quorum present.

9. Changes to the Constitution

Changes to the constitution will require a quorum of the Board, and must be presented to the Board as a formal report to ensure all Board members are aware of those potential changes.

10. Confidentiality

Board meetings are open to the public and minutes, agendas and reports are available to the public. Occasionally there may be confidential information presented to the Board which should be agreed as being confidential by the Chairman of the Board through consultation with Tendring District Council's Legal Services Dept.

However where agenda items contain information that is then agreed as confidential members of the public will be excluded and relevant documentation will not be made publicly available. The type of information that will be treated as confidential may include:

- Commercially sensitive information
- Individuals' personal details
- Unconfirmed proposals, which could lead to the spread of misinformation

11. Conflict of interests

A conflict of interest may arise where a member of the Board or an organisation they are linked to could benefit or be disadvantaged by a Board decision.

A register of interests made in accordance with the Tendring District Council Code of Conduct for members will be held by the Neighbourhood Manager. The individual Board members are responsible for entering in this register any interests they have and for updating his/her entries in this register.

Members must declare any interests they have in any matter to be considered. Where the interest in the matter is such that it is prejudicial the member concerned must not vote and must leave the meeting during consideration of that matter. Should any interests be found not to have been declared that Board member can be removed from the Board and a complaint made to the Standards Board for England if the Board member is an elected Councillor.

12. Code of conduct

All members will adhere to the agreed Code of Conduct. If any member of the Board is found by the Board to be in breach of the Code of Conduct they may be asked to leave the Board. The Board must decide on a majority vote;

- whether the Board member is in breach; and
- whether this justifies removal from the Board

13. Equal opportunities

The NM Board will operate equal opportunities policies and practices in all aspects of its work. The Board will strive to ensure that in its own operations and in the way it influences services in the NM area there will be equality of opportunity regardless of age, ethnicity, religion, sex, sexual orientation or disability.

The Board will work to the Tendring District Council's Equality and Diversity Policy which must also be adopted in principle by groups or organisations in receipt of any funding.

Code of conduct for Board members August 2006

1. Introduction

As a Board member you play an important role. You are overseeing the Neighbourhood Management (NM) Programme aiming to:

- Improve outcomes for local people
- Join up and improve service delivery in the area
- Listen to and represent the views of residents in the area
- Promote the area and NM

With this important role come responsibilities. This code of conduct sets out standards of behaviour for Board members. Adherence to the code will ensure that the Board works well together and that all members are effective ambassadors for the area and NM.

All members of the Board will adhere to standards set out in this document, as they are reasonable common sense standards. This code of conduct has been produced so that in the unlikely event that a member behaves in a way that is of concern to other members of the Board, rules exist to deal with the situation.

2. Working Together

a. Collective decisions

Board members will inevitably have differences of opinion on issues under debate. This is healthy. After full discussion, when the Board has made a decision, all members must uphold this decision. Speaking against any Board decision in public will undermine the Board. Hence each Board member has a responsibility to stand by collective decisions of the Board and to present a unified front in public.

b. Respect

Board members must respect each other and each other's opinions. Differences of opinion are welcomed and debate must not be acrimonious or personal. In meetings Board members must listen to each other and respond to each other politely. All contributions at meetings must go through the Chairman. Where necessary constructive criticism is the most welcome form of feedback.

c. Diversity

We are all different. Board members will respect and welcome this diversity.

In all the Boards' work, members will treat other Board members and those affected by the work of the Board fairly. This means:

- Not making assumptions about a person or group of people
- Not making judgements about a person or group of people
- Not discriminating against any person or group of people

on the basis of their ethnic origin, gender, sexuality, disability or age.

The Board will ensure that the communities of Jaywick and Clacton Town Centre can participate equally in and benefit equally from NM.

d. Mutual Support

Board members are carrying out a challenging role and it is important that they support each other in this task. This will involve sharing information and knowledge and enabling learning from each other.

e. Involvement and Commitment

Board members are expected to attend Board meetings and involve themselves in the work of the Board. An indicative commitment of 12 days per year will be made when members apply to join the Board. Regular attendance at Board meetings is a key element of this requirement. While it is expected that Board members make every effort to meet this commitment there is also an understanding that work and domestic commitments will impinge on Board member's ability to commit their time to NM.

3. Representing NM

NM Board members must promote both the initiative and the area positively. They must also build and inspire confidence in NM. This means that Board members must not behave in a way that could undermine themselves and consequently the Board. Board members should not make public statements on behalf of the Board unless they have been authorised by the Board and Chairman to do so.

4. Confidentiality

In general information that Board members are party to will be publicly available. There will however be instances where sensitive or confidential information is under discussion. A clear statement will be made if information provided in a report is of a confidential nature. Board members must respect confidentiality and therefore not disclose such information to any other person.

