



Paper for: The LEP Board

Title: Agenda Item 9 – Board, Sub-Board and Committee Recruitment

Date: 18 November 2020

Strategic Purpose: Delivery of Strategic Objectives

Resource Implications: Board / Executive time for interviewing

Board: Approval of Appointments, Approval of Recruitment Process to fill vacancies

1. Introduction

- 1.1. Following the departures of Ged Barlow and Graeme Bristow and Clare Hayward's appointment as Chair, three of the 16 LEP Board positions are vacant. Further, Robert Mee's term of appointment will end in June 2021.
- 1.2. Over the past few months, James Lawton-Hill, Mark Livesey, Christine Gaskell, Lisa Harris, Amanda Newton have all departed from the Marketing Cheshire Board. Angie Robinson and Adrian Bull have also reached the end of their permitted terms and are standing down. Consequently, there are up to seven vacancies on the Marketing Cheshire Board.
- 1.3. The formation of a Sub-Board for Digital Connectivity opens up a minimum of three vacancies for sub-board members and which may increase if any of the other current sub-board members apply and are successful to be promoted to the LEP main board.
- 1.4. The Engagement Board currently has six members following Cameron Turpin's decision to stand down due to time pressures. This leaves up to four vacancies to which we have a desire to recruit with particular interest for members from east of the M6 and to represent less affluent socio-economic groups, BAME and LGBTQ+ and those with disability.

2. Recommended Appointments

CWTB Ltd T/A Marketing Cheshire

- 2.1. Within the Articles of Association of Marketing Cheshire, the Chair of the LEP acquires an ex-officio position as a director (Art 38), and as the Chair of Marketing Cheshire (Art.44).
- 2.2. Trevor Brocklebank has been nominated to fill this post; a recommendation approved by the Marketing Cheshire Board at its meeting on 9th November 2020. All appointments of directors of Marketing Cheshire are subject to written approval of the LEP Board (Art.40), and the board is therefore requested to endorse this recommendation.

LEP Sub-Boards

2.3. Attached at Appendix 1 is an updated schedule of the LEP Sub-Boards and Committees, which highlights where vacancies exist.

2.4. The Board is asked to approve the proposed structure and membership.

3. Proposed Process for Recruitment

3.1. Appendix 2 sets out the proposed advertisement, person specification etc.

3.2. Candidates will be asked to state whether they are applying for Board, sub-board or both positions.

3.3. Candidates who apply for Board Directorship (or both) will be interviewed by a panel chaired by Robert Davis supported by Philip Cox.

3.4. Committee member interviews will be chaired by a Board Director supported by either Philip Cox or Joe Manning.

3.5. As in previous recruitment campaigns, candidates will be ranked using criteria covering strategic and sectoral experience, understanding of non-executive roles and the strength of national and local networks.

3.6. Candidates for Engagement Board will be interviewed by a panel drawn from Chris Hindley, Peter Broxton, Nichola Newton, Nicola Dunbar, Joe Toward and Ian Brooks.

3.7. If the number of applications warrants sifting or shortlisting, these processes will be carried out by the same individuals as above.

3.8. A list of recommended appointments will need Board approval, which given the number of vacancies and scale of the process, is expected to be no earlier than the March 2021 meeting.

3.9. The board is asked to approve the proposed advert, recruitment process and timetable.

Ian Brooks

Finance and Commercial Director

Appendix 1 - LEP and Marketing Cheshire Sub Boards and Committee Membership (November 2020)

