



Black Country LEP

Board Recruitment & Selection Policy

Overview

- Board Members of the Black Country Local Enterprise Partnership (BCLEP) have the opportunity to contribute their expertise and ideas to help create the right conditions to enable economic growth within the Black Country. Working with like-minded team players they are motivated by improvement, creating opportunities and promoting success.
- The Board acknowledges that members have a huge impact on the effectiveness and performance of the region and therefore it is important that the highest quality candidates are appointed to these roles.
- All appointments to the Board are expected to meet an agreed standard of behaviour known as the 7 Principles of Public Life (Nolan Principles) which ensures members declare any conflicts of interest and act with honesty and transparency at all times.
- The Board commits to ensuring that recruitment, selection and appointments to the Board and any sub-committees will:-
 - be open and transparent
 - be based on the it's considered view of the skills and attributes required to carry out a role ensuring any appointments enhance the overall profile composition of the Board.
 - be made fairly and objectively based on merit.
 - reflect the diverse nature of the Black Country region through its representatives.

The Accountability and structure of the Board

- The Black Country Consortium Limited is a company limited by guarantee who provide the financial and legal framework for the BCLEP. Appointments as Members of the BCLEP are therefore also appointed as Non-Executive Directors of Black Country Consortium Ltd.
- The Board, comprising of private sector members and local authority leaders, has responsibility for the governance and strategic direction of the BCLEP. Day to day activities are delegated to the Chief Executive Officer of Black Country Consortium Ltd and the supporting team.

Board Member Skills Mix

- The following criteria have been agreed for appointing Board Members to the BCLEP Board. The criterion is independent of business representative organisations and therefore membership to the BCLEP Board will not require membership of any business representation body.
- Private sector representatives must have experience of being a Chair/CEO/MD/Senior Manager/Senior Partner of a business and therefore be:-
 - A successful businessperson.
 - Dynamic with good communication skills.
 - Passionate about improving the Black Country.
- 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 and EU policy into workable, strategically focussed and Black Country beneficial action plans for delivery and improvement.
 - An extensive knowledge of the needs of specific sectors/stakeholders including barriers to business growth (e.g. skills) and their impact upon the Black Country particularly from the growth and enabling sectors.

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- Political Awareness.
- 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 ability to create an environment in which new opportunities are created and acted upon.
 - Knowledge of “best practices” and industry wide benchmarking activities to achieve efficiency and a high level of performance.
 - The ability to proactively engage in influencing the shaping of policy and direction.
 - An understanding of how to use the media to promote and market the work of the BCLEP and the Black Country.
 - The ability to be a change management leader for the Black Country.

Board Member competencies

- The following competencies have been identified and agreed as necessary for the effective execution of a Board member role:-
 - Performance and Result Focus – Focuses energy and commitment on achieving results that are critical to the success of the BCLEP, stakeholders and partners and the Black Country.
 - Innovation and Continuous Improvement – Demonstrates an open mind to challenge traditional approaches. Approach taken is always improvement orientated.
 - Leadership – Creates and communicates a shared vision which inspires enthusiasm and commitment to achieve the BCLEP goals.
 - Commercial Awareness – Understands the environment in which the BCLEP and Local Authorities partners operate. Considers the financial and wider commercial/sub regional implications of their decisions and actions.
 - Strategic Thinking – Sets, pursues with vigour, and regularly reviews a clear strategic course aimed at enabling long-term growth and success.
 - Advocacy – Promotes the Black Country and our Vision to stakeholders and others in a professional and credible way, bringing them on board.

Role and Responsibilities of a Board Member

- The following constitutes the key role and responsibilities of a Board Member:-
 - To be aware of and to confirm the responsibilities of Board Members, as required by the governance arrangements.
 - To ensure the BCLEP pursues its objectives as set out in its BCLEP Operational Plan, complies with the law and other relevant regulations.
 - To be an active participant in Board meetings and to fulfil their obligations in terms of agreed actions in a timely and professional manner.
 - To exercise oversight in good financial and general management of the BCLEP and promote positive relationships between Board Members, BCC Ltd, Local Authority partners and all stakeholders.

