

# REBALANCING THE RELATIONSHIP

## STEERING GROUP

March 2019

### Draft Terms of Reference

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It is envisaged that the project will be led by a Steering Group, the role and operation of which is set out as follows.

#### Purpose

The purpose of the Steering Group is to make strategic decisions that will steer the direction of the project. This will also involve setting boundaries of the work and advising on the scope of the research.

The Steering Group's work will be supported and informed by an Advisory Group of wider organisations and individuals with experience and expertise in public services and contracting, including legal expertise.

#### Membership and selection

The Steering Group will be made up of 6-8 members, not including representation from NCVO, Lloyds Bank Foundation and ACEVO. We will invite senior leaders to join the steering group based on their individual experience and expertise. We are inviting individuals rather than organisations.

NCVO, ACEVO and Lloyds Bank Foundation will make joint decisions as to the members of the group. When considering who to select, we will endeavour to ensure the group is balanced.

We will seek to select members with experience of leading organisations of different sizes, missions and reach. We will also enable a diversity of people to engage in the project, considering individuals' identities, backgrounds and experiences.

We imagine the Steering Group will comprise of two individuals from large voluntary organisations, two from smaller organisations, one from a local infrastructure organisation and a commissioning expert.

#### Responsibilities

Individual Steering Group members will be asked to:

- Understand the goals, objectives, and desired outcomes of the project.
- Take a genuine interest in the project's outcomes and overall success.



- Act on opportunities to communicate positively about the project, using their profile and reputation to lend weight and credibility to the project.
- Actively participate in meetings through attendance, discussion, and review of minutes, papers and other Steering Committee documents.
- Support open and inclusive discussion and debate and encourage fellow Steering Group members to voice their insights.
- Champion the project, encourage others to participate in the research and engagement activities, and help promote the final recommendations throughout the sector.

## **Working arrangements**

It is envisaged that the Steering Group will meet in person approximately three times (maximum of four times) throughout the project, with communication via email in between meetings.

## **Governance**

The Steering Group will receive secretariat support from NCVO staff, sourced from the Policy and Public Services team.

The meetings of the Steering Group will be jointly chaired by senior representatives of NCVO and ACEVO.

Funding will be made available to support the involvement of Steering Group members, especially those representing organisations with a lower income.