5. Conflicts of interest

The constitution deals with conflicts of interest, stating that members are expected to disclose any potential or actual conflict of interest.

Related to this is the issue of Board members potentially having a range of involvement in other community or voluntary groups and political organisations. Where this is the case it is important that the Board member is clear, when making statements in public, which organisation they are representing. Confusion could compromise the NM Board.

6. Breaching the Code of Conduct

The constitution sets out that where the code of conduct is breached the member can be asked to leave the Board.

If the Chairman of a meeting of the Board or any thematic sub group of the Board considers that a Board member persistently disregards the ruling of the Chair and/or behaves in an offensive way and/or wilfully obstructs the business of the meeting the Chair may;

- require the member concerned to stop speaking during all or part of the remainder of the meeting;
- request that a vote be taken that the member of the Board concerned leave the meeting. This must be decided by the meeting without comment and if carried by two-thirds majority of those present and voting the member concerned shall forthwith leave the meeting; and/or
- adjourn the meeting for such period as shall seem expedient including any cases of public disruption.

If a Board member (or anyone else) has a concern that another Board member has breached the Code of Conduct the Chairman must be advised. The Chairman will, if they feel it necessary, raise the issue at the next Board meeting. The

member under discussion will be invited to represent their case to a Task Group of the Board before a decision is made.

If the Chairman doesn't feel the concern raised warrants a Board discussion three other Board members can instruct the Chairman to place the item on the agenda.

Partnership Board Agreement

Each Board member will jointly and individually (as appropriate) accept the following responsibilities

Responsibilities:

1. Agree the vision, values and objectives of the Partnership.
2. Agree the policies and plans needed to achieve these objectives.
3. Agree the Annual Delivery Plan.
4. Promote inclusive, joined up and better service delivery in the neighbourhoods.
5. Establish and oversee a scheme of delegation and systems of control which ensure a delineation between policy matters reserved to the Board and implementation matters to be undertaken by staff.
6. Agree policies and make decisions on matters that give rise to significant financial or other risk to the Board or which raise material issues of principle.
7. Monitor and review on a regular basis the performance of the partnership in relation to the Annual Delivery Plan and other appropriate policy documents.
8. Encourage existing services to work more closely together, to better co-ordinate their activities and seek to attract mainstream funding to the neighbourhoods.
9. Develop new services for the communities where appropriate.
10. Integrate funding streams, and agree levels of contribution.
11. Initiate, promote and agree policies for community development, empowerment, participation and consultation in the neighbourhoods.
12. Help to appoint and oversee the work of the Neighbourhood Manager, via the Chairman.
13. Represent the views of local people on the quality of services and any new initiatives required in the neighbourhoods.
14. Ensure publicity and promotional materials are branded appropriately

Support for Board Members

The following expenses will be provided to Board members as appropriate. All expenses will only be payable at agreed rates on provision of a proper, original receipt, bill or voucher.

Travel and Subsistence Costs

It is proposed that any travel and subsistence costs will be reimbursed to Board Members at the rates used by the local authority. Travel should be by second class rail wherever possible and train warrants can be obtained via the Administration and Finance Officer. Any mileage claims will be paid at the standard HMRC mileage rate.

Please submit all expenses to the Administration and Finance Officer on a monthly basis.

Postage and Stationery Expenses

Please submit all receipts for postage, to the Administration and Finance Officer on a monthly basis. These will be processed for reimbursement of costs.

If you require stationery please contact the Administration and Finance Officer who will order what you require. Please do not purchase stationery and try to reclaim expenses, as on most occasions our regular supplier will be able to provide stationery at a lower cost than purchasing from shops.

Telephone Calls and Internet Access for Emails

Telephone calls can be claimed based on actual calls made with the bill being submitted to the Administration and Finance Officer with the Neighbourhood Management related calls highlighted for consideration. Payment will then be made to the claimant for these calls if considered fair.

Payment of some or all of the costs for internet access at home for emails will be considered for reimbursement where a Board member can demonstrate that this is necessary to enable them to fulfil their role on the Board. Members should give advance notice of this requirement to the Administration and Finance Officer where possible.

Miscellaneous Expenses

Miscellaneous expenses will be considered and dealt with on an individual basis as and when they occur.

Attendance Allowance/Loss of Earnings

There will be no additional payments for 'Loss of Earnings' or 'Attendance Allowance'.

General information

NM Newsletters

When we are producing newsletters please contact the Administration and Finance Officer, several weeks in advance, if you have any articles that you feel should be included in the newsletters.

Board Meetings

Board meeting papers will be distributed five working days prior to the meeting. If you have a topic which you feel should be discussed at a meeting please contact the Chairman at least fifteen working days prior to the meeting to allow them time to place the item on the agenda and give the staff team time to prepare a report.

In some cases this will not be possible should the report need a great deal of research or data to support it – in which case the Chairman reserves the right to put the item back to the next agenda.

