**Innovation Way Co-ordination Group (IWCG)**

Terms of Reference

**Group Type**

The Innovation Way Co-ordination Group (IWCG) is an advisory, facilitation, information and communications sharing forum.

**Group Purpose & Objectives**

**Purpose**

The purpose of the group is to ensure successful (effective and efficient) delivery of major regeneration projects in and around the Castle Hill area of Dudley including, at this time, the Very Light Railway Innovation Centre (VLRIC), Institute of Transformative Technology (IoTT), Black Country Living Museum (BCLM): Forging Ahead programme alongside the Metro Wednesbury to Brierley Hill Extension (WBHE) project.

**Objectives**

The primary outcomes and outputs (objectives) associated with the in-scope regeneration projects are highlighted below:

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| Very Light Railway Innovation Centre  (VLRIC) | * Flagship innovation centre for emerging technologies * Bringing 2km stretch of railway back into use * Increase co-operation between industrial enterprises and research enterprises bringing innovation in supply chains through new relationships. * Increase co-operation between regional and local public sector organisations / bodies * After 3 years of operation: £8.5m net additional GVA, after 10 years £35.9m (How does this break-down for monitoring purposes) |
| Institute of Transformative Technology (IoTT) | * Purpose designed facilities to address regional Science, Technology, Engineering and Maths (SMET) skills shortage. * Teaching from level 4 to 7 (majority levels 4 to 5) * Bringing together further and higher education providers with employers. * TBD (replay any stated / agreed quantifiable benefits stated attached to funding &/or local planning application(s) for monitoring purposes? |
| Black Country Living Museum (BCLM): Forging Ahead programme | * Increasing the existing site by a third through provision of new 1940’s to 1960’s town to include a pub, shops, hairdressers and NHS clinic. * Improved entrance way, car park and visitor centre for up to 5000 visitors per day * New contemporary learning centre and complementary industrial learning space * Employment, apprenticeship and volunteer opportunities for local people * TBD (replay any stated / agreed quantifiable benefits stated attached to funding &/or local planning application(s) for monitoring purposes? |
| Metro Wednesbury to Brierley Hill Extension (WBHE): off-road | Castle Hill regeneration area contributions to the following stated targets:   * 250% increase in delivery of new homes * 36% increase in commercial floor space * 29% increase in jobs * Doubling the economic output * 46% increase in council tax receipts * 160% increase in Business Rates |

To achieve this purpose and these objectives the Group will:

* Provide timely support, guidance / advice and direction, where appropriate, on matters affecting project delivery
* Create and foster an open, transparent and collaborative working environment both within the Group and its associated or linked project delivery teams supported by a common / consistent Project Status Reporting (PSR) regime
* Identify, resolve and mitigate key issues, risks &/or critical dependencies impacting project delivery
* Ensure legislative requirements are fulfilled
* Agree and clarify, where necessary, the delivery roles, responsibilities and commitments of DMBC, individual project delivery partners, appointed consultants &/or prime (works) contractors
* Ensure DMBC resources are aligned and managed to support the delivery of the projects with respect to funding, monitoring and compliance of any funding, construction and maintenance
* Agree matters outside the control &/or ability of the Group to resolve including high priority risks / issues and proposed project delivery changes for escalation within respective DMBC &/or project delivery partner management teams or the Dudley Town Centre Area Board (DTCAB).

**Group Protocol**

The success of the group relies on members engaging with it and the adoption of reciprocal Values & Behaviours. Appropriate DMBC corporate values and behaviours are highlighted in Appendix A.

**Group Scope**

The group will be responsible for supporting successful delivery of the following projects and cross-cutting workstreams

**In-scope Projects:**

Design, build and transition to operation of:

* Very Light Railway Innovation Centre (VLRIC)
* Institute of Transformative Technology (IoTT)
* Black Country Living Museum (BCLM): Forging Ahead programme
* Metro Wednesbury to Brierley Hill Extension (key interface points, dependencies &/or adjacencies)

**In-scope Supporting (cross-cutting) Workstreams:**

* Communications & Engagement (overseen in turn by a Joint Communications Co-ordination Group)
* Local Planning & Building Control
* Highways (incl. Planning, Traffic Management & Utilities Master Planning)
* Property (land, building &/or asset acquisition, transfer and sale)
* Public Realm (Complementary Measure &/or Enhancements)
* Finance (costs / budget)
* External Funding & Compliance Monitoring
* Finance (cost & budget) Monitoring

**Out-of-Scope**

Other DMBC regeneration projects including Porterfield, Leisure Centre and Dudley Interchange.

