

# Heart of SW LEP CIC Board meeting

## Paper 5.3 Jan 2018

**Report title:** Recruitment of LEP Chief Executive

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**Report theme:** Board

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### **Purpose of the report**

To finalise the approach to be used to recruit the HotSW LEP Chief Executive due to the retirement of the current Chief Executive in July 2018 and confirm the date recruitment is to commence.

### **Recommendations**

To agree finalised approach (with day to day supervision still delegated to the F & R committee) with commencement of the recruitment process following the January 2018 LEP Board meeting on 26 January.

### **Background**

As previously flagged the HotSW LEP Chief Executive is retiring at the end of July 2018 at his normal retirement age of 65. It has been previously agreed the LEP will recruit a new Chief Executive. There are a range of potential issues, ranging from Reviews of LEPs to joint working arrangements as well as the Brexit timetable and broader economic environment that could impact on the appointment. As discussed previously the only certainty is the lack of certainty and therefore this will need to be a key perspective of the candidate specification. In the event of significant change arising in the next few months the Finance and Resources Committee can either:

- Ask LEP interview panels to take these changes into account during consideration of candidates
- Pause and refer the recruitment process back to the Board

The timetable for recruitment and our progress can be summarised as follows:

- Fitzgerald HR as Recruitment firm and the broad approach was agreed at November 2017 Board
- The job specification and detailed process to be agreed today and commence a recruitment process thereafter on 26 January.

- Make an appointment in April 2018
- Commence employment in June/July 2018 to shadow existing Chief Executive for (say) 1 month

It is planned that interviews are structured in phases. The first phase to sift from a long list (of say 6) to a short list of (say 3) appointable candidates. The second phase to be structured around a presentation with Q & A session to the full LEP Board with a few additional guests from key stakeholders (such as Chambers, District Authorities). Following this the selected candidate should meet the Chairman for a final conversation and agreement of contract. Key elements to be agreed at this LEP Board meeting are therefore:

- The initial interview panel of six:
  - Steve Hindley as Chairman
  - Richard Stevens standing in for Chair of F & R
  - Paul Diviani as Deputy Chair of HotSW Joint Committee and LEP Local Authority Director
  - Judith Petts as HE / FE Director
  - Paul Hickson as member of the LEP management team
  - Existing Chief Executive
- The candidate pack is agreed for use. This sets out the timetable for interviews etc. See annex 1 to this paper.
- We place the vacancy on the following national job boards / internet sites:
  - LinkedIn Paid Ad - Branded
  - TotalJobs-Branded
  - Jobsite-Branded
  - Indeed (Sponsored)-Branded
  - CV Library-Branded
  - WR (Webrecruit) Jobs-Branded
  - Third Sector Jobs
- An advertisement is placed on our LEP website (see Annex 2) and links to this advert passed to all key stakeholders

An outstanding action is to determine whom will be the employer of the Chief Executive. An approach has been made to the University of Plymouth. In the event this is not possible, Somerset County Council have indicated they would be willing to discuss this.

**Chris Garcia**

**16 Jan 2018**

# ANNEX 1

Chief Executive

## **Candidate Briefing Recruitment Pack**

**January 2018**

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# The Heart of the South West LEP - An Introduction

The Heart of the South West Local Enterprise Partnership is a strong and dynamic partnership between the private sector, local authorities, universities and further education. Our purpose is to lead and influence economic growth, job creation and prosperity for all, across the Heart of the South West area covering Devon, Plymouth, Somerset and Torbay.

We are a business-led partnership of 4 County and Unitary Authorities, 15 District Authorities, 4 Universities and 10 FE colleges across the area. Our Board is made up private sector leaders alongside those from the public and social enterprise sectors; together these provide an essential steer to ensuring our strategies aim for what the business community needs to increase prosperity and productivity. Our existing programmes and activities are already making a difference; we've helped deliver thousands of new jobs and extra houses, supported the training of skilled staff and the growth of 2500 businesses. Our existing pipeline of investments is approaching £750m and we can see billions of and billions of pounds of opportunity in front of us.