Role	Marketing Cheshire Board	Strategy Programme Board	Local Transport Board	Digital Connectivity Board (new)	Business Growth Board	Employers, Skills & Education Board	Growth Corridors Boards - Science and Enterprise (EZ)	P&I	Finance & Audit	Appointments & Remuneration	Overview & Scrutiny Committee
Chair	Trevor Brocklebank	Robert Mee (vacancy June)	To recruit new member	To recruit new member	Stephen Kinsey	To recruit new member	Robert Mee (vacancy June)	Chris Hindley	Stephen Kinsey	Robert Davis	Cllr Steve Parish
		John Downes (designate chair)	Cllr Craig Browne	Vacancy (also on Strategy Prog)	John Downes	Nicola Dunbar	Peter Broxton (designate Chair)	Nichola Newton		Trevor Brocklebank	Catherine Barber-Brown
Vice Chair	To recruit										
Member	Eleanor Underhill	Nicola Dunbar	Cllr Hans Mundry	Nicola Dunbar	Jane Gaston	Phil Atkinson		Alex Thompson (Paul Goodwin)	Chris Hindley	Eunice Simmons	Tracey Walsh
	Rupert Collis	Frank Jordan	Cllr Karen Shore		Denise Proctor	Julia Teale	Annette McDonald	Stuart Brown	Alex Thompson	Clare Hayward	Helen Nellist
	David Walker	Peter Skates			Anne Boyd	Bill Carr	Chris Farrow	Sean Traynor		?	Cllr Paul Donovan
	Dr Andy Lyon	Steve Park			Debbie Baker	Stephen Fitzsimons	Tony Bochenski	Peter Skates		?	Laura Crane
	Sarah Callander Beckett	Charlie Seward			Becky Stuttard	Cllr James Nicholas	Cllr Amanda Stott	Ian Brooks			Paul Colman
	Cllr Mark Goldsmith	Robert Davis (non-voting)			Stephen Fitzsimons	Kath Mackay	Cllr Russ Bowden				Rob McKay
	Steven Broomhead	Eunice Simmons			Iain Paton	Paul Colman (non-voting)	Cllr Richard Beacham				Phil McCabe / Yvette Hastings
		Peter Broxton			Peter Skates	Nicola Merriman (non-voting)					
						Jasbir Dhesi (non-voting)					
						Louise Higgins (non-voting)					
						James Richards (non-voting)					
					Clare Latham (interim replacement for Lisa Harris, Catherine Walker likely to take Kurt Allman Sarah Hopkinson						
Engagement Board	Ryan Burke	Connor Diskin	Vacancy	Vacancy	Vacancy	Maggie Chen	Katie McConnell	Joe Toward	Vacancy	Vacancy	
Executive Member	Joe Manning	Andy Hulme / Philip Cox	Roy Newton	Sarah Williams	Andy Devaney	Pat Jackson	John Adlen	Ian Brooks	Ian Brooks	Ian Brooks	Ian Brooks

Appendix 2

(1) Non-Executive Directors (Several Vacancies) for the Cheshire & Warrington Local Enterprise Partnership (LEP) and CWTB T/A Marketing Cheshire

(2) Non-Executive Sub-Board and Committee Members (Several Vacancies) for the Cheshire & Warrington Local Enterprise Partnership (LEP)

Employer:	Cheshire & Warrington LEP / CWTB
Remuneration:	Unremunerated
Time Commitment:	2-3 days per month for the main Board; 1-2 day per month for LEP Sub-Boards and Committees and Marketing Cheshire
Location:	Candidates must have a strong connection, such as living and/or working in Cheshire and Warrington

The Cheshire and Warrington LEP is a powerful partnership where public authorities, business and third sector stakeholders collaborate to set the strategic direction for the Cheshire and Warrington economy. Prior to the onset of Covid-19, Cheshire and Warrington had the best performing economy in the North of England and one of the most successful and fastest growing economies in the country. Our response has been to work hand in hand with national and local stakeholders to provide support to businesses and residents facing up to the challenges posed by Covid-19 and seek to minimise the deep economic impacts and accelerate recovery. And, in stimulating recovery and building back, the sub-regional vision has been revitalised to ensure we create the healthiest, most sustainable, most inclusive and fast growing economy. The Cheshire & Warrington LEP is central to realising this ambition.

The increasing amount of business being undertaken by the LEPs and Board succession means that there are now a number of opportunities to join the Cheshire and Warrington LEP, either on the main Board, or on the Board of Marketing Cheshire (a subsidiary of the LEP), or one of the sub-boards which discharge most of the day-to-day work of the LEP. These include initiatives such as investments in preparation for HS2 and Northern Powerhouse Rail, in enhancing the sub-region's world class Life Sciences, Advanced Manufacturing, Digital and Clean Energy sectors, or the provision of Skills and Training.

Led by a private sector Chair and a majority of private sector Board members, the LEP is responsible for and controlling substantial investment programmes. It has a strong business voice and engages directly with government with the aim of making Cheshire and Warrington the best place to do business in the UK. In 2019 Marketing Cheshire, the Destination Management Organisation (DMO) for Cheshire and Warrington, became a subsidiary of the LEP, formalising the already close working relationship between the two organisations. It seeks to enhance the reputation of Cheshire and Warrington as a great place to live, study, visit, invest and prosper.

The LEP Board currently comprises 16 directors from across the private and public sectors in Cheshire and Warrington and represents a range of skills and economic sectors. As board members reach the end of their terms of office, several vacancies have arisen on the main LEP Board and on the Marketing Cheshire Board, with additional vacancies on a number of sub-boards and committees which were recently strengthened to allow them to assume delegated responsibility for key elements of the LEP's programme. The LEP is therefore seeking to recruit high quality representatives from the business community (including the voluntary sector) to provide the support and challenge needed to realise the LEP's exciting strategic plans. We are looking for individuals who are prepared to bring their experience, expertise and networks to shape the strategic agenda of this ambitious sub-region.

