



Other LEP Sub-Groups Terms of Reference

- City Deal Housing, Jobs and Prosperity Pilot Project Steering Group
- Black Country Broadband Plan Project Board (Group)
- Black Country Access to Finance Group (To Follow)
- Black Country Growth Hub Strategic Board
- Black Country Growth Hub Delivery Board
- Foreign Direct Investment (FDI) Operations Group (To Follow)
- Black Country Enterprise Zone Management Steering Group
- Black Country Smart City Group (formerly Black Country Green Growth Group)
- Black Country LEP Innovation Fund Sub Board (Not yet met)
- Black Country Skills Factory Non-Executive Management Board

Version	Date	Created by	Approval & date	Protection
1.1	18/10/2018	BCC	BCJC January 2019	Not Protectively Marked

Version	Date	Created by	Approval & date	Protection
1.1	18/10/2018	BCC	BCJC January 2019	Not Protectively Marked

Black Country City Deal “Working Together” Steering Group Terms of Reference

1. Remit

1.1 The aim of the City Deal ‘Jobs, Housing and Prosperity’ pilot project **“Working Together”** (as part of the wider City Deal offer) is to:-

- Support tenants so that they are placed to benefit from growth in the economy.
- Aim to increase the employability of and employment of 2,800 long-term unemployed and economically inactive.

1.2 The aim of the **“Working Together”** pilot project is to test:

- A geographically targeted and ‘saturation model’ approach to work readiness and access to jobs aimed at people with the most complex needs who are ‘hard to reach’. This will require tracking their journey and elements of success.
- A housing based approach that addresses community and cultural barriers to work but which links with existing programmes to ensure maximum impact and avoids duplication.
- An intrinsic link to the high value manufacturing and other opportunities that are available locally through the business sector.

2. Project Targets

- Engage with 2,800 targeted people
- Move 900 into employment
- £1.1 million reduction in the welfare benefit bill
- Increase in wages of £19 million with a proportional increase in Income Tax paid.

In addition to the main targets there will be key performance indicators for the **“Working Together”** project relating to outputs, impacts and outcomes.

3. The Scope of the Steering Group / Governance

The role of the **“Working Together”** Steering Group is to provide advice to help drive, shape and support the project aims and objectives including:

- The use of a multi-agency partnership approach to tackle social and economic issues within some of the most deprived wards in the Black Country (namely Bilston East, Darlaston South, Princes End, St Thomas’s).
- Engagement of 2,800 social housing tenants and private rental tenants (on social housing waiting lists) during the lifetime of the project, movement of 900 of these from unemployment into work and the increase wages of £19m within this group. These project outputs will be achieved by tackling some of the cultural and social barriers that exist in the cohort.
- Working with local people to create conditions that provide increased access to work, increased confidence of participants by introducing them to the work culture and improving their work ethic, leading them to employment or education over and above what is being achieved by existing provision or initiatives.
- The Steering group will report to the Black Country Consortium (Joint Committee, City Policy Team and other Advisory Groups), as well as Walsall MBC (the Accountable Body) on the progress and performance of the project and make recommendations concerning the development of the wider Black Country skills strategies arising from the delivery.

4. Scope

The City Deal “**Working Together**” Steering Group will cover the whole spectrum of City Deal ‘Jobs, Housing and Prosperity’ matters to ensure the delivery of the agreed outcomes and make an impact on the levels of unemployment and benefit dependency in the chosen cohort.

5. Membership

Organisation
Accord – City Deal : Working Together
Caldmore Accord
Heantun Housing
Dudley MBC (Housing)
Dudley MBC (Economic Regeneration (Employment & Skills))
DWP
Sandwell MBC (Regeneration)
Sandwell MBC (Economic Regeneration (Employment & Skills))
Sandwell MBC (Neighbourhoods)
Walsall MBC (Accountable Body)
Walsall MBC (Economic Regeneration (Employment & Skills))
Walsall Housing Group
Wolverhampton City Council (Employment / Skills)
Wolverhampton Homes
Black Country Consortium
Talent Match (Voluntary Sector)
Black Country Colleges (Representative)

