

**Terms of reference and way of working for the
Living with Environmental Change
Infrastructure Challenge Steering Group**

Terms of reference

The Infrastructure Challenge Steering group will:

1. Report, via the Chair (or named alternate), to the Living with Environmental Change Delivery Group, on progress at quarterly meetings and present to the Partners Board at decision stages.
2. Keep under review the identification and engagement of relevant research, policy, business and society communities.
3. Develop a vision for success (for funders, policy, business and society) and a strategic framework and implementation plan for the challenge that will include, where appropriate, SMART goals and targets, and ensure effective, timely delivery of them through:
 - Provision of or reworking of existing knowledge
 - New activities- research, observation, tool development
 - Relevant engagement, knowledge exchange or communication activities that bring together communities of practice and teams to address specific targets.
4. Review progress against the strategic framework and implementation plan and update these when appropriate.
5. Develop an impact plan (to include communication, knowledge exchange and public engagement) for the challenge area to maximise outputs, outcomes and impacts.
6. Report on progress towards achieving the impact plan and prepare materials to highlight this
7. Ensure relevant linkages are made between challenges and where needed seek agreement on who should lead on common issues

Way of working

1. Small steering groups will be developed for each of the 6 challenges comprising:
 - A limited number of relevant senior representatives from relevant partner organisations, from which a rotating chair should be agreed.
 - A significant business stakeholder.

- Someone able to represent societal needs e.g. an non-governmental organisation or local authority.
 - Directorate leads for strategy, enhanced delivery and enhanced impact as needed.
 - Secretary for meetings to be provided by members.
2. Meetings will mostly be virtual and the Group will only meet on an as needs basis to deliver the responsibilities outlined in the terms of reference.
 3. The Infrastructure Steering group can set up sub-groups, as needed, to lead more detailed consideration of specific issues, ensuring the engagement of relevant experts and beneficiaries, and maintaining strong linkages with these sub-groups to ensure that activity within the entire challenge is managed and driven effectively.