**Group Authority**

The Group will operate under the following delegations:

Matters &/or decisions of a material nature emanating from IWCG affecting in-scope projects shall be progressed and addressed by or through individual Project Boards &/or Project Managers / Direct Delivery Teams.

**Group Membership**

**Full-Time (Core) Members:**

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| --- | --- | --- |
| **Project** | **Name** | **Title (& Role)** |
| Cross-Project | Vicky Smith | Head of Projects & Delivery (Chair), DMBC |
| Jacki Lakin | External Funding & Compliance Monitoring Lead, DMBC |
| Clare Marshall | Communications & Engagement Lead, DMBC |
| VLRIC Project | Adam Westwood | Project Manager  New Heritage Trust |
| IOTT Project | Steve Johnson | Project Manager  Dudley College |
| Forging Ahead Project | Huw Davies | Project Manager  Black Country Living Museum |

**Part-Time (Extended) & Reporting Members** (\*)**:**

|  |  |  |
| --- | --- | --- |
| **Project** | **Name** | **Title (& Role)** |
| Cross-Project | Neil Lissimore | Highways Lead, DMBC |
| Peter Reid | Local Planning & Building Control Lead, DMBC |
| Mary Cox | Property Lead, DMBC |
| Liz Dickinson | Public Realm Lead, DMBC |
| Dave McNaney | Finance Monitoring Lead, DMBC |
| Metro WBHE Project | Marilyn Grazette | Project Sponsor  Transport for West Midlands (TfWM) |
| VLRIC Project | TBD | TBD  Project Manager (Prime Contractor) |
| IOTT Project | TBD | TBD  Project Manager (Prime Contractor) |
| Forging Ahead Project | TBD | TBD  Project Manager (Prime Contractor) |

(\*) By invitation / exception against specific standing &/or extra-ordinary agenda items

**Chair - Role & Responsibilities:**

* Leading the group to ensure it operates in accordance with the agreed ToR
* Managing the membership and attendance to ensure it remains effective
* Acting as an ‘arbiter’ for the escalation of risk, issue &/or project change resolution outside the control or authority of the group (through relevant management teams / channels within DMBC or Delivery Partners)
* Convening and administering meetings in line with the agreed ToR at the agreed frequency

**Core + Extended Members - Role & Responsibilities:**

* Attending each meeting and where this is not possible ensuring suitable delegates attend on their behalf subject to prior approval from the Chair
* Recommending guest attendees when required
* Providing accurate and timely Project Status Reports related to their particular projects &/or workstreams
* Proposing and agreeing ‘non-standard’ agenda items with the Chair in advance of scheduled meetings and preparing relevant support papers for discussion.
* Undertaking wider stakeholder engagement and approval where required / agreed by the Group

**Group Meeting Arrangements**

**Frequency & Timing:** Meetings shall be held monthly up to three (3) days ahead of scheduled (monthly) Dudley Town Centre Programme Board meetings.

**Duration:** 2.5 hours (nominal), 0930-1200hrs

**Location:** DMBC and Delivery Partner offices on a rotating basis.

**Quorum:** Not applicable due to meeting type and authority.

**Standard Agenda:**

1. Introductions and apologies (as appropriate)

2. Approval of previous meeting records

3. Review of open / outstanding actions

4. Presentation of VLRIC, IOTT and Forging Ahead Project Status Reports by Delivery Partner Project Managers (supported by Prime Contractor Project Managers &/or delivery team specialists by invitation) in the form prescribed at Appendix B.

5. Communications & Engagement Report (DMBC Lead)

6. Rotating &/or targeted workstream reviews (informed by latest Project Status Reports, prevailing high priority : proximity issues / risks &/or specific request)

7. AOB

**Procedure(s):**

Draft reports &/or supporting papers shall be submitted at least 5 working days in advance of scheduled meetings to the Chair. An agenda will be issued at least 3 working days in advance of the scheduled by the Chair.

**Records:**

Summary minutes &/or notes will be produced by the Chair supported by a ‘rolling’ Action Tracker and distributed to relevant group members within 5 working days of completed scheduled meetings.