6. Terms of Reference

The City Deal “**Working Together**” Steering Group will:-

- Endorse, support and oversee the City Deal project implementation plan.
- Bring together the key partners including the Local Authorities, Housing Associations, Local Colleges / Training Providers, Job Centre Plus / DWP, The Business Community (**the LEP to advise of a suitable representative**), Community and Voluntary Organisations and other deliverers.
- Ensure that adequate monitoring and implementation arrangements are in place.
- Support with the identification of delivery arrangements and lead agencies.
- Make decisions on the approval for the grant applications and commissioning process.
- Monitor project finances - income and expenditure.
- Facilitate new forms of collaboration in pooling resources and/or other investments in the development and delivery of the City Deal objectives.
- Provide a focus for improving skills and qualifications, reducing levels of unemployment and increased salaries, reducing benefit expenditure and increasing take up in work related training and activities by;
 - Ensuring maximum alignment with the aspirations of the Black Country Strategy.
 - Maximising stakeholder and partner engagement and commitment.
 - Working with key partners to design a programme for local unemployed people which meets local needs and complements existing provision.

7. Protocols

- The Management Board will meet monthly for the first year of the project. Thereafter the frequency of meetings will be reviewed for years 2-5.
- Lead representatives will attend each meeting, where this is not possible an alternative representative can be nominated.

- Members may be contacted in between meetings where advice may be required.
- Thematic / sub groups may be formed to work on specific issues as appropriate.
- Additional members may be asked to join the group if agreed that it would add value.
- Where decisions are to be made or approval sought by the group there should be a specified quorum, with a reasonably representative spread.
- Voting of a minimum of 4 people is required to be accepted as a fair representation.
- Where voting takes place to ensure equal and fair representation - votes will be limited to one per organisation.
- Where votes are equal (50-50) the chair has the casting vote.

8. Code of Conduct

Members are required to declare any personal or financial interests in any of the business of the 'Working Together' project at the commencement of meetings.

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their families or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts or recommending individuals for awards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

Black Country Local Enterprise Partnership

Local Broadband Plan

Terms of Reference

1. Background

- 1.1 Black Country Consortium Limited (BCC) on behalf of the Black Country Local Enterprise Partnership (LEP) and the four Black Country Local Authorities (Dudley, Sandwell, Walsall and Wolverhampton) is leading a superfast broadband (SFBB) project to extend broadband infrastructure to areas where it is acknowledged that the market is unlikely to deliver SFBB and will likely remain so until 2017.
- 1.2 SFBB has an essential role to play in helping us meet our goals. Business and people can use faster digital communication technologies to enhance the competitiveness of their operations, diversify into higher value markets, secure higher level employment opportunities and engage in new modes of work. At the same time, broadband can help us achieve our environmental and quality- of-life objectives too.
- 1.3 Currently, circa 7% of the Black Country sub-region has no access to commercial next-generation access (NGA) infrastructure capable of delivering SFBB mainly because broadband operators have focused on areas where there is a viable business case for them.

2. Objectives

- 2.1 The SFBB project aims to increase the NGA infrastructure footprint to at least 95% by 2017 and to ensure that all premises will be able to have access to at least 2Mbit/s.

3. Scope – Executive Board

- 3.1 The Executive Board will take overall responsibility for the development, management, monitoring and delivery of the Local Broadband Plan and in particular:-
 - a. Ensuring that project and risk management plans are in place, that they are effectively monitored and that appropriate reporting arrangements to Government, BDUK, the Local Enterprise Partnership, Joint Committee, the accountable body and other local authorities, partners and stakeholders have been established;.
 - b. Ensuring and taking oversight for the development and overall management of:-
 - i) stakeholder and communications strategies and other public consultations.
 - ii) submissions for funding including Growing Places.
 - iii) demand stimulation and benefit realisation plans.
 - iv) procurement processes and specifications.
- 3.2 The Executive Board will ensure that due regard is paid to:-

- Maximising value for money.
- Investing the resource quickly in compliance with State Aid obligations.
- Making a demonstrable difference.
- Developing a responsive programme adapted to align with the evolving roll-out of the market providers.
- Establishing a commercially viable programme.
- Maximising benefits for businesses and residents.

