

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

Recruitment and Appointment Procedure for Private Sector Representatives

1. Introduction

- 1.1 The LEP's Governance Arrangements¹ provide for the LEP to appoint private sector representatives to the LEP. The Combined Authority also co-opts private sector representatives to its committees. The Combined Authority may also appoint such representatives to any working group.
- 1.2 This procedure sets out the process to be followed in relation to the recruitment of any private sector representative² to:
- the LEP (including the LEP Chair) or
 - any committee or working group 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, a committee or working group, will be in accordance with the Combined Authority's governance arrangements.

2. Diversity

- 2.1 It is recognised that the composition of representatives on the LEP and the Combined Authority is important as a breadth of interests must be taken into consideration. The aim of each recruitment exercise is to promote and achieve private sector representation that reflects the diversity, industry and geography of the region.

¹ Article 10, Part 2 of the Combined Authority's Constitution

² 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.

2.2 The Combined Authority and LEP are committed to promoting diversity and equality of opportunity including in relation to the representatives on boards and committees.

3. Eligibility

3.1 A private sector representative should:

- live or work within the West Yorkshire, 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.³

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 may take place as appropriate in respect of private sector representation on the LEP and on any committee (or working group) of the Combined Authority, as part of the LEP's succession planning arrangements.

³ Public Sector Classifications can be viewed on the Office for National Statistics web-site [here](#)

- 4.2 A role profile for private sector representatives may be approved by the Combined Authority Chief Executive 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 may 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 may 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 officers will compose an appropriate advertisement and agree a suitable deadline for applications.
- 4.5 Applications may 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 to ensure that candidates are eligible for the position and assess suitability against the role profile.
- 4.7 The LEP Chair and Combined Authority Chief Executive 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 may consist of:
- the LEP Chair,
 - a private sector representative, and
 - a local authority representative.
- 4.8 Appropriate Combined Authority officers may attend the interview, to advise only.
- 4.9 Before the interview, each shortlisted candidate may be asked to provide contact details for two referees.
- 4.10 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.

- 4.11 In respect of private sector representatives on the LEP, the Combined Authority Chief Executive will report the recommendations of any interview panel to the LEP, which will make any appointment. Successful candidates to the LEP may be notified by the LEP Chair.
- 4.12 With the LEP Chair's consent, any other appropriate member of the LEP may interview potential candidates. The appropriate committee lead officer may attend in support.
- 4.13 In respect of private sector representatives on any committee, the Combined Authority Chief Executive will report the recommendations of any interview panel to the LEP for consideration and recommendation to the Combined Authority, which will make any appointment.

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 may be given the opportunity to join a Private Sector Reserve which may remain in place until the next recruitment campaign⁴, 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 campaign⁵, then the Private Sector Relationship Manager may invite an EOI from the individuals in the Private Sector Reserve to fill this vacancy.
- 5.3 The Private Sector Relationship Manager may 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 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 LEP Chair or any other appropriate member of the LEP with the

⁴ Their original application and any other details held for them will be held until the next recruitment campaign.

⁵ Including any vacancy which arises due to any changes in committee or working group arrangements

consent of the LEP Chair will consider any Eols and may meet with any candidates to assess their suitability for the particular position.

- 5.5 If no Eols are submitted, new applicants may 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 may 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 Combined Authority Chief Executive will report recommendations to the LEP, which will make any appointment.
- 5.7 In respect of private sector representatives on any committee, the Combined Authority Chief Executive will report any recommendations to the LEP for consideration and recommendation to the Combined Authority, which will make any appointment.

6. LEP & Committee 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 other member of the LEP Board at the LEP Chair's invitation may 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 and the LEP Board, a private sector representative may be appointed to more than one committee, or appointed to a different committee, 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 section 3, Eligibility.

7. Recruitment and appointment of the LEP Chair

- 7.1 The LEP's Governance Arrangements provides for the LEP Chair to be a private sector representative appointed by the Mayor.

- 7.2 Where a vacancy arises (or is due to arise) in the position of LEP Chair, the role profile for the position may be reviewed and approved by the Combined Authority Chief Executive in conjunction with the Mayor before the start of each recruitment campaign.
- 7.3 Officers 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 may 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 West Yorkshire may 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 may take place.
- 7.6 Applications may be received online via the "Board Recruitment" email inbox which will be monitored and maintained by the Private Sector Relationship Manager.
- 7.7 Following the advertised deadline, applications will be reviewed to ensure that candidates are eligible for the position and assess suitability against the role profile.
- 7.9 The Combined Authority Chief Executive 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
 - the Mayor or other local authority representative.
- 7.10 Appropriate Combined Authority officers will attend the interview, to advise only.
- 7.11 Before the interview, each shortlisted candidate may be asked to provide contact details for two referees.

- 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 Mayor with regard to the appointment of a LEP Chair.
- 7.14 The LEP Chair's term will be in accordance with the LEP Governance Arrangements.
- 7.15 The terms of their appointment will be set out in an appointment letter from the Mayor to the LEP Chair.

8. Appointment of the LEP Deputy Chair

- 8.1 The LEP Governance Arrangements provide for the Mayor to appoint a private sector LEP Deputy Chair.
- 8.2 The Private Sector Relationship Manager may invite an EoI from all Private Sector representatives on the LEP Board in relation to any vacancy arising.
- 8.3 The Deputy Chair may be appointed by the Mayor from among the private sector representatives on the LEP Board.

9. Committee Chairs

- 9.1 The Combined Authority Chief Executive may seek recommendations from the LEP relating to the appointment of any private sector representative as a committee Deputy Chair at any time. Any recommendations will be considered by the Combined Authority, which will make any such appointment.

10. Induction and Training

- 10.1 Appropriate training and induction is provided to all representatives, 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 in accordance with the West Yorkshire Combined Authority Assurance Framework.