



## **Lancashire Enterprise Partnership Limited**

**Private and Confidential: NO**

**Date:** 12th December 2018

### **LEP Chair Job Description and Person Specification - Result of Public Consultation**

(Appendices '1' and '2' refer)

**Report Author: Graham Cowley; grahamcowley15@gmail.com**

#### **Executive Summary**

This report summarises the consultation feedback on the draft Job Description and Person Specification for the role of Chair of Lancashire Enterprise Partnership and proposes consequent revisions to produce the final draft for use in the recruitment process.

In addition, progress with commissioning recruitment support is noted as well as reference to the current position regarding the recruitment of 2 new LEP Directors.

#### **Recommendation**

The Lancashire Enterprise Partnership Board is asked to:

- (i) Note the consultation feedback in Appendix 1 to the report and the recommended revisions to the draft LEP Chair Job Description and Person Specification;
- (ii) Approve the Job Description and Person Specification document in Appendix 2 to the report for use in the Chair recruitment process, subject to future advice from our recruitment consultants;
- (iii) Note progress with commissioning Chair recruitment support and with the recruitment of two new LEP Directors;
- (iv) Seek advice from our recruitment consultants and the LEP Network with regard to Chair time commitment and remuneration with the views of LEP Board Directors to be sought at the Board meeting.



## **Background and Advice**

### **1 Introduction**

- 1.1 On 6th November 2018, LEP Board approved a draft LEP Chair Job Description for the purpose of consultation with the business community in accordance with Government requirements and with public sector stakeholders. The report outlined a recruitment programme that targets the recruitment of a new LEP Chair by April 2019.
- 1.2 Consultation emails were sent to all Lancashire Local Authority Leaders and MP's as well as a wide range of business and 3rd sector organisations, requesting feedback by 30th November.

### **2 Consultation Feedback**

- 2.1 Appendix 1 to this report lists all feedback received by the deadline together with recommended amendments to the draft document.
- 2.2 Appendix 2 to the report shows the recommended final version of the Job Description and Person Specification amended in accordance with the recommendations in 2.1 above.
- 2.3 The main areas of comment received from consultees were as follows:
  - Prioritisation of key attributes
  - Confident and proficient at dealing with all media
  - Nationally recognised business leader
  - Importance of cross-LEP working
  - Maximising investment into Lancashire
- 2.4 One MP and our local authority LEP directors made the recommendation that the time commitment should be increased to reflect the onerous nature of the role. Local authority LEP directors also suggested remuneration for the role. It is proposed that advice is sought from LEP Network and our recruitment consultants, with a view to attracting the best possible field of candidates, before finalising our approach to these issues. Views of other LEP Directors on these suggestions will be invited at the Board meeting.

### **3 Commissioning recruitment support and recruiting two additional LEP Directors**

- 3.1 In accordance with the resolution of the LEP Board on 6th November 2019, quotations for recruitment support were invited from 3 well recognised companies with appropriate experience and track record. Specific note was made of the LEP priority to attract a diverse field of applicants and consultants were required to provide evidence of innovation and use of best practice in this regard. Feedback from the market indicated that our initial budget estimate would be insufficient for



the specified service so this was raised to ensure we retained the interest of a list of consultants of the required quality.

- 3.2 One quotation was received on Wednesday 28th November and two failed to submit, with one citing their own organisational issues and the other simply failing to submit. A further request for quotations to additional experienced companies was issued on 3rd December and an oral update will be given to the LEP Board at the meeting. The search process will begin in accordance with the programme previously reported, slippage having been built in, and progress will be reported to the LEP Board on 22nd January 2019 together with the consultant recommendations on the remaining recruitment process.
- 3.3 Directors are requested to note that the recruitment of two additional Directors with skills and experience to be SME Champion and represent the area of Skills and Technical Education has resumed in accordance with the Board report in November. Shortlisting was carried out in consultation with the County Council, in the capacity of representative of the Company Member with the authority to appoint Directors, and applicants invited to interview in January 2019. Interviews will be carried out by 3 Directors, 2 from the LEP Executive Committee, supported by the Interim LEP Transition Director and it is anticipated that appointments will be made immediately afterwards.

