

4.9 Recruitment and appointment procedure for Business Advisory Board (private sector representatives)

1. Introduction

- 1.1 The English Devolution Accountability Framework sets out requirements for a 'business voice' with all institutions with devolved powers required to embed a strong, independent, and diverse local business voice into their decision-making processes. This business board should build on the success of existing LEP boards wherever possible.
 - 1.2 Any new business board members must be appointed through an open process. That process should ensure appointees are politically independent and able to provide a constructive check and challenge on local decision-making using their private sector perspective.
 - 1.3 The Combined County Authority agreed on 20 March 2024 that a Business Advisory Board would create a strategic business advisory and engagement body in alignment with national policy on LEP integration and the English Devolution and Accountability Framework. This would create a business voice for the region that can provide that voice to the Mayor, the EMCCA Board and wider committees across the governance framework that would create an opportunity for business to influence a wide range of strategic thematic policy.
 - 1.4 The recruitment of private sector representatives to the Business Advisory Board shall be to positions set out in the Business Advisory Board Terms of Reference.
 - 1.5 The terms of office for any private sector representative on the East Midlands Business Advisory Board including the Chair, a committee or working group, will be in accordance with the Combined County Authority's governance arrangements.
 - 1.6 This procedure sets out the process to be followed in relation to the recruitment of any private sector representative to the East Midlands Business Advisory Board.
 - 1.7 The purpose of this procedure is to ensure that the recruitment for private sector representatives is carried out in a way which secures:
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- Selection that meets the business and sectoral requirements set out in the terms of reference
- selection on the basis of merit based on aptitude and ability
- consistency, fairness, and openness in line with the Nolan principles
- appropriate succession planning, and
- effective recruitment of people who can bring new ideas and approaches.

2. Recruitment Exercise – Private Sector representatives

- 2.1 The open recruitment process for Business Advisory Board membership shall begin with an advert on the public EMCCA website (and associated channels) at the earliest opportunity. The process will be overseen by the EMCCA Board Business Representative with support from EMCCA officers.
- 2.2 There are key skillsets that Business Advisory Board members will need to demonstrate in their role, in addition membership should be capable of utilising their skills, knowledge, and passion to drive forward and progress the work of the Business Advisory Board. The role profile for Business Advisory Board members is attached at Annex A and will be made available to candidates.
- 2.3 Members of the Business Advisory Board should be passionate about their business, their sector, the East Midlands region, and devolution. Where relevant they should have a track record of achievement in business and their sector. Members will be required to adhere to the Combined County Authority code of conduct and therefore should demonstrate the Nolan Principles of behaviour.
- 2.4 A full media backed recruitment campaign may take place as appropriate in respect of private sector representation as directed by the Mayor and/or the Business Advisory Board Chair.
- 2.5 To further support the recruitment process, the person specification at Annex B will be published as part of any advert.
- 2.6 All membership opportunities will be advertised openly on a variety of platforms, to ensure that people across the business community have an opportunity to apply.
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- 2.7 The Combined County Authority's officers will compose an appropriate advertisement and agree a suitable deadline for applications in consultation with the Mayor and/or the Chair of the Business Advisory Board.
- 2.8 Decisions regarding recruitment specifics such as exact timeframes, advertisement details and recruitment targeting will be determined by senior EMCCA officers in consultation with the Business Representative

Process

- 2.9 Following the advertised deadline, applications will be reviewed to ensure that candidates are eligible for the position and assess suitability against the role profile. This 'longlisting' review will be undertaken by the lead Combined County Authority Officer in consultation with the EMCCA Board Business Associate representative and/or the Chair of the Business Advisory Board.
- 2.10 Following longlisting the Mayor and the EMCCA Board Business Associate representative and/or the Chair of the Business Advisory Board will agree a short-list of candidates, who may then be invited to meet with an interview panel. The interview panel for private sector representatives must consist of:
- the Chair of the Business Advisory Board
 - the Mayor (or representative)
 - a senior EMCCA Officer (to be identified by the Chief Executive)
- 2.11 Before the interview, each shortlisted candidate may be asked to provide contact details for two referees. Each candidate will be assessed by the interview panel on merit, based on aptitude and ability assessed against the role profile for the position, taking into account their application, interview, and references.
- 2.12 In respect of private sector representative appointments, the Mayor and the EMCCA Board Business Associate representative and/or the Chair of the Business Advisory Board will agree candidates that they wish to appoint to the Business Advisory Board. Details will be shared with the membership of the Appointments Panel for consultation with one week given to provide feedback.
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- 2.13 The Mayor will make the final decision on appointments, taking on board the feedback from the Appointments Panel and any feedback from the EMCCA Board Business Associate representative and/or the Chair of the Business Advisory Board.
- 2.14 Appointments to the Business Advisory Board will be subsequently reported to the next meeting of the Combined county Authority for noting.

Private Sector reserve

- 2.15 Where the number of suitable candidates exceeds the number of vacancies, any suitable candidate who is not appointed to a vacancy may be given the opportunity to join a private sector reserve which may remain in place until the next recruitment campaign.
- 2.16 Should a vacancy arise for a private sector representative at any time between each full campaign, then the Private Sector Relationship Manager (lead EMCCA Officer) may invite an EOI from the individuals in the Private Sector Reserve to fill this vacancy.
- 2.17 The Private Sector Relationship Manager may also invite an Expression of Interests from all existing private sector representatives in relation to any vacancy in case they wish to be considered for that vacancy.
- 2.18 Where any Expression of Interest is received:
- In respect of vacancies for private sector representatives on the Business Advisory Board, the Chair will consider any Expression of Interests and may meet with any candidates to assess their suitability for the particular position.
 - In respect of vacancies for private sector representatives on a committee, the Chair or any other appropriate member of the Business Advisory Board with the consent of the Chair will consider any Expression of Interests and may meet with any candidates to assess their suitability for the particular position.
- 2.19 If no Expression of Interests are submitted, new applicants may be sought via a recruitment campaign with the vacancy being advertised.

