

CONSORTIA DEVELOPMENT FUND

INFRASTRUCTURE DEVELOPMENT STRATEGY 2008-2014

Consortium Name: SCIO

Geographical area: Staffordshire and Stoke on Trent

Lead Body: Lichfield and District CVS

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Consortium Vision Statement:

Our overall aim is to create an effective and influential third sector in Staffordshire and Stoke on Trent.

We want all third sector organisations to be able to access high quality support that meets their needs, when they need it.

By improving support, we will strengthen the sector, increasing its ability to create a better quality of life for individuals and communities across Staffordshire and Stoke on Trent.

Our Values

SCIO is:

- Committed to an independent and vibrant third sector.
- Convinced that working in partnership across sectors and organisations is the right way forward.
- Professional, trustworthy and transparent, and committed to excellence in everything we do.
- Committed to equality of opportunity and supporting the diversity of Staffordshire and Stoke on Trent's communities.
- Innovative and open to new approaches.
- Open to learning and sharing experience, based on evidence of good practice.

Aims and Objectives:

We will:

- Improve the quality and effectiveness of support for third sector organisations.
- Strengthen the voice of the third sector in Staffordshire and Stoke on Trent.
- Demonstrate the role, value and potential of the sector and advocate for its more effective engagement in partnership working.
- Actively involve third sector organisations in articulating their needs and aspirations and in measuring the effectiveness of the support they receive.
- Seek to ensure equal access and appropriate support to meet the specific needs of all third sector organisations.
- Engage constructively with public bodies to enhance the sector's role in developing and delivering public services.

To achieve our aims, we will:

- Support third sector organisations (TSOs) so that the value of public services delivered by the sector increases;
- Ensure the third sector has access to support services that meet needs, are effective, high quality, consistent and effective;
- Increase the capacity of TSOs to manage physical resources, suitable to meet their local needs;
- Improve governance in the third sector through a targeted campaign of trustee recruitment, support and learning;
- Support TSOs to recruit and retain volunteers more effectively;
- Widen participation in volunteering and support third sector organisations to recruit and retain a more diverse volunteer base;
- Establish S3SN as the agreed channel of communication between the statutory and third sectors to support the sector to speak with a strong and influential voice;
- Ensure the third sector influences commissioning and procurement decisions and processes;
- Ensure the third sector influences the strategic direction of the network and the network reflects the diverse needs of Staffordshire;
- Maximise technology to facilitate sector development;
- Provide clear evidence based reports on the needs and profile of the third sector;
- Implement the findings of SCIO's review of governance, including internal communications and the roll-out of a marketing and communications strategy.

What are the key changes that the Consortium aims to make over the next 6 years?

By 2014, Staffordshire and Stoke on Trent will have:

- A vibrant, joined-up, vocal and independent third sector, with increased levels of activity, quality, resources, and status as a strategic partner.
- A sector that is valued for its impact in building strong and cohesive

communities as well as delivering services.

- Due recognition of and support for the contribution of volunteers and community activists.
- Enhanced third sector capacity to deliver services and to innovate to meet local need.
- Effective structures to enable the sector to speak with a strong voice. The sector's strengths and impact will be understood, and the sector will be a valued partner in the development, planning and delivery of local services.
- Third sector support services that are effective, high quality, consistent, efficient and accessible; designed around the needs and aspirations of the third sector, other customers and stakeholders; and based on evidence of need, quality and impact.
- Support services that are sustainable, and represent good value for money.
- A consortium and support services that are understood and valued by third sector organisations, partners and other stakeholders.

Third sector support organisations in Staffordshire and Stoke on Trent are engaged in a long-term process of change to improve the quality, consistency, accessibility and sustainability of our work through effective collaborative planning, delivery and management of our services. Although SCIO itself did not come together until June 2004, to deliver the emerging *ChangeUp* agenda, the basis of the consortium was a longstanding CVS Partnership, which had a track record of collaborative project delivery, for example Health & Social Care Liaison Teams, the *Learnability* training consortium and Local Network Fund support. In 2002, The CVS Partnership had entered negotiations with Staffordshire County Council and secured a doubling in core funding and the start of a dialogue with local authorities about the role of the sector in partnership working and the need to sector capacity to increase its involvement.