Thematic Sub Group Membership

Role and remit

Thematic Sub Groups (TSGs) are established by the Board to analyse and develop detailed responses to key issues identified by the Board. They report to the Board and have the following remit:

- To bring interested and expert people together
- To develop expertise in an area
- To gather and examine evidence and baseline data
- To analyse problems and causes and propose funded initiatives in response, to be put forward to the Board
- To monitor and evaluate these initiatives and report to the Board
- To develop standards and service agreements with service providers, to be approved by the Board
- To monitor services and report to the Board
- To devise long term strategies for approval by the Board

The life span of each group will be as long as it is deemed by the Board to be useful.

As NM progresses the remit of groups will develop.

Membership

Membership of each TSG will vary and in each case the Board will approve the categories of membership.

A maximum of 12 members is proposed for each group but more important than numbers is to ensure that all relevant stakeholders are present.

Each group will select its own Chairman and put them forward for approval to the Board, and agree the frequency and timing of meetings to suit the membership.

Role of group members

Officers

- bring "professional" knowledge to the group
- assist in analysing problems and causes

- contribute to the development of proposals
- contribute to the development of strategy

Board members

- act as a link between the Board and TSGs, ensuring the TSG:
 - adheres to the Board's broad agenda
 - reports back adequately to the Board
- bring local knowledge to the group
- assist in analysing problems and causes
- contribute to the development of proposals
- contribute to the development of strategy

Residents

- bring local knowledge to the group
- assist in analysing problems and causes
- contribute to the development of proposals
- contribute to the development of action plans

Other representatives

- bring specific knowledge to the group
- assist in analysing problems and causes
- contribute to the development of proposals
- contribute to the development of action plans

Spend Appraisal System

1. Introduction

Our delivery plan sets out the outcomes and vision for the area.

The appraisal process is a tool to help us make good decisions about how and where to spend money.

The following quote from the Neighbourhood Renewal Unit's Guidance for the Neighbourhood Element and Cleaner, Safer, Greener funding explains what the money can be used for:

One of the SSCF and LAA's core outcomes is: **"to improve the quality of life for people in the most disadvantaged neighbourhoods and ensure service providers are more responsive to neighbourhood needs and improve their delivery."** Areas in receipt of the Neighbourhood Element are all required to meet this national outcome.

The appraisal process must ensure our spend:

- Will help us achieve agreed outcomes
- Is based on the needs and wishes of local people
- Will make a lasting difference to the neighbourhood and mainstream services
- Is not a substitute for mainstream funding
- Provides best value
- Will be properly managed, monitored and evaluated

2. What spend has to be appraised?

All project spend should be appraised whether by a formal project appraisal panel or through a commissioning process. All decisions must be approved by the Board either through the annual delivery plan, or via an appraisal panel.

3. Developing a spend proposal

Generally spend proposals will be commissioned by the NM Board, rather than agencies "bidding" for resources, to help us achieve our outcomes.

The stages involved, which will be carried out by those who will be responsible for delivery, are as follows:

- Identify the problem

- Analyse causes
- Develop solutions and costings – several options may be considered
- Apply for funding

The NM team may assist in putting the proposal together.

4. Completing a proposal form

Anyone developing a proposal and seeking funding must complete an application form. The form (see attached) contains all the information required for an informed decision to be made. Written guidance explains what information is required and why. The completed form is then submitted for appraisal. Once the appraisal panel has taken place the form and the appraisers' recommendations will be submitted to the Board for formal approval.

5. Appraising the proposal

This will be carried out by people in or on behalf of the Partnership authorised by the Partnership to carry out this role and trained to do so. The appraisers should include residents wherever possible and must not include those responsible for delivery of the proposal.

The appraisal will result in a recommendation to:

- Approve the proposal, or
- Reject the proposal, or
- Approve the proposal, subject to conditions

In making their recommendation the appraisers must satisfy themselves that the questions on the appraisal checklist attached have been clearly answered.

The recommendation made and reasons for the recommendation must be well documented.

6. Approving the proposal

This is the decision to agree the spend or reject the proposal.

The Board is responsible for approving spend in light of the appraisers' recommendations.

The decision made and reasons for the decision must be well documented.

7. Implementation and management

Once the spend has been approved, an offer letter is sent to the applicant with a grant agreement which must be signed and returned, and the proposal can then be implemented. A system must be set up to monitor progress and spend, deal with problems and evaluate outcomes in the form of a grant agreement which sets out timetables, outcomes, targets and milestones alongside anticipated spend. Quarterly returns must be submitted by any grant recipient to the NM team. Failure to do so without reasonable explanation will result in cessation of funding.

