

Appendix 2

Job Description for Private Sector Business Board Members

Board member specification, profile and requirements

1. Legal Status of the Business Board

- 1.1. Local Enterprise Partnerships (LEPs) are private sector led voluntary partnerships between local authorities and businesses set up in 2010 by the Department of Business Innovation and Skills to help determine local economic priorities and lead economic growth and job creation within the local area.
- 1.2. The Business Board is a non-statutory body which is the Local Enterprise Partnership for its area. It is independent of the Combined Authority operating as a private-public sector partnership, focusing on the key business sectors to provide strategic leadership and drive growth in the Cambridgeshire and Peterborough and wider Local Enterprise area.
- 1.3. The Business Board is an informal partnership. It does not have legal status to enter into contracts and will act through the Cambridgeshire and Peterborough Combined Authority as Accountable Body.

2. Appointment

- 2.1. The term of office for **private sector representatives** will normally be a maximum of 3 years, and subject to a maximum of one consecutive term as set out in the Business Board's constitution. The terms of the appointment are set out in the Business Board's constitution.
- 2.2. The terms of office of the Chair will be for two years with one consecutive term permitted upon unanimous vote of the Board members present and voting.

3. Time Commitment

- 3.1. Private sector members should give sufficient time to discharge their responsibilities effectively.
- 3.2. Overall a time commitment of approximately 8 days per year is expected. This will cover attendance at approximately 5/6 board meetings per year, including the AGM, possibly an annual strategy day, and training and induction events.
- 3.3. The Chair's time commitment is considerably more, approximately 1-2 days a week.

4. Role

- 4.1. Members should be clear about the Business Board's aims and ensure that these are being delivered effectively and sustainably.

- 4.2. The role of the Business Board is set out in its terms of reference. The knowledge and experience required of private sector members is set out in Appendix 1.
- 4.3. Business Board members should ensure that the Board provides strategic leadership in line with the Business Board's aims and values.
- 4.4. The Board should act with integrity, adopting values and creating a culture which helps achieve the Business Board's purposes. The board must be aware of the importance of the public's confidence and trust in local enterprise partnerships, and undertake their duties accordingly.
- 4.5. The Board should make sure that its decision-making processes are informed, rigorous and timely and that effective delegation, control and risk assessment and management systems are set up and monitored.
- 4.6. The Board must work as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.
- 4.7. The Board's approach to diversity should support its effectiveness, leadership and decision-making.
- 4.8. The Board should lead the organisation in being transparent and accountable. Members must sign and comply with the Business Board member code of conduct and register of interest. The Business Board is open in its work, unless there is good reason for it not to be.
- 4.9. Private sector members are expected to be industry leaders and active in the following sectors
 - (a) Agri-food, drink and horticulture
 - (b) Advanced manufacturing and materials
 - (c) Life Sciences
 - (d) Digital
 - (e) Small / Medium Size Businesses (one board member will be appointed specifically to represent the interests of the SME sector).
- 4.10. In order to fulfil its role, Members will be expected to devote appropriate preparation time ahead of each meeting. Members will also be expected to make a commitment to participate actively in the board's work, stay informed about the work of local enterprise partnerships and Business Board matters and to review and comment on board papers and minutes.
- 4.11. Members will be expected to build a good working relationship with other board members, other key stakeholders and key senior staff.
- 4.12. Members should insist on receiving high-quality information sufficiently in advance so that there can be thorough consideration of the issues prior to, and

informed debate and challenge at, board meetings. They should seek clarification or amplification from management where they consider the information provided is inadequate or lacks clarity.

- 4.13. Members should devote time to developing and refreshing their knowledge and skills to ensure that they continue to make a positive contribution to the Board and generate the respect of the other Board members and stakeholders.

5. Role of the Chair

- 5.1. The leadership that the Chair provides is central to the Local Enterprise Partnerships' success. The Chair is required to provide direct and pro-active leadership both nationally and locally, and as such a substantially greater time commitment is required than that required from any other Board member
- 5.2. The Chair should be visible, active participants in the business community, supported by boards with a strong business and community voice.
- 5.3. The Chair must have a strong private sector background and experience of building effective organisations to ensure he/she is equipped with the skills needed to steer the work of a Local Enterprise Partnership.
- 5.4. The Chair must be able to work collaboratively with a range of stakeholders, including local people, businesses and their representatives, elected officials, education institutions and voluntary and community sector bodies, holding stakeholders to account for delivery and ensuring tough decisions are taken. He/she must also act as an advocate for the place and be able to represent the concerns of its people, institutions and businesses, both locally and at the highest levels of Government.
- 5.5. The Chair should be a strategic operator – able to interpret the external environment, articulate the Local Enterprise Partnership's position within it and amplify the board's stated ambitions.
- 5.6. As Local Enterprise Partnership invest significant amounts of public money, it is critical that the Chair has an eye on the detail and ensure that the correct processes are in place to provide assurance on both how funding is allocated and how it is managed. The support that he/she receives to carry out this greater strategic function must be strengthened, including through the appointment of a Deputy Chair for each Local Enterprise Partnership.
- 5.7. There will be an increase in regular Government dialogue with Local Enterprise Partnerships, to reflect their strengthened role. This includes the Prime Minister-chaired 'Council of Local Enterprise Partnership Chairs', which was announced in the Industrial Strategy. This will allow the Chair to identify key areas for action, inform national policy, and enable closer cooperation with Government on delivering the Industrial Strategy objectives. To complement this, each Local Enterprise Partnership will be supported by a senior official sponsor from across Whitehall, to provide additional guidance on working with Government.

