

# **Recruitment of a Chair**

## **Candidate Brief**

**Private and Confidential**

**February 2019**

[www.lancashirelep.co.uk](http://www.lancashirelep.co.uk)

[LEP Chair on Proventure](#)



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## About Lancashire Enterprise Partnership

The Lancashire Local Enterprise Partnership (LEP) is a creative collaboration of leaders from business, universities and local councils, who direct economic growth and drive job creation. Since its inception, the LEP has been established as a company limited by guarantee and wholly-owned by LCC but with a clear majority of private sector Directors.

The region's business base is broad and buoyant, with thriving towns and cities as well as excellent schools, colleges and universities.

We have an incredibly diverse economy linked globally and locally, with the UK's aerospace hub; aerospace, defence and nuclear industries, agri-food businesses, vibrant rural and visitor economies, 52,000 businesses (circa 99% SMEs) and a local supply chain that's built on our historic manufacturing strengths.

Surrounding us we have the city regions of Liverpool, Leeds and Greater Manchester supported by their Combined Authorities – together we form part of the Northern Powerhouse. Our public sector stakeholders include 12 District and 2 Unitary Councils plus the County Council and we also have 16 MPs.

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.

We are well on the way to making the necessary changes, including Board representation and membership, impact and performance reporting. The LEP incorporates a small, yet growing, effective senior executive team currently based at Lancashire County Council which supports the Chair in their role. Achievements can be found below.

The LEP was formed in 2011 to make Lancashire the location for business growth and inward investment. We aim to do this by ensuring all our companies have easy access to high-grade support services that promote sustainable expansion. The LEP's model has already demonstrated an ability to make key decisions which have tested the resilience of its governance structures and the maturity of local partners. The requirements of the [government's LEP Review](#) provide an opportunity for the Lancashire Enterprise Partnership to become fully independent and free from any perceived influence by key stakeholders.

Since the LEP's inception in 2011, we have established and maintained a strong strategic focus. This has enabled us to secure a £1bn growth plan supporting 50 major growth initiatives. Whilst all parts of Lancashire have benefited from these ambitious growth programmes and investment plans, half of these initiatives are within our five most deprived areas reflecting the LEP's ambition to drive inclusive economic growth.



We have also established a strong reputation and track record of delivery, which is recognised by government, our public and private sector partners. We have achieved this through the delivery of innovative initiatives including;

- The £450m [Preston, South Ribble and Lancashire City Deal](#) which is recognised as one of the country's leading City Deals and which is on its way to creating 20,000 new jobs and nearly 20,000 new homes;
- Our £320m [Growth Deal](#), the largest secured outside the core city regions, and which is on track to deliver up to 11,000 new jobs, 3,900 new homes, and £1.2bn in new private sector investment by 2021;
- Our [Lancashire Enterprise Zone](#) cluster programme, based on three Zones (across four sites), is creating an investor offer of Northern Powerhouse significance capable of supporting 10,000 new jobs in the advanced engineering and manufacturing, energy and chemical sectors;
- Our [Employment and Skills Board](#) is one of only a few to have almost fully invested the LEP's £30m Growth Deal Skills Capital Fund;
- We have fully recycled our £20m Growing Places Investment Fund in 8 commercial investments across Lancashire, including in some of our most deprived areas;
- The establishment of [Transport for Lancashire](#) has been fundamental to the development of a strategic transport programme to address major infrastructure constraints limiting economic and housing growth and also in supporting the strategic economic ambitions of Transport for the North.

Further information on what we have accomplished can be viewed in "[Our Achievements](#)". Also see the [2016/17 Annual Report](#), [We Are Lancashire - The Place for Growth](#) (video) and [Marketing Lancashire](#).



## What we do

The LEP has a crucial role in coordinating the county's economic priorities. We aim to focus on opportunities that maximise job creation and growth, and whose benefits reach out to best effect across the county.

