

Strategic and Federated Boards' Recruitment Policy

1. Introduction

- 1.1. All Board members must comply with the overarching requirements of the SELEP Ltd Terms of Reference, SELEP Assurance Framework and other SELEP Policies. A full suite of documents is available on the SELEP website.

2. Federated Board Membership

- 2.1. The Federated Board should include Board positions for:
 - 2.1.1. County/Unitary Council representatives;
 - 2.1.2. District/Borough/City Council representatives;
 - 2.1.3. 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);
 - 2.1.4. Higher Education; Further Education; and
 - 2.1.5. Small and Medium Enterprise (SME)
- 2.2. All Federated Boards must have a private sector majority, with Higher Education and Further Education being considered private sector organisations.

3. Federated Board Recruitment Process

Federated Board Chair

- 3.1. The Chair of the Federated Board must be a private sector business representative.
- 3.2. 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.
- 3.3. Upon the completion of the two-year term, a decision must be sought from the Federated Board with the opportunity for alternative Federated Board business members to be nominated as Chair or for the existing Chair to be reappointed.
- 3.4. Federated areas, through their respective Federated Board Terms of Reference, may decide to restrict the number of terms that a Chair can serve.
- 3.5. Federated areas may also consider appointing Federated Board Vice-Chairs, to which points 3.1 to 3.4 also apply.

Public Sector Representation

- 3.6. It is expected that the County/Unitary Councils within the Federated Board area will hold a permanent position on the relevant Federated Board.
- 3.7. The number of District/Borough/City Council representatives on the Federated Board must be defined in the Federated Board Terms of Reference.
- 3.8. Representation from District/Borough/City/Unitary/County Councils should be at a senior political level, namely the Leader of the Council or a Cabinet Member.
- 3.9. The process for determining the District/Borough/City Council representative on the Federated Board should be defined and stated in the Federated Board Terms of Reference.

- 3.10. If the number of District/Borough/City Councils within the Federated Board area exceeds the number of Federated Board positions available, District/Borough/City Council representation on the Federated Board must be reviewed every two years. In such circumstances, these members are acting as representatives of all councils across the Federated Board area.
- 3.11. If all District/Borough/City Councils within the Federated Board area are represented on the relevant Federated Board, then the need for the review of District/Borough/City Council representation on the Federated Board is negated.

Private Sector Representation

- 3.12. Private sector business representatives, including any vice-chairs, will act as a representative of the wider business community and 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 (if applicable) 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.
- 3.13. 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 selection process being made clear when the availability of the Federated Board member position is publicised.
- 3.14. For private sector Federated Board members who represent business organisations such as Chambers of Commerce, FSB and IOD, it is for the business organisation to identify the appropriate candidate within their organisation. This candidate must then apply through the same open recruitment as other private sector business representatives.
- 3.15. It is expected that an Independent Selection Panel of the Federated Board will lead the private sector Board member recruitment process in accordance with the SELEP Assurance Framework requirements, and will assess the applicants based on:
 - 3.15.1. the suitability of the individual to meet the requirements of the Federated Board;
 - 3.15.2. to be representative of the local population, in adherence to the Equalities Act 2010; and
 - 3.15.3. To achieve a wide representative across sectors of industry.
- 3.16. 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

- 3.17. 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.
- 3.18. 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.

4. Strategic Board Membership

- 4.1. The SELEP Ltd Strategic Board is comprised of 25 members (Directors), including 5 co-opted members, and at least two-thirds of the Board is required to be from the private sector.

4.2. Table 1 Strategic Board Membership:

Count	Membership
1	Chair (private sector)
1	Deputy Chair (private sector)
6	Leaders or Cabinet members from each of the 3 County and 3 Unitary Councils
2	Business representatives from Success Essex
5	Business representatives from the Kent and Medway Economic Partnership
2	Business representatives from Opportunity South Essex
3	Business representatives from Team East Sussex
2	Co-opted Leaders or Cabinet members from District/Borough/City Councils (Kent and Essex areas for 2020/21)
1	Co-opted further education representative
1	Co-opted higher education representative
1	Co-opted social enterprise representative
Total= 25	