5.8. The Chair's role includes¹

- (a) setting the board agenda primarily focused on strategy, performance, value creation, culture, stakeholders and accountability, and ensuring that issues relevant to these areas are reserved for board decision;
- (b) shaping the culture in the boardroom;
- (c) encouraging all board members to engage in board and committee meetings by drawing on their skills, experience and knowledge;
- (d) fostering relationships based on trust, mutual respect and open communication – both in and outside the boardroom
- (e) developing a productive working relationship with the chief executive, providing support and advice, while respecting executive responsibility;
- (f) providing guidance and mentoring to new directors as appropriate;
- (g) leading the annual board evaluation, and acting on the results;
- (h) considering having regular externally facilitated board evaluations.

¹ FRC, Guidance on Board Effectiveness, July 2018

Appendix 1

Private Sector Board Members - Recruitment

Criteria

It is desirable that applicants should demonstrate the following:

Knowledge / Experience

- Experience of operating across their sector, acting as representatives or sector leaders with the support of the local business community
- Evidence of regular and active participation in industry wide networking / business events
- Substantial experience in running successful businesses or promoting aspirations / enterprise;
- Experience / interest in influencing decision-making to promote growth and enterprise
- Experience of liaison with regional, national or international government agencies
- Experience of supporting and championing initiatives to encourage growth, productivity or skills

Skills

- Ability to contribute effectively to developing strategy
- Ability to act collaboratively towards achieving shared aims;
- Ability to undertake financial and qualitative analysis of proposals;
- Ability to promote and communicate the views of the Board, representing it to external stakeholders;
- Ability to act as a conduit between the Board / CA and the business community;
- Ability to engage the confidence of the Mayor, CA and represent the vision, values and objectives of the Board / CA

Profile

The business board is seeking fair representation amongst its membership which includes geography, sector and diversity.

The business board is dedicated to supporting a fully inclusive culture. We recognise that we have a role in promoting diversity. All board members are appointed on merit, being mindful of ensuring the optimum composition on our Board.

Appointments will be sought from all sectors, and applications from candidates with a diverse range of experience is welcomed. We support applications from all sections of the community, regardless of age, gender, ethnicity, sexual orientation, faith or disability. Candidates are sought with a range of experiences, and are equally welcomed from large, well established firms and those who represent smaller and entrepreneurial firms.

We are particularly looking for people who are industry leaders and active in the following sectors

- Agri-food, drink and horticulture
- Advanced manufacturing and materials
- Life Sciences
- Digital
- Small / Medium Size Businesses (one board member will be appointed specifically to represent the interests of the SME sector)

We strongly encourage candidates who can demonstrate support from representative / sector bodies, for example, having served / actively participated with organisations such as Cambridge Network, Chambers of Commerce; Visit Cambridge and Beyond; Opportunity Peterborough Bondholder Network or similar, or a sector-led representative body.

Requirements

All Board members must not:

- be a member, officer of the Combined Authority, or a County Council, Unitary Council, District tier Council within the area served by the Business Board*, or otherwise employed under the direction of a local authority;
- be a non-executive director or officer of an NHS Trust;
- be subject to a bankruptcy restriction order or interim order;
- be subject to a sexual risk order or be on the sexual offender's register;
- be subject to a civil injunction or criminal behaviour order;
- be disqualified from acting as a director, a charter trustee or charity trustee
- within 5 years before the date of submission of application, have been a director or person of significant control of a company subject to a creditors compulsory liquidation
- within 5 years before the date of submission of application, have been convicted of any offence and have had passed on them a sentence of imprisonment, whether suspended or not, for a period of not less than 3 months without the option of a fine

Candidates should not have made substantial personal contributions to any recognised political party, and must not serve as an officer in any recognised political party

Other

Candidates should be aware that the Business Board will be advising the Combined Authority and Mayor on funding decisions. Board members will be required to adhere to the principles of public life in undertaking their role (the "Nolan principles");

they will be required to complete a public register of interests, and take steps to identify, declare and resolve interests they may have in decisions.

Candidates should highlight at application stage where they believe their business interests may cause significant conflict with their potential Business Board role and any steps they expect to undertake to resolve this should they be appointed.

Notes

<https://www.icaew.com/technical/corporate-governance/corporate-governance-community/non-executive-directors/neds-legal-position>