### **List of Background Papers**

LEP Board Report 6th November 2019: LEP Chair Draft Job Description and Person Specification



**APPENDIX 1**

**LEP Chair JD/PS feedback 12th to 30th November**

Name	Organisation	Feedback	Date received	Recommended revision
Nigel Evans MP	MP	<p>The Chair should have sufficient time to commit to the role wholeheartedly.</p> <p>The Chair's focus should be fully focused on the needs of the LEP.</p> <p>The Chair should have good connections in Lancashire and beyond.</p> <p>The Chair should have a successful track record within the business field, and currently active if possible.</p> <p>The Chair should have imagination and a vision of where the LEP should be in ten years' time.</p>	14th Nov	<p>Review advertised time commitment with consultants</p> <p>Strengthen vision to incorporate LEP vision as well as Lancashire</p> <p>Move connections and networking skills into Key Attributes section</p>
Babs Murphy	North and West Lancs Chamber	<p>Whilst it mentions the requirement of excellent communication skills, I would recommend that a distinction in public speaking is essential.</p>	14th Nov	<p>Strengthen ability to represent Lancashire confidently in public and media</p>
Ian Moran	Leader, West Lancs BC	<p>It will be important to have someone in this role who has really good links and networking skills, who can build relationships, both within Lancashire and beyond with neighbouring LEPs and at a national level with government.</p> <p>We see great opportunities for our part of Lancashire, and indeed other parts of Lancashire, because of the development of the Superport, HS2 and Northern Powerhouse, and I want to make sure that we can benefit from</p>	21st Nov	<p>Strengthen business connections and networking skills and move into Key Attributes section</p>



Name	Organisation	Feedback	Date received	Recommended revision
		the growth, jobs and investment this can bring to the area.		
Paul Foster	FSB	<p>Ideally we would like to see someone who has experienced their business journey in Lancashire ie has started and grown an enterprise within the County and can relate to businesses who are at the various stages of that journey currently. While we understand that we need someone who has knowledge / experience of the political / governance frameworks and gets the lingo (!) we feel that this can be picked up and that an inspirational Lancastrian who existing business owners can relate to is more important. We feel it is important that the Chair is MD / owner of a Lancashire-headquartered business rather than someone who may have taken over the reins of a growing business which happens to be based in the county at present.</p>	23rd Nov	<p>At the October workshop, LEP Directors discussed the need for the Chair to have strong links to Lancashire but decided against requiring the Chair to be based in a Lancashire business currently.</p> <p>No revision in this regard, but strengthen the need for an inspirational leader who can relate to MD's of all types of Lancashire businesses</p>



Name	Organisation	Feedback	Date received	Recommended revision
Geoff Driver	Leader Lancashire County Council	<p>A strong acknowledgement of the LEP review and the need to attract a Chair who can lead the organisation through a period of challenging and exciting change</p> <p>A strong and robust case to attract a Chairperson who can work with all our current and future partners from the private and public sector and advocate strongly for Lancashire in promoting the county and its economy both domestically and overseas</p> <p>A strong focus on all aspects of the Lancashire economy, particularly the rural economy as well as ensuring we focus on narrowing the gap between the most affluent and deprived communities in the county</p> <p>Greater focus on diversity, gender and BME and the need for recruitment support demonstrating a track record of achieving this</p>	23rd Nov	<p>Strengthen reference to LEP review heralding a time of challenging and exciting change</p> <p>Strengthen ability to be able to work with all public and private sector partners</p> <p>Strengthen focus on Lancashire economy and narrowing the gap between most affluent and deprived communities</p> <p>Strengthen focus on diversity on the Board</p> <p>Ensure recruitment consultants have strong record for assembling diverse shortlists of candidates</p>



