

GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: LEP Governance and Chair Recruitment

DATE: 16th September 2019

FROM: John Holden, Assistant Director Research and Strategy

PURPOSE OF REPORT

This report sets out a proposal for Board members to adopt thematic portfolios to drive delivery of the Local Industrial Strategy along with an approach to recruit a new LEP Chair given the current Chair's term of office expires in March 2020.

RECOMMENDATIONS

The LEP Board is asked to:

- i. Consider the report and provide feedback
- ii. Agree the proposed member portfolios
- iii. Approve the procurement of consultants to support the Chair recruitment with the funding to be taken from existing LEP capacity funds

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1. INTRODUCTION

- 1.1 The GM LEP sits at the heart of Greater Manchester's governance arrangements, offering private sector insight, guidance and challenge to the development of GM's strategic agenda in partnership with the GMCA.
- 1.2 Central to this role is the development of the GM LIS which outlines a set of long-term policy priorities to help guide industrial development and provides a joint plan with Government for good jobs and growth across the city region.
- 1.3 The LIS Implementation Plan sets out clear objectives to realise these ambitions and the LEP will continue to drive delivery through oversight of the GM LIS Implementation Plan.
- 1.4 In order to maximise the effectiveness of LIS delivery, it is proposed that the LEP adopts a portfolio approach to make best use of Board members' skills and expertise.
- 1.5 The role of LEP Chair will be crucial to the success of this approach by providing leadership and strategic direction to the Board and harnessing the knowledge, insight and experience of LEP members in delivering GM's ambitions.
- 1.6 The current Chair was appointed in 2011 with the Board approving his continuation in this role as part of the regular Board membership reviews with the last such review having taken place earlier this year. However, the Chair's term of office comes to an end at the end of the 2019/20 requiring a new Chair to be appointed by March 2020.
- 1.7 This report sets out a suggested breakdown of portfolio roles along with the process for recruiting a new Chair

2. MEMBER PORTFOLIOS

- 2.1 The Board has previously discussed how the LEP can best drive delivery of the GM LIS and it is proposed that each private sector member takes a lead on one of the LIS Implementation plan's priority actions to help shape project delivery.
- 2.2 A suggested breakdown of LEP Board portfolios is set out below which matches the priority actions in the LIS Implementation Plan against members' individual skills and experience.
- 2.3 Portfolio leads will act as a champion for each of these key themes but will also be offered the opportunity to be involved in other areas/actions should they wish to do so. The portfolio leads are set out as follows:

Priority Action	LEP member
Innovation Partnership on Healthy Ageing and Centre	Amanda Halford

GAMMA	Juergen Maier
Digital Skills and Broadcasting Fund	Lou Cordwell
Digital Data Review	Lorna Fitzsimons
International Creative and Digital Showcase	Fiona Gibson
Establishing the Clean Growth Mission	Chris Oglesby
Post-16 Skills, Education and Work Partnership	Mo Isap
Single Infrastructure Plan and Board	David Birch
Programme of action for transport innovation	Richard Topliss
Management and leadership skills	Nancy Rothwell
Local Authority action plans	Mike Blackburn

2.4 There are also cross cutting activities on which LEP members and ex-officio members could lead to be embedded in the delivery of all actions. These activities and their proposed champions include:

Cross Cutting Actions	LEP Member
Update to the internationalisation strategy	Iwan Griffiths
Ensuring that diversity is embedded in all actions	Vanda Murray
Communications and engagement	Lou Cordwell
Evaluation	Nancy Rothwell

2.5 It is envisaged that as Portfolio Lead, LEP Members will:

- Be kept up to date on a regular basis (i.e. between LEP meetings) on progress with the action.
- Be asked to contribute to papers as they are developed.
- Be asked to chair or join any sub-groups or bodies introduced to oversee the action.
- Be asked to take part in any communications/events relating to the priority action.

2.6 A flexible approach to these requests would be taken based on the time commitment each LEP member is able to offer, and as this changes over time.

