

## **Leeds City Region Enterprise Partnership (LEP) & West Yorkshire Combined Authority (Combined Authority)**

### **Recruitment Procedure for Private Sector Representatives**

#### **1. Introduction**

- 1.1 The LEP's Constitution provides for the LEP to appoint private sector representatives to the LEP. The Combined Authority also co-opts private sector representatives to its committees, including advisory panels which report to the LEP (a Panel).
- 1.2 This procedure sets out the process to be followed in relation to the recruitment of any private sector representative<sup>1</sup> to:
  - the LEP (including the LEP Chair) or
  - any Panel of the West Yorkshire Combined Authority.
- 1.3 The purpose of this procedure is to ensure that the recruitment for private sector representatives is carried out in a way which secures:
  - 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.
- 1.4 The terms of office for any private sector representative on the LEP including the Chair, will be in accordance with the LEP Constitution. The terms of office for any private sector representative on a Panel will be approved by the Combined Authority on appointment.

#### **2. Diversity**

- 2.1 It is recognised that the composition of representatives on the LEP is important as a breadth of interests must be taken into consideration to ensure that growth strategies are relevant, representative and widely supported across the Leeds City Region. The aim of each recruitment exercise is to promote and achieve private sector representation that reflects the diversity, industry and geography of the region.
- 2.2 The LEP's Equality and Diversity Policy (including Diversity Statement) sets out how the LEP is committed to promoting diversity and equality of

---

<sup>1</sup> This is subject to exceptional circumstances where the LEP or the LEP Chair (subject to the confirmation of the Monitoring Officer) confirms that there are compelling reasons for not doing so.

opportunity including in relation to the representatives on the LEP. All recruitment exercises will be carried out in accordance with the LEP's Equality and Diversity Policy.

### **3. Eligibility**

3.1 A private sector representative must:

- live or work within the Leeds City Region, and
- be (or have been) employed by an organisation **not** included as central government, local government or a public corporate as defined for the UK National Accounts.<sup>2</sup>

3.2 No person may act as a private sector representative if:

- they are the subject of a bankruptcy restrictions order, an interim bankruptcy restrictions order, a debt relief restrictions order or interim debt relief restrictions order under Schedule 4ZB of the Insolvency Act 1986, or
- during the five years prior to the date of appointment, they have been convicted of any offence and been sentenced to imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine, or
- they have an incapacity imposed under Part III of the Representation of the People Act 1983 having been convicted of a corrupt or illegal practice, or
- they are an officer or servant of the Combined Authority or a Combined Authority subsidiary (within the meaning of the Transport Act 1962),
- they are currently employed in the public sector (that is, by an organisation included as central government, local government or a public corporate as defined for the UK National Accounts).

### **4. Recruitment Exercises - private sector representatives other than the LEP Chair**

4.1 A full media backed recruitment campaign will take place every two years in respect of private sector representation on the LEP and on any Panel of the Combined Authority, as part of the LEP's succession planning arrangements.

---

<sup>2</sup> Higher Education or Further Education Institutions are not classified as public sector organisations for this purpose. Public Sector Classifications can be viewed on the Office for National Statistics website [here](#)

- 4.2 A role profile for private sector representatives will be approved by the Combined Authority's Managing Director in consultation with the LEP Chair before the start of each recruitment campaign.
- 4.3 This opportunity will be advertised openly on a variety of platforms, to ensure that people across the business community have an opportunity to apply. This will include local and regional press as well as via the Combined Authority/LEP digital channels and both existing and potential new networks, including consideration of appropriate channels for specific equality and diversity objectives. Senior business leaders, stakeholders and Chief Executives across the Leeds City Region will also be encouraged to share this opportunity with their extensive networks to ensure every effort is made to capture networks, contacts and organisations as broad reaching as possible to actively encourage individuals from under-represented groups to apply.
- 4.4 The Combined Authority's Head of Corporate Communications and Engagement in consultation with the Senior Executive Support Officer (Private Sector Relationship Manager) will compose an appropriate advertisement and agree a suitable deadline for applications.
- 4.5 Applications will be received online via the "Board Recruitment" email inbox which will be monitored and maintained by the Private Sector Relationship Manager.
- 4.6 Following the advertised deadline, applications will be reviewed in the first instance by the Combined Authority's Director of Policy, Strategy & Communications, Executive Head of Economic Services and the Private Sector Relationship Manager, to ensure that candidates are eligible for the position and assess suitability against the role profile.
- 4.7 The LEP Chair and Managing Director will agree a short-list of candidates, who will then be invited to meet with an interview panel. The interview panel for private sector representatives will consist of:
  - the LEP Chair,
  - a private sector representative, and
  - a local authority representative.
- 4.8 Appropriate Combined Authority officers will attend the interview, to advise only.
- 4.9 Before the interview, each shortlisted candidate will be asked to provide contact details for two referees. The Private Sector Relationship Manager will then request references for each candidate.

- 4.10 With the LEP Chair's consent, Panel Chairs may interview potential candidates for their respective Panel. The appropriate Panel lead officer will attend in support.
- 4.11 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.
- 4.12 In respect of private sector representatives on the LEP, the Managing Director will report the recommendations of any interview panel to the LEP, which will make any appointment. Successful candidates to the LEP will be notified by the LEP Chair.
- 4.13 In respect of private sector representatives on any Panel, the Managing Director will report the recommendations of any interview panel to the LEP for consideration and recommendation to the Combined Authority, which will make any appointment. Successful candidates will be notified by the Panel Chair or the Private Sector Relationship Manager.