3.3 The Board will have overall responsibility for the operation of the Project Team and ensuring that it has capacity to implement the Delivery Plan and for commissioning any additional resource or support in accordance with the procedures of the appropriate agency

3.4 The Executive Board will meet quarterly, or as and when necessary. Representatives must attend each meeting, or send a nominee

3.5 Membership

Organisation	Nominee
Chair - Black Country Local Enterprise Private Sector Board Member	<ul style="list-style-type: none"> • Chair
BDUK	<ul style="list-style-type: none"> • Project Director
BT	<ul style="list-style-type: none"> • Regional Director, • Regional Partnership Director
Openreach	<ul style="list-style-type: none"> • Program Director
Black Country Consortium (Local Enterprise Partnership Secretariat)	<ul style="list-style-type: none"> • Chief Executive • Senior Responsibility Officer • Officer Support
Local Authority Heads of Regeneration	<ul style="list-style-type: none"> • Sandwell MBC • Dudley MBC • City of Wolverhampton • Walsall MBC

4. Scope – Project Team

4.1 The Project Team will ensure that appropriate arrangements are in place to enable the Project Board to manage, monitoring and deliver the Local Broadband Plan and in particular:-

- a. will ensure that project and risk management plans are effectively monitored and that recommendations are made to the Project Board to address issues arising from that process;
 - b. manage stakeholder and communications strategies and other public consultations.
 - c. Prepare appropriate submissions for funding including Growing Places.
 - d. Develop and manage demand stimulation and benefit realisation plans.
 - e. management procurement processes and specifications.
- 4.2 The Project Team will ensure that appropriate reports are provided to the Project Board to enable it to exercise its overall responsibilities in respect of para 3.1 above and that it is able to submit any necessary reports to Government, BDUK, the Local Enterprise Partnership, Joint Committee, the accountable body and other local authorities, partners and stakeholders.
- 4.3 The Project Team will support the Project Board in ensuring that due regard is paid to:-
- Maximising value for money.
 - Investing the resource quickly in compliance with State Aid obligations.
 - Making a demonstrable difference.
 - Developing a responsive programme adapted to align with the evolving roll-out of the market providers.
 - Establishing a commercially viable programme.
 - Maximising benefits for businesses and residents.
- 4.4 The Team will make recommendations to the Project Board on the operation of the Project Team and ensuring that it has capacity to implement the Delivery Plan and for commissioning any additional resource or support in accordance with the procedures of the appropriate agency
- 4.5 The Project Team will meet every month and when necessary. Representatives must attend each meeting, or send a nominee.
- 4.6 Membership

Organisation	Nominee
Black Country Consortium (Local Enterprise Partnership Secretariat)	<ul style="list-style-type: none"> • Senior Responsibility Officer • Project Manager • Comms • GIS Mapping • Officer Support
Dudley MBC	<ul style="list-style-type: none"> • Economic Development

Sandwell MBC (Accountable Body)	<ul style="list-style-type: none"> • Economic Development
Walsall MBC	<ul style="list-style-type: none"> • Economic Development
Wolverhampton CC	<ul style="list-style-type: none"> • EUSIF Lead • Demand Stimulation Lead.
BDUK	<ul style="list-style-type: none"> • Project Director • Technical Support
BT	<ul style="list-style-type: none"> • Senior Project Manager
Openreach	<ul style="list-style-type: none"> • Project Manager • Deployment Manager
Other Lead Advisers (to attend and report as necessary)	<ul style="list-style-type: none"> • Sandwell MBC Legal Lead • Sandwell MBC Strategic Planning Lead • Sandwell MBC Procurement • Sandwell MBC Finance • Highway representatives from each local authority

5. Scope – Working Group

5.1 The Working Group will ensure that appropriate arrangements are in place to enable the Project Team to manage, monitoring and deliver the Local Broadband Plan and in particular:-

- a. review of changes to the Project Plan
- b. review of Change Control requirements (subject to the Change Control Procedure) will ensure that project and risk management plans are effectively monitored and that recommendations are made to the Project Board to address issues arising from that process;
- c. review of progress against planned activities review of work-stream issues

5.2 The Working Group will ensure that appropriate reports are provided to the Project Team to enable it to exercise its overall responsibilities in respect of para 4.1 above and that it is able to submit any necessary reports to Government, BDUK, the Local Enterprise Partnership, Joint Committee, the accountable body and other local authorities, partners and stakeholders.