CWLEP Board Vacancies

The Cheshire and Warrington LEP Board is responsible for developing strategies and policies which will deliver the right conditions for strong economic growth and which also enhance health, sustainability and inclusivity. It oversees the investment of substantial public funds. The board helps promote the region in a wide range of situations and offers channels of communication between the private and not-for-profit sectors with local and national public sector organisations including central government.

Marketing Cheshire Board

This Board sets the strategic vision and leadership across place marketing and destination management in Cheshire and Warrington. As the official Tourist Board for the region, though no longer focusing on tourism alone, has a focus on promoting Cheshire and Warrington as the place to visit, live, work and invest. It is private sector led - supported by public stakeholders, including all three local authorities - with the ability to make decisions and influence others.

Marketing Cheshire has overall strategic responsibility for place-marketing and promotion across Cheshire and Warrington. The Marketing Cheshire Board also oversees the marketing and communications activity of the LEP.

The Board has a vital role to play in the recovery of the visitor economy sector from the impact of the Covid-19 pandemic. To provide this leadership, members of the Board will have access to appropriate intelligence from across Marketing Cheshire's business networks.

Sub-Board and Committee Roles

In recent years, government has asked LEPs to take on increasing amounts of responsibility. To manage its workload, and to ensure decisions are taken quickly and efficiently, the Board has delegated some of its responsibilities to its sub-boards. The Chair and Deputy Chair of the sub-committees are members of the main Board, but the LEP is looking to recruit a number of additional sub-board members from the private sector to help make decisions on issues such as:

- investing in the development of Cheshire and Warrington's Enterprise Zone,

- investing in the digital infrastructure and capability of the sub-region
- ensuring that businesses get the help and support they need from the LEP's Growth and Skills Hub,
- setting employer-led strategies for skills development and funding the purchase of equipment for the sub-region's training providers.
- In addition, the LEP operates several committees tasked with ensuring good governance and oversight of decision-making processes.

Short descriptions of the role of each of the sub-committees are attached.

Person Specification

For the vacancies, there is no "specific" background. We seek people in the forefront of their sector with wide networks and a clear vision for how the economy in Cheshire and Warrington should develop. Candidates will have a detailed understanding of at least one sector important to the sub-regional economy and, to complement the existing skills and experience of the board, the LEP would be keen to recruit individuals who have a strong understanding and knowledge of the importance to the economy of (i) transport infrastructure requirements and delivery of complex transport schemes, or (ii) digital technology and infrastructure, or (iii) sustainability and inclusivity or (iv) business with a demand for highly skilled workforces or (v) major infrastructure projects. For Marketing Cheshire, knowledge of the Visitor sector or Place Marketing would be an advantage. You will understand the need to represent not only your own business sector, but business in general.

A collaborative team player, willing to work with the public sector, you will possess high level influencing skills. Your relationship management and networking skills will be of the highest order and you must be open to difference, with strong listening and questioning skills.

We are also keen to bring greater diversity onto the Board and encourage applications from under-represented groups.

Outline Timetable

Closing Date for Applications	5.00pm, 11 th December 2020
Sift completed by	18 th December 2020
Telephone interviews	Late December 2020/Early January 2021
Shortlisting	
Interviews	Mid/Late January 2021
Recommendation to Board / Board confirmation	Provisional board date 17 February 2021
Invitations to Successful candidates	Late February 2021
Formal Appointment	Board meeting 17 th March 2021

How to Apply

Please reply by submitting (i) a CV (no more than 3 pages) (ii) a short covering letter stating whether you are applying for board, sub-board or both positions and demonstrating how

you meet the requirements of this role and (iii) an equality and diversity questionnaire to HR@871candwep.co.uk by 11th December 2020.

Alternatively, if you would like an informal and confidential discussion please call Philip Cox (CEO of the LEP) on 07538 215280 or Joe Manning (Deputy CEO of the LEP and CEO of Marketing Cheshire) on 07834 458214.

Appendix

Role of the LEP Sub-Boards and Committees

Strategy Programme Board

While the full LEP Board approves strategy, the committee oversees the development of programmes and projects that seek to deliver the priorities set out in the Strategic Economic (SEP) and related strategies. As long as proposed projects are in line with the objectives set out in overarching vision and strategy approved by the full LEP Board, then the committee has delegated authority to approve projects up to £2.5m.

