



Centre for the New Midlands – Leadership Board

Terms of Reference (ToR)

Date: January 2026

1. Purpose

The Leadership Boards of the Centre for the New Midlands provide strategic, industry specific guidance, insight and oversight to support the Centre for the New Midlands (CNM) in achieving its mission to shape policy, drive collaboration, and promote a ‘better’ West Midlands region.

The Leadership Boards support the strategic direction of the Centre’s core workstreams:

- Housing and Communities
 - Digital
 - Infrastructure
 - Employability and Skills
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2. Objectives

The Leadership Boards will:

1. Provide industry expertise to ensure that CNM is focussed on the real challenges and opportunities facing the relevant subject areas
2. Support the development, creation and sourcing of thought leadership to provide the region with key insights relevant to the workstream
3. Take a proactive role in shaping and supporting the Centre’s events agenda
4. Support our other Workstreams – Offer insight, challenge, and support to the development and delivery of the Centre’s four thematic workstreams

5. Champion the Centre – Act as ambassadors for CNM, promoting its work across professional networks, government, and the wider Midlands community
 6. Foster Collaboration – Encourage cross-sector partnerships and alignment between public, private, academic, and voluntary organisations.
 7. Identify Opportunities – Highlight emerging challenges, opportunities, and policy developments relevant to CNM’s focus areas.
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3. Membership

- The Board shall comprise a balanced mix of representatives from academia, business, local government, and the voluntary/community sectors
 - Membership is by invitation from the CEO or the Chair of the respective Leadership Board
 - Members serve in a voluntary capacity and are expected to bring their expertise, networks, and strategic insight to the group
 - Substitutions are discouraged to ensure continuity and consistency of input
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4. Roles and Responsibilities

Chair:

- Lead the Advisory Board, ensuring meetings are conducted effectively and the Board’s activities align with the Centre’s strategic priorities
- Represent the Board in public-facing events and forums
- Facilitate discussions and ensure that decisions are made in a collaborative and inclusive manner

Members:

- Attend Board meetings regularly and actively participate in discussions and decision-making processes
- Offer guidance and expertise on strategic issues, helping to shape the Centre’s programmes and policies
- Leverage their networks to promote the Centre’s initiatives and secure partnerships or funding
- Act as ambassadors for the Centre in external relations, building the Centre’s profile and reputation
- Whilst not compulsory, we expect that members will seek to bring their employers into the Centre’s Reimagining the Region network

5. Meetings

- The Leadership Boards will meet approximately every six weeks, typically in person or at venues across the Midlands
 - Additional meetings may be convened as required, including virtual sessions
 - A quorum shall be 50% of the membership, including the Chair (or delegate)
 - Meeting agendas and papers will be circulated at least five working days in advance
 - Minutes and agreed actions will be recorded and distributed within ten working days after each meeting
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6. Reporting and Accountability

- The Leadership Board provides strategic advice and guidance to the CNM CEO, with the Board's Chair also sitting on the Centre's Advisory Board
 - The Board does not have formal decision-making powers over CNM governance, finances, or operations.
 - The Centre for the New Midlands will provide meeting coordination, documentation, and administrative support (where required)
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7. Term and Review

- Membership and the effectiveness of the Board will be reviewed annually
 - Terms of Reference will be updated as needed to reflect CNM's evolving strategic priorities
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8. Conduct and Confidentiality

- Members are expected to act in the best interests of the Centre, upholding its values of collaboration, innovation, and inclusivity
- All discussions and papers should be treated as confidential unless otherwise agreed