In 2004, the CVS Partnership widened consortium membership to involve the Community Council, Racial Equality Councils and Council for Voluntary Youth Service, commissioned an Infrastructure Investment Plan (IIP), and secured DEFRA early-spend and *ChangeUp* funding to support a range of projects. These produced direct outputs but, more importantly, encouraged stronger trust and involvement between consortium members, building membership to the current 15, with the addition of the Saltbox Christian Centre and UAACO. Through the agreement of a Vision and Development Plan (2006), SCIO clarified its aims and moved from short-term project delivery to a themed approach to building effective third sector support services. This work was consolidated in 2006 with £195,006 funding from Staffordshire County Council to enable SCIO to strengthen sector involvement in the development of the Round 3 LAA, and the commitment of a further £1million over 3 years, to support the implementation of SCIO's Development Plan.

SCIO has focused its development strategy around five core themes, with the overall aim of building third sector capacity through the provision of high quality, accessible, consistent, effective and efficient support services:

Core development services – to improve capacity building support to the sector, focussing initially on the development of common diagnostic and

development tools, benchmarked to the NAVCA and SKiLD models, and supporting the implementation of tiered support services, to focus expertise in a cost-effective and efficient way.

Volunteering - to promote stronger, more socially cohesive communities and to support third sector development by widening participation in volunteering across Staffordshire and Stoke on Trent, broadening reach and delivering consistently high quality support to volunteers and volunteer involving organisations.

Staffordshire 3rd Sector Network (S3SN) - to enable the sector to engage in a co-ordinated and coherent way to influence partnership activity and service development, in particular the LAA process. To enhance sector involvement in the delivery of public services, through the joint development of Compact compliant commissioning processes.

Workforce skills - to ensure the availability and uptake of appropriate, good quality, sustainable and accessible third sector training and workforce development.

Information management - to co-ordinate the use of information to improve communication with and support for the sector, and the establishment of a robust evidence base of sector activity, capacity, potential and need, through SCIO's *Communities Together* web portal.

SCIO has also recognised the importance of specialist infrastructure and has committed resources to enhance access to services from rural, youth, BME and faith organisations.

In endorsing the Vision and Development Plan and subsequent Implementation Plan agreed with Staffordshire County Council, SCIO members committed to the following principles, which underpin the consortium's development:

- Respect for each member's independent status.
- Making best use of resources, skills, expertise and opportunities through increased collaborative working.
- A single vision, structure and development plan for the sub-region.
- A shared developmental process in which all consortium members are involved.
- The delegation of responsibility for specific workstreams to SCIO theme groups, accountable to the consortium.
- Collective responsibility for the planning, resourcing, delivery and performance management of support services.
- The configuration and resourcing of delivery structures that enhance access to services at local (district / borough / city) level and make best use of resources and expertise to ensure quality and consistency.
- A review of governance to ensure that the consortium is appropriately accountable to its members' trustees, to the sector and to partners and stakeholders, and able to effectively performance manage its activities.

Please state why you feel these aims are the right ones: (please reference any research, consultation or other data you feel is relevant)

Staffordshire and Stoke on Trent is a huge and extremely diverse area, encompassing urban deprivation and industrial decline, extremely dispersed

rural communities, levels of affluence that mask significant pockets of deprivation, and a variety of mainly dispersed BME populations with increasing inward migration from new EU Member States. The sub-region has a history of heavy industry, including potteries, coal-mining and manufacturing, and a legacy of low educational attainment and aspiration, low wages and relatively high levels of disability and ill-health, including mental ill-health. The decline of traditional industries in recent years has tended to compound these issues. Many districts of the sub-region experience very high levels of out-commuting to the surrounding conurbations of the West and East Midlands and North West England. Whilst Staffordshire is crossed by a number of national road and rail routes, internal transport and communications are poor, making access to services an issue for many people.

Politically, the sub-region is complex, comprising the unitary authority of Stoke on Trent and multiple-tiered county of Staffordshire. Public service boundaries are not coterminous and the layers of responsibility within the public sector mean consultation and engagement structures are often weak and disjointed, or overlapping, there is a tension between partners and it can be difficult to achieve a shared vision. Third sector organisations also experience a strong 'municipalism' and feel excluded from engagement until key decisions and resource allocations have been made.

