

PEOPLE LEADERSHIP GROUP

Terms of Reference

Name of Group: People Leadership Group for the Heart of the South West Local Enterprise Partnership (HotSW LEP)

Produced by: Keri Denton, LEP Management Team 'People' Theme Lead
(and Head of Economy & Enterprise, Devon County Council)

Signed (Stephen Criddle, Chair of People Group):



Date Approved/Last Reviewed: 30/11/2017

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Terms of Reference, and Group membership to be reviewed annually at the start of the new financial year (March/April).

Purpose

1. In order to drive and support the work of the LEP, three 'Leadership Groups' have been established to provide a strategic lead for their theme (reporting to SIP) and to be the primary advisory groups - for each of the three main themes of our Strategic Economic Plan (SEP): People, Place & Business.
2. In addition to their advisory role, each Leadership Group also has a role to play in the LEP's governance and management of funding programmes, such as Growth Deal, Growing Places Fund and, indirectly, European programmes. The function of the Leadership Groups in respect of LEP funding programmes is set out in the LEP's *Assurance & Accountability Framework*¹.
3. In supporting delivery of the objectives in the SEP, the Place Leadership Group is focused on²:
 - a. Creating the conditions for growth: Skills infrastructure
 - b. Maximising productivity: Access to jobs & quality careers
 - c. Transformational opportunities: Talent for growth (of our 'smart specialisms').

Activities

4. The activities of the group include, but are not limited to:
 - a. Provide the LEP Board with specialist advice about employment, education, skills and social inclusion issues related to the growth agenda of the HotSW.
 - b. Communicate the LEP's People investment priorities and encourage project submissions to the Government's Growth Deal programme (with specific reference to skills infrastructure);

¹ <http://heartofswlep.co.uk/sites/default/files/user-91/HotSW%20LEP%20Assurance%20Framework%20-%20March%202015%20FINAL.pdf>

² This simplified list is based on P.10 of the Strategic Economic Plan, which contains further detail on the People, Place and Business themes: <http://heartofswlep.co.uk/consulting/strategic-economic-plan-sep>

- c. Work with key Government agencies to align employment, skills and social inclusion investment programmes in the LEP area;
- d. Identify People-related barriers to delivery of growth and economic resilience and provide support and advice to the LEP Board about potential solutions to these.

Sub-groups

5. Where appropriate the People Leadership Group will establish 'Task and Finish' Groups to facilitate progress on specific issues. The Leadership Group will keep a Register of these sub groups and seek to clearly define their work programme, including key objectives, milestones and completion dates; reporting on progress at each meeting.
6. There are currently the following People task and finish groups:
 - a. Construction Labour and Skills
 - b. Enterprise Education (Enterprise Advisor project)
 - c. Digital Inclusion and Skills.

Membership

7. LEPs were originally established as a partnership between business and local government, alongside other important public, private and voluntary/community organisations. As such the composition of the LEP's Leadership Groups will reflect the spirit of a balanced partnership between public, private and voluntary/community sectors.
8. Leadership Group membership will comprise a maximum of 20 representatives drawn from the Heart of the South West LEP area.
9. The Chair will always be a non-local authority LEP Board Director appointed by consensus by the LEP Board. The Vice Chair will be agreed by and from within, the Leadership Group.
10. Where there is a vacant role on the group, new members will be agreed in accordance with the LEP's group member recruitment policy.
11. Advisors or other key individuals/groups may be invited to attend People Leadership Group meetings to discuss specific items on the agenda.
12. Devon County Council will provide the executive support to the People Leadership Group as part of its Service Level Agreement with the HotSW LEP.
13. Membership of the Group is comprised of 'core' members (common to all three Leadership Groups) and 'specialist' members (identified to reflect the requirements of that individual theme).
14. Current membership of the Place Leadership Group is shown in Appendix 2.

Meetings

15. Meetings will be bi-monthly.
16. Additional meetings can be called at the discretion of the Chair.
17. Meeting papers to be circulated one week in advance of the meeting.
18. If the Chair is unable to attend, the Vice-Chair will Chair the meeting. If both the Chair and Vice-Chair are unable to attend, the LEP Management Team Theme Lead will Chair the meeting.

Decisions

19. At least seven members must be present for the Leadership Group to be quorate for the purposes of any formal decision-making items and at least four of these members must be from the private sector or be individuals representing the private sector.
20. All decisions will be made by consensus. Where consensus cannot be reached, decisions will be deemed sufficiently 'novel or contentious' to be referred to the Strategic Investment Panel (SIP), in line with the *Assurance & Accountability Framework*.