4.3. Please see the SELEP Ltd Terms of Reference for the substitutions policy.

5. Strategic Board Recruitment Process

Chair and Deputy Chair

- 5.1. The recruitment of a private sector Chair/Deputy Chair will be led by the Secretariat, with support from the Accountable Body, as required.
- 5.2. A Chair/Deputy Chair role profile and specification will be developed, based on the priorities and vision for SELEP at the time of the vacancy occurring. This will incorporate the requirements of the Chair/Deputy Chair, as set out within the Assurance Framework that is the most recent at the time of the role profile and specification being developed.
- 5.3. Upon notice of the Chair/Deputy Chair vacancy, the Strategic Board will receive a report from the Secretariat to set out the proposed timescales for the recruitment of the Chair/Deputy Chair. The Strategic Board will be asked to agree the role profile, specification and shortlisting criteria prior to vacancy being advertised.
- 5.4. The Strategic Board will be asked to agree a Selection Panel consisting of Strategic Board members to lead on the recruitment of the Chair/Deputy Chair. The Selection Panel must have a business member majority, as a further opportunity to engage the private sector in the recruitment process.
- 5.5. To increase the reach and openness of the process, recruitment consultants will be identified to help promote the opportunity.

- 5.6. At the appropriate time, advertisements will be placed in the national and professional press, and on the SELEP and partner websites, which will enable applications to be received from internal and external candidates. The vacancy will also be published on the Centre for Public Appointments website.
- 5.7. The shortlisting of the applicants will be undertaken by the Selection Panel against the shortlisting criteria agreed by the Strategic Board and with support from the Secretariat.
- 5.8. Interviews will be held with the shortlisted candidates to select an appropriate chair. The interviews will include at least three members of the Selection Panel and the Chief Operating Officer. An appropriate officer from the Accountable Body will attend to oversee the interview process.
- 5.9. Following a suitable candidate being identified by the Working Group/Selection Panel, approval will be sought from the Strategic Board for the individual to be appointed for a two-year term.
- 5.10. Before the candidate is able to commence the role of Chair/Deputy Chair, they will be required to complete the Board Induction Process, complete a Register of Interests, agree to comply with SELEP Ltd.'s policies, including the Code of Conduct (this commitment will be sought as part of the declaration provided within the Register of Interests) and enter into formal contract agreement with Essex County Council (ECC), as SELEP Ltd Accountable Body and agree to comply with the ECC Code of Conduct.
- 5.11. Following the two-year term, the Strategic Board can agree to extend the Chair/Deputy Chair's term for a further two years for a maximum of three consecutive terms. The Strategic Board will be asked to consider the potential extension of the Chair/Deputy Chair's contract approximately nine months before the end of the term.
- 5.12. In exceptional circumstances (including, but not restricted to, an unexpected vacancy of the Chair role or where the circumstances are likely to prevent the successful appointment of a Chair via open process) the Board can choose to appoint one of its permanent Directors as Interim Chair for a period that will not exceed 12 months. The term of Interim Chair cannot be extended beyond 12 months, and an open recruitment process will be required to replace the Interim Chair at the end of their appointed term. The Interim Chair will be free to apply for the permanent position if they so wish.
- 5.13. The period of acting Interim Chair will be included in any assessment of the length of time served on the Board, e.g. they will not be able to extend their own continuous service beyond six years. The Interim Chair appointed must be private sector member of the Board and cannot be a serving member of a Federated Board whilst acting as Interim Chair.
- 5.14. If a Federated Board member of the Strategic Board leaves before the end of their term, the Federated Board may select another business member to replace them from the Federated Board.
- 5.15. If the Higher Education, Further Education or Social Enterprise representatives leave before the end of their term, the relevant working group should choose a replacement.

6. Board member induction process

- 6.1. Strategic Board members will complete an induction process in advance of participating in their first decision-making meeting. This will involve a meeting with a senior member of the Secretariat and the receipt of the Board Member Induction Pack.
- 6.2. The induction process will be reviewed and refreshed as appropriate (at least annually) to ensure that the information is up to date.
- 6.3. Prior to a new Federated Board member attending their first Federated Board meeting the new Board member must review the Board Member Induction Pack.