

Worcestershire LEP Governance Structure

1.0 Worcestershire Local Enterprise Partnership

1.1 The role of the Worcestershire LEP is to:

- Provide strategic leadership and develop a long term vision related to Worcestershire's economy, providing strategic insight on the challenges and opportunities facing the county.
- Champion Worcestershire's economic vision and promote bold solutions.
- Secure finance, attract investors and encourage local-to-national bodies to match resources to achieve Worcestershire's ambitions.
- Lead and co-ordinate Worcestershire interests from business, public and third sector networks and organisations to drive forward economic growth.
- Share knowledge, practice and intelligence in Worcestershire as well as across the national LEP Network to support best practice and have Worcestershire recognised as a high priority area.

1.2 All directors and volunteers representing the LEP should adhere to both the "Code of Conduct for Board Members of Public Bodies" in the appendix of this induction pack, and the extract from the "Second Report of the Nolan Committee on Standards in Public Life, May 1996", of which can also be found within the appendix of this induction pack

2.0 Worcestershire LEP Board

- 2.1 The Worcestershire LEP Board is collectively responsible for the strategic vision and direction of the LEP, for financial oversight, for directing the activities of the partnership and for ensuring accountability.
- 2.2 The Board will meet at least six times a year on a bi-monthly basis or as otherwise deemed necessary. The responsibilities of the collective Board are to:
- Setting strategic priorities and approving the LEP's Business Plan to deliver its long term vision.
 - Agreeing its annual budget and monitoring its performance in terms of finance and project delivery and ensuring its probity.
 - Providing strategic leadership on the Worcestershire economy, lobbying and influencing government, its agencies and other relevant organisations to ensure that the county's needs are met.
 - Actively promoting Worcestershire to prospective inward and indigenous investors and assisting organisations to locate and expand within the county.
 - Recruiting members to the Business Board and to approve the nomination of a Chair of the Business Board.
- 2.3 There will be a total of eleven Board members; five will be from the business sector, three from the local government and two from Worcestershire's Higher or Further Education sectors, in addition to an independent business sector Chair.
- 2.4 The Board will be quorate with a minimum of 6 members in attendance.
- 2.5 The Board will have the power at any time and subject to their agreement, to co-opt a further member(s), if and when such an appropriate candidate(s) become available and are deemed as a vital asset by the Board. Agreement of 75% of the Board will be necessary to co-opt a member to the Board.
- 2.6 The Chair will be supported by two Deputies, to chair Board meetings and take other action in the absence of the Chair.
- 2.7 There will be a distinction between the way in which business and Local Authority members are selected and appointed, reflecting the nature of local government.
- 2.8 The normal term of appointment will be three years, to provide a regular opportunity to refresh the membership of the Board through rotation of members in approximately equal numbers each year. Members may be re-elected for up to a further 3 year period, but not exceeding six years in total. The recruitment and replacement of Board Members will be staggered to ensure a degree of continuity.
- 2.9 The Chair of the Board will be from the business sector, recruited on the basis of an open advertisement and will serve a three year term, which may be extended by a further three years (serving a maximum six year term). Extension of the Chair's initial

term of office beyond three years will be agreed by a majority of the Board, excluding the Chair.

- 2.10 Of the two Deputy Chairs, one will from the private sector and the other will be public sector nominated by the Local Authority Leaders Board.
- 2.11 The three Local Authority members will be nominated by the Local Authority Leaders Group on an annual basis and will comprise one representative for the northern districts, one representative for the southern districts and one county council representative.
- 2.12 The representatives of the Higher Education and Further Education sector will be nominated to the Board by the principals of Higher Education and Further Education institutions.

3.0 Executive Sub Group

3.1 In order to manage immediate issues and to ensure the LEP's ability to react to necessary situations in a timely manner, an executive sub group of the LEP Board should be established, whose actions should only be triggered when full LEP Board involvement cannot be achieved within the required timescale. Such subgroup should comprise the Chair, the two Deputy Chairs and the Executive Director. In the event of non-availability, other LEP Board members may be substituted in order to ensure minimum quorum of 4.