Whilst the sector represents an immense contributor to Staffordshire's communities, it is under-developed and, relative to levels of deprivation, is poorly resourced. Whilst hard intelligence is limited at present, SCIO's *Communities Together* web portal now contains information on over 3,000 third sector organisations. Mapping and experience suggest a sector that receives limited public sector investment (for example, funding for volunteering in the sub-region is less than 10% of the national average excluding London), and has not accessed the levels of charitable funding secured in comparable sub-regions. For example, Cannock Chase, Newcastle Under Lyme and Tamworth have consistently featured in the lowest 10% West Midlands districts in terms of lottery allocations and other trusts quote these areas in particular as being underrepresented in their grant statistics. Regional Action West Midlands' report *Mapping the Contribution of the Voluntary and Community Sector to the Economy of the West Midlands* (2003) showed the level of charitable activity in the West Midlands overall as being in the lower half of regions nationally, and out of 34 West Midlands local authority areas, showed:

Stafford – 11th
Lichfield – 12th
Moorlands – 14th
East Staffordshire 16th
South Staffordshire – 20th
Newcastle – 23rd
Cannock Chase – 27th
Tamworth 32nd
Stoke on Trent – 33rd

Needs Analysis

In January 2006, Rubus consultants facilitated a workshop as part of the

consultation for SCIO's Vision Development Plan, which brought together 32 frontline organisations, principally those involved in service delivery. The detail of the service prioritisation undertaken by this group is available at Appendix 1 of SCIO's Vision and Development Plan (2006), but the principal outcomes were as follows:

- Sector organisations value infrastructure's role as a facilitator, enabler and co-ordinator.
- They look to infrastructure organisations to "champion" the sector but want clear mechanisms to determine what is being championed and how.
- They value support services but want more clarity about what is on offer, and more consistency in quality and content across the sub-region. The gap in volunteering infrastructure in the north of the county is felt.
- Co-ordinated communication and information would be welcome particularly for countywide organisations.

In the summer of 2007, SCIO undertook a desk review of the available needs analysis undertaken by members within the previous 12 months. The key issues identified are very similar, and accord with the results of similar analyses over recent years, and with SCIO's key development and delivery priorities.

In developing this strategy, SCIO has undertaken consultation through a range of formal and informal means, which has highlighted the importance of the modernisation agenda to the sector and to partners. Details of the findings of this consultation can be found in the Business Plan.

SCIO's Vision and Development Plan seeks to address these issues through:

- building capacity;
- opening opportunities to involvement, learning and qualifications, through volunteering and sector development;
- building a strong evidence base and information network; and – crucially –
- strengthening sector voice to bring about stronger involvement and greater opportunity.

Delivery of these core themes is underpinned by the following operational priorities:

- Robust intelligence on sector role, capacity, potential, resources and needs, to enable SCIO to understand and meet changing needs and to measure impact.
- Locally delivered support services across the sub-region, with the resources and consistent standards to ensure quality and accessibility.
- Making best use of resources by building on centres of expertise within the consortium to provide more specialist, high-level support in the most effective, efficient and sustainable way.
- Enabling sector expertise to engage at the most appropriate partnership levels, with accountability to the sector as a whole.
- Effective and robust governance and management processes, to ensure the consortium is properly accountable for its activities.

What are the main implications of this Infrastructure Development Strategy for the consortium?

As indicated above, SCIO is committed to collaborative planning, delivery and performance management, through the development of a tiered model of service delivery that applies resources in the most effective and efficient way, to bring about quality, consistency and accessibility. Key implications for the consortium and its members include.

Governance, Management and Organisation

- Implement the review of governance.
- Gather evidence of need, performance and impact to ensure an intelligence-based, customer-focus approach to SCIO's service planning.
- Implement consistent shared quality assurance systems and processes.
- Structured engagement of stakeholder and beneficiary input into planning and scrutiny of support services.

Finance:

- Identify and cost service delivery options, including defining service levels, to establish a clear evidence base for resource allocation and commissioning.
- Enhance access to socio-economic and demographic data and trends to inform resource planning.
- Identify the resource base of individual SCIO members, to enable effective finance planning.
- The rationalisation / co-ordination of functions that do not require local accessibility, to achieve maximum effectiveness and cost-efficiency.
- The introduction of formalised commissioning, to provide objectivity and transparency in resource decisions.

Geographical / Political Context:

- Ensure a clear understanding of the tensions that exist within the diverse political structures in Stoke on Trent and Staffordshire, and establish mechanisms to manage these internally.
- Implement appropriate service configuration to enhance access to support, and evaluate in the context of overall SCIO plans and customer needs.