Recruitment of Board Members

- Nominations or applications in relation to a vacancy may be sought from an organisation or an individual and/or through advertisement.
- Persons who may wish to self-nominate or nominate another person for consideration as a member of the Board, in relation to a vacancy, should contact the Secretariat Officer.
- Individuals will be expected to complete an Expression of Interest Form in relation to a vacancy outlining their suitability for the role.

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Appointment Process

- Short-listing of candidates for interviews will be carried out by nominated representatives of the Board and, where required, agreed external representatives, with recommendations made to the Board for approval.
- In order to short-list candidates for interviews consideration will be given to:-
 - the match of candidate's skills against the competencies identified as required and desirable for the role.
 - the match of candidate's skills against the overall skills profile composition of the Board.
 - the ability of the candidate to meet the terms of appointment for the role.
 - stated Conflicts of Interest for the candidate.
- An interview panel comprising nominated Board representatives and, where required, agreed third party representatives, will be established ensuring the process is objective, impartial and fairly applied to all candidates.
- Candidates will be expected to complete an application form and take part in a competency based structured interview process which may involve up to three stages.
- Recommendations for appointment of Board members will be made to the Board who are the final appointing authority.
- The Board requires compliance with eligibility criteria therefore all appointments and reappointments will be made in compliance with agreed stipulations regarding eligibility, which includes DBS checks. All members are required to declare and keep their eligibility under review.
- The Board will consider the suitability of candidates to hold office as a member, taking full consideration of any and all relevant statutory stipulations and regulations relating to financial and criminal matters.

Term of Appointment

- All appointments and re-appointments will be made in compliance with agreed stipulations regarding terms of office.
- All BCLEP board members, to include the Chair (except for council leaders) appointed post January 2019 will normally serve for a period of three years renewable for one further term subject to the approval of the BC LEP Board and subject any such performance review as the BC LEP Board may establish.

Remuneration

- Roles are not remunerated and no provision is made for reimbursement of out-of-pocket expenses.

Time Commitment

- The Board meets approximately bi-monthly. In addition the BCLEP has a Number of Sub-Boards and Advisory Groups which meet quarterly and may require attendance.
- Additional meetings may be called from time to time to address specific management issues if they arise. Board members are consulted about the best date and times for these meetings to ensure they are convenient and well attended with meetings normally lasting no longer than two hours.

Equality and Diversity

- The Board values diversity and is committed to promoting equality of opportunity, tackling discrimination, harassment, intimidation and disadvantage.

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- We monitor our recruitment and selection practices to fulfil our statutory duty relevant to equality in employment (paying due regard to the Equality Act 2010) and to ensure our practices are fair, equitable and consistent with the aim of appointing the best person for any role. Recruitment monitoring enables us to take active steps to promote better policy and organisational practice.
- We believe that by understanding and responding to the diverse needs of its potential and existing board members, providing an environment which eliminates discrimination in all its forms as well as positively promoting equality, it will attract and retain a motivated and multi-skilled board to provide a high quality service.
- Our aim is to promote and achieve a board that reflects the Black Country. We encourage applications from under-represented groups and we will pursue a policy of 'positive action' in an attempt to achieve this. 'Positive Action' refers to measures and initiatives that can be taken to actively encourage individuals from under-represented groups to apply. The selection procedure itself is no different, and is based solely on merit. 'Positive Action' does not seek to remove competition and the Board will recruit and select the best applicants for the role.

Appraisal process

- The Board will undertake regular appraisals of its members and of the effectiveness of the skills and experience therein. Appropriate training and development will be reviewed and delivered to ensure Board members remain able to effectively carry out their responsibilities.

Any questions or queries relating to our recruitment and selection of Board members should be made to the HR Manager via www.the-blackcountry.com

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