

Contract for Change

How to Position, Plan, Procure, and Provide for the creation of greater Social Value by organisations.

Steering Committee Terms of Reference

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Contents

Purpose of this document:	2
Steering Committee Structure:	2
Remit of Steering Committee:	3
Steering Committee Membership	5
SVUK Responsibility:	5
Steering Committee Chair	6
Thematic Working Group Set Up	6
Programme Management	6
Programme Sponsor	7
Quality Assurance	8
Meeting and Reporting Timelines	8
Steering Committee (bimonthly)	8
Thematic Working Groups (Monthly / as required)	8
Interested Parties (Bi-Monthly)	9
Intellectual Property	9
Programme Review Date	9
Definitions	9
Appendix 1 – Change Request Template	11

Purpose of this document:

This Terms of Reference (ToR) outlines the role of the Steering Committee for the Contract for Change programme, who will provide oversight and direction for the Contract for Change Programme. The ToR will be reviewed as needed by the Steering Committee to check that the purpose is being fulfilled.

Steering Committee Structure:

The Steering Committee will comprise of individuals who have expressed an interest in joining the Steering Committee and have a blended set of skills, knowledge and experiences to oversee the Contract for Change Programme including the Chair.

Appointment to the Steering Committee will be confirmed by the Programme Sponsor and Programme Secretariat.

The general structure of the Steering Committee will be:

- 16-20 members
- SVUK as owner of the programme will always be represented, and may hold multiple positions on the committee, but no more than 3 places. Other team members may attend meetings to assist with logistics or administration.
- Strategic Partners will always have a position on the Steering Committee. The programme aims to have between 2 and 4 Strategic Partners.
- Steering Committee aims to have representation from:
 - across different sectors: Public / Private / Civil
 - different Sector or Professional bodies, such as those representing business (e.g FSB), a sector (e.g. NCVO), or a profession (e.g. CIPS)
 - different levels or types of Government, e.g. Local and Central Government
 - procurement, commissioning, or contracting experts
- The Committee will meet bi monthly. Meeting format will be agreed with the Committee but could be in person, online, or hybrid
- Membership of the Committee will be reviewed incrementally, as agreed by the committee, for example initially after the first year of the programme, and every 2 years after that.

In the event that a Steering Committee member is unable to attend they may send a representative with prior notice to the Programme Secretariat. It is the responsibility of the Steering Committee member to ensure their representative is fully briefed and empowered to participate in any decision making activity undertaken.

Remit of Steering Committee:

The Steering Committee is there to serve the development of better social value practice in and between organisations, and in effect to improve impact on the stakeholders affected. This is a role of service to the programme and to the end users of any outputs from the programme.

The Committee will oversee the direction of the programme, including defining the structure, key aims, focus and actions, as well as undertaking actions to support the development of the programme as agreed by the Committee.

Specific actions for the Committee are to be agreed by the Committee. A suggested starting point from the relaunch of the Programme in April 2022 is:

- Provide strategic direction, decision making and Programme oversight
- review proposed programme focus, structure and activities and lead on refining and defining
- Provide input on the initial deliverables of the programme

- Monitor the overall quality of outcomes of the programme
- Provide sign off for key programme documentation, such as:
 - Key role and programme Terms of Reference
 - Implementation plans
 - Outcomes/resources delivered by any Thematic Working Group
- Create, appoint Thematic Group Lead and confirm the desired outcome of any Thematic Group;
- Support the Programme Secretariat with seeking volunteers for any Thematic Group. This could include:
 - issuing an invitation to all Interested Parties confirming the
 - Desired outcome of the Thematic Group
 - Experience of volunteers required
 - Any request for documents/templates/case studies already created to be considered by the Thematic Group
 - Selecting the individuals with the most appropriate experience to achieve the desired outcome to participate in the Thematic Group(s)

Steering Committee members agree to:

- attend bimonthly meetings
- actively input into content of programme
- lead on conference theme and content development as events are agreed upon
- liaise with the different partners and advocate for engagement with the programme
- raise awareness about the C4C programme externally and assist with building political and leader engagement and support for the programme

A minimum number of 5 Steering Committee members must be present to enable decisions to be taken. A consensus approach to decision making will be adopted. Where consensus cannot be reached, decisions may be made by majority.