Equalities and Diversity:

- Continue to build understanding of the composition and needs of the sub-region's diverse communities and sectors, through engagement, auditing and mapping.
- Widen and strengthen links with key communities and third sector organisations within them, to enhance the support available.
- Secure and target resources, to assist the mainstreaming of support to groups that face barriers to inclusion.

Staffing:

- Engage high quality advice and support in reviewing all the implications of the implementation of this strategy on HR and staffing.
- Audit existing terms and conditions of SCIO member staff and involve trustees in developing and implementing a rationalisation strategy as appropriate.
- Identify clearly the implications of increased collaboration on staff roles. Define job roles and person specifications as required.

- Establish and implement an internal communication strategy, beginning with the staff conference (February 2008) to ensure staff fully understand SCIO's change process and receive clear and consistent messages. Establish a regular programme of staff briefing activities and establish a staff area on *Communities Together*.
- Enhance staff involvement in developing and implementing SCIO plans for delivery.

Skills / Knowledge:

- Develop appropriate competency frameworks for all employees and trustees based on national standards, and ensure development opportunities are available to build internal capacity.
- Undertake an audit of skills and capacity amongst trustees in the light of the outcome of the governance review and establish a strategy for ensuring SCIO has access to the necessary skills and experience for effective governance.
- Identify and benchmark required skills levels and develop framework for Continuing Professional Development.
- Identify and grow internal capacity, to meet the changing needs of beneficiaries and stakeholders, and the environment in which the consortium operates, including the Chief Officer Leadership Programme.

Communications:

- Within the new governance structure, clarify and establish the SCIO service offer and respective roles and responsibilities.
- Undertake full stakeholder and beneficiary analysis as part of the business planning process.
- Establish an effective and co-ordinated communication strategy.

Please outline the roles of key people/organisations in delivering the Infrastructure Development Strategy:

SCIO's development is predicated on the principle of inclusivity, in which individual consortium members participate in collaborative development and delivery of services as appropriate, building collective responsibility. These arrangements are reinforced through sub-contracting agreements. Within this framework, SCIO delegates responsibility for particular workstreams to Theme Groups and project leads, as follows.

Role	Lead	Technical Support	Function / Timescale
Accountable Body	LDCVS	Secretariat	Formal contractual responsibility on SCIO's behalf. 1/4ly performance & financial reporting
Secretariat	SDVS	-	Support implementation of SCIO strategy and manage performance on ongoing basis
Core Development	Chase CVS	CASES	Development, piloting and roll-out of core tools to support capacity-

			building
Volunteering	Tamworth CVS	Volunteer Centre Tamworth	Roll-out of common volunteering product and service standards
S3SN	LDCVS	-	Development and roll-out of countywide and local forums and networks to ensure effective and accountable sector involvement
Workforce skills	VAST	-	Implementation of sector workforce development strategy
Information Management	CASES	-	Implementation of Information Strategy including web portal roll-out as sector communication resource, development management tool and for intelligence gathering
Equalities & Diversity	RECs, UAACO, CCS, Saltbox, SCVYS	Secretariat	Support mainstreaming of equalities & diversity in SCIO plans and ensure wide access to and participation in SCIO services

Staffing

Role	Staff Roles	Employing Organisation
Secretariat	<ul style="list-style-type: none"> • Performance and Development Manager • Administrator 	SDVS
S3SN	<ul style="list-style-type: none"> • S3SN Development Managers (2) • Administrator 	LDCVS
Information Management	<ul style="list-style-type: none"> • Web Portal Implementation Manager • Administrator 	CASES

In addition, SCIO has committed to commission co-ordination activity in relation to core services and volunteering, to drive greater consistency and ensure high-quality delivery. Frontline staff in all SCIO member organisations deliver elements of SCIO services. Staffing roles and resources will be reviewed on an ongoing basis in the light of the Development Strategy and the commitment to configure support services for maximum effectiveness and efficiency.

What are the timescales, key steps, and process for reviewing the Infrastructure Development Strategy?