Urgent Matters

21. For urgent matters which require decisions outside normal meetings, the Chair may make decisions on behalf of the People Leadership Group in consultation with the Vice-Chair and the LEP Management Team Theme Lead. Any decisions taken in this manner will require a full written update to the next People Leadership Group meeting, justifying why an urgent decision was required and the actions taken.

Complaints/Conflict Resolution

22. Should members of the People Leadership Group have a complaint or conflict that cannot be resolved, this should be reported to the following people in alignment with the recommended stages:

Stage 1: Management Team Theme Lead for People.
Stage 2: Chief Executive of the HotSW LEP.
Stage 3: Chair of the HotSW LEP Board.
23. At each stage, if the dispute cannot be resolved within seven working days it will be escalated to the next level.

Conflicts of Interest

24. The People Leadership Group will often be involved with commenting on or advising on funding programmes and/or significant policy recommendations.
25. If any members of the group, through personal interests, employment, or through relatives or close personal friendship, have any interest at all, these should be declared through the Chair at the beginning of each meeting and this will be recorded in the minutes. If appropriate, you may be asked to leave the room.
26. This requirement is in addition to signing an annual statement; confirming that you have received, read and understood the LEP's Conflicts of Interest Policy and completed a Declarations of Interest Template, detailing the nature of any such conflicts.

Agendas and Minutes

27. The Agenda for each meeting will include standard items - please see below - as well as any additional items as required. Copies of the Agenda and Minutes will be available on the LEP's website in the public domain.
28. The LEP is committed to conducting its business in the most open and transparent way possible, however in exceptional circumstances information may be deemed sensitive, for example, business cases containing commercially sensitive details of a local business, and in such cases documents

will have any such information removed.

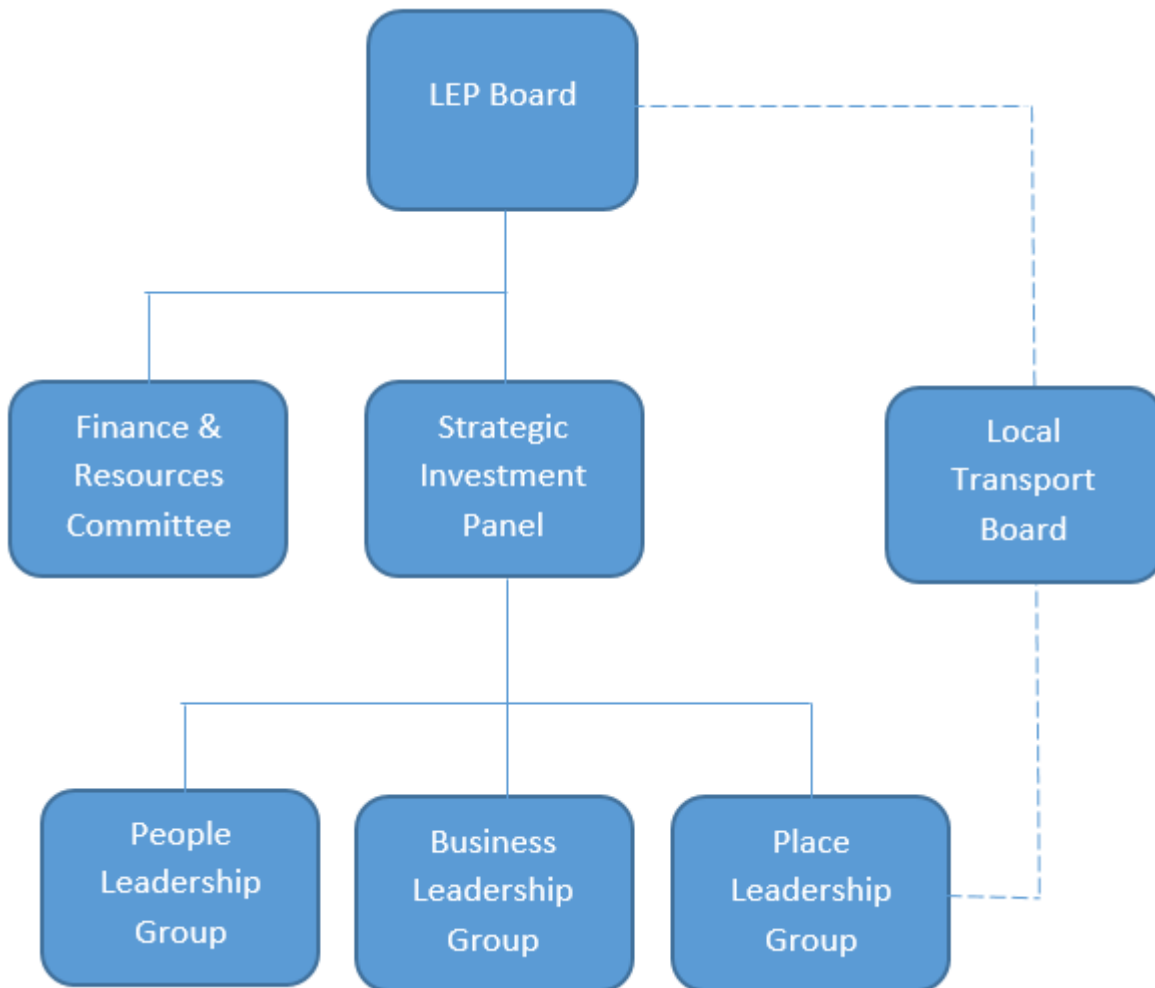
29. Standard Agenda Items:

- a. Welcome and Apologies
- b. Declarations of Interests/Conflicts of Interests
- c. Minutes of the Last Meeting and Matters Arising
- d. The Board - feeding into future Board Meetings and feedback from previous ones, including the Theme performance dashboards
- e. Register of and updates from Working Groups etc.
- f. Reporting from Projects (via the SIP or directly) - Growth Deal, ESIF, Growing Places Fund, BIS and other LEP funded activity that reports to this Group
- g. Any Other Business / Items to communicate
- h. Future Agenda Items
- i. Next Meeting.

Amendment, Modification of Variation

30. Any changes to these Terms of Reference must be agreed by the Chair of the People Leadership Group and subsequently endorsed by all members.

Appendix 1 - Heart of the South West LEP Governance Structure



Appendix 2 - Membership of the People Leadership Group

LEPs were originally established as a partnership between business and local government, alongside other important public, private and voluntary/community organisations. As such the composition of the LEP's Leadership Groups will reflect the spirit of a balanced partnership between public, private and voluntary/community sectors.

Membership of each Leadership Group is comprised of 'core' members (common to all three Leadership Groups); supplemented by a number of 'specialist' members (identified to support the work of that particular group) - up to a total membership of 20.

All Leadership Group members are expected to act as Ambassadors for the LEP and the Leadership Group. Whilst not formally 'holders of public office', Leadership Group members are expected to act in a manner consistent with 7 'Nolan' Principles of Public Life: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership. In addition all members are expected to:

- Attend at least four of the six meetings of the Leadership Group held each year.
- Sign to confirm that they have read and accept the HotSW LEP's Conflicts of Interest Policy.
- Complete/update a Declarations of Interest form annually.
- Declare interests, as relevant, at the start of each meeting.

All members attend the group to represent a constituent group or 'community of interest'. As such members are expected to:

1. Provide a recognised and trusted voice; as far as possible, for members of their constituent group/s on the Leadership Group.
2. Actively consult and engage with their constituent group/s on relevant Leadership Group agenda items, issues and recommendations.
3. Actively provide timely feedback and updates to their constituent group/s.

In addition to the members listed below, other attendees may attend on an ad-hoc basis by invitation, including from the LEP Management or Core Teams, or from Government Agencies including Skills Funding Agency, Department for Work & Pensions, Big Lottery.

Members - Core

Role	Named Representative
Chair	Stephen Criddle (LEP Board & South Devon College)
LEP Management Team Theme Lead	Keri Denton (Devon County Council)
Business Representative	Karl Tucker (Yeo Valley)
Business Body Representatives (x3)	Dale Edwards (SW Chambers of Commerce)
	Nicola Bailey (FSB)
	Guy Hazlehurst (SW Business Forum & EDF)
Social Enterprise	Elaine Cook - (Devon Communities Together)
Upper Tier Unitary / County Local Authority	Rosie Bates (Devon County Council)
	Ed Coley (Plymouth City Council)
	Deborah Passmore (Torbay Development Agency)
	TBC (Somerset County Council)
European & Structural Investment funds HotSW Sub-Committee (private sector)	TBC

Vice Chair - TBC

Members - Specialist

Role	Named Representative
Employment & Skills Boards	Mark Shepherd (Exeter & Heart of Devon ESB)
	Rozz Algar (Northern Devon ESB)
	Phil Harris / Fiona McMillan (Somerset ESB)
Training Provider Network / HPTA	Rod Davis (Dorset & Somerset Training Provider Network and HPTA)
Higher Education	Chris Evans (University of Exeter)
Voluntary & Community Sector	Elaine Cook - dual role (Devon Communities Together)
Further Education	Stephen Criddle - dual role (South Devon College)
SFA	Richard Daulton
DWP	Sally Kittle
Big Lottery	Catherine Stevens