Local Transport Board

The main role of the Local Transport Board is to provide strategic direction to transport in the sub-region. Its workload is heavily influenced with the opportunities afforded to the region by HS2 and Northern Powerhouse Rail, improving bus networks, road infrastructure and sustainable travel schemes. Spending decisions are often limited to the deployment of consultancy spend and the development of business cases. Significant capital investments are taken by Transport Authorities.

Digital Connectivity Board

This is a new board being established by the LEP.

Connectivity is vital in a world dependent on digital communications, data transfer and analysis, and as an enabler of inclusivity and sustainability. Covid-19 has demonstrated just how reliant economic and social activity is on digital technologies and which also provide so many opportunities for future growth and new business models. The Digital Connectivity Board will help shape and deliver the regional Digital Infrastructure Plan and ensure Cheshire and Warrington is in the best place to benefit from the opportunities provided by the sector.

Members of the Board will be expected to bring their own experience to the Board but will also be expected to represent the wider views of their sector by regularly engaging with other companies, so that the Board offers a comprehensive view of the sub-regions strengths, capabilities and requirements. It will be expected to appraise and evaluate investment proposals seeking to enhance Cheshire and Warrington's Digital Infrastructure and Digital Capability.

Business Growth Board

As a business-led group its focus is on matching business demand to the supply of business support and influencing policy decisions, both in C&W and beyond. Ensuring strong private sector leadership/representation - supported by public stakeholders - with the ability to make decisions and influence others.

It has overall strategic responsibility for the C&W Growth Hub (directly managed by the C&W LEP) and will oversee the work of the Growth Hub Management Board.

This includes:

- The C&W Skills Hub, providing skills, training and learning support to employers and employees.
- The C&W Innovation Hub, providing innovation support to business and underpinning implementation of the C&W Local Industrial Strategy.
- Inward Investment and Trade.

The Business Growth Committee will also oversee activity related to the business support agenda in the Northern Powerhouse – and any other key national initiatives of relevance.

Employers Skills and Education Board

The role of the Board is to work with other employers, local authorities, universities, colleges and other training providers to ensure that businesses in Cheshire and Warrington have the skills they need to grow and that all our residents have the skills they need to progress and play a full part in the economy.

Members of the Board will be expected to bring their own experience to the Board but will also be expected to represent the wider views of their sector by regularly engaging with other companies, so that the Board offers a comprehensive view of the sub-regions skills and education needs.

The Board, supported by the LEP Executive, will make recommendations for investment decisions on skills and education to the main LEP Board ensuring proper scrutiny to provide value for money and strategic fit with local priorities. Members will debate issues and share good practice to inform development of local strategies, interventions and investments. The Board champions investment in skills and education and communicate effectively with the business community to advise on new developments and local opportunities.

In the past year, the Employers' Skills and Education Board has evolved into a Skills Advisory Panel including the Digital Skills Partnership advising on skills investment priorities (including the Adult Education Budget and Apprenticeships). Local employers, skills providers and local government will pool knowledge on skills and labour markets and work together to understand and address key local challenges.

Growth Corridors Board

The Cheshire Science Corridor is home to the largest concentration of science and technology assets in the North of England including:

- Alderley Park - the UK's largest and best invested bioscience campus
- Birchwood Park – a European centre of excellence for nuclear engineering
- Jodrell Bank – the World's first radio telescope and the HQ of the Square Kilometre Array

- Thornton Science Park- Shells former R&D HQ which is now the University of Chester's Faculty of Engineering and home to over 40 clean energy businesses
- Protos – fast developing as a nationally important strategic energy hub providing affordable, secure and low carbon energy to industrial occupiers

A number of sites within the Cheshire Science Corridor were granted Enterprise Zone status in 2016 which provides attractive business incentives for companies moving onto designated sites and enables the LEP to retain business rate growth for a period of 25 years. We have an exciting £30m investment programme which will generate c.£144m in retained business rates over the next 25 years that will be reinvested back into the sub-region.

The role of the Enterprise Zone Board is to set and oversee the strategic direction and operational delivery of the Cheshire Science Corridor Enterprise Zone including determining the priorities for the Enterprise Zone and the EZ Investment Programme, reviewing and approving all businesses cases for investment in the Enterprise Zone and ratifying Business Rate Discount applications from new occupiers coming into the EZ.