Roles	Process	Key Steps	Timescale
SCIO Trustees & Chief Officers	Review strategy and future delivery and resource arrangements	Review performance management reports Approve commissioning framework Approve Year 2 delivery and resource plans in light of evidence of need and performance Receive and consider annual service evaluations, inc customer satisfaction surveys, evidence base of need and performance and review strategy and business plans Approve succession strategies in light of external evaluations	Quarterly July 2008 October 2008 June 2009 and annually thereafter Annual review of strategy / business plan Summer 2010
Theme Groups	Ongoing monitoring and review of Business Plan and delivery plans in light of evidence	Review performance data Review BP and make recommendations	Quarterly from April 2008 6 monthly from September 2008
Accountable Body	Ensure that strategy and BP meet current and future needs as	Circulate quarterly performance reports	Ongoing – Apr, Jul, Oct, Jan each year

	identified by evidence and that resource planning and lead strategic approach to resource generation	Initiate negotiations with key partners / stakeholders on forward resourcing	April - December 2009
Secretariat	Support ongoing review of strategy and business plan, through management and administration of review processes and drafting key documents	<p>Receive and collate performance reports</p> <p>Draft commissioning framework</p> <p>Draft business plan revisions and support funding applications as appropriate</p>	<p>Ongoing – Apr, Jul, Oct, Jan each year</p> <p>April 2008</p> <p>Annually in light of reviews</p>

INFRASTRUCTURE DEVELOPMENT STRATEGY

Name of Consortium: **SCIO – Staffordshire and Stoke on Trent Consortium of Infrastructure Organisations**

Lead body signature:

Date signed: **19th December 2007**

Date signed off by Consortium: **19th December 2007**

ANNEX

Consortium membership:

Chase Council for Voluntary Service	South Staffordshire Community & Voluntary Action
Community Action & Support – East Staffs	Staffordshire Council of Voluntary Youth Service
Community Council of Staffordshire	Staffordshire Moorlands Community & Voluntary Services
East Staffordshire Racial Equality Council	Tamworth Council for Voluntary Service
Lichfield & District Council for Voluntary Service	The Saltbox Christian Centre
Newcastle Community & Voluntary Support	Union of African & African-Caribbean Organisations
North Staffordshire Racial Equality Council	Voluntary Action Stoke-on-Trent
Stafford District Voluntary Services	

Terms of Reference:

SCIO has operated to a consortium agreement since its inception in 2004. The following terms of reference for the Consortium and Chair were approved in September 2007, in recognition of the need to update arrangements as an interim measure pending the outcome of the governance review. A new governance structure will be introduced between February and June 2008 to implement the findings of the review.

Introduction and Context

SCIO is currently an informal consortium of 15 organisations that came together in 2004 to deliver *ChangeUp* in Staffordshire and Stoke on Trent. The consortium comprises the nine CVSs in the sub-region, the Community Council, Council for Voluntary Youth Service, two Racial Equality Councils, and specialist faith and BME infrastructure organisations. SCIO's fundamental aim is to enhance the capacity of the third sector, in line with the principles of *ChangeUp*, through the delivery of support services that are:

- Configured for maximum effectiveness and efficiency;
- Adequately resourced to meet the sector's needs; and
- Generating income to sustain activity.

The consortium bases its activities on evidence of need and impact, and accountability to the wider third sector and stakeholders, and operates in ways that are reasonable, fair and transparent.

Role

Pending the outcome of SCIO's review of governance, the members of SCIO meeting together (referred to as 'the consortium') manage the development of SCIO to achieve its shared vision and goals, within the agreed framework of the

Vision and Development Plan, and to manage external communication with statutory partners and other strategic players in the third sector. This includes:

- Agreeing SCIO's strategic direction in line with the Vision and Development Plan and Implementation Plan, and in consultation with the trustees of individual members.
- Agreeing the work programmes of SCIO Theme Groups and Task and Finish Groups, receiving reports and making decisions based on recommendations from these groups.
- Overseeing SCIO's overall performance against its work programmes and budgets, reviewing performance management data collated from all SCIO members on delivery of work funded through the consortium. At present, this includes the SLA with Staffordshire County Council, and the *Capacitybuilders* Consortia Development Fund and Consortia Projects Programme.
- Lead the Consortia Development Fund change process to ensure SCIO remains 'fit-for-purpose' to receive further *ChangeUp* funding, and ensuring implementation of the Consortium Improvement Plan agreed at the CDF self-assessment event in July 2007. This includes the development of an Infrastructure Strategy and Business Plan, completion and implementation of the governance review, the establishment of an Equalities and Diversity Action Plan, and of a Communications Strategy, and a skills audit.
- Lead SCIO's strategic links and communication with key partners, including statutory and third sector bodies and funders.

