

## **Board Recruitment Process**

### **1. Background**

- 1.1. The Board Recruitment Process sets out a list of requirements and advice in relation to the recruitment of new Federated Board members and representation on SELEP Strategic Board.
- 1.2. All Board members must comply with the overarching requirements of the SELEP Terms of Reference, SELEP Assurance Framework and SELEP Policies. A full suite of documents are included in the SELEP Board Member Induction Pack and are available on the SELEP website.
- 1.3. The requirements of the Board Recruitment Process will come into effect from the SELEP Strategic Board meeting on the 29<sup>th</sup> June 2018.

### **2. Federated Board Membership**

- 2.1. The Federated Board should include Board positions for:
  - County Council/ Unitary Authority;
  - District Council representatives;
  - Private Sector Businesses, with consideration given to membership for business representatives from organisations such as Chambers of Commerce, Federation of Small Businesses (FSB), and Institute of Directors (IOD);
  - Higher Education;
  - Further Education; and
  - Small and Medium Enterprise (SME)
- 2.2. All Federated Boards must have a private sector majority, with Higher Education and Further Education being considered Public Sector organisations, through Central Governments definition.

### **3. Federated Board Recruitment Process**

#### **Local Authority Representation**

- 3.1. It is expected that the County Council/ Unitary Authorities within the Federated Board area will hold a permanent position on the relevant Federated Board.
- 3.2. The number of District Council representatives on the Federated Board must be defined in the Federated Board Terms of Reference. If the number of District Councils within the Federated Board area exceeds the number of Federated Board positions available, District Council representation on the Federated Board must be reviewed every two years. In such circumstances, it is expected that the District Federated Board members are acting as representatives of District Councils across the Federated Board area.

- 3.3. The process for determining the District Council representative on the Federated Board should be defined and stated in the Federated Board Terms of Reference.
- 3.4. If all District Authorities within the Federated Board area are represented on the relevant Federated Board, then the need for the review of District Council representation on the Federated Board is negated.
- 3.5. Local authority representation from District, Unitary and County Council should be at a senior political level, namely the Leader of the Council or a Cabinet Member.

### **Private Sector Representation**

- 3.6. For private sector Federated Board members who represent business organisations such as Chambers of Commerce, FSB and IOD, it is for the business representative organisation to identify the appropriate organisational representative.
- 3.7. The Federated Board membership for business representative organisations is subject to review every two years. Following the two year tenure, the business representative can be reappointed by the Federated Board, subject to a decision by the Federated Board to extend their tenure. As part of their decision making, the Federated Board should consider the suitability of the organisation to represent a business voice and their suitability to support the requirements of Federated Boards, as set out in the SELEP Assurance Framework.
- 3.8. Private Sector Businesses, including Federated Board Vice – Chairs, who are acting as a representative of the wider business community, are subject two year review of their tenure. Following two years an open call of business representatives must be widely published, including on the Federated Board and SELEP websites. Unless otherwise stated in the Federated Board Terms of Reference, there is no limit on the number of terms and the existing private sector business representative may choose to reapply.
- 3.9. An open and transparent process must be implemented to the recruitment of Board members from private sector businesses, with the details of the application and section process being made clear when the availability of the Federated Board member position is publicised.
- 3.10. It is expected that an Independent Selection Panel of the Federated Board will lead the private sector Board member recruitment process, and will assess the applicants based on:
  - the suitability of the individual to meet the requirements of the Federated Board;
  - to be representative of the local population, in adherence to the Equalities Act 2010; and
  - To achieve a wide representative across sectors of industry.
- 3.11. The appointment of the applicants identified as suitable by the Independent Selection Panel will be agreed through a decision by the Federated Board.

### **Further Education and Higher Education**

- 3.12. Further Education and Higher Education providers within the geography should be contacted every two years, utilising networks such as the U9 working group and Skills Advisory Group, to seek nominees for the Federated Board membership. Where more than one nominee comes forward,

each nominee will be required to hold a short discussion with the Federated Board Chair. The Chair will propose the representative who best demonstrates their ability to support the objectives of the SELEP Federated Board, for agreement by the Federated Board.

### **Federated Board Chair**

- 3.13. The Chair of the Federated Board must be a private sector business representative.
- 3.14. The Chair holds two year tenure, unless a vote of no confidence is implemented by the Federated Board, following the process set out in the Federated Board Terms of Reference.
- 3.15. Upon the completion of the two year term, a decision must be sought from the Federated Board with the opportunity for alternative private sector businesses to be nominated as Chair or for the Federated Board Chair to be reappointed.
- 3.16. Federated areas, through their respective Federated Board Terms of Reference may decide to restrict the number of terms that a Chair can serve, for example, to no more than two consecutive terms as Chair.
- 3.17. Federated areas may also consider appointing Federated Board Vice-Chairs, to which points 3.13 – 3.16 also apply.

### **4. SELEP Strategic Board Membership**

- 4.1. As stated in the SELEP Terms of Reference, the SELEP Strategic Board is comprised of 28 members, with a private sector majority, as set out in Table 1 below.
- 4.2. The SELEP Secretariat should be informed of the substitute at least 24 hours in advance of the Strategic Board meeting taking place.

