

# Business Advisory Board Terms of Reference

## Business Advisory Board Terms of Reference

This is an advisory committee to the Combined County Authority and the Mayor; it seeks to provide strategy advice and guidance through representation of the 'business voice' in support of the exercise of Combined County Authority and Mayoral functions.

The Committee may appoint one or more sub-committees for the purpose of discharging any of the Committee's roles or responsibilities.

### Purpose

The Business Advisory Committee:

- sits as the strategic business voice to the Combined County Authority Board, the Mayor, Combined County Authority Committees and Officers. Providing strategic business advice on economy, business, skills, transport, employment, housing, UKSPF and future devolution deals
- act as the lead business voice to the Combined County Authority for the region, representing business to the Combined County Authority
- take a lead role in the development of economic growth strategy iterations for the Combined County Authority through close working with the Combined County Authority and the responsible Chief Officer, and the relevant Combined County Authority Lead Member
- develop proposals for strategy and key policy for Combined County Authority consideration, engaging key stakeholders and partners in order to assist delivery of the Combined County Authority's strategic objectives
- engage specific business sectors as and when required to provide advice, guidance and responses to consultation to the Combined County Authority
- membership will individually act as sector champions for their areas of expertise – leading on engaging with local and national networks, bringing insight into Combined County Authority discussions, and supporting stakeholder engagement with Combined County Authority officers on specific pieces of work
- work with the Combined County Authority to identify key opportunities to engage the business community on influencing priorities with Government and maintain a role of developing local networks to support this.

### Membership

The membership of the Business Advisory Board shall consist of a minimum of 16 members as follows:

#### Private Sector Representation (At least 10 Representatives)

- Upper Tier Business (minimum of 3)
- Business sectors with significant chance of investment (minimum of 4)
- Wider geographical representation of small and medium sized businesses (minimum of 3)

### Business Representation Organisations (1 Representative)

- East Midlands Chamber of Commerce

### Employee Representation (1 Representative)

- Employee and wider trade union movement

### Public Sector Representation (4 Representatives)

- Mayor (in context as the Mayor)
- Relevant CCA Lead Member (envisaged to be Economic Growth or Business & Innovation or similar)
- Lead Member/ Chair of the Skills & Employment Committee
- Chair of the Innovation Advisory Board of the Combined County Authority

*Private Sector representation will be recruited to through an open recruitment process.*

*Business Representation Organisation and Employee Representation will be proposed by Officers and approved at the Business Advisory Board.*

*Public Sector Representation will be determined by the Combined County Authority Board.*

### Voting Membership

- Private Sector Representation
- Business Representation Organisation
- Employee Representation

### Non-Voting Membership

- Public Sector Representation

### **Chairing the Committee**

The Business Advisory Board Chair will be a Business Representative, who is nominated by the Mayor and confirmed by the Combined County Authority.

In the absence of the appointed Chair the Business Advisory Board will appoint a Chair for the meeting. The Chair of the Business Advisory Board will become an Associate Member of the Combined County Authority Board.

### **Business Advisory Board Roles**

The Business Advisory Board will nominate a representative to sit as an embedded non-voting member of the following Combined County Authority governance bodies:

- Transport Advisory Committee
- Skills & Employment Advisory Committee
- Investment Committee

The role of these embedded members will be to represent the business voice and the view of the Business Advisory Board on thematic topics.

## Quorum

The quorum will be 6 voting members including the Chair (or Deputy Chair)

## Voting

Any matters that are to be decided by the Business Advisory Board are to be decided by consensus where possible.

When a vote is required, only voting members of the Business Advisory Board will be entitled to vote at meetings, the Chair does not exercise a casting vote.

## Frequency

There will be a minimum of four Business Advisory Board meetings each municipal year, meetings are not required to be held in public with provision for Public Forum.

## Key Functions

- **Economic strategy and strategic direction.** A core function of the Business Advisory Board, working with the CCA Board and Committees, is to use its business leadership perspective to advise the CCA Board on economic strategy, with clarity over the respective roles of the two Boards – the Business Advisory Board advising, shaping and developing, the CCA Board owning and deciding.
- **Advisory.** Given that responsibility for funding decisions will have been moved away from the LEP to the Combined County Authority, a core purpose of the Business Advisory Board should broaden out to providing strategic advice from the perspective of the local business leadership to EMCCA, specifically in respect of funding decisions, and more widely in its delivery of an economic growth strategy and interventions. This should include bringing business expertise to unblocking relevant issues and supporting making the case for investment into the East Midlands.
- **Clear business voice.** To strengthen the impact of this advisory role, the Business Advisory Board can make use of existing networks and professional bodies to bring a wide range of business insights to the development of ideas and advice to the CCA.
- **Business engagement.** The Business Advisory Board will be active in helping the CCA engage with businesses, for example to promote relevant interventions or funding programmes to targeted sectors, including the third sector, and creating alignment with other business bodies such as the Chamber of Commerce and Federation of Small Business.
- **Lobbying Government.** By focussing on this advisory role and strengthening the business voice, the Business Advisory Board could further leverage the influence of its members to strengthen the region's lobbying work with central government to secure the policy and investment needed to tackle economic growth challenges. This role will be critical in helping secure future devolution deals.
- **Relationship with the CCA Board and ways of working.** The Business Advisory Board should aim to provide independent, business-led advice in a form and timely manner that has the greatest value to Derbyshire and Nottinghamshire and the CCA Board. To be effective regular engagement between Business Advisory Board members, the Mayor and the CCA leadership and operational management is important.

