

## Greater Manchester Combined Authority

Date: 24<sup>th</sup> November 2023

Subject: Greater Manchester Business Board Membership Review

Report of: Councillor Bev Craig, Portfolio Lead for Economy, Business and Inclusive Growth and Tom Stannard, Portfolio Lead Chief Executive for Economy, Business and Inclusive Growth

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### Purpose of Report

The Greater Manchester Business Board terms of reference require that the Business Board's private sector membership is reviewed every two years. This bi-annual review ensures that the board is still meeting its strategic remit and is fit for purpose going forward.

The current private sector members' terms of office expire in 2023. The purpose of this report is to seek GMCA endorsement of the recommendations regarding the future private sector membership until 2025.

### Recommendations:

The GMCA is requested to endorse the following recommendations regarding private sector membership of the GM Business Board:

1. That seven existing private sector members' terms of office are renewed for another two year term (Lou Cordwell, Lorna Fitzsimons, Vimla Appadoo; Marilyn Comrie; Steve Connor; Chris Oglesby and Justin Kelly).
2. That two members continue on the Board as ex-officio members representing the Growth Company and GM Chamber of Commerce (Mike Blackburn and Clive Memmott).
3. That five new private sector members are invited to join the Business Board (Devrim Celal; Laura Percy; Mike Wilton; Steve Rothberg; and James Byrne).

### Contact Officers

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## Equalities Impact, Carbon and Sustainability Assessment:

### Recommendation - Key points for decision-makers

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### Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation		
Equality and Inclusion	<b>G</b>	GM Business Board is evolving into a new model fully integrated into GMCA agreed by the Board and GMCA in September 2022. This refresh of Board membership looks to ensure the Board has the right mix of skills and experience to deliver this vision and continue to reflect the breadth of Greater Manchester's industrial sectors and the diversity of its people		
Health				
Resilience and Adaptation				
Housing				
Economy	<b>G</b>	GM Business Board is evolving into a new model fully integrated into GMCA with a remit to ensure it can be as ambitious as possible, maintaining a strong business voice at the heart of city region and maximising economic growth across Greater Manchester. This approach forms the basis of the Integration Plan approved to Government which sets out how our strong, independent and diverse business voice will be central to driving a successful economy across the city region.		
Mobility and Connectivity				
Carbon, Nature and Environment				
Consumption and Production				
Contribution to achieving the GM Carbon Neutral 2038 target		The GM Economic Vision was developed by GM Business Board with business and GMCA to provide a blueprint for remodelling the city-region's economy. It includes a range of long-term initiatives to help businesses innovate more effectively and become more productive, creating a greener and more resilient Greater		
<b>Fur</b>	<b>G</b> Positive impacts overall, whether long or short term.	<b>A</b> Mix of positive and negative impacts. Trade-offs to consider.	<b>R</b> Mostly negative, with at least one positive aspect. Trade-offs to consider.	<b>RR</b> Negative impacts overall.

## Carbon Assessment

Overall Score

Buildings	Result	Justification/Mitigation
New Build residential	N/A	
Residential building(s) renovation/maintenance	N/A	
New build non-residential (including public) buildings	N/A	
<b>Transport</b>		
Active travel and public transport	N/A	
Roads, Parking and Vehicle Access	N/A	
Access to amenities	N/A	
Vehicle procurement	N/A	

La	No associated carbon impacts expected.		High standard in terms of practice and awareness on carbon.		Mostly best practice with a good level of awareness on carbon.		Partially meets best practice/ awareness, significant room to improve.		Not best practice and/ or insufficient awareness of carbon impacts.
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## Risk Management

N/A

## Legal Considerations

On 12<sup>th</sup> October, Government wrote to confirm agreement of the LEP Integration Plan submitted on the basis of the 'Future of the LEP' report.

The GMCA Constitution will therefore now be reviewed to reflect the new integrated role of Business Board. A further report detailing the updates to the Constitution will be brought for approval.

## Financial Consequences – Revenue

N/A

## Financial Consequences – Capital

N/A

**Number of attachments to the report: 0**

**Comments/recommendations from Overview & Scrutiny Committee**

## **Background Papers**

The [Future of the LEP Report](#) presented to GMCA in September 2022.

## **Tracking/ Process**

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No

## **Exemption from call in**

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

## **GM Transport Committee**

N/A

## **Overview and Scrutiny Committee**

# **1. INTRODUCTION**

- 1.1 GM Business Board 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 As set out in the 'Future of the LEP' report to the GMCA in September 2022, GM Business Board is now evolving towards a new model fully integrated into GMCA with a remit to ensure it can be as ambitious as possible, maintaining a strong business voice at the heart of city region and maximising economic growth across the city region.
- 1.3 The Business Board Terms of Reference require that the Board's private sector term of office is two years with members appointed using an open recruitment process.
- 1.4 It was agreed that it would be timely to review membership given that the current private sector members' terms of office expired in 2023.
- 1.5 This report sets out the process for reviewing the private sector membership and proposes a number of updates to board membership.
- 1.6 Public sector representatives on the Board are appointed annually via the GMCA and did not form part of this review.

# **2. BUSINESS BOARD MEMBERSHIP REVIEW AND POTENTIAL NEW CANDIDATES**

- 2.1 The last comprehensive review in 2021 was supported by Penna recruitment consultants. Penna have been appointed to carry out this review as outlined in the report on the Board's Annual Delivery Plan agreed by the Board at their July 2022 meeting.
- 2.2 The political and economic context has changed significantly since 2021 and it is therefore timely to carry out a comprehensive review to help ensure the board is best equipped to address the range of current issues and opportunities that Greater Manchester faces.