The LEP has a strong record on progressing cross-boundary and cross-LEP initiatives. The Board remains alert to cross-boundary opportunities with regional and national partners that enable the LEP to both scale-up and progress key initiatives consistent with the [Strategic Economic Plan](#) (SEP) priorities. The LEP also plays an active role in the [NP11](#) Board, the new Council for the North, and has led on two cross boundary Science & Innovation Audit submissions.

Our Strategic Economic Plan sets out our growth ambitions for the next 10 years, with a clear focus on realising the potential of the whole of Lancashire. It provides the framework to our Growth Deal with Government and will direct the resources within our agreed European Structural Investment Fund (ESIF) strategy. The LEP's SEP was published in 2014 with the aim of closing Lancashire's economic performance gap with the rest of the country by half while also creating 50,000 higher value jobs. This is a transformational objective for Lancashire to achieve given decades of relative local economic decline combined with long-term public and private under-investment in the area and the wider North. This plan will build on the momentum we have established and create an overarching framework for economic success.

The LEP and its partners are currently reviewing the evidence which will inform the development of the Local Industrial Strategy (LIS). Given the sound platform established in recent years, the LEP is now able to set out an even more ambitious and detailed long-term plan with a sharper focus on the area's industrial strengths informed by a deeper understanding on business. Since 2011, we have worked hard to bring forward a range of key priorities, including our [Enterprise Zone](#), [City Deal](#), [Boost Business Lancashire](#) and [Superfast Lancashire](#) initiatives, which will make a real difference to the economic performance of Lancashire.



## About the Board

Lancashire Enterprise Partnership is led by a [Board of 19 directors](#) who contribute a wide range of expertise. The majority are from the private sector, representing major employers and small and medium enterprises, while the public sector is represented by experts from higher education and (5) political leaders from Lancashire's 15 local authorities. Members of the Board bring senior level experience across engineering and manufacturing, property, accountancy, retail, utilities, support services and higher education.

It is the responsibility of the LEP Board to consider and agree all key policy and investment decisions, including proposals to develop and engage with cross-boundary and cross-LEP initiatives. When considering and approving the LEP's engagement in cross-boundary initiatives, there must be evidence of the strategic value of this proposed activity along with the clear identification of any governance and/or resource implications.

In 2011 the Board commissioned an independent review, undertaken by Professor Michael Parkinson of Liverpool John Moores University, to help identify what the main priorities should be. The review gathered evidence from a series of interviews and focus groups with key figures from the business community and public sector, and an analysis of existing approaches.

The findings have led to us adopting a 'best business case' model to direct available resources into investment priorities and a strategic outlook that focuses on some key areas for development:

- Raising the profile and visibility of Lancashire
- Inward investment and strategic development
- Business support
- Supply chain and sector development
- Skills development

A number of Directors have specific responsibility (champions) for the LEP's strategic growth programmes in these 5 development areas and Chair the LEP's sub-committees. Chairs of the LEP's sub-committees attend meetings of the Performance Committee on a rotational basis, reporting progress, issues and risks.

The LEP's Assurance Framework will also be modified in early 2019 to increase the current number of Directors to help accelerate change in line with the LEP Review. Moving forward, the Board will also make changes to its supporting committee structure. This includes the establishment of an Innovation Board with a work programme informed by a new Innovation Plan as the Board repurposes the focus of the LEP. This Board will provide the opportunity to invite new business leaders, with different areas of expertise and from more diverse backgrounds, to work with the LEP. It is expected that a number of new business leaders may eventually join the main LEP Board as part of our succession planning. The establishment of this new Committee will ensure the LEP is also strongly placed to deliver a Local Industrial Strategy in the context of Government's national Industrial Strategy.



## The Chair role

Given the pressures we face, as incoming Chair you will bring both general oversight and governance to the Board. We require diversity of experience, outlook and perspective. You will have performed at a high level in your career, but will also have a deep understanding of the role of a non-executive. You will relish a Board culture of constructive challenge and active participation - where your contribution can truly make a difference in the lives of Lancastrians. Externally you will be an effective ambassador, using your networks, insights and influence on a regional and national stage to pursue our vision while providing the support within the organisation.