3.2 The table below summarises the composition, terms of office and means of appointment for LEP Board members.

Board member category	No.	Term of office	Time commitment	Method of appointment
Chair	1	Initial 3 years, renewal for a further 3 years maximum	Minimum of 1 day per week.*	Open advertisement.
Deputy chairs	(2)**	Initial 3 years, renewal for a further 3 years maximum	1-4 days a month	Private Sector - By Board selection (<i>nominated by Business Board</i>). Public Sector – By LA Leaders Group
Local government	3	The Leaders Group will appoint/confirm the other local government members annually	1-2 days a month	Appointed by the LA Leaders Group on annual basis
Business	5	Initial 3 years, renewal for a further 3 years maximum	1-2 days a month	4 x Open advertisement. 1 x Nominated by Business Board
HE	1	Initial 3 years, renewal for a further 3 years maximum	1-2 days a month	Nominated by HE principals group.
FE	1	Initial 3 years,	1-2 days a month	Nominated by FE

		renewal for a further 3 years maximum		principals group.
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*The time commitment indicated for the Chair reflects the realistic current and perceived future situation and is a minimum in current circumstances, which include considerable demands under his 'ambassadorial' responsibilities as well as those of the Board and executive. A longer term strategic target to reduce such input will depend upon the input of others, particularly the Deputy Chairs, and the establishment and 'maturing' of a much stronger executive secretariat team.

**Deputy chair appointments are drawn from, and are not additional to, the Board members referenced in the table above.

4.0 Finance, Audit and Risk Committee

- 4.1 The Finance, Audit and Risk Committee are a formal standing sub-committee of the Worcestershire LEP Board.
- 4.2 The Committee is responsible for the monitoring, audit and risk management functions of the LEP and ensuring compliance with any regulatory frameworks relating to funding or partnership working. It should also monitor performance and risks.
- 4.3 The Committee will be chaired by the most appropriate candidate with the relevant skills and experience, as agreed by the LEP Board. In addition to its Chair there will be a further three members of the Committee. These will comprise one other LEP Board Member, one nominated member of the Business Board and one other member of any of the LEP's four Policy Boards. Across the membership a balance of two public and two private sector members should be maintained.
- 4.4 The meetings and papers of the Committee will be in the same format as and subject to the same conditions as the LEP Board meetings and papers. The meetings should also be subject to the same standards of conduct. The meeting dates for this sub-committee should also be published and the meeting dates should be fixed in a cycle which allows papers, minutes and decisions to be noted [and agreed] by the LEP Board.
- 4.5 The Committee will meet three times a year, unless the need arises for additional meetings arise. The Committee will be responsible for promoting good governance across the LEP, monitoring performance, quality assuring decisions and ensuring compliance with agreed protocols and ways of working. The Committee will also review any recent funding commitments made by the LEP, for example through Growing Places Fund, and satisfying itself that due diligence had been effectively undertaken.

- 4.6 The Committee will maintain and monitor a register of interests, which will be collated by the LEP Executive Director. In addition, the Committee will be responsible for investigating any complaints against the LEP or its members and determining whether action is required. In the first instance, all such matters will be reported to the Chair of the Committee who will determine whether further investigation is required.

5.0 Worcestershire LEP Business Board

- 5.1 The Business Board has been established to support the work of the Worcestershire LEP by bringing a business sector perspective on the key challenges and opportunities relevant to the county's economy. Business will include all types and sizes of businesses, which range from the multinationals to SMEs and Sole traders, and all structures from FTSE 100 to home workers and to include social enterprises and third sector bodies.
- 5.2 The Business Board has a vital role in supporting enterprise and economic growth for Worcestershire.
- 5.3 The Board is not a decision making body and will act in an advisory capacity, informing and influencing the decisions of the LEP Board.
- 5.4 There will be a two way relationship between the LEP Board and the Business Board. The Business Board will offer advice to the LEP Board on matters of concern to the business community and will also be asked directly for advice by the LEP Board on matters where a business sector perspective is required.
- 5.5 The Business Board will communicate with the wider business community and then represent their views. This will be done in a way which is open and transparent to the Worcestershire's business community.
- 5.6 The Board will meet six times per year or more frequently as required with agreement of the Business Board Chair. The secretariat will be provided by the LEP Executive.