## Our mission

*“To reposition the Heart of the South West’s profile and reputation, nationally and globally. Connecting people, places, businesses and ideas to transform our economy, securing investment in infrastructure and skills to create more jobs and enable rewarding careers.”*

The 38 LEPs across England have mobilised significant support from the private sector to boost the impact and sustainability of publicly funded regeneration projects. We are one of the largest LEPs by geography and population, with a fabulous mix of stunning natural capital, leading edge innovation, global and family businesses and committed people; a strong foundation from which to develop. In addition, our local authorities are establishing new governance structures to aid the building of further aggregate working; and we are developing new relationships within the Heart of the South West area and with others in the South West and the country.

## What we do

- Identify common priorities
- Attract resources and investment
- Make a difference to prosperity

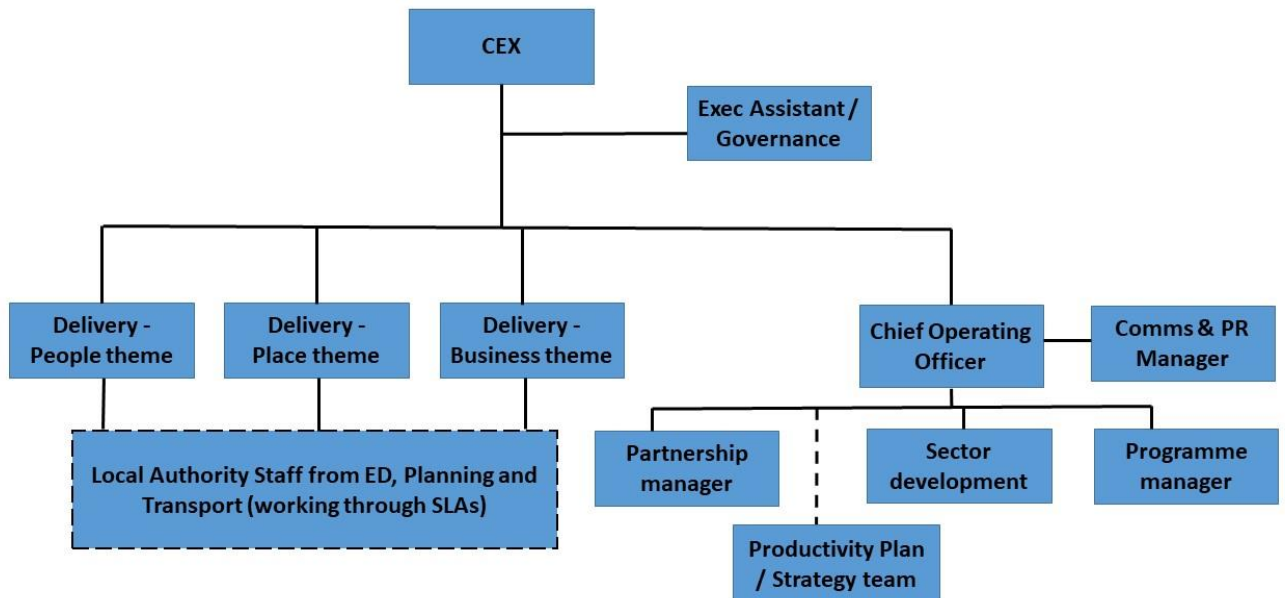
A thorough analysis of the way forward for economic prosperity for all in the Heart of the South West are presented in the [Strategic Economic Plan \(SEP\)](#) which sets out the opportunities to generate growth and attract inward investment from business and UK and EU government. As an organisation we operate as a small team with our systems in the Cloud with contracted service teams in our partners – so location is flexible across our area. Our new and ambitious Productivity Strategy, developed with our local partners and stakeholders, is due to be published this Spring.

# The Role

## Heart of the South West Local Enterprise Partnership – Chief Executive

This is a fantastic opportunity to join the Heart of the South West Local Enterprise Partnership (LEP) as its Chief Executive and lead the next phase of our development. The position offers a unique, challenging and rewarding opportunity for an experienced person to lead the LEP and make a real difference to the people, communities and businesses in the Heart of the South West (HotSW) economy.

HotSW organisation chart



29 Aug 2017

### Job Purpose

To deliver the aims of the LEP by promoting and sustaining the economic development and enhanced productivity and prosperity for all in the HotSW LEP area; by promoting our strengths, and influencing, attracting and / or directing investment towards the necessary infrastructure and / or the development of successful businesses and people's prosperity; enabling the sustainable growth of businesses and social enterprises across the Heart of the South West of England.

