

Reference Group Member – Role Description

1. Role priorities and accountabilities

Reference Group Members will:

Ensure that the group is effective in all aspects of its role and appropriately focused on the four core purposes to:

- improve outcomes in population health and healthcare
- tackle inequalities in outcomes, experience and access
- enhance productivity and value for money
- enable the NHS support broader social and economic development

Work to ensure there is a framework for the VCFSE to engage with and regularly consult to ensure the wider Collaborative can shape decision making at a system level

Promote the conditions to establish robust relationships with the VCFSE and all partners, including Place, ICB Groups and the ICB Board, Providers, and Provider Collaboratives to promote integrated working and avoid duplication.

Promote strategic alignment across decision making by working together with appropriate partners and Collaboratives

Promote and uphold the principles of equitable collaborative working and funding opportunity at system level

Support the progression of a commissioning infrastructure which enables decisions to be taken closer to communities, and support collaboration between partners to address inequalities, improving outcomes and sustaining joined-up value for money services.

Promote the importance of voice and impact within communities and across the wider sector in line with the 'four core purposes'

Recognise and declare any organisational, professional or personal conflict of interest or pecuniary interest.

2. Compliance

All members are required to adhere to the Nolan Principles of Public Life and fully comply with relevant ICB Policies, including but not limited to Conflict of Interest and Gifts and Hospitality.



3. Role Responsibilities, Competencies and Behaviours

Group Members will be responsible for bringing together a wide range of perspectives on behalf of the VCFSE, with mutual respect for different viewpoints and organisational objectives.

Members will facilitate through leadership and personal influence to find a common vision and purpose for the collaborative, and to manage disagreement with partners and wider members constructively.

Reference Group Members will:

<ul style="list-style-type: none">• Bring their unique perspective, informed by their expertise and experience working/volunteering within the VCFSE or given sector/area of specialism to support decisions made by the Reference Group as a whole.• Work collaboratively to shape the long-term, viable plan for the delivery of the functions, duties and objectives of the collaborative and for the stewardship of public money.• Ensure that the group is effective in all aspects of its role and appropriately focused on the four core purposes.• Be champions of the new governance arrangements, collaborative leadership and effective partnership working for the VCFSE• Play a key role in building strong partnerships and governance arrangements with system partners, including the ability to take on programmes of work	<ul style="list-style-type: none">• Attend meetings as required, and be prepared by reading agendas, actions and associated papers beforehand• Arrange appropriate representation If a member is unable to attend a meeting or forum• Actioned any areas agreed at the previous meeting and to meet deadlines as agreed by the group; and to raise in advance if there are delivery issues• Participate (or field representatives to participate) in task groups. Collaborative Subgroup representatives may be nominated by core members as necessary to comment and contribute to the review of specific activities but not expected to attend meetings unless the area being discussed directly involves their specialist area of work
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<ul style="list-style-type: none">• Give regular reports to the ICB Board, ensuring due regard is given to ICB statutory duties and responsibilities in the performance of the groups' duties.• Make decisions with regards to your own membership, which act in the best interest of your own role and organisation• Champion the VCFSE and constructively challenge partners with dignity and respect	<ul style="list-style-type: none">• Be prepared to represent the Collaborative at other meetings as necessary and as agreed at the Reference Group providing feedback on key issues• Hold overall accountability for the Project as a collective Reference Group• Set policy and make any decisions relating to the Project as a collective Reference Group• Declare any potential conflict of interest at the relevant meeting. Any such declaration will be recorded in the minutes of the meeting
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Reference Group Members will meet the following competencies in the delivery of their responsibilities:

Competency	Knowledge, Experience and Skills required
Setting strategy and delivering long-term transformation	<ul style="list-style-type: none">• Good knowledge of the voluntary sector and health, care, local government landscape• Capacity to work alongside partners in a politically charged environment of change and uncertainty• Experience leading change at a senior level to bring together disparate stakeholder interests• Experience of setting strategy
Building trusted relationships with partners and communities	<ul style="list-style-type: none">• A good understanding of different sectors, groups, networks and the needs of diverse populations• Interpersonal and influencing skills, able to lead in a creative environment which enables people to thrive and collaborate• Experience working collaboratively across agency and professional boundaries• Experience of relationship building in your sector
Leading for Social Justice and health equality	<ul style="list-style-type: none">• An awareness and appreciation of social justice and how it might apply within an ICS• Promoting equality, diversity and inclusion in leadership roles• Life and VCFSE experience and personal motivation that will add valuable personal insights
Driving high quality, sustainable outcomes	<ul style="list-style-type: none">• Problem solving skills and the ability to identify issues and areas of risk, leading stakeholders to effective resolutions and decisions• Be committed to highlighting impact of the VCFSE
Providing robust governance and assurance	<ul style="list-style-type: none">• An understanding of good governance• Ability to remain neutral to provide independent and unbiased leadership with a high degree of personal integrity



	<ul style="list-style-type: none">• Ability to recognise and declare any personal or professional conflict of interest and member• Recognise membership is based on a generic VCFSE or field voice as opposed to representing own organisation• Extensive experience of contributing effectively to complex professional meetings at a senior level
Creating a compassionate and inclusive culture for our people	<ul style="list-style-type: none">• Models respect and a compassionate and inclusive leadership style with a demonstrable commitment to equality, diversity and inclusion• Creates and lives the values of openness and transparency embodied by the principles-of-public-life and in Our People Promise

Table 1. Competencies, Knowledge, Experience and Skills