6.0 Local Authority Leaders Board

- 6.1 The Local Authority Leaders Board is an independent group established to bring the county's local authorities together on a regular basis.
- 6.2 On an annual basis the LEP Chair and Executive Director will meet with the Leaders Board to report on progress.
- 6.3 The Local Authority Leaders Board will nominate three members to the LEP Board, reviewed on an annual basis.

7.0 Worcestershire LEP Sub-groups

7.1 The LEP Board has established four Policy Boards, to drive forward and deliver the LEP's business plan:

- Employment and Skills.
- National Profile and Promotion.
- Business Growth.
- Planning, Development and Infrastructure.

7.2 Policy Boards are advisory and not decision making, they have been established to:

- Enable the LEP Board to delegate particular tasks to enable it to retain a genuinely strategic perspective.
- Enable the LEP to draw on a wider range of people/expertise on particular topics.
- Deliver plans prepared for and approved by the LEP Board.

7.3 The core terms of reference for a Policy Board are to:

- Contribute to the LEP's knowledge and expertise in relation to key policy themes.
- Advise the LEP Board on the strategy, priorities, business plan, work programme, and projects it should adopt in relation to its agreed area of expertise.
- Represent the LEP with partner organisations and individuals, subject to LEP Board agreement.
- Monitor and comment on the delivery and associated risks of the LEP Board's agreed work programme in their agreed area of expertise.

7.4 To ensure effective links with the LEP board it is recommended that:

- Policy Board's should submit a short progress report to each LEP Board and there should be a programme of more substantial discussions on Policy Board work at LEP Board meetings.

8.0 Task and Finish Groups/Sub Groups

- 8.1 From time to time it may be necessary to establish time limited task and finish groups or specific sub-groups of the LEP Board.
- 8.2 The decision to establish a sub-group can only be taken by the LEP Board and their role will always be advisory and not decision making.
- 8.3 Any group would need to be sponsored by a LEP Board Member, who may or may not chair the group, depending on the issue under consideration.
- 8.4 Memberships of these groups will be flexible to ensure that relevant expertise and experience is drawn in.
- 8.5 While they are operating, these groups will be subject to the same protocols and ways of working as the other LEP boards.

Worcestershire LEP Roles and Responsibilities

9.0 Worcestershire LEP Chair

- 9.1 The Worcestershire LEP Chair is a non-executive role requiring approximately six to eight days per month input.
- 9.2 The Chair will not be remunerated but expenses associated with LEP Board business will be met.
- 9.3 The Chair will be appointed by open advertisement. The term of office will be for an initial three years and may be renewed for a maximum of a further three years following a vote by the full LEP Board.
- 9.4 The responsibilities of the Chair are to:
- Provide strategic leadership and direction to ensure that the Partnership achieves its goals.
 - Lead the efforts of the Partnership in developing and implementing an effective LEP Strategic Vision and associated, Business Plan that identifies and addresses the key priorities for local economic growth.
 - Effectively chair meetings of the LEP Board, leading it towards decisions that ensure the strategic vision and key objectives of the Partnership are delivered.
 - Be an effective influencer and ‘ambassador’ for Worcestershire, championing the LEP at local, regional and national levels working with appropriate partner organisations and individuals.
 - Be an effective advocate on behalf of the Partnership, the businesses and people of Worcestershire, in particular at conferences and events/meetings with Ministers, MPs and key civil servants.
 - Reflect the agreed policies and views of the LEP Board and its members in all discussions with partners, stakeholders, government and its’ agencies.
 - To ensure that the Partnership including the Board adheres at all times to high standards of ethics and governance in public life and is an exemplar to others organisations.
 - To ensure that all Board members participate actively in the work of the Board, encouraging their attendance and engagement and keeping in regular contact with all members.
 - To direct the activities and priorities of the Executive Director, setting annual performance targets and conducting reviews and appraisals.

- Adhere at all times to high standards of ethics and governance in public life, declaring interests as they arise and ensuring that risks are identified and managed.
- Exert a casting vote in LEP Board decisions if circumstances so require.