Appraisal application form for Interaction NMP Board

A Summary and basic information

1. Title of proposal			
2. Date submitted			
3. Summary of proposal (max 150 words) i.e. what does the proposal involve and what will it achieve?			
3. How much will the proposal cost in total?			
	From NM	From other sources	Total
Capital			
Revenue			
Total			
4. Organisation responsible			
Name of contact and position			
Address			
Phone			
e mail			

C Finances

1. What is the total cost of the proposal?

Itemise the total spend as much as possible and set out the period this will cover, indicating what proportion is required from NM

	item	£ year 1	£ year 2	£ year 3	Total
Capital (NM)					
Revenue (NM)					
Total (NM)					
Other funding					
Total					

2. Value for money

Explain how this proposal provides value for money.

--

3. What resources are already invested by your, and other, organisations in the area on this issue?

--

4. Why is NM money needed?

--

5. Can you be paid this money in arrears, or do you need it to prime the project?

--

6. Who are your organisation's auditors? (Please attach a copy of your last set of audited accounts)

--

D Options

1. What other options have been considered to address this proposal and if they were, why have they been rejected?

--

E Measuring and sustaining the impact

1. What outcomes do you hope to achieve? (i.e. overall results and benefits that relate to the delivery plan)

How will the outcomes be measured?

--

2. What monitoring arrangements will be put in place?

Set out your milestones (what you will have done by when) and outputs (things you can count to measure your activities) How will spend be monitored?

--

3. Evaluation

How will you measure success and use lessons learnt?

--

<p>4. The long term and future</p> <p>How will the benefits be sustained when NM resources are no longer available?</p>

Appraisal and approval structures

Amount of funding	Appraisal method	Approval required
Up to £2.5k	Neighbourhood Manager can carry out appraisal and submit for approval	Neighbourhood Manager and 2 Board members one of whom should be a resident board member if possible
Over £2.5k	Neighbourhood Manager and two board members one of which should be a resident board member if possible must go through the project appraisal form and submit for approval	Full Board

Signed:(project proposer) Date:

Name:

Appraisal Checklist – Interaction NMP Board

Proposal

Date

Summary	Yes/no	Notes / changes required
Does this proposal impact on mainstream services or resources?		
Do we know what level of service are delivered by and resources committed to the area by this organisation?		
Will this help us achieve our agreed outcomes?		
Is it based on the needs and wishes of local people? Have they been involved in the creation of the project idea?		
Will it make a lasting difference?		
Is this a substitute for mainstream funding?		
Does it provide best value?		
Is it too risky?		
Are we confident it will be well managed, monitored and evaluated?		
Section A	Yes or no	Notes / changes required
Is it clear what is being proposed?		
Is it clear how much money is required?		
Is it clear who the responsible organisation is?		
Section B		
Is it a convincing proposal in terms of setting out problems, objectives and activities?		

Will the proposal contribute to the delivery plan outcomes?		
Is it clear how the proposal relates to existing service delivery in the area, and neither substitutes nor duplicates related services?		
Have residents been adequately involved in developing the proposal (or their views taken into account)?		
Are management arrangements adequate?		
Have risks been adequately considered and planned for?		

Section C	Yes or no	Notes / changes required
Are the finances clear and reasonable and do they provide adequate detail?		
Does the proposal provide value for money?		
Is adequate information provided on the resources already invested by the organisation?		
Is an adequate explanation provided for why NM money is required?		
Section D		
Have other options been adequately considered?		
Section E		
Have measurable outcomes been identified?		
Are adequate monitoring arrangements in place?		
Are mechanisms in place for evaluation?		
Is it clear how the benefits can be sustained?		

Decision of appraisal panel

Recommend approval	
Do not recommend approval	
Recommend changes required before approval	
If so, please state or refer to above sections	

Name	
Signed	
Date	

Jargon Buster

Information mainly from www.renewal.net

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.
<http://www.homeoffice.gov.uk/acu/acu.htm>

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.

Aims and Objectives: The result a project is intended to achieve, eg to create additional jobs for local people.

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 Regeneration: 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.
<http://www.rcu.gov.uk/abi/>

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.

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.
<http://www.idea.gov.uk/beacons/>

Bending Main Programmes: Tackling deprivation by focusing local agency and government department spending more specifically on the most deprived areas - see Mainstreaming.

Best Value: A framework, based on a set of nationally determined indicators to help local authorities measure, manage and improve their performance.
<http://www.local-regions.odpm.gov.uk/bestvalue/bvindex.htm>

BME: Black and Minority Ethnic.

Brownfield Land: Land that has been previously developed.

Building Communities Initiative: An initiative, managed by Free Form Arts Trust, which encourages local communities to participate in housing regeneration

projects . It is facilitated by Free Form Design and Technical Services with the help of government funding.

<http://www.freeform.org.uk>

Business Broker Schemes: Local Strategic Partnerships are being invited to bid for these to assist businesses in maximising their contribution to Neighbourhood Renewal. Business in the Community and the British Chambers of Commerce are co-ordinating the project.