Support the Mayor, Combined County Authority and the relevant Lead Member by:

- Providing advice and support to Mayoral and Combined County Authority activity
- Helping engage with wider stakeholder networks and activity

- Identify and scale up existing good practice within the Combined County Authority region, including cross portfolio working, improvements and initiatives
- Identify and secure resources to deliver new opportunities

### Review

The terms of reference are to be reviewed on an annual basis by the Investment Committee. The role and arrangements of the Investment Committee will be reviewed on an annual basis by the Combined County Authority

# Business Advisory Board Member Role Profile

## Business Advisory Board Member Profile

Business Advisory Board members should be able to demonstrate:

- High level and broad management skills, both at a strategic and operational level, utilised in a complex organisation or SME.
- An understanding of how to translate local, regional, national government policy into workable, strategically focused on delivery and improvement.
- Well networked with an extensive knowledge of the needs of specific sectors/stakeholders including barriers to business growth (e.g., skills and transport) and their impact upon the East Midlands particularly from the growth and enabling sectors.
- Political Awareness with the ability to proactively engage in influencing the shaping of policy and lobbying government.
- A knowledge of designing and implementing approaches to working to constantly assess and challenge the effectiveness and efficiency across a broad range; not limited to a single specialism.
- The knowledge and expertise to be a change management leader for the East Midlands
- Business Board members will create space to have policy and strategy discussions with the CCA Board and officers.

Business Advisory Board members should utilise their skills, knowledge, and passion to drive forward and progress the work of the Business Advisory Board:

- in providing advice and support to CCA activity
- in helping engage with wider stakeholder networks and activity
- to identify and scale up existing good practice within the CCA region, including cross portfolio working, improvements and initiatives
- to identify and secure resources to deliver new opportunities
- to work with the CCA public affairs function to identify key opportunities to engage the business community on influencing priorities with Government and maintain a role of developing local business networks to support this.
- to take a partnership approach and culture should be established between Boards whereby the Business Board can provide timely advice on decisions to be taken by the CCA Board.
- to develop the necessary relationships with other business forums in the region such as the Chamber of Commerce and that it has the capability to engage appropriate business sectors/clusters as required by the Combined County Authority for key consultations.

**Business Advisory Board members will be expected to be able to individually act as sector champions for their areas of expertise, leading on engaging with local and national networks, bringing insight into CCA discussions, and supporting stakeholder engagement with CCA officers on specific pieces of work.**

## Business Advisory Board Recruitment: Person Specification

The recruitment process for Business Advisory Board membership should utilise the following person specification:

Business Advisory Board members should:

- have a strong commitment to, and understanding of, the EMCCA region and in particular the drivers of and challenges faced by the East Midlands economy
- have substantial business skills and experience gained at a senior level and be a credible individual with the stature to lead and influence
- have substantial experience of chairing groups or boards of senior executives, of providing leadership and of inspiring and motivating colleagues and stakeholders
- be independently minded – providing detachment and clarity in the development of strategy and the identification of opportunities
- have the ability to set strategic direction and to quickly understand and analyse and distil complex issues into coherent and practical actions
- have strong interpersonal and communication skills, be articulate and passionate, have an ability to influence and network, to deal with media attention and to represent the Business Advisory Board and its actions
- have experience of providing leadership in a partnership environment and have a strong commitment to collaborative and partnership working, including with the public sector
- have a genuine interest and understanding of the challenges facing the business community
- have a total commitment to equality of opportunity and diversity, including an understanding of the barriers and challenges faced by economically or socially excluded groups

It should be noted that applications will not be considered if the individual:

- is a member, officer of the Combined County Authority, or a County Council, Borough Council, District Council within the area served by the Business Advisory Board, or otherwise employed under the direction of a local authority;
- is a non-executive director or officer of an NHS Trust;
- is subject to a bankruptcy restriction order or interim order;
- is subject to a sexual risk order or be on the sexual offender's register;
- is subject to a civil injunction or criminal behavior order;

- is disqualified from acting as a director, a charter trustee or charity trustee
- within five years before the date of submission of application, have been a director or person of significant control of a company subject to a creditor's compulsory liquidation
- within five years before the date of submission of application, have been convicted of any offence and have had passed on them a sentence of imprisonment, whether suspended or not, for a period of not less than three months without the option of a fine.
- is an active member of parliament, serve as an officer in any recognised political party or make substantial personal contributions to any recognised political party.