**Table 1 Strategic Board Membership**

<b>Count</b>	<b>Membership</b>
5	Business representatives taken from Essex Business Board and Opportunity South Essex
5	Public Sector representatives taken from Essex Business Board and Opportunity South Essex
4	Business representatives from Kent and Medway Economic Partnership
4	Public Sector representatives from Kent and Medway Economic Partnership
3	Business representatives from Team East Sussex
3	Public Sector representatives from Team East Sussex
1	Representative of the Higher Education sector
1	Representative of the Further Education sector
1	Social Enterprise Representative
1	Strategic Board Chair
<b>Total =28</b>	

### **Representatives from Federated Boards**

- 4.3. Public Sector and business representatives are nominated by the respective Federated Board. The Strategic Board representatives from each Federated Area must be set out within the Federated Board Terms of Reference.
- 4.4. The Chair of Federated Boards and the six County/Unitary Authorities will be permanently represented on the SELEP Strategic Board.
- 4.5. If the named County Council/Unitary Authority Federated Board member is unable to attend then a substitute Cabinet Member from within the authority may attend as substitute.
- 4.6. The tenure of all other representatives nominated by the Federated Board from public sector and business representatives, including private sector businesses and representatives from business organisations, must be reviewed by the relevant Federated Boards at least every two years.
- 4.7. The process for Federated Boards agreeing their representation at the SELEP Strategic Board must be detailed in the relevant Federated Board Terms of Reference.
- 4.8. If the named public sector or business representative Strategic Board member from the Federated Board is unable to attend, a substitute can be agreed from the Federated Board.

### **Higher Education**

- 4.9. A Higher Education (HE) representative is appointed from one of the vice chancellors of the constituting Universities of the SELEP area, with a two year term.
- 4.10. At the end of the two year term, all vice chancellors will be contacted at the end of the two year term to nominate themselves. If more than one representative comes forward then the Strategic Board will be asked to agree the Board HE representative. Each nominee will be required to make a short presentation to the SELEP Chair and the Chair will propose the representative who best demonstrates their ability to support the objectives of the SELEP Strategic Board, to the Strategic Board for agreement.
- 4.11. If the Higher Education representative is unable to attend the Strategic Board meeting then an alternate Vice- Chancellor may be identified from a constituent University.

### **Further Education**

- 4.12. The Further Education (FE) representative is appointed as the Chair of Skills Advisory Board Chair. The Chair of the Skills Advisory Board is appointed as per the Terms of Reference of the Skills Advisory Group.
- 4.13. If the Further Education representative is unable to attend a Strategic Board meeting then an alternate may be selected from the Skills Advisory Group by the Chair of the group.

### **Social Enterprise**

- 4.14. The Social Enterprise representative is appointed as the Chair of the SELEP Social Enterprise working group. The Chair of the Social Enterprise group is determined through the Terms of Reference for the Group.
- 4.15. If the Social Enterprise representative is unable to attend a Strategic Board meeting then an alternate may be selected from the Social Enterprise Group by the Chair of that group.

#### **SELEP Chair**

- 4.16. The SELEP Chair is appointed as per the SELEP Chair recruitment process as detailed in the SELEP Terms of Reference.

#### **SELEP Vice-Chairs**

- 4.17. The Strategic Board will have three strategic Vice Chairs, one for Essex and South Essex, one for Kent and Medway and one for East Sussex.
- 4.18. The Vice- Chairs are appointed as the Chair of a Federated Board.
- 4.19. The Chair of the Federated Board may choose to appoint a Vice- Chair of the Federated Board as a substitute SELEP Vice-Chair.
- 4.20. The SELEP Vice- Chair representative for Essex and South Essex should be agreed between the Chair of Opportunity South Essex and Essex Business Board.

#### **5. Substitutions**

- 5.1. If the named Board member is unable to attend then a substitute may attend on their behalf, subject to full compliance with SELEP policies and the Board Recruitment Process.
- 5.2. The SELEP Team (or the leader officer in relation to Federated Board meetings) should be informed of any substitutions at least 24 hours in advance of the Board meeting.
- 5.3. Board Members are required to declare an interest on decisions, irrespective of whether or not they are able to attend the meeting at which the decision is to be taken. Where a Board member declares a Pecuniary Interest, a substitute member is unable to vote on their behalf.

#### **Board member induction process**

##### **1. Induction process for Federated Board Members**

- 1.1. Prior to a new Federated Board member attending their first Federated Board meeting the new Board member must review the New Board Member Induction Pack
- 1.2. The new Board member is required to provide a Register of Interest within 28 days of becoming a Board member.
- 1.3. Each new Federated Board member will be required to hold an initial introductory discussion with the Federated Board Chair and lead officer from the Federated Board area. This may be carried out in person or via teleconferencing facilities. The SELEP Secretariat will also be invited to the discussion if available to attend. This induction discussion will cover, as a minimum, the main points included within the induction pack and overview of SELEPs strategic objectives and the

relationship between Strategic Board, Accountability Board, Investment Panel and Federated Boards.

## **2. Induction process for Strategic Board Members**

- 2.1 Prior to the new Strategic Board member attending their first Strategic Board meeting the Board member must review the New Board Member Induction Pack.
- 2.2 The new Strategic Board member is required to provide a Register of Interest within 28 days of becoming a Board member.
- 2.3 For all new Strategic Board members, an introduction meeting will be held with the SELEP Managing Director, SELEP Governance Officer and Chair/ Vice Chair, if available. This meeting may be carried out in person or via teleconferencing facilities.

### **Induction Pack to cover**

#### **Part 1 – SELEP Specific**

- Introduction and overview of SELEP
- Responsibilities as a Board Member (eg compliance with polices, clarity on representation and expectations before/at Board meetings, agenda items for meetings.)
- Relationship between Strategic, Federated Board, Secretariat, Accountable Body and Central Government
- Public sector ethos – Nolan Principles, Value for Money
- Assurance Framework
- SELEP Terms of Reference
- SELEP Policies
- Decision making process

#### **Part 2 - Federated Board specific**