5.3 The Working Group will support the Project Team in ensuring that due regard is paid to:-

- Maximising value for money.
- Investing the resource quickly in compliance with State Aid obligations.
- Making a demonstrable difference.
- Developing a responsive programme adapted to align with the evolving roll-out of the market providers.

- Establishing a commercially viable programme.
- Maximising benefits for businesses and residents.

5.4 The Working Group will make recommendations to the Executive Board on the operation of the Project Team and ensuring that it has capacity to implement the Delivery Plan and for commissioning any additional resource or support in accordance with the procedures of the appropriate agency

5.5 The Working Group will meet weekly and when necessary. Representatives must attend each meeting, or send a nominee.

5.6 Membership

Organisation	Nominee
Black Country Consortium (Local Enterprise Partnership Secretariat)	<ul style="list-style-type: none"> • Project Manager
BT	<ul style="list-style-type: none"> • Senior Project Manager
Other Lead Advisers (to attend and report as necessary)	<ul style="list-style-type: none"> • SMBC Finance • Openreach Project Manager • BC Consortium Ltd Comms • Demand Stimulation Lead.

6. Protocols

Meetings will be conducted and managed in accordance with the standing orders of the Black Country Local Enterprise Partnership as appropriate.

7. Code of Conduct

Members are required to declare any personal or financial interests in any of the business of the Project Board at the commencement of meetings.

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their families or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts or recommending individuals for awards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

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Leadership

Holders of public office should promote and support these principles by leadership and example



Black Country Growth Hub Strategic Board Terms of Reference

December 2016

Role

- To provide strategic leadership and direction for the Black Country Growth Hub
- To oversee the delivery of outputs and compliance with ERDF, BEIS and any other local and external funding requirements.
- To provide assurance to the Black Country joint Committee and the Black Country LEP that there is effective performance and risk management for the Black Country Growth Hub.
- To provide a constructive, robust and purposeful challenge and support to partner organisations in accordance with the performance and risk management arrangements.
- To undertake effective horizon scanning and review of the strategic operational context in order to ensure plans for the Growth Hub are deliverable and sustainable beyond the end of the current funding period (March 2018) and that core services remain free to business at first point of entry
- To champion the aspirations of the Black Country Growth Hub, disseminate best practice and acknowledge successful outcomes

Administration

- The Strategic Board will be chaired by a representative from the Black Country LEP Board.

- Core Membership will comprise senior representation from The University of Wolverhampton and Black Country Chamber of Commerce; and relevant Strategic Directors from each of the four local authorities.
- On occasion, if the nominated member is unable to attend, then a substitute will be permitted and the Head of Growth Hub notified prior to the meeting concerned. However this should be on exception.
- Where the Chairperson will not be able to attend, he or she will nominate in advance one of the other attendees to chair the meeting.
- It will meet four times each year
- Secretariat functions will be provided by the Black Country Growth Hub core team. An agenda and minutes of the previous meeting will be made available to core members one week prior to meetings.



Black Country Growth Hub Delivery Board Terms of Reference

December 2016

Role

- To provide operational leadership and direction for the Black Country Growth Hub.
- To ensure effective partnership that leads to added value in the support available to businesses in the Black Country.
- To provide appropriate steer and communication to the Black Country Strategic Growth Hub Board including recommendations on appropriate actions, activities and the allocation of funding in for the Growth Hub.
- To oversee the management of the Black Country Growth Hub ensuring delivery of outputs and compliance with ERDF, BEIS and any other local and external funding requirements.
- To ensure plans for the Growth Hub are deliverable and sustainable beyond the end of the current funding period (March 2018) and that core services remain free to business at first point of entry
- To develop corporate opportunities and wider partnerships where appropriate, and cross-boundary working with other Growth Hubs to ensure value for money.
- To oversee the ongoing mapping and simplification of support available to businesses in the Black Country and those looking to start a business (“the ecosystem”).
- Through the collection of robust intelligence to ensure that we understand the effectiveness of the ecosystem in meeting Black Country Strategic Economic Plan objectives and the needs of businesses in order to inform the design and evaluation of future business support.
- To establish and deliver a communications plan that promotes the Black Country Growth Hub to key audiences in order to drive engagement and awareness