## **Key Objectives**

- Understand the true strengths and weaknesses of our area so the area's strategies and plans are based on solid data
- Promote the distinctiveness of the HotSW economy and its potential for business and social enterprise growth, innovation and enterprise.
- Work with all our partners and stakeholders within HotSW region, and national or international contacts to develop and deliver the area's plans for economic growth including attracting and deploying investment for better infrastructure, employment and skills and business success; working through appropriate governance structures and transparent processes
- Strengthen relationships with national and local government as well as our successful multi-national companies, universities and colleges to grow and develop new enterprise and through these relationships support all our businesses, large, small or micro, to grow and prosper
- Facilitate partnerships to enable prosperity for all, better business growth, better job creation and the delivery of new homes in the area.

## **Job Responsibilities: Strategic**

- Co-ordinate, support and lead activities to understand the HotSW economy and aid the development of an integrated Strategic Economic Plan (or Productivity Strategy) and its associated Delivery Plan for HOTSW area to enable the LEP to achieve its vision of prosperity for all.
- Collaborate with other LEPs where we have common interests, and others in the LEP network where necessary, to develop partnerships that provide strategic insight and enable us to identify target and develop opportunities.
- Build relationships with key business and government bodies (e.g. Department for Business, Energy and Industrial Strategy, Department for Communities and Local Government, Department of Transport, Department of International Trade, Chambers of Commerce, CBI, Institute of Directors) in order to develop strategic partnerships that enable us to identify and target funding opportunities or progress our plans.
- Scan the horizon and evaluate all present and future sources of investment – local, national or international funds, and provide regular reports to the Board to ensure they are fully abreast of key opportunities
- Attract and facilitate further investment in HOTSW LEP through public sector revenue or capital funding from local, regional and national authorities/agencies.
- Ensure a close and mutually beneficial working relationship with the range of public and private sector partners to maximise opportunities at an early stage.
- Direct and provide day to day leadership for the LEP, its staff, partners and stakeholders within the agreed governance and assurance frameworks; ensure that there is an appropriate match of resources with the tasks to be delivered.

## **Job Responsibilities: Operational**

- Proactively monitor and review the economic efficiency of HOTSW LEP activities on a regular basis, reporting results to the Board so they are fully aware of progress, opportunities and setbacks.
- Work with relevant stakeholders to generate and drive forward implementation of agreed strategies; e.g. on our key showcase sectors and areas of activity. Identify further resources from the appropriate sectors to build and manage projects of mutual interest.

- Ensure that appropriate processes are in place to meet our assurance and governance framework, including transparency, project appraisal and business cases.
- Ensure that all funding programmes being managed by the LEP are managed efficiently, effectively and economically with projects delivered on time and within budget. Build on the monitoring and reporting mechanisms that are in place for measuring HOTSW LEP's progress so that we can continue to demonstrate the value that we are creating.
- Further develop the communications channels necessary to keep our diverse stakeholders informed and up to date on the workings of the LEP.
- Support the Board of Directors in terms of governance, information flow and policy, ensuring that we comply with regulations at all times. Take responsibility for the financial health of the organisation, and provide a financial summary to the Board on a regular basis.

#### **Job Responsibilities: Ambassadorial**

- Ensure presence and collaboration is felt amongst all key partners so that they remain engaged with and committed to the goals and targets of the LEP.
- Continue to ensure that HOTSW LEP maintains its delivery of priorities for growth through an acute understanding of the relationships and activities that will be needed to deliver our goals.
- Maintain a PR profile for the LEP in local, regional, national and specialist publications to continuously raise awareness of our agenda and mission.
- Act as an effective ambassador for the LEP in our business and stakeholder communities to continuously raise awareness about the organisation's achievements and ambitions

#### **Additional responsibilities**

- Attend speaking engagements at a local and national level as required in order to raise the profile of the mission and agenda of HOTSW LEP.
- Maintain a strong understanding of related sector trends and developments in order to develop innovative new ways to raise our profile, increase funding and meet the targets as set out in our strategic economic plan.
- Ensure your continuous development through training, development and remaining up to date with relevant current affairs.
- Undertake any other duties considered necessary from time to time, when required, or as directed by the Chair or by the Board.