<http://www.neighbourhood.gov.uk/bbrokers.asp>

Business Improvement Districts: A part of an urban area where local businesses pay additional rates to create improvements in services such as street cleaning, landscaping or crime reduction. <http://www.londonbids.info>

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.

City Challenge: A five year Government initiative, now completed, aimed at transforming specific rundown inner city areas and significantly improving the quality of life for local residents within its policy area.

City Growth Strategy Initiative: A scheme, piloted by the Small Business Service in four areas to encourage towns and cities to develop and implement inner city strategies which put enterprise and business at the heart of regeneration, focusing on the competitive advantages of inner city areas.

City Pride: Citywide partnerships launched in 1993 to enhance the cities of Birmingham, London and Manchester.

Closed-Circuit Television: CCTV aims to reduce crime and disorder problems.

Communities First: A new Welsh Assembly programme to establish 100 partnerships in areas of deprivation across Wales to tackle deprivation using a comprehensive approach and the involvement of the local community.

Communities Scotland: An executive agency of the Scottish Executive, directly accountable to the Scottish Parliament which carries out three functions: regeneration, regulation and inspection of social landlords, and investment and performance in housing.

<http://www.communitiesscotland.gov.uk>

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 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.

<http://www.neighbourhood.gov.uk/commchest.asp>

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 and there will be £36m over three years.

<http://www.neighbourhood.gov.uk/cef.asp>

Community Forum: The Community Forum was launched on 23 January 2002. It's purpose is to act as a sounding board for Ministers and the Neighbourhood Renewal Unit and provide a 'grass-roots' perspective on neighbourhood renewal strategies.

<http://www.neighbourhood.gov.uk/commforum.asp>

Community Fund: The operating name of the National Lottery Charities Board, the independent organisation set up by Parliament in 1994 to distribute money raised by the National Lottery to support charities and voluntary and community groups throughout the UK and to UK agencies working abroad.

<http://www.community-fund.org.uk/>

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.

<http://www.tendringdc.gov.uk/TendringDC/Community/Community+Development/Community+Strategy.htm>

Creative Partnerships: Organisations which provide a bridge between schools and cultural organisations, enabling every pupil to have the chance to work with creative professional and organisations to develop creative skills.

Creative Spaces Initiative: A programme run by The Architectural Foundation.

<http://www.creativespaces.org.uk/>

Crime Concern: A national crime reduction organisation and registered charity which provides advice and help to a wide range of professional and voluntary agencies to support their work in reducing crime and the fear of crime within local communities and runs over 60 projects across England and Wales.

<http://www.crimeconcern.org.uk/>

Crime Reduction Partnerships: Statutory partnerships formed as a consequence of the Crime and Disorder Act 1998 which required the Police and local authorities and others to work together to tackle crime and disorder within a local authority area.

<http://www.crimereduction.gov.uk> or

<http://www.tendringdc.gov.uk/crimeanddisorder>

Crime Reduction Programme: A Government funded programme which consists of a series of diverse initiatives which have been shown to be effective at reducing crime or the fear of crime.

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 also Additionality).

Delegation Levels: The levels which determine who within an organisation is authorised to make certain decisions

Delivery Plan: A plan which sets out what a project or programme intends to achieve, when, where and at what cost.

Department of Communities and Local Government: Central government department now responsible for overseeing the Neighbourhood Management Programme via the neighbourhood renewal unit.

Discount Rate: The annual percentage rate at which the value of money reduces over time to give a present day value.

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.
<http://www.dta.org.uk>

Displacement: The extent to which the effects of a project impact - positively or negatively - on surrounding areas.

Early Excellence Centres: Local centres which offer models of good practice in early years education in deprived areas.

East of England Development Agency (EEDA): One of 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.
<http://www.eeda.org.uk>

Education Action Zones: Local clusters of schools in deprived areas receiving special government grants to work together with others to raise education standards.
<http://www.standards.dfes.gov.uk/eaz/>

Employment Zones: Areas where additional money is available to help the long term unemployed into work.
<http://www.dfes.gov.uk/employmentzones>

English Cities Fund (ECF): A scheme aimed at attracting private sector funds into neglected cities. ECF is a partnership between English Partnerships, developer AMEC and investors Legal & General.
<http://www.englishcitiesfund.co.uk/>

English Partnerships: English Partnerships is the national regeneration agency, helping to support high quality sustainable growth in England.
<http://www.englishpartnerships.co.uk/>

Enterprise Zones: Sites for industrial development within older urban areas across GB with relief from paying business rates and relaxed planning restrictions. The last EZs will expire in 2006.

