

Candidate Prospectus

South East Local Enterprise Partnership

Deputy Chair

November 2019

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1. Foreword

Dear Applicant

Thank you for your interest in the South East LEP and for considering supporting me and the wider partnership in shaping the future economy of the South East and improving the lives of those who live and work there.

The SELEP brings together public and private sectors to set the strategy for economic growth in the region. With members of our Board representing businesses, universities, councils and colleges in our area, we have the knowledge and expertise to work together and identify what our challenges and opportunities are. We then use our £0.5bn investment pot and softer influences to solve the problems and realise those opportunities.

Our region is wide and stretches from Harwich in Essex, down to the Thames Estuary, across to Kent and on further to Peacehaven in East Sussex. We sit between one of the world's greatest cities and our neighbours in Europe. The opportunities that our size and setting offer are clear, but we also have our problems. Our coastal communities are struggling, the housing market is failing to provide homes that our children can afford, the skill levels of our residents are lower than is right and many of our market towns face being left behind as the ways we live, shop and work change. You could play a key role in addressing those challenges, make the economy stronger and the future brighter for all of us living and working here.

The Deputy Chair is a new role for the Board and the Board itself has been refreshed and ready to start anew with the next phase of SELEP's journey. I need an ambassador to support me and champion the work of the partnership and to help represent the partnership to Government, the media and other stakeholders. You would work closely with the small SELEP team and ensure that our high standards of accountability, partnership working, and collaboration are continued.

Our Board needs to better represent the people of the South East. A diverse Board brings a wider spread of opinions, more insights and a greater number of experiences, ultimately leading to better decisions being made. I need a Deputy Chair who is as committed to a diverse model as I am and someone who will support me in realising it.

As a country we face much uncertainty, but this changing environment brings opportunities that we might not have had before. As a partnership we are close to agreeing our new strategic direction that will put us into a strong place and make us not only resilient to the changes coming but able to extract as much value from them as we can. Our scope is wide and varied. We are active in considering skills, travel infrastructure, clean energy, supporting rural and coastal communities, business support for small and medium businesses; there is something for almost anyone of any background and so much opportunity to broaden your knowledge and build your understanding.

If you are a passionate advocate for this corner of England, then why not use your insight and influence to help shape its future? If you haven't acted as Chair or Deputy Chair before we'll support you in developing those skills. If you are collaborative, dynamic and ready to take on a fresh, exciting and interesting new challenge you may be just what we are looking for.



I look forward to your application.

Christian Brodie

Chair
South East Local Enterprise Partnership

2. About South East Local Enterprise Partnership

The South East Local Enterprise Partnership (SELEP) is one of 38 LEPs, established to provide the clear vision and strategic leadership to drive sustainable private sector-led growth and job creation in their area. LEPs were set up by the government to be the key body determining strategic economic priorities while making investments and delivering activities to drive growth and create jobs. They bring together businesses, councils, universities and other industry players to form partnerships whose geography properly reflects the natural economic areas of England. LEPs understand their economy and are directly accountable to local people and local businesses.

They decide what the priorities should be for investment in roads, buildings, and facilities in the area as part of an integrated approach to growth and infrastructure delivery. LEPs represent a major step forward in fostering a strong environment for business growth.

SELEP covers East Sussex, Essex, Kent, Medway, Southend and Thurrock. It brings together business, local government and education partners and aims to drive economic growth by setting priorities for investment in the area.

SELEP projects span a number of key economic and place shaping themes:

- **Capital investment projects**, facilitated by the governments Growth Deal; Local Growth Fund and Growing Places Fund, bringing forward important infrastructure projects to transform our transport networks and public realm
- **Skills projects** to ensure synergy between industry need and career development to maximise opportunities for all and drive productivity and growth into our economy. SELEP has also successfully directed a number of EU funding streams to deliver skills opportunities across the South East LEP area
- **Business support**, we operate Growth Hubs across the South East LEP area to give businesses access to the advice and support they need to commercialise and grow

Ambition

With a population of around 4.2 million, the South East is by some margin the largest LEP area in England outside London, both in terms of population and economic output. It brings together four established and distinct economic areas in:

- East Sussex
- the mid and northern part of Essex
- Kent & Medway
- South Essex, including Southend and Thurrock

Our area is highly diverse: although the area contains large urban areas (particularly Medway and Southend), no single centre dominates. Instead, it contains a wide range of settlement types, including county towns, university cities, ports, seaside towns and industrial centres, in addition to an extensive network of market towns and rural communities. It also boasts a superb natural environment, including much

of the South Downs National Park and substantial areas of outstanding natural beauty.

Challenges and Opportunity

Despite its diversity, all parts of the South East share common challenges and opportunities. Recent years have seen rapid growth in the SELEP area.

In the twenty years to 2017, the South East's population increased by 16.6% (compared with around 14% across England). This equates to an increase of around 638,000 people: to put this into context, it is roughly equivalent to 3.5 additional cities the size of Southend, on 2018 estimated population levels.

Currently only around 32% of working age people are qualified to NVQ level 4 or higher – a substantially lower proportion than in most neighbouring LEP areas. There are around 175,000 people of working age in the SELEP area with no qualifications

Despite strong employment levels and business growth in recent years, productivity levels (measured as GVA per filled job) are not where we want them to be. SELEPs productivity was £48,250 in 2016, about 92% of the UK average. This deficit has been present for many years and is linked with our relatively weak workforce skill levels but there are other factors also at play included transport infrastructure, digital connectivity, leadership and management skills and access to housing.