Administration

- The Delivery Board will be jointly chaired by the Director City Economy, City of Wolverhampton Council and the Director Investment and Growth Black Country Consortium

- Additional Core Membership will comprise senior representation from the University of Wolverhampton and Black Country Chamber of Commerce; and Heads of Service with responsibility for Economic and Business Development from each of the four local authorities; Invest Black Country
- The Head of Growth Hub and his core team will be accountable to the Delivery Board, supported by the Growth Hub BEIS and AIM funded Project and Programme Managers.
- Partners will be expected to nominate a substitute where the usual representative is unable to attend. This will be on exception.
- The Delivery Board will meet every month
- Membership will be extended to other delivery partners who will be invited to attend on a bi-monthly basis
- Secretariat for the group will be provided by the Black Country Growth Hub. An agenda and minutes of the previous meeting will be made available to core members one week prior to meetings.

Black Country Local Enterprise Partnership

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1.1	18/10/2018	BCC	BCJC January 2019	Not Protectively Marked

Interim Terms of Reference

Enterprise Zones Implementation Group (EZIG)

Terms of Reference

1. Remit

- 1.1 The Implementation Group will oversee and manage the delivery of the EZ Sites for employment uses through the Business Rates Uplift funding mechanism ('the Programme').

2. Scope

- 2.1 The Implementation Group will oversee and manage the delivery of the EZ Sites for employment uses through the Business Rates Uplift funding mechanism ('the Programme').

3. Terms of Reference

- 3.1 The BCGCWG will:-

- 3.1 To oversee the delivery of the Programme.
- 3.2 To meet on a bi-monthly basis or otherwise as required.
- 3.3 To bring any issues of concern to the attention of the Parties that would have implications for the successful delivery of the Programme.
- 3.4 To agree the timeline for delivery of the implementation of the Programme, monitor progress and ensure that agreed key milestones are achieved.
- 3.5 To establish individual work programmes for the Sites, including the specific tasks that need to be delivered to ensure that the Programme progresses.
- 3.6 To ensure full compliance with Business Rates and Enterprise Zone legislation and regulations.
- 3.7 The Accountable Body will provide written updates and recommendations to the group on the progress of the Objectives.
- 3.8 To monitor and manage risk.

4. Protocols

- 4.1 The Group will meet bi-monthly, or as and when necessary. Representatives must attend each meeting or send a nominee.

4.2 Convening of Meetings

The Chairperson shall, after consultation with each representative and taking the views of all representatives into account, have the power to cancel meetings when there is insufficient business for the Implementation Group to consider.

Without prejudice to paragraph 4.1, no meeting of the Implementation Group shall be cancelled in the event that a majority of all of the representatives signify in writing (for the avoidance of doubt, such written signification may be by electronic means) that the

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meeting should proceed.

4.3 Notices of Meetings

The Chairperson shall provide not less than 10 Working Days notice of a meeting of the Implementation Group provided that in the case of emergencies, a meeting may be called at any time on such notice as may be reasonable in the circumstances.

Meetings of the Implementation Group shall be held at a venue to be agreed by the Implementation Group and on such date and such time as was agreed by the Implementation Group at the previous meeting. Where such dates times and venues cannot be so agreed the Chairperson shall select the date, time and venue of the next meeting.

Notice of cancellation of a meeting of the Implementation Group must be served on all representatives not less than 24 hours before the meeting was due to commence.

4.4 Quorum

A meeting of the Implementation Group shall not be quorate unless representatives or their substitute from each Party are present.

4.5 Attendance at Meetings

Meetings of the EZIG Group should normally include the attendance (in person or by substitute) of all representatives.

Meetings may also be held by telephone or another form of telecommunication by which each participant can hear and speak to all other participants at the same time.

4.6 Procedure

In the event that the Chairperson is absent from any meeting of the Implementation

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Group another representative shall be co-opted to the Chair for that meeting by a majority of the representatives present (the 'Acting Chairperson').

