

## **Terms of Reference on how the ChangeUp Consortium will work to deliver the Havering 10-year Infrastructure Development Plan**

**Adopted October 2006  
Revisited August and Agreed November 2007**

### **Membership**

Organisations can participate in the ChangeUp Consortium if:

- The delivery of support services to the wider sector (i.e. infrastructure status) is clearly defined in their constitution, aims and or objectives.
- They provide capacity building/support services to the wider sector
- They can commit to sending a senior representative to the Consortium on a quarterly basis and will attend at least 2 meetings per year.
- They can commit to attending special meetings which may also be called.
- They are committed to working towards achieving quality standards agreed by the group as a whole
- They commit to the mission, values and code of conduct of Havering ChangeUp and sign-up to the process
- They can provide a positive testimonial from an organisation from the wider sector who they have actively supported

Representatives of the organisations must be individuals with decision-making authority. If unable to attend they must endeavour to send an informed replacement.

Through majority vote, the Group can ask a representative to leave the Group if:

- The representative organisation does not attend at least 2 meetings per year.
- The organisation undergoes any experiences that could bring the reputation of the Havering ChangeUp Partnership into disrepute. The Consortium will determine what constitutes such an experience during the first month of operation.
- The organisation actively undermines the mission, values and code of conduct of Havering ChangeUp and/or acts in isolation – delivering activities that are part of the Havering ChangeUp ten-year plan but without the support and agreement of the Consortium

Statutory organisations will be invited to attend the Consortium as appropriate. They will be invited to participate actively but will not have voting rights.

### **Frequency of meetings**

The Consortium will meet on a quarterly basis.

### **How is the Chair decided?**

The ChangeUp Consortium has been chaired by the Chief Executive of HAVCO. Post-November 2007, the Chair will be elected by the Consortium and the elected Chair will preside for a period of one year to allow for equity and rotation. The Chair will need to be nominated by two members of the Consortium and supported by majority vote.

The Consortium will draw up a role specification for the Chair and Vice Chair roles.

### **How are decisions made?**

Havering ChangeUp is committed to transparency and will post all minutes of meetings on the HAVCO website ([www.havco.org.uk](http://www.havco.org.uk)).

Decisions will be made by majority vote after informed discussion at meetings and email consultations.

### **Who co-ordinates and services the group?**

Havering ChangeUp will be co-ordinated and supported by HAVCO. In the development phase, Havering ChangeUp was co-ordinated by HAVCO and information disseminated to Consortium members in order to ensure the equal and unbiased development of the plan and to allow all parties to contribute freely and without obligation to the process.

A ChangeUp Development Co-ordinator and Administrator has been employed by HAVCO to develop and co-ordinate delivery of the 10-year plan, which will be reviewed in December 2007 and thereafter on a six monthly basis. The Havering ChangeUp Consultant and Administrator will be responsible for:

- servicing meetings
- managing the finances (with the Finance Officer)
- co-ordinating and disseminating information (newsletter, website)
- overseeing the delivery of initial actions through liaising with delivery organisations and Consortium members
- monitoring and reporting on progress against the action plan
- submitting claims on ChangeUp delivery as per funding criteria
- co-ordinating and managing project specific outcomes

### **What roles will group members have?**

All Group members will actively participate in the delivery of the ten-year plan and will work on specific themes and activities for example in developing activity briefs, according to their skills and experience.

### **How is spend managed?**

HAVCO will manage the ChangeUp funding against delivery of the plan and will report on finances at each meeting of the Consortium.

## **How are funds allocated between infrastructure groups?**

Funding for the delivery of services will be open to any organisation, which has the capacity to deliver projects and activities identified by the outcomes framework.

To ensure that monies are allocated equitably, it is key that there is an agreed and transparent process to ensure that monies are distributed to the best equipped and most cost effective organisation in order to undertake the work.

Therefore the process will be as follows:

- 1) A brief for each piece of work will be produced and funding will be allocated for the delivery of each project and activity.
- 2) The brief will be circulated to all Consortium members and placed on the ChangeUp website.
- 3) A simple expression of interest form will be provided to interested parties with a specified date for return.
- 4) All expressions of interests will be assessed against agreed criteria by Consortium members and independent representatives thereby ensuring equity and objectivity.
- 5) A contract will be drawn up (letter of agreement) and an up front payment will be released in advance of the work being undertaken, with interim and remainder payments made accordingly by the financial managing body (HAVCO). The delivery body will be expected to provide an audit trail to prove spend has been in line with budget prior to receiving the final portion. Actual costs will be paid, up to the value of the agreed allocation.

Should a Consortium member express an interest in delivering the work, they may not partake in the decision making process.

## **Who monitors progress?**

The HAVCO ChangeUp Development Co-ordinator and Finance Officer will monitor progress against spend and delivery and will provide reports to the Consortium.

The Co-ordinator will monitor delivery by liaising with the delivery bodies tasked to undertake specific pieces of work.

The Consortium will be responsible for taking action and resolving any issues where delivery or spend are not in line with projections and agreed timescales.

## **How is delivery evaluated?**

The Havering ChangeUp Consortium will receive reports around impact assessment and will commission an independent evaluation of specific areas of delivery on an annual basis. The evaluation will look at:

- Delivery (quality, timeliness, cost effectiveness)
- Management (process, finances and participation)
- Impact (difference made, effectiveness)

### **Communication Strategy**

Communication with Consortium members will be through email and hard copy. All meeting agendas, minutes, reports and information will be distributed via email prior to Consortium meetings, with further consultations regarding decisions from those meetings sent to all members by email for agreement.

All ChangeUp information, leaflets and articles requiring circulation to local voluntary and community organisations will be forwarded to Consortium members for distribution to contact lists. Details of these items will also be posted on the HAVCO website.

In order to establish synergy with local and national ChangeUp delivery regular update bulletins will be emailed to Consortium members, updates will also be provided at Consortium meetings. Contact details for national and sub-regional bodies are attached as an Appendix to this document.

### **How is the impact of the ten-year plan measured?**

The impact will be measured on two fronts:

- 1) Are the infrastructure groups better equipped to provide support services to the wider sector?
- 2) Does the wider sector note an improvement in the breadth and quality of support services offered to them?

This will be measured through quantitative evaluation on an annual basis, through a random selection of one to one interviews with infrastructure and wider sector organisations.

Comparison will be made against baseline information from the Havering ChangeUp consultation 2005 and updated plans.

### **When will the plan be reviewed?**

The 10-year plan will take account of future developments and project evaluations, as such it will be reviewed in December 2007 and thereafter on a six monthly basis. A work plan will also operate alongside these Terms of Reference for review on a six monthly basis, the first date of which will be December 2007.

## **APPENDIX**

Website Contact Details:

Information on ChangeUp and the National Hubs  
[www.changeup.org.uk](http://www.changeup.org.uk)

National agency managing the ChangeUp programme  
[www.capacitybuilders.org.uk](http://www.capacitybuilders.org.uk)

Sub-regional (East London) information  
[www.elcvsnetwork.org.uk](http://www.elcvsnetwork.org.uk)

Local (Havering) information  
[www.havco.org.uk](http://www.havco.org.uk)