Note: the Group shall consider establishing a joint on-line Shared Folder (Sharepoint) environment for the purposes efficiently distributing group material.

**Group Reporting**

The group shall informally report to DMBC Regeneration & Enterprise Strategy Group and individual Project Boards / Steering Groups for reference &/or resolution of immediate escalation matters and collectively to the Dudley Town Centre Area Board.

**Group Resources and Budget**

The IWCG shall operate within the allocated resources of DMBC and its Regeneration Delivery Partners

**Group Deliverables &/or Outputs**

The Group shall generate, as required, the following key deliverables &/or outputs:

* Aggregated Town Centre Area Board Reports (format and content to be defined)
* Strategic Project Change Requests (standard to be agreed)
* Meeting notes and record (narrative reflecting key discussion points and decisions)
* Rolling Action Tracker (to be updated and appended to Meeting notes

On a wider basis and through the agreed sub-teams:

* Joined-up delivery programmes (schedule)
* Joint RAID’s Log
* Joint inter-dependency maps
* Joint Communications & Engagement Plans
* Individual Project &/or Workstream Reports
* Finance & Funding Monitoring Reports
* Outcome & Output Monitoring Reports

**Group ToR & Performance Improvement Review**

This ToR will be reviewed on a quarterly basis &/or as required to adapt to key stakeholder, key project delivery needs and with a view to improving the performance of the Group.

**Version Control**

**History**

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| --- | --- | --- | --- |
| Version No. | Author | Purpose / Change(s) | Date |
| 0.1 | Ray Windless | First ToR draft | 200212 |
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**Approval(s)**

|  |  |  |  |
| --- | --- | --- | --- |
| Version No. | Reviewer / Review Group | Review  Date | Review Outcome &/or Actions |
| **1.0** | DMBC IWCG Chair  IOTT, BCLM & VLRIC Project Managers / SRO’s | TBD | Approved |
|  |  |  |  |
|  |  |  |  |

**Signed:**

See over page

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| --- | --- |
| Dudley MBC | Regeneration Delivery Partners:  Senior Responsible Officers (SRO’s) &/or Project Managers |
|  |  |
| Vicky Smith | Bill Kirk |
| IWCG Chair & DMBC Head of Projects & Delivery | Director  Very Light Railway Innovation Centre (VLRIC) Project  New Heritage Regeneration |
| Date: | Date: |
|  |  |
| Helen Martin | TBD |
| Regeneration & Enterprise Director | Director / Manager  Institute of Transformative Technologies (IOTT) Project  Dudley College |
| Date: | Date: |
|  |  |
|  | Andrew Lovett |
|  | Director  Forging Ahead  Black Country Living Musuem |
|  | Date: |

**Appendix A**

**DMBC Values & Behaviours** (Extract)

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| **Working together**   * Spot when others are overloaded and offer to help out * Build relationships and trust * Demonstrate a supportive and collaborative approach with directorates, colleagues and partners * Break down silos * Share priorities and ownership of problems   **Excellence**   * Be customer focused * Celebrate success and good practice * Look outwards at other examples of best practice * Be committed to high standards * Take pride in your work and that of your team * Encourage creativity and innovation * Regularly review and look to improve     **Determination**   * Take informed risks to make things happen * Lead by example * Have the drive to get results * Challenge constructively * Be willing to leave your comfort zone * Don’t give up when things get difficult * Do what you say you are going to do * Resolve conflict and find solutions * Challenge poor performance and have difficult conversations   **Empowerment and respect**   * Listen and ask questions – understand the issues and why they matter * Start with people’s strengths and what’s good in the community rather than problems * Be passionate, caring and empathetic with the community and colleagues * Say thank you * Respect and commit to equality and value diversity   **Accountability**   * Take responsibility for our actions * Act with integrity * Tackle inappropriate behaviour and reinforce good behaviour * Take time to give constructive feedback * Be open, honest and transparent about what we are doing and why * Explain and stand by difficult decisions * Be self-aware * Be receptive to feedback from residents, employees and partners   **Simplicity**   * Communicate things clearly and simply, and appropriate to the audience * Keep focussed on the bigger picture * Clear decision making (devolved where possible) * Self-service systems which are easy to use * Adopt lean processes * Support people to only have to “tell us once” |

**Appendix B**

**Project Status Report (PSR) Format**