Each representative may consult with colleagues from their own authorities in relation to any aspect of the Programme or any grant application received in relation to any matters discussed at the EZIG Group meetings.

4.7 Minutes

Minutes of all decisions meetings of the Implementation Group (including those made by telephone and other form of telecommunication) shall be kept by BCC Ltd and reported through the BC LEP Board. The minutes shall be circulated promptly to the Parties and in any event within 10 Working Days of the meeting.

5. Membership (TBC)

The Membership of the EZIG Group should not exceed 20 Members.

The core membership shall comprise of:

- a. Chief Executive, Black Country Consortium
- b. Black Country Enterprise Zone LEP Board Member
- c. Head of Regeneration and Development, Dudley Council
- d. Head of Regeneration and Development, Walsall Council
- e. Commercial Development Manager, Wolverhampton City Council or a representative of the Strategic Director Place

The membership will be supplemented by Local Authority officers when required, to include, but not limited to:

- a. Section 151 and Finance
- b. Revenues and Business Rates
- c. Economic Development / Regeneration
- d. Legal

Modus Operandi

The Parties may each substitute representatives where necessary who may vote on their behalf at meetings of the EZIG Group.

Chairperson

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The EZIG has been established as a sub-committee of the **Black Country Local Enterprise Partnership**.

6. Code of Conduct

Members are required to declare any personal or financial interests in any of the business of the EZIG at the commencement of meetings.

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their families or their friends.

Integrity

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Objectivity

In carrying out public business, including making public appointments, awarding contracts or recommending individuals for awards and benefits, holders of public office should make choices on merit.

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Holders of public office are accountable to the public for their decisions and actions and must submit themselves to whatever scrutiny is appropriate to their office.

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Honesty

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Leadership

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Black Country Smart City Group (BCSCG)

Terms of Reference

1. Remit

- 1.2 The role of the Black Country Smart City Group (BCSCG) is to:
- i. Promote the ‘Smart City’ agenda in the Black Country, covering the Digital Infrastructure and Open Data, Energy, Low Carbon, Transport, Climate Change Adaption and Mitigation, Environmental and other sectors covering ‘Green Growth’.
 - ii. Develop a strategy with regards to Smart City and Green Growth. In particular to facilitate collaborations to ensure that relevant and effective linkages and strategic partnerships are established between the Black Country Local Enterprise Partnership (BCLEP), academia and both private and public sector partners.

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- iii. Develop and support the delivery of a pipeline of Smart City and Green Growth projects to benefit the people, economy and environment of the Black Country and wider West Midlands region.
- iv. Report to the BCLEP Place Making and Land Theme Advisory Board on Smart City and Green Growth delivery within the region.

2. Scope

2.2 The BCSCG will cover the whole spectrum of Black Country Smart City and Green Growth agenda to meet the aspirations of the Black Country LEP and wider West Midlands Combined Authority.

3. Terms of Reference

3.1 The BCSCG will bring together interested agencies and stakeholders with the aim of establishing the Black Country as a leading centre for the manufacturing and deployment of key technologies and solutions covering the Smart City, Digital Infrastructure and Open Data, Energy, Low Carbon, Transport, Climate Change Adaption and Mitigation, Environmental and wider Green Growth agendas, with a particular focus in the energy, housing and transport sectors. It will do so by developing and making recommendations on the development and delivery of Smart City strategies and initiatives and in particular by supporting the development and delivery of Smart City projects.

4. Protocols

The Group will meet quarterly, or as and when necessary.

5. Membership

The Membership of the BCSCG Group should not exceed 26 Members.

Organisation	Nominee
Housing Associations x3	Accord Group (x2), Black Country Housing Group
Housebuilding Sector x 3	Emma Newbold, Steve Morgan, Tom Langley (Wates)
Black Country Consortium x 1 + others as required	Chief Executive and 2 nominees
University of Wolverhampton x 2	2
Local Authorities x 4 + others as required (representing Smart City/ Green Growth, Energy, Transport & Housing)	4
Energy Sector (Commercial & Voluntary) x3	Share Energy Intervate MEA
Strategic Policy Advice (cross-sector) x 3	Cenex Camirus SWM
Black Country Environment Group x 1	1
Environment Sector x 2	Groundwork
Black Country Geopark x 1	Dudley MBC
West Midlands Combined Authority/ Transport for West Midlands/ Black Country Innovation Delivery Board x 1	TBA

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The BCSCG was established as a sub-committee of the **Black Country Place Making and Land Theme Advisory Group** and meetings will be conducted according to its Terms of Reference.