Steering Committee Membership

First Name	Last Name	Company	Role
Alison	Chessell	Chelmsford City Council	Chief Procurement & Risk Officer
Angela	Beanlands	FCC Construcción	Director of Social Value
Beth	Pilgrim	Supply Change	Co- founder and CEO
Catherine	Manning	SVUK	Operations Director
Crispen	Sachikonye	SVUK	CEO
Danielle	Goodrick	CIPS	Chartered Procurement and Supply Chain Professional Knowledge Product Manager
David	Shields	Value Match	CEO
Jo	Parkes-Newton	Vaccines Taskforce	Tower Lead Onshoring Deals Team
Joshua	Pritchard	CBI	Principal Policy Advisor (public sector markets)
Lindsay	Rosul	Value Match	Services Director
Lisa	Beers	SIB Northern Ireland	
Luke	Richardson	Jacobs.	Head of Social Impact
Melissa	Bell	YPO	Sustainable Procurement Manager
Nikki	Davies	MPC	Managing Director
Sarah	Ottaway	SUEZ Recycling and Recovery UK	Sustainability and Social Value Lead
Tim	Cummins	World Commerce and Contracting / IACCM	CEO

SVUK Responsibility:

SVUK are the 'owners' of the programme, and will act as Secretariat on behalf of the SVUK membership. SVUK are owned and governed by its members, and the Contract for Change programme will feed back in to the overall support, resources and direction of the Membership and Professional Body.

Specific actions that SVUK will undertake to support the programme will include (but not be exclusive to):

- Social Value UK will schedule and lead bi monthly meetings
- Social Value UK will ensure that the principles are embedded into the planning of these conferences.
- A SVUK representative to always attend, lead on logistics, and champion Principle-based approach we are a network for (part of quality control)

Steering Committee Chair

The Steering Committee Chair is a voluntary position that can be taken up by any member of the Steering Committee. The Chair will be required to assist the SVUK secretariat in preparing the agenda and meeting papers, as well as chairing the committee meeting when it is in session.

Thematic Working Group Set Up

Any Thematic Working Group, created by the Steering Committee, will consist of individuals who are deemed to be experts in the relevant field, including the Thematic Group Lead.

The Thematic Group will:

- Agree the frequency and method of required meetings
- Review all information provided by any Interested Party
- Contribute to any material required to support delivery of the desired outcome
- Contribute to bi-monthly updates to the Steering Committee on the delivery of the desired outcome against their implementation plan
- Request any changes to the desired outcome to the Steering Committee for approval
- Thematic Group lead maybe required to attend the Steering Committee to provide an update against the Desired Outcome

A minimum number of 5 Thematic Group members must be present to enable decisions to be taken. A consensus approach to decision making will be adopted. Where consensus cannot be reached, decisions maybe made by majority with the exception of fundamental changes to the desired outcome, which must be referred to the Steering Committee for with recommendations for approval.

In the event that a Thematic Group member is unable to attend they may send a representative with prior notice to the Thematic Working Group Lead. It is the responsibility of the Thematic Group member to ensure their representative is fully briefed and empowered to participate in any decision making activity undertaken.

Programme Management

The Programme management of the Contract for Change programme will be led by Social Value UK as the Secretariat of the programme. SVUK will work with the Strategic Partners to agree distribution of logistical and administrative tasks to support the programme delivery as needed. The Programme Management Team will consist of representation from the Programme Secretariat (SVUK), and representatives from the Strategic Partners, and the Programme Sponsor. The Programme Management Team will work to support and monitor the management and delivery of the programme.

Reporting to the Programme Sponsor, the Programme Management Team will

- Attend all Steering Committee meetings
- Produce any material/resources required to support delivery of programmes desired outcomes
- Produce and issue bi monthly programme updates
- Provide all secretariat support to the Contract for Change Programme
- Produce all templates required for use across the Contract for Change Programme

The Programme Secretariat will maintain a shared workspace ([insert link](#)) which will house all information related to the programme.

The shared workspace will include (as a minimum):

- Terms of Reference for the different roles and the programme
- Implementation Plans
- Meeting papers and any supporting information for the Steering Committee and Thematic Working Group(s)
- Documents provided by any Interested Party for review by the programme
- Documents created as a result of the programme
- Version controlled document/resource log
- Programme Templates

To ensure complete transparency, the shared workspace will be accessible by all Interested Parties.

Programme Sponsor

David Shields, member of the Social Value UK non-executive board as a Non-Executive Director, and CEO of Value Match one of the programme Strategic Partners, is the Programme Sponsor.

The Programme Sponsor oversees the programme from a governance perspective on behalf of SVUK, and supports the promotion and implementation of the programme.

In this case, the Programme was initially developed through the input of David Shields.

Programme Change Requests

Changes to the programme need to be made with oversight and approval from the Steering Committee. As a starting following cannot be made unless approved by the Steering Group

- Terms of Reference, for roles, and for the programme
- Implementation Plans
- Working Group desired outcomes
- Signed off documents/resources

Where a change is required, the Programme Secretariat will present the proposed change to the Steering Committee for review and approval. This may include a Change Request including the scope and specific details of the change.