- 2.3 The 2021 comprehensive review included a two-stage process which included a review of the existing private sector membership and a parallel recruitment exercise to identify new members.
- 2.4 A brief to appoint Penna Consultants to carry out the review was drafted on this basis and approved by the Chair with the review commencing in 2023.
- 2.5 The first stage of the review consisted of a review of the Business Board's current private sector membership where those wishing to be re-appointed to the board were interviewed on the basis of the person specification (attached at Appendix A and B) and their wider skills and expertise.
- 2.6 Feedback was also provided from member interviews regarding the future direction of the Business Board. It was reported that Nancy Rothwell, Amanda Halford; Richard Topliss and Vanda Murray had decided to step down as a members of the Board. Subsequently Miles Rothbury also decided to step down.
- 2.7 Secondly, the consultants advised on the best approach to attract new potential candidates and ensure the transparency and robustness of the review process in line with the Terms of Reference and current good practice.
- 2.8 As part of the Business Board's commitment to equality, the review of membership was carried out on the principle that the Board should aim to reflect the breadth of economic sectors as well as the diversity of its people.
- 2.9 This included a four-week online recruitment campaign outlining the Business Board role and person specification launched on the GMCA and Business Board websites along with leading media sites.
- 2.10 The consultants assessed any new candidates against the person specification to identify a shortlist based on these criteria along with their broader capacity and experience. This includes ensuring that the range and level of representation remains appropriate and that Board members have the necessary skills and capacity to contribute to the Board's expanding role.

2.11 Interviews of existing board members and new shortlisted candidates were carried out by the Business Board chair supported by the GMCA Executive Director for policy and Strategy with oversight from Cllr Bev Craig as Deputy Chair and GMCA Lead for Economy, Business and Inclusive Growth.

2.12 Successful candidates are set out below and will be appointed to the Board subject to confirmation from GMCA.

### 3. PROPOSED GM BUSINESS BOARD MEMBERSHIP

3.1 Following the conclusion of the membership review, the recommendations for the refreshed GM Business Board private sector membership are set out in the table below.

3.2 The refreshed Board is drawn from a broad range of industrial sectors including representation from our Local Industrial Strategy frontier sectors.

3.3 However, a gap has been identified in Health and Life Sciences and so there is an opportunity to further strengthen the Board with an appointment to represent this sector and discussions are ongoing with sector leaders to identify potential candidates to be co-opted onto the Board.

3.4 The Board will also look to improve its gender balance and will pro-actively explore options for securing applications from suitable candidates.

#### ***GM Business Board Private Sector Membership***

	<b>Member</b>	<b>Business/Role</b>
<b>Private Sector Member (2023-25)</b>	Lou Cordwell	Magnetic and ID Manchester [GM Business Board Chair and SME Representative]
	Vimla Appadoo	Honey Badger Ltd [Diversity Champion]
	Marilyn Comrie	The Blair Project
	Lorna Fitzsimons	The Pipeline
	Steve Connor	Creative Concern
	Chris Oglesby	Bruntwood Plc

	Steve Rothberg	Manchester Metropolitan University
	Mike Wilton	Arup Manchester Climate Change Partnership
	Devrim Celal	KrakenFlex
	Laura Percy	Landsec
	James Byrne	Sustainable Ventures
	Justin Kelly	Consultant

	<b>Member</b>	<b>Business/Role</b>
<b>Ex-Officio Member</b>	Mike Blackburn	Representing the Growth Company
	Clive Memmott	Representing GM Chamber of Commerce

#### **4. GM BUSINESS BOARD INTEGRATION**

4.1 On 12<sup>th</sup> October, Government wrote to confirm agreement of the Integration Plan submitted on the basis of the 'Future of the LEP' report.

4.2 The GMCA Constitution will therefore now be reviewed to reflect the new integrated role of Business Board. This includes:

- Setting out the process for appointing the Chair, board members and co-opted members.
- Giving the Chair of the Business Board the right to attend and speak at GMCA meetings in a non-voting capacity.
- Setting out that the CA and Business Board will agree annually the range of short-term issues, key deliverables from the GMS, and longer term economic challenges that the Business Board will focus on over the coming 12 months to support GM's sustainable economic growth, and resources available to do this.

4.3 A further report detailing the updates to the Constitution will be brought for approval.

## **Appendix A**

### **Greater Manchester Business Board**

Person Specification for Chair

#### **Business Board Chair**

##### **Role:**

- to provide leadership and strategic direction to the GM Business Board and to build the Board, harnessing the skills, expertise and experience of board members
- to chair Business Board meetings
- to ensure that GM Business Board 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 Board meetings, Board related events and other events as appropriate
- to act as the Board'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 Board 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 GM Business Board 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

## **Appendix B**

### **Greater Manchester Business Board**

Person Specification for Member

#### **Business Board Member**

##### **Role:**

- to actively contribute to the strategic direction and the purpose of the GM Business Board
- to provide expertise and knowledge to enable the GM Business Board to address the economic needs of Greater Manchester
- to be prepared to take the lead and provide strategic direction in areas in which they have particular skills, expertise and experience
- to attend all Board meetings and other events as appropriate
- to comply with the Nolan Principles of standards in public life

##### **Person Specification**

Applicants must:

- 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 have credibility with the wider business community
- have experience of serving on groups or boards of senior executives
- be independently minded – providing detachment and clarity in the development of strategy and the identification of opportunities
- have ability to quickly understand and analyse and distil complex issues and to contribute to discussions about strategy
- have strong interpersonal and communication skills, be articulate and passionate and have an ability to influence and network
- have experience of working 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
- be someone who is willing to provide the time commitment to the GM Business Board and who potentially sees the personal development opportunity provided by the appointment