Name	Organisation	Feedback	Date received	Recommended revision
David Holmes	BAe Systems	<p>The JD/PS contains many attributes and it is unlikely they will all be found in a single person. So it would be sensible to prioritise the most important. In that regard I feel the list of key attributes should incorporate:</p> <p>Business acumen, track record of growing successful business Media savvy - must be able to confidently represent Lancashire Strong connection to Lancashire Knowledge of current Lancashire business environment is initially secondary but will need to develop to ensure credibility with the business community</p> <p>In future I suggest the new Chair considers creating Job roles for all Directors with a requirement to adhere to the spirit and intent of the organisation when carrying out that role. I also recommend that fixed term limits (say 3yrs+1+1+1) should be considered for all Directors but, in the interest of retaining knowledge and experience, would suggest the LEP avoids creating churn exceeding 20% per annum.</p>	23rd Nov	<p>Create key attributes section incorporating business acumen, track record of growing successful business, media savvy (able to confidently represent Lancashire in media), strong connection to Lancashire. Redefine remaining essential criteria as “desirable”.</p> <p>Carry forward suggestions about Job Roles for Directors, requirement to adhere to spirit and ethos, fixed terms, managed churn.</p>
Mark Smith	Lancaster University	A nationally recognised business leader with strong connections to Lancashire, who can confidently represent the	16th Nov	Strengthen the key attributes of nationally recognised business leader who can



Name	Organisation	Feedback	Date received	Recommended revision
		county through all forms of media		confidently represent Lancashire in all media
Miranda Barker	East Lancs Chamber of Commerce	<p>fully agree with the details within both documents as they stand, but would suggest some additional areas to consider incorporating in some way, shape or form</p> <ul style="list-style-type: none"> <li>• The LEP needs to capitalise on Lancashire’s past success achieving European structural funding impact in order to maximise its eventual share of the UK Shared Prosperity Funding</li> <li>• Broaden the business support offer to feature specialist individual business support across all key local sectors</li> <li>• and work to drive its macro-economic development impact across the widest possible Lancashire geography to maximise Lancashire’s economic output</li> <li>• be a leader in stimulating cross LEP/Pan-North West working to maximise economic benefit for all</li> <li>• Create a strong single focused leadership voice for Lancashire, apolitical and pro-business, to</li> </ul>	28th Nov	<p>Reference maximising funding investment into Lancashire</p> <p>Strengthen leadership qualities to stimulate cross LEP/pan-northwest working to maximise economic benefit for all</p> <p>Strengthen “Apolitical strong pro-business voice”</p>





Name	Organisation	Feedback	Date received	Recommended revision
		enable government and devolved sub-regions to liaise effectively with Lancashire as a strong and equal partner		
Liz Bromley/Lynne Livesey	UCLAN	Our only suggestion would be to reference the importance of the skills and employment priorities for the county as this is aligned to the strategic and co-ordination activities of a Local Industrial Strategy ie bringing partners together from public, private and third sectors to identify local strengths and challenges. At UCLan and at other education partners across the county we believe that unlocking the talent potential to learn, train and develop skills and employability in Lancashire is essential if we are to close the productivity gap.	29th Nov	Strengthen importance of skills and employment to Lancashire
Cllr Geoff Driver on behalf of local authority LEP Directors	Local authority LEP Directors	we should increase the time commitment requirements for the Chair in the Job Description to 10 days a month which we expect to be a more realistic assessment of the demands of the role. We also believe that we should look to remunerate the post sending a clear message to the market that we are serious about the success of our LEP.	30th Nov	Review advertised time commitment and potential remuneration with consultants

## APPENDIX 2 - Final Draft

### Lancashire Enterprise Partnership - Recruitment of Chair

#### Job Description and Person Specification

*The final document, with advice from our recruitment consultants, will contain a preamble celebrating the achievements of the Lancashire Enterprise Partnership, its future opportunities, and a statement from the current Chair.*

#### **Job Context**

After 7 highly successful years, our current Chair has decided to stand-down from leading the Lancashire Enterprise Partnership to focus again on his own business interests, creating an opportunity for a new Chair to lead this highly regarded Local Enterprise Partnership.

In July 2018 the Government completed a national review of Local Enterprise Partnerships and outlined a clear focus on four activities to support the development and delivery of their Local Industrial Strategies at this time of challenging and exciting change:

- **Strategy:** Developing an evidence-based Local Industrial Strategy that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across their area.
- **Allocation of funds:** Identifying and developing investment opportunities; prioritising the award of local growth funding; and monitoring and evaluating the impacts of its activities to improve productivity across the whole economy.
- **Co-ordination:** Using their convening power, for example to co-ordinate responses to economic shocks; and bring together partners from private, public and third sectors.
- **Advocacy:** Collaborating with a wide range of local partners to act as an informed and independent voice for their area

In order to effect this role, the Chair of the Lancashire Enterprise Partnership will ensure the organisation has the capability to deliver on the fundamental task of generating inclusive economic growth, including analysing evidence of economic strengths and weaknesses of Lancashire; identifying the priority areas for investment; and to develop an investment plan to secure necessary funding to take this work forward.