# Person Specification

**The role of Chief Executive is extremely varied. There is no typical week or month and as such variety and flexibility are the key characteristics. In some weeks the emphasis is on building partnerships and relationships with senior leaders from other bodies and organisations in the region or area, in others it's on solving challenges to the progress (perhaps due to changes in finances) of our projects, or in other weeks perhaps the focus will be on the preparation of recommendations for governance and transparency, whilst other days may involve presentations or promotion of opportunities to audiences on a wide range of economic development agendas.**

The ideal candidate will:

- Have a strong track record and a set of relevant skills for relationship building and leadership, and working in or around taking forward at scale and at a senior level strategy and delivery plans in economic development fields such as infrastructure, skills and / or business support;
- Relish working in a fast-changing world where variety is the common denominator and emerging opportunities and structures regularly change; for example, many will only become apparent as the country leaves the EU
- Have a background of attracting investment and promoting an area's or significant enterprise's strengths, for example as part of this building partnerships between the public, education and private sector
- Have an in-depth understanding of what management, governance, assurance and transparency frameworks are needed when managing an investment pipeline rapidly heading towards £1bn where significant elements of the funding are from the public sector and delivery is through a wide variety of other partners
- Be a strong and personal communicator as the Chief Executive is the primary public voice of the LEP; and a track record of working successfully with senior business, education, government leaders and politicians and the media
- Have a flexible management style that can harness the wide mix of skills and resources available across our partnerships with a distributed team

## **Remuneration:**

A two year initial contract will be offered (extendable subject to funding availability) with a salary of around £115,000 pa plus pension and competitive holiday package. [to be agreed] would be the employer. Location: The LEP operates its systems in the Cloud and staff are distributed across the LEP area. The ideal candidate will be based within the area and be comfortable with a distributed team involving some travel across the area and nationally from time to time.



# The Recruitment Process - How to Apply & Timeframes

## How to Apply

To register your interest in this vacancy, please apply via the advertisement or quote 'HotSW LEP Executive' in the subject line and email [\[to be agreed\]](#) Please providing a copy of your CV and a covering letter, outlining what qualities, experience and skills you would bring to the HotSW LEP if appointed.

Applications are invited between 26<sup>th</sup> January 2018 and 16<sup>th</sup> February. All applications will receive acknowledgement of receipt, but **please note that initial conversations will only take place after the closing date, which will be 16<sup>th</sup> February.**

## Guideline to Timeframes

- Up to 16<sup>th</sup> Feb – Applications to be received.
- w/c 19<sup>th</sup> Feb – Shortlisted candidates to attend initial interview day on either 6<sup>th</sup> or 12<sup>th</sup> March.
- w/c 12<sup>th</sup> March – Candidates successful at 1<sup>st</sup> Interview will be contacted to attend Panel Presentation and second interview in w/c 19<sup>th</sup> March.
- w/c 26<sup>th</sup> March – Candidates successful at second interview will be contacted to attend final meeting with LEP Chairman in w/c 9<sup>th</sup> April.

**On behalf of the HotSW LEP, we would like to thank you for your interest in this position.**

## ANNEX 2

### Draft Chief Executive Advertisement for HotSW LEP website

#### **Chief Executive**

**Devon, Plymouth, Somerset or Torbay**

**c £115,000**

The Heart of the South West LEP is a strong business led partnership between the private sector, local authorities, universities and colleges. We have established an impressive track record and partnerships leading and influencing economic growth, job creation and prosperity across the Heart of the South West. We already have a £750m investment pipeline to support our mission to see better productivity and better jobs and are poised to launch a new delivery plan to aid prosperity for all.

As Chief Executive you will play a key leadership role in building our local and national partnerships and realising our vision of transforming the economy, securing investment in improving our towns and rural communities, aiding the profitability of our businesses and providing rewarding careers. Leading a small team and supported by staff in our partners, the Chief Executive's priorities will be to promote our opportunities, attract investment, share knowledge of our distinctiveness, and deliver our investments to maximise our impact in a fast changing global and national economy.

Our systems are based in the cloud and our lean teams distributed across our partners to facilitate partnership and maximise flexibility and value for money; so location is flexible across our area. You will relish working in a world where variety is the common denominator and will need strong leadership, communications and relationship skills with a senior level track record in an economic development field such as infrastructure, skills and / or business support. Also sought will be a good understanding of what management, governance and transparency frameworks are needed when managing our investment pipeline to maximise impact and assurance.

Please apply before 16 February. A candidate briefing pack is available for download below which provides more information on the role and how to apply.

We are an equal opportunities employer and welcome applicants reflecting the diversity of the community.