In addition to the Science Corridor, proposals have been made to establish a Growth Corridor to reap the economic benefits of HS2 and Northern Powerhouse Rail. Stretching from Crewe to Warrington and embracing several industrial sites and housing pathfinder locations, the proposals outline an investment and financing model similar to, but different from, the Enterprise Zone.

Performance & Investment (P&I) Committee

The P&I Committee provides a vital role which ensures robust processes have been followed for the development and assessment of investment business cases. Whilst, the committee has no direct spending delegation, it ratifies every investment proposed by the LEP and monitors the delivery of investment programmes to assure the Board that the planned outputs and outcomes expected from those investments are being delivered. Members of P&I are typically independent of the sub-boards taking investment decisions.

It supports the LEP to manage programmes effectively and efficiently and routinely reviews the corporate and programme risk registers proposing and supporting actions to minimise the likelihood and impact of risks. With even greater focus now being placed on sustainability and inclusivity, P&I will ensure the wider societal and public value benefits are also being delivered from the programmes.

Finance and Audit (F&A) Committee

The F&A Committee maintains oversight of the LEP's annual financial planning cycle, the in year financial performance and the production and approval of the statutory management accounts. The financial landscape of the LEP, however, includes significant funds held on the LEP's behalf by the accountable body, Cheshire East Borough Council (CEC). The volume of these investment funds overshadows the scale of the operating company and the F&A

committee also monitors the “enterprise”. The s151 Officer for CEC is a standing member of this committee along with internal and external auditors.

Appointments & Remunerations (A&R) Committee

The A&R Committee is chaired by an entirely independent Chair and the key roles of the A&R Committee are:

- Recommendation to the Board of appointment of Board Directors,
- Overseeing the appointment of Committee members,
- In conjunction with the Chair of the Board, setting the Terms and Conditions of the Chief executive,
- Overseeing the pay and remuneration system for the employees of the LEP and MC.
- Resolving HR issues.

Scrutiny Committee

The Scrutiny Committee plays an essential role in ensuring that the public can have confidence that the LEP is taking decisions that offer good value for money; will ensure that Cheshire and Warrington continues to have a strong economy; and are in the best interests of the people who live in the area. The role is similar to that of the House of Commons Public Accounts Committee. The committee is independent of the LEP and has its own secretariat and a budget that allows it to commission external analysis of the LEP’s work. The committee currently comprises representatives from the three local authorities, and three representatives from the private sector, but is likely to be supplemented shortly by three further members drawn from the area’s business representative organisations. The work of the Scrutiny Committee is highly valued by the main Board for the additional perspectives and insights that the committee can offer.

(1) Engagement Board Members, Aged 18 -27 Years, (Several Vacancies) for the Cheshire & Warrington Local Enterprise Partnership (LEP)

Employer:	Cheshire & Warrington LEP / CWTB
Remuneration:	Unremunerated
Time Commitment:	1-2 day per month for LEP Sub-Boards and Committees and Marketing Cheshire
Location:	Candidates must have a strong connection, such as living, studying or working in Cheshire and Warrington

The Cheshire and Warrington LEP is a powerful partnership where public authorities, business and third sector stakeholders collaborate to set the strategic direction for the Cheshire and Warrington economy. Prior to the onset of Covid-19, Cheshire and Warrington had the best performing economy in the North of England and one of the most successful and fastest growing economies in the country. Our response has been to work hand in hand with national and local stakeholders to provide support to businesses and residents facing up to the challenges posed by Covid-19 and seek to minimise the deep economic impacts and accelerate recovery. And, in stimulating recovery and building back, the sub-regional vision has been revitalised to ensure we create the healthiest, most sustainable, most inclusive and fast growing economy. The Cheshire & Warrington LEP is central to realising this ambition.

In recent years, government has asked LEPs to taken on increasing amounts of responsibility. It takes decisions on strategies and policies to support economic growth and how to invest significant amounts of public funds. To manage its workload, and to ensure decisions are taken quickly and efficiently, the Board has delegated some of its responsibilities to its sub-boards.

The LEP is also very aware of how Covid-19 is affecting younger people in particular and wants to hear your voices in setting out the plans for recovery. Earlier this year, and before Covid-19, the LEP established an Engagement Board with members aged between 18 and 27 years. Members provide a voice for the younger generation and groups which are otherwise less well represented, providing views and opinions to the LEP Board and Sub-boards. Engagement Board Members are full members of their respective committees and meet as a group to share and develop ideas that will ensure LEP strategies and investments meet the current and future aspirations of younger people across the sub-region. We are looking for up to 4 more members and would have particular interest to hear from people who live, study or work east of the M6 and from those who can represent less affluent communities.

Timetable and Timelines

As above