To ensure effective and efficient focus on the priorities for local economic growth and to deliver impact, there should be robust monitoring and evaluation programmes used to inform decisions around awarding, continuing or withdrawing funding.



## **The Role of the Chair**

- Provide visible leadership and strategic direction to the Lancashire Enterprise Partnership Board, translating an ambitious strategic vision into a deliverable Local Industrial Strategy.
- Chair and develop an effective Board of Directors.
- Drive the development of innovative commercial approaches to deliver productivity and growth improvements.
- Work with the LEP Executive to maximise investment into Lancashire and to direct investment, where possible, to narrow the gap between our most affluent and most deprived communities.
- Forge and protect long-term relationships with Lancashire's businesses to help deliver their growth objectives and potential and support the wider growth of Lancashire, including its sectors and supply chains.
- Maintain a clear, evidence-based knowledge of the strengths and weaknesses of the Lancashire economy and the opportunities for growth.
- Act as an advocate for Lancashire and be able to represent the concerns of its people, institutions and businesses, both locally, nationally, internationally and at the highest levels of Government.
- Hold stakeholders to account for delivery, ensuring tough decisions are taken.
- Play a leading role in regional and national initiatives by building collaboration with other Local Enterprise Partnerships including through participation in the Northern Powerhouse (N11) forum.
- Support, motivate and hold to account the Executive Team in its delivery of strategies, plans, targets and budgets.
- Lead the Board in its scrutiny of the Executive Team in delivering strategies, plans, targets and budgets effectively.
- Ensure the Lancashire Enterprise Partnership is managed as a going concern and that commercial investment models underpin its future sustainability.
- Work with the Accountable Body and Executive Team to ensure the highest standards of public and company governance, financial control and conduct of financial affairs.
- Allocate specific roles and responsibilities to Board Directors; supporting and holding them to account for their delivery, with particular regard to the importance of skills and employment, business support, innovation and programme delivery.

## **Key Attributes**

- Nationally recognised business leader who can confidently represent Lancashire in all local, national and international media, providing an apolitical, pro business perspective
- Demonstrable business acumen, strong private sector background and experience of building effective organisations, with a track record of success through entrepreneurship and innovation.
- Strong connection with Lancashire
- Ability to provide leadership to promote cross-LEP and pan-northwest working to maximise economic benefit for all
- Good business networks and networking skills
- Ability to create and inspire others with a long term vision for Lancashire and its LEP



- Ability to work collaboratively with all public and private sector stakeholders, including local communities, businesses networks, elected representatives, education institutions and voluntary and community sector bodies.
- Strong commitment to equality and diversity on the LEP Board and in all LEP activity.

### **Desirable Criteria**

- Understand the drivers of productivity and growth in Lancashire with a knowledge of approaches to deliver inclusive growth outcomes.
- Ability to build relationships with Lancashire businesses of all sizes
- A strategic operator able to analyse and interpret the external environment, articulate the Lancashire Enterprise Partnership's position within it and amplify the Board's stated ambitions.
- Ability to establish and maintain robust governance and assurance frameworks and systems to ensure effective financial performance and the delivery of agreed outcomes.
- Experience of managing organisational change
- Ability to persuade and influence a wide range of stakeholders at all levels.
- Strong interpersonal and communication skills.

### **Terms of Appointment**

The new Chair must commit to an initial term of 3 years with an option to extend for a further 3 years by mutual agreement.

Expenses are payable in accordance the LEP's assurance framework.

PA support available.

### **Time Commitment**

The Chair will be required to:

- Chair and attend Lancashire Enterprise Partnership Board meetings (circa 6 per year)
- Attend Lancashire Leaders meetings (circa 6 per year)
- Chair and attend other meetings as required to fulfil the role, including meetings of the N11 Partnership, Transport for the North and LEP Network.
- Actively represent the Lancashire Enterprise Partnership and Lancashire locally, nationally and internationally.
- Chair and attend meetings with MPs, Government Ministers and senior officials
- Approximate time investment of 5 days per month