ERDF: European Regional Development Fund: an EC structural fund which aims to reduce inequalities in socio-economic development between the regions in the Community, by supporting infrastructure projects, job-creation investments, local development and aid for SMEs.

http://europa.eu.int/comm/regional_policy/funds/prord/prord_en.htm

ESF: 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.

http://europa.eu.int/comm/employment_social/esf2000/index-en.htm

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.

http://europa.eu.int/comm/regionalpolicy/objective1/index_en.htm

European Objective 2 funding: Objective 2 targets EU structural funds on areas that have suffered through the decline of a major industry.

http://europa.eu.int/comm/regionalpolicy/objective2/index_en.htm

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.

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.

Excellence in Cities: A programme to drive up standards in schools in 47 areas of England.

<http://www.standards.dfes.gov.uk/excellence>

Family Service Units: A charity working with families in need with 19 family service units in inner cities in England and Scotland.

<http://www.fsu.org.uk>

Floor Targets: Deprivation will be tackled through the bending of main Departmental programmes such as the police and health services, to focus more specifically on the most deprived areas. Departments now have minimum targets to meet, which means that, for the first time, they will be judged on the areas where they are doing worst, and not just on averages.

<http://www.neighbourhood.gov.uk/floortargets.asp>

Forward Strategy: Arrangements which will continue the process of renewal and development after funding from the renewal programme stops. It is sometimes called an exit, continuation or succession strategy.

Foyer: A place that provides homes, training and work opportunities for homeless young people.

<http://www.foyer.net>

Gap Funding: The main vehicle by which the government hopes to encourage developers to build on brownfield sites by providing aid for private companies to

help them redevelop contaminated, derelict and disused sites that might not otherwise be profitable.

Government Offices for the Regions: There are nine Government Offices, each working with regional partners and local people to help deliver the government's key aims at regional level.

<http://www.rcu.gov.uk/>

Groundwork: A charity supporting regeneration through practical environmental work in deprived areas.

<http://www.groundwork.org.uk/>

Health Action Zones: Partnerships between the NHS, local authorities, the voluntary and private sectors and local communities which represent a new approach to public health, linking health, regeneration, employment, education, housing and anti-poverty initiatives to respond to the needs of vulnerable groups and deprived communities.

<http://www.haznet.org.uk/>

Healthy Living Centres: The Healthy Living Centre initiative is managed by the New Opportunities Fund (NOF). The programme targets areas and groups that represent the most disadvantaged sectors of the population. HLCs are expected to seek to influence the wider determinants of health, such as social exclusion, poor access to services, and social and economic aspects of deprivation which can contribute to inequalities in health.

<http://www.doh.gov.uk/hlc/index.htm>

Highlands and Islands Enterprise: The main economic development agency for the highlands and islands of Scotland.

<http://www.hie.co.uk/>

Home Zones: Residential streets in which the road space is shared between drivers and other road users, with the wider needs of residents being accommodated. They are about promoting quality of life and neighbourliness.

<http://www.local-transport.dft.gov.uk/hzone/>

Housing Action Trusts: Six Government agencies set up to regenerate some of the most deprived local authority estates in England.

<http://www.housing.odpm.gov.uk/local/hat/index.htm>

Housing Corporation: The Government body that regulates and funds housing associations in England.

<http://www.housingcorp.gov.uk/>

Human Neighbourhood Project: Run by the Human City Institute. Project workers support local groups in planning, creating and acting to get their own project underway.

Initiative for a Competitive Inner City (ICIC): A US not-for-profit organisation founded in 1994 by Harvard Business School Professor Michael Porter. It is helping the government in England develop inner city growth strategies.

<http://www.icic.org/>

Leakage: The extent to which the activity proposed benefits people outside the target area or group.

Learning and Skills Council (LSC): The Government agency now responsible for adult training in England.

<http://www.lsc.gov.uk/>

Leverage: The additional money that a programme causes others to contribute.

Lifelong Learning: The continuous development of skills and knowledge to enhance quality of life and employment prospects.

<http://www.lifelonglearning.co.uk/>

Local Agenda 21: Strategies prepared by local authorities to promote sustainable development.

<http://www.scream.co.uk/la21/>

Local Area Agreement: LAAs set out the priorities for a local area agreed between central government and a local area (the local authority and Local Strategic Partnership) and other key partners at the local level. LAAs simplify some central funding, help join up public services more effectively and allow greater flexibility for local solutions to local circumstances.

<http://www.communities.gov.uk/index.asp?id=1161635>

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.

<http://www.local-regions.odpm.gov.uk/lpsa/index.htm>

Local Strategic Partnerships: Overarching partnerships of stakeholders who will develop ways to involve local people in shaping the future of their neighbourhood in how services are provided.

<http://www.neighbourhood.gov.uk/page.asp?id=531>

Locality Budgeting: The process of developing and co-ordinating budgets between all government organisations relevant to community and neighbourhood needs in a particular area.

London Development Agency (LDA): The economic development arm of the Greater London Authority.