3. Recruitment Exercise – Chair

- 3.1 The recruitment requirements for the Chair of the Business Advisory Board will be undertaken in line with the private sector representative recruitment set out above but will utilise the role profile set out at Annex C.
- 3.2 The Combined County Authority (Board) has determined that the Business Associate Member of the Combined County Authority will initially chair the Business Advisory Board until the membership of the Business Advisory Board has been established, with the Combined County Authority reconsidering this position at its annual general meeting.

4. Induction, Training, Term of Office and Allowances

- 4.1 Appropriate training and induction will be provided to all representatives of the Business Advisory Board, including private sector representatives. Further training may also be provided throughout their term, including diversity training and briefings on new developments, as and when required and this will be kept under review.
- 4.2 The terms of office for each private sector member shall be for two years, with the option to extend for a further year, to provide continuity during the initial years of activity.
- 4.3 Any extension of an additional year must be agreed with the Mayor in consultation with the EMCCA Board Business Associate representative and/or the Chair of the Business Advisory Board, and the Chief Executive. Any agreed extension must be subsequently reported to the Combined County Authority (Board).
- 4.4 No allowance is included in the Allowances Scheme for members including the Chair. Members shall be able to claim travel and expenses in line with the Allowances Scheme.

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Annex A: Business Advisory Board Member Role Profile

Recruitment and appointment procedure for Business Advisory Board (private sector representatives)

Business Advisory Board Member Profile

Business Advisory Board members should be able to demonstrate:

- High level and broad management skills, both at a strategic and operational level, utilised in a complex organisation or SME.
- An understanding of how to translate local, regional, national government policy into workable, strategically focused on delivery and improvement.
- Well networked with an extensive knowledge of the needs of specific sectors/stakeholders including barriers to business growth (e.g., skills and transport) and their impact upon the East Midlands particularly from the growth and enabling sectors.
- Political Awareness with the ability to proactively engage in influencing the shaping of policy and lobbying government.
- A knowledge of designing and implementing approaches to working to constantly assess and challenge the effectiveness and efficiency across a broad range; not limited to a single specialism.
- The knowledge and expertise to be a change management leader for the East Midlands
- Business Board members will create space to have policy and strategy discussions with the CCA Board and officers.

Business Advisory Board members should utilise their skills, knowledge, and passion to drive forward and progress the work of the Business Advisory Board:

- in providing advice and support to CCA activity
- in helping engage with wider stakeholder networks and activity
- to identify and scale up existing good practice within the CCA region, including cross portfolio working, improvements and initiatives
- to identify and secure resources to deliver new opportunities
- to work with the CCA public affairs function to identify key opportunities to engage the business community on influencing priorities with Government and maintain a role of developing local business networks to support this.
- to take a partnership approach and culture should be established between Boards whereby the Business Board can provide timely advice on decisions to be taken by the CCA Board.
- to develop the necessary relationships with other business forums in the region such as the Chamber of Commerce and that it has the capability to engage appropriate business sectors/clusters as required by the Combined County Authority for key consultations.

Business Advisory Board members will be expected to be able to individually act as sector champions for their areas of expertise, leading on engaging with local and national networks, bringing insight into CCA discussions, and supporting stakeholder engagement with CCA officers on specific pieces of work.

Annex B: Business Advisory Board Recruitment: Person Specification

Recruitment and appointment procedure for Business Advisory Board (private sector representatives)

The recruitment process for Business Advisory Board membership should utilise the following person specification:

Business Advisory Board members should:

- have a strong commitment to, and understanding of, the EMCCA region and in particular the drivers of and challenges faced by the East Midlands economy
- have substantial business skills and experience gained at a senior level and be a credible individual with the stature to lead and influence
- have substantial experience of chairing groups or boards of senior executives, of providing leadership and of inspiring and motivating colleagues and stakeholders
- be independently minded – providing detachment and clarity in the development of strategy and the identification of opportunities
- have the ability to set strategic direction and to quickly understand and analyse and distil complex issues into coherent and practical actions
- have strong interpersonal and communication skills, be articulate and passionate, have an ability to influence and network, to deal with media attention and to represent the Business Advisory Board and its actions
- have experience of providing leadership in a partnership environment and have a strong commitment to collaborative and partnership working, including with the public sector
- have a genuine interest and understanding of the challenges facing the business community
- have a total commitment to equality of opportunity and diversity, including an understanding of the barriers and challenges faced by economically or socially excluded groups

It should be noted that applications will not be considered if the individual:

- is a member, officer of the Combined County Authority, or a County Council, Borough Council, District Council within the area served by the Business Advisory Board, or otherwise employed under the direction of a local authority;
 - is a non-executive director or officer of an NHS Trust;
 - is subject to a bankruptcy restriction order or interim order;
 - is subject to a sexual risk order or be on the sexual offender's register;
 - is subject to a civil injunction or criminal behavior order;
 - is disqualified from acting as a director, a charter trustee or charity trustee
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- within five years before the date of submission of application, have been a director or person of significant control of a company subject to a creditor's compulsory liquidation
 - within five 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 three months without the option of a fine.
 - is an active member of parliament, serve as an officer in any recognised political party or make substantial personal contributions to any recognised political party.
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Annex C: Business Advisory Board Chair Role Profile

Recruitment and appointment procedure for Business Advisory Board (private sector representatives)

This role profile will be developed by the Business Advisory Board at the earliest opportunity prior to the initial recruitment exercise for the position of Business Advisory Board Chair.