As our new Chair, you'll understand what makes our economy succeed and what's needed to accelerate our growth. You'll make connections across the County and in Westminster as a visible, high-profile and passionate advocate for Lancashire's future economic success. Indeed the Prime Minister has committed to meeting with LEP Chairs twice a year in No 10 - with two of those planned meetings having taken place already.

As our new Chair you'll certainly be kept busy. You'll lead us through the next stage of our development. Regardless of what happens elsewhere, we must support our businesses and people for whatever opportunities and challenges we face. This will include working through and shaping a new future following the LEP review, introducing a Local Industrial Strategy, embedding new relationships and engaging across the County, harnessing all the strengths of the Board, bringing a national profile to the County and ensuring a relentless focus on impact and delivery.

Key priorities for the Chair:

- Engage all sectors and all localities to develop a Local Industrial Strategy which delivers for all.
- Ensure the LEP executive is well structured and resourced to support the Board to make the right strategic decisions.
- Increase profile and awareness of our impact, achievements and future plans, particularly with SMEs and the wider public.
- Develop county wide relationships with key partners and influencers, such as MPs, to drive engagement and creativity through inclusion.
- Embed new governance structures and relationships, harnessing the diverse talents of the high calibre Board and ensuring the right balance of styles and skills are present at the Board.
- Build stronger relationships with influencers in Westminster and Whitehall.

Time required estimated around 5 days per month when aggregated. The role is not currently remunerated, although there may be some flexibility dependent on candidate specific circumstances. Please have initial discussions with Proventure – our advising consultants.

### About the person

You'll understand what drives business and how to ensure commercial success, honed through deep commercial experience. As comfortable on the shop floor as walking the corridors of power where you'll be meeting the PM or Ministers twice a year. You'll have a



style that wins friends, build's alliances and exerts quiet influence. You'll see the big picture, understand what makes our economy tick, be scrupulously open-minded and driven by your passion for Lancashire. You'll have the political judgement to take tough decisions when needed and the resilience to keep driving the County forward. Within a complex system, you'll bring simplicity, focus and direction. As visible to Lancastrians as you are to global and national players, you'll propel us onto the national stage.

You'll build your credibility through how you influence, marshal all resources and use your profile to achieve a sustainable, step-change in our economy. How you use all your skills, values, knowledge and experience will enable you to make a real difference. You don't have to be the finished article, you'll have the backing of a talented Board and the goodwill of an entire County. You can build your knowledge of the specific Lancashire economy or what the SEP looks like on the ground, but you'll need the core skills, values and judgement to adapt quickly. You'll have the credibility to succeed at the very highest level.

You don't have to be living in or have a career based in Lancashire, but you will have a strong connection to the County. You will have, or will quickly be able to develop, an understanding of how public policy and place shaping combines with skills' strategies and private sector growth strategies to achieve generational change. You will be able to navigate the complex environment of a public-private partnership, cutting through any factors which can limit a sub-region working together.

We know we're asking a lot. That's what our people and businesses expect. But when you're talking about the prosperity of 1.46m people and spending £1bn in a growth plan across 50 initiatives, wouldn't you ask a lot? If you think you have what it takes and are prepared to stand up and be counted for the County that you love, then we want to talk.

### **Personal Values**

All Board members must be committed to our core vision of directing economic growth and drive job creation. It is important that our Board values align with the vision and behaviours that we are committed to. We want Board members who understand and empathise with business and those who work in the region – their challenges and opportunities.



## Role, Job Description and Person Specification

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.

### Chair Role and Job Description

- 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.