3. CHAIR RECRUITMENT

- 3.1 The current LEP Chair's term come to an end in March 2020, so there is a need to put in place a process to appoint the new Chair. In line with national guidance set out in the 2018 LEP Review, and advice received from Government officials, an open recruitment process is proposed supported by independent recruitment consultants. This will be a similar to the approach taken previously when recruiting new private sector LEP members.
- 3.2 Recruitment will be open to new candidates along with existing Board members and will commence with an open advert (in the local and national press) outlining the Chair role and person specification (this is attached at Appendix A). Applicants will be asked to provide cover letter and CV stating reasons for wanting to apply.
- 3.3 The recruitment campaign will be highlighted on both the GMCA and LEP websites along with publication on www.nonexecutivedirectors.com (a leading site for non-executive and trustee roles with over 35,000 registered members bringing global reach across all sectors and industries).
- 3.4 Similarly, we will seek to boost the number of eligible women applying through advertising through a dedicated women directors' network (www.womendirectors.com).
- 3.5 The independent consultants will sift applications to ensure candidates meet the criteria set out in the person specification with eligible candidates put forward to a first stage interview.
- 3.6 This first stage interview will be carried out by a Stakeholder Panel who will assess candidates on these criteria, along with their broader capacity and experience, and identify a shortlist to attend a Final Interview.
- 3.7 To ensure a transparent and accountable process, it is proposed that the first stage interview Stakeholder Panel is made up of GM LEP representatives and partners drawn from the wider civic and private sectors. This includes representatives from:
 - GM Voluntary, Community and Social enterprise sector
 - CBI North West
 - Federation of Small Business
 - GM Business Advisory Panel
 - GM Universities
 - GM FE Colleges
 - GM Chamber of Commerce
- 3.8 The Final Interview will recommend a candidate to be appointed as LEP Chair from the shortlist. In line with previous Board member reviews, is proposed that this Panel consists of:
 - Current LEP Deputy Chair (or alternative LEP member if the Deputy Chair wishes to apply for the role)

- Deputy Mayor for Business and Economy
- GM Chamber of Commerce

3.9 The recommended candidate will then be approved by the LEP Board and GMCA.

3.10 It should be noted that if an existing LEP member is appointed as Chair, a vacancy will open on the Board. This could be filled an appointable candidate from this recruitment exercise, an appointable candidate from a previous round of recruitment round or left open for a future membership review.

4. TIMESCALES AND NEXT STEPS

4.1 Subject to LEP feedback, a timetable for the LEP Chair recruitment is set out below including key milestones and reporting schedule.

Date	Event	Action
16 th September	LEP Board Meeting	Recruitment approach to be approved including consultant appointment
October – November	Advertising Campaign	Campaign launched with advert in the national press
11 th November	LEP Board Meeting	Report back on responses
December - January	First stage interview	Stakeholder panel to agree shortlist
January (TBC)	LEP Board Meeting	Report back on shortlisting and next steps
February	Final Interviews	Panel to recommend Chair appointment
March (TBC)	LEP Board Meeting	Approval of Chair appointment (and new LEP Board member if appropriate)
June	GMCA	Formal approval of new LEP Chair/Member

4.2 As in previous Board reviews, it is proposed that profession recruitment consultants are appointed to provide expert advice and ensure a qualified LEP Chair is identified in a timely and effective manner.

5. RECOMMENDATIONS

5.1 Recommendations are set out at the front of this report.

Appendix A
Greater Manchester Local Enterprise Partnership
Specification for Chair

Role:

- to provide leadership and strategic direction to the LEP and to build the LEP Board, harnessing the skills, expertise and experience of LEP members
- to chair LEP meetings
- to ensure that LEP activities support and add value to the city region's strategic economic priorities and that these reflect the current and future needs of the GM economy
- to attend all LEP meetings, LEP related events and other events as appropriate
- to act as the LEP's spokesperson in its dealings with the media
- to negotiate with and influence senior local and national political and business figures
- to ensure that the LEP complies with the Nolan Principles of standards in public life

Person Specification

- have a strong commitment to, and understanding of, the city region and in particular the drivers of and challenges faced by the Greater Manchester economy
- have substantial business skills and experience gained at a senior level and be a credible individual with the stature to lead and influence
- have substantial experience of chairing groups or boards of senior executives, of providing leadership and of inspiring and motivating colleagues and stakeholders
- be independently minded – providing detachment and clarity in the development of strategy and the identification of opportunities
- have the ability to set strategic direction and to quickly understand and analyse and distil complex issues into coherent and practical actions
- have strong interpersonal and communication skills, be articulate and passionate, have an ability to influence and network, to deal with media attention and to represent the LEP and its actions
- have experience of providing leadership in a partnership environment and have a strong commitment to collaborative and partnership working, including with the public sector
- have a genuine interest and understanding of the challenges facing the business community
- have a total commitment to equality of opportunity and diversity, including an understanding of the barriers and challenges faced by economically or socially excluded groups