

Lancashire Enterprise Partnership - Recruitment of Chair

Consultation Draft Job Description and Person Specification

This document sets out in draft the Job Description and Person Specification for the role of Chair of the Lancashire Enterprise Partnership, for the purpose of consultation with the business community representatives and engagement of local authority leaders during November 2018.

The role is informed by the recent Government Review, Strengthened Local Enterprise Partnerships. It is important that Local Enterprise Partnership's comply with the requirements of the Review and therefore the scope to expand the text highlighted in red is limited.

The document will be finalised in early December 2018 to incorporate views of consultees where appropriate and approval of the LEP Board will be sought on 12th December 2018 to enable its use in the recruitment process.

The final document 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:**

- **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.
- 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.

Essential Criteria

- Strong private sector background and experience of building effective organisations, with a track record of success through entrepreneurship and innovation.
- Recognised business leader with established business networks.
- Understand the drivers of productivity and growth in Lancashire with a knowledge of approaches to deliver inclusive growth outcomes.
- Ability to work collaboratively with a range of stakeholders, including local communities, businesses networks elected representatives, , education institutions and voluntary and community sector bodies.
- 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. Ability to persuade and influence a wide range of stakeholders at all levels.
- Strong interpersonal and communication skills.
- Commitment to equality and diversity.

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
- Likely time investment of 5 days per month

Process for Recruitment of Lancashire Enterprise Partnership Chair

Activity	Timescale	Comment
Share draft JD and PS with Chair	By 12th October 2018	
Consult on draft job role with LEP Board and business community - see detailed rationale below	15th October to 30th November 2018	Consultation period extends into November while concurrently preparing consultant tender docs
Engage with Council Leaders via letter from Chair detailing process and directly at CA meeting on 24/10	Letter by 22/10 Direct engagement of Lancashire Leaders on 24/10	Suggest use of Public Sector LEP Directors to input Leaders' views into the process
Finalise consultation draft of JD and PS	29th to 31st October	
Formally approve consultation draft of JD and PS and the recruitment process at LEP Board on 6th November	6th November LEP Board	Follow consultation rationale noted below, as a minimum
Prepare tender brief and documentation for recruitment consultant	1st to 16th November 2018	
Undertake tendering process	19th to 30th November 2018	
Selection and appointment of consultant	W/c 3rd December 2018	
Inception meeting	W/c 10th December 2018	
Revise JD and PS on the basis of consultation feedback and gain final LEP Board approval	12th December LEP Board	
Advertising, search and recruitment - include use of "Public Sector Appointments Panel" (perceived as good practice)	January 2019	Carried out by consultants

Activity	Timescale	Comment
Recommend to the Company Member that the LEP Articles be amended to allow recruitment decision to be made by LEP Board at special meeting in March	January 2019	
Shortlisting	W/c 4th February 2019	LEP Director panel required
Interviews and appointment - including use of Stakeholder Panels	11th February to 28th February 2019	LEP Director Panel required
Special LEP Board to confirm appointment	March 2019	
Commence role	By end of March 2019	

Notes:

1. Need to adopt this process for recruitment of Vice Chair and submit for approval before 28th February 2019, however as the current vice chair will be acting as Interim Chair at this point we propose to delay implementing Vice Chair recruitment until after the Chair has commenced in post. This will ensure continuity and build in a period of overlap between Chair and Vice Chair terms.

2. Rationale for business engagement and consultation:

Need to consult and engage with businesses of all sizes. We intend therefore to approach the following for comment:

CBI/IOD - representing larger businesses

Chambers of Commerce (East and West/North Lancashire) - representing small and medium sized businesses

FSB - representing smaller businesses

NWBLT to give regional perspective

We will also share/engage with the LEP's Business Support Management Board chaired by Mike Blackburn at which all the above organisations and others are represented.

We should also note that consultation with the LEP Board will serve as another "voice" of business.