In Essex, Southend and Thurrock alone, there is a need for 179,000 new homes between 2016 and 2036. There are ambitious plans for new homes in Garden communities and other major settlements in our area, we need to ensure that these new homes are accompanied by the jobs and infrastructure needed to sustain this level of growth for the South East.

Our coastal communities are facing many challenges, at headline level the South East's GVA per head in 2017 was £28,683, while the Coastal Communities averaged just £17,840 per head. However, this demonstrates the latent opportunities in those economies.

3. Diversity & Inclusion at South East Local Enterprise Partnership

We are committed to being open and transparent in the way we work, the way we structure our accountability and in how we make decisions to ensure that anyone can easily understand what we do.

The SELEP Assurance Framework (found [here](#)) is the governance required by Government that details how we will manage the funding we have been given. The purpose of the Assurance Framework is to set out the systems and processes in place that are necessary to manage the delegated funding from Central Government Budgets effectively.

Diversity statement

We recognise and value diversity across SELEP. SELEP is totally committed to increasing diversity of its Board and other decision making panels. SELEP and its federated boards will work tirelessly towards increasing representation on the Strategic Board and at sub Board level. The actions SELEP will take, include:

- Recruitment

SELEP will produce a job specification for Board Members. This will be one of our actions to extend the pool of candidates attracted and pro-actively reached out to during the recruitment process. This job specification will define measurable skills, experience, knowledge and personal capabilities required for the role. This will be applied through a rigorous recruitment process shared with all local area sub-boards.

SELEP will ensure that objective selection processes are in place for all Board appointments, with applications assessed against the criteria in the job specification. We will build on the excellent examples from the process for appointing the current SELEP Chair in 2016, Board Members to the Team East Sussex Federated Board in September 2018 and Success Essex recruitment in 2019.

- Senior level scrutiny

There will be full accountability at Board level for the diversity targets set, with regular reporting against them and the actions being taken a standing agenda item for the Strategic Board.

- Widening representation and building a talent pipeline

SELEP will harness the power of existing networks and reach out to create new networks – to identify the next generation of Board members. These networks will focus on sharing good practice, understanding barriers and identifying solutions to these and championing the business benefit of diverse Board members. We will work through our growth hubs, working groups and extended partnership to widen the pool of businesses interested in and enthused about how they can bring their skills to the LEP agenda.

4. Role Description

The South East Local Enterprise Partnership (SELEP) is seeking a senior business leader with strong connections to the SELEP area (Essex, Southend, Thurrock, Kent, Medway and East Sussex) to act as Deputy Chair for the largest LEP outside London. Commanding the respect of Government, business and council leaders alike, s/he will work with the Chair to provide high quality strategic leadership to drive growth and create jobs across the South East.

The Deputy Chair will:

- Act as ambassador and champion of SELEP programmes and projects
- Work closely with the Chair and CEO to ensure high performance levels and robust governance structures
- Operate in full compliance with all SELEP policies and procedures and demonstrate exemplary transparency and accountability in full compliance of both the letter and the spirit of the seven Nolan principles of public life
- Support the development of good relationships with neighbouring LEPs and other partnerships
- Communicate with a wide and diverse group of stakeholders including but not limited to: local authority leaders, private sector business leaders, private sector board members, leaders with the Further Education and High Education sectors, Government ministers and officials and local MPs.
- Deputise for the SELEP Chair at meetings and events
- Represent SELEP in media, press and PR activities
- Support the delivery of the SELEP Economic Strategy Statement, Local Industrial Strategy and other strategies as adopted by the Board
- Ensure strategy development reflects the view of businesses through the engagement with businesses and business representative organisations in the area and nationally
- Support the Chair in the management of the Board and any sub boards within the remit of the Assurance Framework and other governance frameworks
- Support the Chair in the oversight of the performance of the CEO and the SELEP Secretariat

Person Specification:

- Extensive leadership experience in the private or commercial sector including oversight of complex and large programmes
- Currently employed in the private/commercial sector
- Proven track record of developing and driving strategic change
- Experience of working with senior local politicians, MPs, national agencies and Government departments
- Experience of working on a board
- Track record of success working in partnerships and collaborations with ability to work effectively as a member of a cross-sectoral team
- Developed leadership profile with ability to act as an ambassador across the SELEP area and nationally
- Exceptional public speaker with presence and media, communication and interpersonal skills
- Experience of chairing meetings effectively and inclusively

- Ability to exercise effective judgement and decision-making in political and multi- disciplinary environment
- Lives or works in the SELEP area or can demonstrate a strong connection with the region

Remuneration

£10,000 per annum

Time Commitment

2 days per month (whilst averaging half a day per week demands on time and availability in any particular week may exceed this significantly)

Length of Term

2 years. Term can be extended for 2 years following review and agreement by Board and a further 2 years with an additional review and agreement with Board

5. How to Apply

South East Local Enterprise Partnership are working in partnership with Audeliss. For a confidential discussion please contact Alex Wyld at Audeliss on +44 (0) 203 405 6910.

Deadline – Sunday 5th January 2020.

All applications must include the following:

- A covering letter of not more than two A4 sized pages explaining why this appointment interests you and how you meet the appointment criteria and competencies as outlined in the candidate profile.
- A current CV with educational and professional qualifications and full employment history.
- Names of at least two referees who may be contacted at short list stage, i.e. before final interview.
- Confirmation from you that you are happy for Audeliss to undertake any necessary background checks, including career, credit and qualifications, or similar, after the short list stage.

Interviews will be held on 23rd January 2020.

6. Contact Details

If you are interested in having a confidential conversation, please contact Alex Wyld on +44 0203 405 6910 or alex@audeliss.com