<http://www.lda.gov.uk>

Mainstreaming: Realigning the allocation of mainstream resources - such as the police and health services - to better target the most deprived areas.

<http://www.neighbourhood.gov.uk/acrossgov.asp>

Market Failure: A situation where barriers prevent the normal and efficient operation of a local economy. These may be information barriers, where local people don't know about job vacancies nearby, or the negative impact which high crime levels have on firms and workers locating to a particular area.

Market Renewal Pathfinders: Pathfinder programmes established in areas, mainly in the North of England, experiencing acute housing low demand. These pathfinders bring together local authorities and key agencies to provide innovative and lasting solutions.

Milestones: Key events with dates, marking stages in the progress of a project or programme.

Monitoring: Regular collection and analysis of input, output and outcome data, along with information concerning the problems being tackled.

Multipliers: The additional or second level effects of a programme.

Neighbourhood Management Programme: A way of encouraging stakeholders to work with service providers to help improve the quality of services delivered in deprived neighbourhoods.

<http://www.neighbourhood.gov.uk/nmanagement.asp>

Neighbourhood Renewal Community Chests: A total of £50 million central Government money in England over three years 2001-4 for small grants to community groups.

<http://www.neighbourhood.gov.uk/commchest.asp>

Neighbourhood Renewal Fund: Provides public services and communities in the 88 poorest local authority districts with extra funds to tackle deprivation. The original £900 million pot has been extended for a further 3 years and has been increased by a further £975 million.

<http://www.neighbourhood.gov.uk/nrfund.asp>

Neighbourhood Support Fund: Government grants of £10,000 upwards to community groups to enable them to re-engage disaffected young people.

<http://www.dfes.gov.uk/nsf/>

Neighbourhood Wardens: A Neighbourhood Warden provides a uniformed, semi-official presence in a residential area with the aim of improving quality of life. Wardens can promote community safety, assist with environmental improvements and housing management, and also contribute to community development. They may patrol, provide concierge duties or act as 'super caretakers' and support vulnerable residents.

<http://www.neighbourhood.gov.uk/nswardens.asp>

New Commitment to Neighbourhood Renewal: The Government's action plan for neighbourhood renewal in England, produced by the Social Exclusion Unit in 2001.

<http://www.neighbourhood.gov.uk/publicationsdetail.asp>

New Deal for Communities (NDC): A Government programme to regenerate 39 very deprived areas across England over a ten-year period.

<http://www.neighbourhood.gov.uk/ndcomms.asp>

New Opportunities Fund (NOF): One of the National Lottery funds granting awards to health, education and the environment projects.

<http://www.nof.org.uk>

Office of the Deputy Prime Minister (ODPM): The Government department formerly responsible for neighbourhood renewal, housing and urban policy. The ODPM included the Neighbourhood Renewal Unit, the Regional Coordination Unit and the Social Exclusion Unit. It has since been divided and the Dept for Communities and Local Government has taken neighbourhood management on.

<http://www.communities.gov.uk>

Option Appraisal: The process of narrowing down a range of options to identify the particular projects to be undertaken.

Outputs and Outcomes: Outputs measure what was directly produced by the regeneration programme, such as additional training places or more houses. Outcomes measure the longer term changes in an area that were brought about by the regeneration programme.

Partnership Investment Programme: A scheme of public sector support for reclamation of brownfield land.

<http://www.communities.gov.uk/index.asp?id=1127162>

Partnerships: Partnerships vary greatly in how they are established and resourced and how they operate. There are no defining features for partnerships but they should bring together representatives from different sectors and different communities of interest to agree and work towards common goals. Organisations which bring together representatives of those who have an interest in the local area such as local authorities, health trusts, businesses, voluntary organisations, and residents groups.

Project Appraisal: The assessment of particular projects to make sure that they provide value for money and that they will tackle the problem to be addressed.

Projects: The individual components or elements of an overall programme or scheme.

Public Service Agreements (PSAs): ([see Floor Targets](#))

Race Equality: To give everyone an equal chance to live free from fear, prejudice, discrimination and racism.

Regeneration: Action which leads to the solving of urban problems in areas which have undergone decline. This action aims to achieve a lasting improvement in the physical, economic, social and environmental nature of an area.

Regional Chambers: Regional chambers have been established in each of the eight English regions (outside London), consisting of representatives from local authorities and other sectors. Their role is to support RDAs' regional economic strategies.

<http://www.regions.odpm.gov.uk/chambers/>

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.

<http://www.local-regions.odpm.gov.uk/rda/info/>

Registered Social Landlords: Landlords of social housing that are registered with the Housing Corporation. Most are housing associations but they also include trusts, co-operatives and companies.

Scottish Enterprise: The main Government agency for economic development in Scotland.