## Person Specification

### Part One Experience and knowledge

1. Nationally recognised business leader who can confidently represent Lancashire in all local, national and international media, providing an apolitical, pro-business perspective.
2. Strong private sector background and business acumen with successful experience of building effective organisations through change management, entrepreneurship and innovation.
3. Strong connection with Lancashire, with a good understanding of how the area's productivity and growth drivers can improve economic outcomes.
4. A highly effective influencer, with successful experience of building a network of meaningful relationships across sectors and at all levels.
5. Highly strategic, with experience of bringing the long-term to life, inspiring, engaging and building ownership necessary to achieve generational change

### Part Two Skills and abilities

1. Ability to provide leadership, create and inspire others with a long-term vision for Lancashire and promote cross-LEP and pan-northwest working to maximise economic benefit for all.
2. Ability to build relationships, influence and work collaboratively with a wide variety of public and private sector stakeholders of all sizes, including local communities, businesses networks, elected representatives, education institutions and voluntary and community sector bodies.
3. Strong commitment to equality and diversity on the LEP Board and in all LEP activity.
4. 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.
5. Ability to establish and maintain robust governance and assurance frameworks and systems to ensure effective financial performance and the delivery of agreed outcomes.
6. Good business networks with very capable interpersonal, communication networking 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

## How to apply

### Important advice on completing your application

The decision to invite you for interview is based entirely on the information you give in your application. Please read this pack carefully as the information will help you to decide if you wish to apply for the position. The person specification lists the experience, knowledge, and skills needed to do the role.

### Required Documents

Help in compiling your application can be found on the [Proventure Website](#). Your application should be made up of:

- A full and up to date CV (please let us know if you would like assistance with this)
- A covering letter, explaining your interest in the Chair role, how you would make a contribution to the continued development of the LEP and how you can help it to deliver against its aims. The letter should detail how you meet the experience of requirements of **Part One** of the person specification (items 1-5). **Part Two** areas will be discussed at a preliminary interview. Please include confirmation that there are no conflicts or potential conflicts of interest and that you meet the eligibility criteria.
- A completed [Equal Opportunities form](#) (word doc)

In responding to the person specification, you should consider your own experience and suitability for the role as well as the general LEP context and its expectations of the Chair role. We suggest that you take each header from the person specification and then provide your evidence point by point. You should explain the depth of your experience here, but only need to provide one good example to demonstrate each item/area.

Bullet points can be helpful. Please do not get fixated on the length of the letter, but try to avoid being over-long. If you want advice, please call us and we will talk this through.

Also, please outline any dates on which you would be unavailable for discussions and interviews in March or April.

Please remember to complete the Equal Opportunities Form.

### Sending Applications

Applications should be emailed to Elaine Smith [elaine.smith@proventureconsulting.co.uk](mailto:elaine.smith@proventureconsulting.co.uk) with the reference number "744 LEP Chair" and your name in the subject field. If necessary, post applications to:

Stephen Cooley  
Proventure Consulting Ltd  
Blackfriars House  
Parsonage  
Manchester, M3 2JA



Please contact us if you do not receive confirmation of your application within 48 hours.

A panel selected from the Board members will lead the selection process. The process will include opportunities to meet wider members of the Board.

## Indicative Recruitment Timetable

Activity	Date
Application receipt	March 2019
Meet to discuss the role with Proventure	March 2019
Informal discussions	TBA
Final stage interview with selection Panel	Early-mid April 2019
Appointment Confirmed	LEP Board meeting 29 April

\* Please note that this timetable may change. Any changes will be communicated to candidates during the application process. If in doubt, please contact Proventure to discuss.

## Queries and help

We have provided more information on applying on the [Proventure website](#) that will help you to produce your application. Please take your time to review this before sending your documents to us. The information provided will give you the tools you need to maximise the impact of your application.

If you have any queries about this appointment, about your application, or would like an informal and confidential discussion, please contact Stephen Cooley on 07747 698 829 or 0161 835 3377 or Mark Tobin on 07717 725 844. They will be pleased to take your call.

Please contact Proventure Consulting on 0161 835 3377 if you have a disability and wish to make alternative arrangements. If you have difficulty in completing your application, we will be happy to consider an alternative application. Should you require any adjustments to be made to the selection process arising from any disability please notify our advising consultants of your needs.

## Diversity and Monitoring

Lancashire Enterprise Partnership is committed to providing equality of opportunity and eliminating discrimination. We value and respect the diversity of our staff, stakeholders, partners and the wider community across Lancashire. All appointments are based on merit and the principles of independent assessment, openness and transparency of process.