## **5. Private Sector Reserve**

- 5.1 Where the number of suitable candidates exceeds the number of vacancies, any suitable candidate who is not appointed to a vacancy will be given the opportunity to join a Private Sector Reserve which will remain in place until the next recruitment campaign<sup>3</sup>, as part of the LEP's succession planning arrangements.
- 5.2 Should a vacancy arise for a private sector representative at any time between each full campaign, then the Private Sector Relationship Manager will invite Expressions of Interest (Eoi) from the individuals in the Private Sector Reserve to fill this vacancy.
- 5.3 The Private Sector Relationship Manager will also invite an Eoi from all existing private sector representatives in relation to any vacancy, in case they wish to be considered for that vacancy.
- 5.4 Where any Eoi is received:
- In respect of vacancies for private sector representatives on the LEP, the LEP Chair will consider any Eois and meet with any candidates to assess their suitability for the particular position.
  - In respect of vacancies for private sector representatives on a Panel, the appropriate Panel Chair will consider any Eois and meet with any

---

<sup>3</sup> Their original application and any other details held for them will be held until the next recruitment campaign.

candidates to assess their suitability for the particular position, with the relevant Panel lead officer in support.

- 5.5 If no EoIs are submitted, new applicants will be sought via a recruitment campaign with the vacancy being advertised on the LEP and Combined Authority web-sites, and any another appropriate website and social media. The vacancy will be advertised for a minimum of 14 days, and the process set out in paragraphs 4.4 – 4.9 above followed.
- 5.6 In respect of private sector representatives on the LEP, the Managing Director will report recommendations to the LEP, which will make any appointment. Successful candidates to the LEP will be notified by the LEP Chair.
- 5.7 In respect of private sector representatives on any Panel, the Managing Director will report any recommendations to the LEP for consideration and recommendation to the Combined Authority, which will make any appointment. Successful candidates will be notified by either the Panel Chair or the Private Sector Relationship Manager on their behalf.

## **6. LEP & Panel Composition & Conditions**

- 6.1 Each private sector representative is appointed with the expectation that they remain in the same or similar role and industry for the duration of their term of office. They must advise the Private Sector Relationship Manager of any changes in their employment, within seven days.
- 6.2 The LEP Chair and Panel Chairs will periodically meet with private sector representatives, and any proposed changes in employment/sector focus should be discussed at that time.
- 6.3 Subject to approval by the Combined Authority, a private sector representative may be appointed to more than one Panel, or appointed to a different Panel, should their sector focus change or their knowledge or experience be better utilised elsewhere.
- 6.4 A private sector representative must also advise the Private Sector Relationship Manager as soon as reasonably practicable if they are no longer eligible to act as a private sector representative, for example, if they become employed in the public sector - see paragraph three above.

## **7. Recruitment and appointment of the LEP Chair**

- 7.1 The LEP's Constitution provides for the Chair to be a private sector representative.

- 7.2 Where a vacancy arises (or is due to arise) in the position of LEP Chair, the role profile for the position will be reviewed and approved by the Combined Authority's Managing Director before the start of each recruitment campaign, further to engagement with the business community through the LEP's Business Communications Group.
- 7.3 The Combined Authority's Head of Corporate Communications and Engagement in consultation with the Senior Executive Support Officer (Private Sector Relationship Manager) will compose an appropriate advertisement and agree a suitable deadline for applications, further to engagement with the business community, through the LEP's Business Communications Group.
- 7.4 This opportunity will be advertised openly on a variety of platforms, to ensure that people across the business community have an opportunity to apply. This will include local and regional press as well as via the Combined Authority/LEP digital channels and both existing and potential new networks, including consideration of appropriate channels for specific equality and diversity objectives. Senior business leaders, stakeholders and Chief Executives across the Leeds City Region will be encouraged to also share this opportunity with their extensive networks to ensure every effort is made to capture networks, contacts and organisations as broad reaching as possible to actively encourage individuals from under-represented groups to apply.
- 7.5 In addition to the media backed recruitment campaign, extensive, wide reaching and transparent engagement with the business community via press, social media and the Business Communications Group will take place.
- 7.6 The vacancy will also be published on the Government's Centre for Public Appointments website.
- 7.7 Applications will be received online via the "Board Recruitment" email inbox which will be monitored and maintained by the Private Sector Relationship Manager.
- 7.8 Following the advertised deadline, applications will be reviewed in the first instance by the Combined Authority's Director of Policy, Strategy & Communications, Executive Head of Economic Services and the Private Sector Relationship Manager, to ensure that candidates are eligible for the position and assess suitability against the role profile.
- 7.9 The Managing Director will agree a short-list of candidates, who will then be invited to meet with an interview panel. The interview panel will as a minimum include:
- a private sector representative who is not a member of the LEP, and
  - a local authority representative.

- 7.10 Appropriate Combined Authority officers will attend the interview, to advise only.
- 7.11 Before the interview, each shortlisted candidate will be asked to provide contact details for two referees. The Private Sector Relationship Manager will then request references for each candidate.
- 7.12 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.
- 7.13 The interview panel will make recommendations to the LEP with regard to the appointment of a LEP Chair.
- 7.14 The LEP Chair's term will be in accordance with the LEP Constitution.
- 7.15 The terms of their appointment will be set out in an appointment letter from the Combined Authority to the LEP Chair.

## **8. Panel Chairs**

- 8.1 The Managing Director may seek recommendations from the LEP relating to the appointment of any private sector representative as a Panel Chair at any time. Any recommendations will be considered by the Combined Authority, which will appoint the Panel Chair.

## **9. Induction and Training**

- 9.1 Appropriate training and induction is provided to all representatives, including private sector representatives. Further training will 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 in accordance with the Leeds City Region's Assurance Framework.