Tasks and Operating Principles

The consortium meets monthly. The primary purpose of these meetings is to reach the decisions required to enable the consortium to fulfil its role. Meetings also contain a presentation of the work of one SCIO member or of a key external partner, to enhance SCIO members' understanding of each other's work.

Each meeting is chaired by a SCIO member on a rotating basis. The consortium receives written reports, circulated at least five working days in advance, other than in exceptional circumstances, and each consortium member is required to read these papers in advance to facilitate effective discussion and decision-making at the meeting.

The consortium comprises the Chief Officers of the SCIO member organisations and members are expected to attend a minimum of 75% of regular meetings in any year. In exceptional circumstances, a consortium member may nominate a senior manager or trustee to attend if the Chief Officer is unavailable. Consortium members are also expected to take an active part in the work of Theme Groups and Task and Finish Groups.

Decisions are normally reached by consensus. In the event of this not being possible, only consortium members who have signed the Letter of Engagement are entitled to vote (voting rights are conferred on substitutes if the Chief Officer is not in attendance), and decisions are normally made on a show of hands by a simple majority, although any consortium member may request a secret ballot,

which will be managed at the meeting by SCIO's Performance & Development Manager (PDM) and/or Administrator. The Chair does not have a casting vote. The consortium will ensure proper communication, consultation and transparency in relation to its decision-making, including making minutes available on the public section of the *Communities Together* web portal, unless an explicit decision is made to withhold minutes because of the confidential or commercially sensitive nature of the discussion.

Accountability and Responsibility

Pending the outcome of the governance review, the consortium is the primary decision-making body of SCIO, to which all Theme Groups and Task and Finish Groups report. The consortium may confer delegated authority for specific matters to a Theme Group or Task and Finish Group, but in the absence of such explicit authority, any decisions required beyond the immediate implementation of those groups' agreed work programmes must be referred back to the consortium.

Individual consortium members are accountable to their own boards of trustees, in line with their own governance arrangements and delegated powers.

Support Available

The consortium is supported by SCIO staff. The PDM supports the Chair in setting the agenda, preparing for and managing the meeting and in dealing with any outstanding issues delegated to the Chair, as well as by providing strategic support to facilitate decision-making. The Administrator ensures that the agenda, minutes and supporting papers are prepared and circulated at least five working days in advance, in liaison with each paper's author, and that the meeting is minuted, minutes checked and approved by the outgoing Chair, and circulated to all consortium members within two working weeks of the meeting, and posted on *Communities Together* as appropriate, once approved by the following meeting.

Meeting Chair

Consortium meetings are chaired by consortium members on a rotating basis. Each Chair takes on all the responsibilities of the meeting s/he chairs. These include:

- Liaising with the PDM to agree the agenda in advance of the meeting, in time for it to be circulated to consortium members at least five working days before the meeting.
- Familiarising him/herself with the key issues for discussion on the agenda, so that s/he can facilitate discussion and decision-making effectively. This is likely to involve a face to face briefing with the PDM a few days before the meeting.
- Managing the agenda effectively, ensuring that consortium members are able to contribute to discussions but that the meeting keeps to time.
- Ensuring that items for decision are clear and that decisions are taken in an appropriate way, as set out above. Ensuring that decisions are understood by consortium members.
- Requesting strategic support / information from SCIO employees as appropriate, to support the consortium's effective decision-making.

- Implementation of any actions delegated to the Chair, within an appropriate timescale after the meeting, in liaison with the PDM as appropriate.
- Review and correction of draft minutes, as provided by the Administrator, in consultation as necessary with other consortium members or the PDM, and confirmation of the final draft for circulation.
- Taking responsibility for following through decisions made at the meeting s/he has chaired, but which may later be overlooked by the consortium, and for reporting back on actions delegated to the Chair to implement.

Skills required to chair consortium meetings

- A good understanding of the *ChangeUp agenda* and consortium vision and development plan.
- Strong and effective chairing skills, including knowledge of principles of good governance and accountability.
- An effective communicator, able to challenge in an appropriate way, but to work towards consensual decision making.
- Self-motivating and able to take initiative, and strong finishing skills to ensure meeting decisions are carried through and implemented.

Review

These Terms of Reference will be reviewed in January 2008, in the light of SCIO's governance review, and annually thereafter.