Quality Assurance

All documents/resources produced will go through the Programme Management Team quality assurance process prior to being circulated or uploaded to the shared workspace.

- All documents/resources should be submitted to the Programme Management Team to be reviewed to ensure consistency of language and terminology.
- Any updates will be sent back to the Thematic Working Group that co-developed it for final review and implementation.
- The final draft will be reviewed and approved by another member of the Programme Management Team to ensure it meets the desired outcome and remains consistent with the outcomes of the Thematic Working Group and overall Programme.
- The final document/resource will be submitted to the Steering Committee for sign off.
- Following sign off the document/resource will be added to the resource log, added to the Shared Work Space and distributed to the wider Contract for Change community.

Meeting and Reporting Timelines

Steering Committee (bimonthly)

- Week 1 - Meeting Agenda and supporting papers released
- Week 2 - Meeting convenes
- Week 3 - Minutes of the meeting issued to all Steering Committee members

Thematic Working Groups (Monthly / as required)

- Week 1 - Meeting Agenda and supporting papers released

- Week 2 - Meeting convenes
- Week 3 - Minutes of the meeting issued to all Working Group members
- Week 4 – Bi-Monthly update submitted to Steering Committee

Interested Parties (Bi-Monthly)

- Week 4 – at least bi-monthly issue progress report including links to any updates to be distributed to all interested parties. This should include any updates of published documents/resources that have been produced, as well as any opportunities or requests for input.

Intellectual Property

To ensure a fully inclusive programme, the approach including relevant documents/resources, process and intellectual property will be made freely available via Social Value UK ([insert direct programme link](#)) with no restrictions on use.

However, it is requested that any documents produced from this approach/documents/templates set include a reference and link back to the Contract for Change Programme and Social Value UK ([insert direct programme link](#)) website to support broader promotion and aid new organisations to harness their true Social Value potential.

Programme Review Date

Programme delivery will be reviewed each quarter by the Steering Committee to ensure the desired outcomes are being achieved.

Definitions

Change Request	A formal request to the Steering Committee to alter a major element of the Programme Change Request Template included in Appendix 1
Commissioning	The activity undertaken by organisations to scope, design, obtain and provide works, services and goods: whether these requirements ('needs') are ultimately 'procured' from providers who are external to the organisation or 'performed' by in-house provision.
Implementation Plan	A detailed list of activities and associated scheduling that are required to be delivered to meet the desired outcomes of the Programme

Interested Party	Any person, group or organisation can become an 'Interested Party' by expressing an interest in contributing to the programme or receiving its output.
Organisational Intent / Strategy (or similar)	The purpose for which an organisation exists and its wider role, position and impact in society. This is often embodied in a range of documents, most commonly including, its corporate strategy, core values, mission statement, specific policies customs and operating processes and practices.
Procurement	The act of obtaining something, whether tangible or intangible, such as a product or service. (Chartered Institute of Procurement & Supply definition)
Programme Management Team (PMT)	Will comprise volunteers who will work with the existing core Social Value UK team to support and monitor the management and delivery of the programme.
Project Sponsor	The sponsor of the project on behalf of Social Value UK, namely David Shields, Non-Executive Director
Social Value	Social value is the quantification of the relative importance that people place on the changes they experience in their lives.
Social Return on Investment	A framework for measuring and accounting for Social Value: it seeks to recognise and credit the benefits realised in society by the reduction in inequality and environmental degradation and improvements in economic position, health and wellbeing. These benefits are then weighed alongside financial impacts to consider more 'holistically' the total (hopefully net-positive) impact created by any investment.
Steering Committee (SC)	A group of stakeholders who are prepared to voluntarily commit some time each month to help shape and guide the programme. They will provide expertise and insight into different aspects of commissioning, procurement, supply networks and social value and policy from the civil, public and private sectors
Thematic Groups (TG)	Will deliver best practice content in those areas specified by the steering committee, informed by stakeholders.

	This will include case studies, tools and techniques and best practice guidance.
Thematic Group Lead	The individual responsible for the planning and delivery of a desired outcome for a specific Working Group.

Appendix 1 – Change Request Template

Section A – Details of the Change Request

Name of Requestor	
Working Group Name (if applicable)	
Title of Change	
Date of Request	
Brief Description of Change	

Section B – Change Request Review

To be completed by a member of Programme Management Team

Date of Steering Group Meeting	
Chair	
Decision	Approved / Rejected
Supporting information (if applicable)	
Date Change Control Request Published with Minutes	

