



Terms of Reference

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Hosted and published by Afro Innovation Group

1. Introduction and purpose

Lead to Change is a network of migrant-led and other community organisations working across Leicester, Leicestershire and Rutland. It was established in direct response to evidence gathered by Afro Innovation Group (AIG) through a June 2026 consultation with 32 community leaders, and launched at a founding meeting on 3 September 2026.

These Terms of Reference set out how the Network is organised, how members participate, and how the Network's Change Labs and evidence work operate. They are intended as a practical working document, to be reviewed and refined as the Network develops.

2. Name and status

The Network operates under the name "Lead to Change". It is not a separate legal entity. It is hosted and administered by Afro Innovation Group, a registered charity (Charity No 1191803), which holds accountability for the Network's resources, evidence and publications, including Lead Insight.

3. Vision and objectives

The Network shares AIG's vision of a society where refugees, migrants and disadvantaged communities are empowered, included and able to thrive, contribute and shape the decisions that affect their lives.

The Network's objectives are to:

- Provide a dedicated platform through which migrant-led and other community organisations can connect and identify shared challenges.
- Combine experience and evidence from multiple organisations to test whether problems are shared and to strengthen collective influence.
- Coordinate practical responses to overlapping barriers, including housing, immigration, welfare, legal representation, wellbeing and resource allocation.

- Support dialogue with public bodies, funders, commissioners and researchers, informed by member and community evidence.
- Publish evidence and learning through Lead Insight to inform policy, improve practice and support better decisions.

4. Geographic scope and membership eligibility

The Network covers organisations working across Leicester, Leicestershire and Rutland. Membership is open to migrant-led organisations, community groups, faith organisations, social enterprises and voluntary organisations working within this area. Membership is free.

5. Rights and responsibilities of members

Rights of members

- To attend Network meetings and receive meeting information and materials.
- To participate in one or more Change Labs relevant to their work.
- To contribute evidence and community intelligence that informs Lead Insight.
- To be consulted on Network priorities, growth and working arrangements.

Responsibilities of members

- Engage constructively in Network meetings and, where possible, in a Change Lab.
- Share relevant evidence and experience in good faith, with appropriate care for the confidentiality of the people they support.
- Help develop collective responses, including referral pathways, joint initiatives and advocacy priorities.
- Support the Network's growth by encouraging other eligible organisations to join.

6. Governance and structure

Host organisation

Afro Innovation Group hosts and administers the Network. AIG is responsible for convening meetings, maintaining communication channels, coordinating evidence development, and producing and publishing Lead Insight. This arrangement will be kept under review as the Network grows, alongside AIG's Three-Year Business Plan commitments on staffing, resources and support for member participation.

Network meetings

The full membership meets quarterly to review priorities, share learning, agree collective action and receive updates from each Change Lab. AIG circulates meeting information and materials to all members in advance.

Change Labs

Change Labs are the Network's working mechanism for examining priority issues, gathering evidence and developing responses between quarterly meetings. Their scope and working approach are set out in Section 7.

7. Change Labs

Based on the founding meeting, four Change Labs are proposed initially. Themes may be refined as participation and evidence develop.

Change Lab	Initial scope	Early purpose
Housing and homelessness	Housing access, insecurity, temporary accommodation, tenancy sustainment and links with wider support needs	Map recurring barriers, improve referral relationships and identify practical or policy responses
Immigration, welfare and access to advice	Immigration concerns, welfare access, legal representation, information gaps and trusted referral pathways	Identify unmet advice needs and develop collective evidence for service and policy engagement
Wellbeing and social connection	Isolation, anxiety, mental wellbeing, belonging and access to culturally responsive support	Connect community insight with health partners and strengthen community-based responses
Community capacity, cohesion and participation	Resources, leadership, culture, education, engagement, innovation and community cohesion	Strengthen organisations' capacity to collaborate, participate and influence decisions

A common working approach

Each Change Lab is expected to follow a consistent approach:

- Define the issue and the communities affected.
- Gather evidence from member organisations and community experience.
- Identify patterns, service gaps and examples of effective practice.
- Agree practical actions, partnership opportunities or advocacy priorities.
- Record progress and publish learning through Lead Insight.

Members may join more than one Change Lab. Each Lab is expected to confirm its membership and working arrangements, and to report progress at quarterly Network meetings.

8. Meetings and decision-making

The Network takes decisions by discussion and consensus among participating members wherever possible. Where consensus cannot be reached, AIG, as host organisation, will take a final decision having regard to the views expressed, the Network's objectives and its accountability as a registered charity.

There is no minimum quorum for Network or Change Lab meetings at this stage, given the Network's early stage of development. This will be reviewed as membership grows.

9. Communication and digital collaboration

The Network currently communicates through a members' messaging group and direct circulation of meeting materials by AIG. The Network intends to explore a dedicated digital platform for discussion, document sharing and participation between meetings, to support wider and more accessible engagement as membership grows.

10. Evidence, learning and publications

Lead Insight is the Network's publication for evidence, learning and community intelligence, produced and published by AIG. It draws on member and community evidence, Change Lab activity, and AIG's Strategic Plan and Business

Plan. AIG's Business Plan commits to at least one community insight report annually; the Network's intention is to report more frequently as evidence develops.

Members contributing evidence should ensure they have an appropriate basis for sharing it, including the consent or anonymisation of any individuals concerned. AIG will use reasonable care in how evidence is presented in Lead Insight, and will treat qualitative evidence from an early stage of the Network's development as indicative of participants' experience rather than as a population-level estimate.

11. Growth and accountability

The Network's membership ambition is 60 organisations by 2027, 90 by 2028 and 120 or more by 2029, as set out in AIG's Three-Year Business Plan. Growth will be tracked alongside member participation, evidence contributions, partner responses and documented changes to services or decisions, so that growth is matched by meaningful participation and influence rather than numbers alone.

12. Resources and funding

Membership of the Network is free. AIG resources the Network's coordination, evidence development and publication activity as part of its Strategic Plan 2026–2031 and Three-Year Business Plan. Any request for members to contribute resources, time or funding beyond ordinary participation will be discussed and agreed with the membership in advance.

13. Review and amendment

These Terms of Reference will be reviewed at least annually, or sooner if the Network's membership, structure or working arrangements change significantly. Amendments will be discussed with members at a Network meeting before being adopted.

14. Contact

Lead to Change Network

Afro Innovation Group

Leicester, Leicestershire and Rutland

www.afroinno.org/lead-to-change

Evidence note This document draws on Lead Insight, Issue 1 (September 2026); AIG Strategic Plan 2026–2031, sections 3, 4, 8 and 10; AIG Three-Year Business Plan 2026–2029, Objective 2; and the founding meeting summary of 3 September 2026.