6. Code of Conduct

Members are required to declare any personal or financial interests in any of the business of the BCGCWG at the commencement of meetings.

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their families or their friends.

Integrity

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Honesty

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Leadership

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Black Country Skills Factory

Terms of Reference

Black Country Skills Factory **Skills Factory Non-Executive Management Board (SFMB)**

Terms of Reference

1. Remit

1.1 The aim of the Skills Factory project is to address the current shortfall in skills in the Black Country LEP Transformational Sectors (Advanced Manufacturing, Transport Technologies, Building Technologies, Environmental Technologies & Business Services) and increase the pipeline of suitably skilled staff to support the Black Country exploit the growth in the these sectors.

1.2 The role of the Black Country Skills Factory is to:

- i. Drive forward the necessary steps to secure successful delivery and impact through management, development and marketing of the Skills Factory, focussing on key priorities and enabling completion of outputs by March 2015. (as per the SFA / ESF contract)
- ii. Enable the delivery of the Skills Factory aims and strategy. In particular to facilitate the employer led collaboration approach. Ensure that relevant and effective linkages and strategic partnerships are established between the Skills Factory and the employers in the sectors, education/training providers and other partners/stakeholders.
- iii. Report to the Black Country and Employment and Skills Board & the Black Country Consortium Ltd's directors and Guarantee Members as appropriate on the progress and performance of the Factory and make recommendations concerning the development of the wider Black Country skills strategy arising from the operation of the project.

2. Scope

2.1 The SFMB will cover the whole spectrum of Skills Factory matters to ensure the delivery of the agreed outcomes and thereby enhancing the supply of a skilled workforce to meet the existing and future requirements of businesses and labour force development.

3. Terms of Reference

3.1 The SFMB will:-

- a. Endorse, support and oversee the Black Country Skills Factory team's implementation plan, bringing together the needs of employers with the capabilities of training providers/education establishments and local authorities. Provide guidance to the Skills Factory team.

- b. Ensure that monitoring and implementation arrangements are in place, including the identification of delivery arrangements, lead agencies, income and expenditure.
- c. Provide a skills and training information hub for the Black Country Transformational Sector companies to ensure skills opportunities are known and skills needs are registered.
- d. Facilitate new forms of collaboration in pooling resources and/or other investments in the development and delivery of the Skills Factory objectives.
- e. To provide a focus for skills development in the wider context of economic development.
 - Oversee the business engagement and promotional campaigns including the agreement and implementation of communications plans.
 - Ensure maximum alignment with the aspirations of the Black Country Strategy.
 - Maximise stakeholder and partner engagement and commitment including neighbouring LEPs.

4. Protocols

The Management Board will meet at least every quarter, or as and when necessary. Representatives must attend each meeting, or send a nominee.

5. Membership



Organisation	Nominee
Black Country Employment and Skills Board (Chair - Senior Employer (CEO/MD))	
Advanced Mfg Co (Senior Operations Manager / CEO / MD)	
Transport Technologies Co (senior management)	
Building Technologies Co (senior management)	
Environmental Technologies Co (senior management)	
Business Services (senior management)	
SME (senior management)	
SME (senior management)	
University of Wolverhampton (Vice Chancellor / Pro-Vice Chancellor)	
Private Sector training provider (Head of Black Country Private training provider)	
Black Country College (Principal or Head of Engineering)	
Black Country Consortium Ltd. Chief Executive	
Black Country Consortium Ltd. Skills Factory Director	

The SFMB will be established as a sub-committee of the Employment and Skills Board and meetings will be conducted according to its Terms of Reference

6. Code of Conduct

Members are required to declare any personal or financial interests in any of the business of the Skills Factory at the commencement of meetings.

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their families or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts or recommending individuals for awards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example