<http://www.scottish-enterprise.com/>

Scottish Executive: The devolved government for Scotland. It is responsible for most of the issues of day-to-day concern to the people of Scotland, including health, education, justice, rural affairs, and transport and manages an annual budget of around £20 billion.

<http://www.scotland.gov.uk>

Section 106 agreements (s. 75 in Scotland): Negotiated agreements to provide, for example, low cost housing or community facilities in return for the granting of planning permission.

Sensitivity Analysis: An analysis of the effects of varying the projected values of variables, eg different values might be given for unemployment rates to project the effect of the differences on a local economy.

Single Pot: The regeneration funds available for distribution by the Regional Development Agencies.

<http://www.eeda.org.uk/abouteeda/how.html>

Single Regeneration Budget (SRB): The Single Regeneration Budget programme aims to enhance the employment prospects, education and skills of local people and to tackle the needs of communities in the most deprived areas.

<http://www.communities.gov.uk/index.asp?id=1127162>

SMEs: Short for small and medium sized enterprises ie companies employing less than 250 employees.

Social Entrepreneurs: The equivalent of business entrepreneurs, but operating in the social, not-for profit sector. They aim to seek new and innovative solutions to social problems.

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.

<http://www.socialexclusionunit.gov.uk/>

Social Inclusion Partnerships (SIPs): Government supported partnership organisations in deprived areas of Scotland.

Sport Action Zones: A series of areas in which sport is used to reduce social exclusion and promote community development and regeneration.

http://www.sportengland.org/activecommunities/acf/sport_action_zone.htm

SRB: The Single Regeneration Budget programme was designed to enhance the employment prospects, education and skills of local people and to tackle the needs of communities in the most deprived areas. It has now ceased as a funding stream due to the advent of local area agreements.

Street Warden Scheme: Provide highly visible uniformed patrols in town and village centres, public areas and neighbourhoods. Street Wardens are similar to Neighbourhood Wardens, but their emphasis will be on caring for the physical appearance of the area, tackling environmental problems such as litter, graffiti and dog fouling and helping to deter anti-social behaviour; reduce the fear of crime; and foster social inclusion.

<http://www.neighbourhood.gov.uk/nswardens.asp>

Substitution: This happens where a firm substitutes one activity for a similar activity, eg recruiting a different job applicant, in order to take advantage of public sector assistance.

Sure Start: A government scheme which aims to improve the health and well-being of families and children before and from birth, so children are ready to flourish when they go to school by setting up local Sure Start programmes to improve services for families with children under four and spreading good practice learned from local programmes to everyone involved in providing services for young children.

<http://www.surestart.gov.uk>

Sustainable Communities Programme: A three year partnership between EnCams, Forward Scotland and the Sustainable Northern Ireland Programme which is testing ways in which communities can be supported to improve the quality of life in their neighbourhood. The programme aims to increase understanding of how people can become more involved in sustainable development at a local level, including how to balance social, economic and environmental demands.

<http://www.encams.org>

Sustainable Communities Plan: This plan for England was launched by the ODPM in 2003 and sets out a long-term programme of action for delivering sustainable communities in both urban and rural areas. It aims to tackle housing supply issues in the South East, low demand in other parts of the country, and also the quality of public spaces.

Sustainable Development: Activity which achieves mutually reinforcing economic, social and environmental benefits without compromising the needs of future generations.

Synergy: Added value arising from the working together of two or more organisations.

Tackling Disadvantage: Supporting society's most vulnerable groups by reviving the most deprived neighbourhoods and reducing social exclusions.

Town Centre Managers: Manage the public realm of town centres so that they are attractive, safe and accessible to all. They work towards improving the competitiveness and image of towns and cities and organise partnerships between businesses, local authorities and the community.

<http://www.atcm.org/index.php>

Towns and Cities: Partners in Urban Renaissance initiative: A scheme involving 24 partner towns in England, organised by the ODPM's Urban Policy Unit and URBED which aims to identify ways to bring about positive change in inner city areas (sometimes called the Working with Towns and Cities Initiative).

<http://www.urban.odpm.gov.uk/whitepaper/towncity>

Training and Enterprise Councils: Government agencies, now disbanded, set up in England and Wales in 1990 to take primary responsibility for training provision. The local Learning and Skills Councils have taken on some of their roles.

Urban Forum: An umbrella body for community and voluntary groups with interests in urban and regional policy, especially regeneration.

<http://www.urbanforum.org.uk>

Urban Regeneration Companies: Not-for-profit companies being set up by local authorities, Regional Development Agencies English Partnerships and other partners to promote development in less prosperous area of English cities by engaging businesses in agreed physical and economic regeneration strategies.

Urban Village: Part of an urban area which is has an attractive mix of homes, shops, restaurants, employers and which attracts people to live and work there.

Welsh Development Agency: The main economic development agency in Wales.

<http://www.wda.co.uk>

Working Together Learning Together: A training programme run by Communities Scotland.