10.0 Worcestershire LEP Board members

10.1 Worcestershire LEP Board members are non-executive roles requiring a maximum of between one and three days a month.

10.2 Board members will not be remunerated but expenses associated with LEP Board business will be met.

10.3 The responsibilities of individual Board members are to:

- Attend meetings of the LEP Board and to nominate an appropriate named alternate, to be agreed by the Chair and Executive Director, where attendance is not possible.
- Reflect the agreed view of the LEP Board and its members in all discussions with partners, stakeholders, government and its' agencies.
- To support the Chair by leading on activities relevant to their knowledge and experience and representing the interests of the LEP in meetings with partners, stakeholders, government and its' agencies.
- Actively develop an effective business – public sector partnership.
- Contribute to the setting of overall strategy, priorities, business planning, and the monitoring of performance and risk management.
- Contribute knowledge and expertise to identify the economic and demographic issues facing the area, the strengths and opportunities and the initiatives which should be taken to drive economic growth.
- Formally represent the LEP in meeting other bodies and partner organisations as required.
- Lead for the Board on particular issues and activities including serving on or chairing policy boards and task and finish groups.
- Adhere at all times to high standards of ethics and governance in public life, declaring interests as they arise and ensuring that risks are identified and managed.

10.4 Each member will have one vote each, with the Chair having the deciding vote. Observers / speakers may be invited by the Chair to attend and/or speak at the Board Meeting from time to time. They will have no voting rights.

- 10.5 Members are required to declare any personal or financial interests in any business of the Board at the commencement of the meeting or to ensure that they have previously been recorded in the file kept by the Executive Director.

11.0 Chair of the Worcestershire Business Board

- 11.1 The Worcestershire Business Board Chair is a non-executive role requiring a maximum of between one and four days a month.
- 11.2 The Chair of the Business Board will be from the business sector and be nominated by the members of the Business Board and approved by the LEP Board.
- 11.3 The Chair of the Business Board will be the business sector Deputy Chair of the LEP Board, unless otherwise agreed by the Board.
- 11.4 The term of office will be for an initial three years and may be renewed for a maximum of a further three years subject to the agreement of the Business Board and the full LEP Board.
- 11.5 Key responsibilities of the Chair of the Business Board are to:
- Provide strategic leadership of the work of the Business Board, leading the efforts of the Business Board in supporting the work of the LEP, offering a business sector perspective and advice to the LEP Board.
 - Encourage and lead business sector engagement in the LEP, its Policy Boards and the delivery of the Partnerships' wider vision.
 - Effectively chair meetings of the Business Board, leading it towards decisions that ensure the strategic vision and key objectives of the Partnership are delivered.
 - Be an effective influencer, championing the views of the Business Board at the LEP Board.
 - Be an effective conduit between the Business Board and LEP Board, facilitating a two way flow of information between both bodies.
 - To ensure that the Business Board adheres at all times to high standards of ethics and governance in public life.

12.0 Worcestershire Business Board Members

12.1 Worcestershire Business Board members are unpaid non-executive roles requiring a maximum of between one and two days a month.

- The role Business Board members is to represent the collective interests of the business sector in the development and implementation of the LEP Strategic Vision and associated, Business Plan that identifies and addresses the key priorities for local economic growth.

12.2 The responsibilities of individual Business Board members are to:

- Attend meetings of the Business Board.
- Provide business leadership and expertise in supporting enterprise and economic growth related to the delivery of the Partnerships Strategic Vision and associated Business Plan.
- Influence policy making in areas that impact on wealth creation in Worcestershire.
- Act as the collective voice of the business sector from Worcestershire.
- Ensure business sector engagement and involvement in the LEP's agenda for Worcestershire.
- Support a co-ordinated approach to enterprise and economic development through promotions, schemes and initiatives.
- Lead for the Business Board on particular issues and activities including serving on policy boards and task and finish groups.
- Nominate a Chair to sit on the LEP Board.

12.3 Membership of the Business Board will reflect the current profile of the county and the potential areas for growth. Members of the Business Board will work at a strategic level that reflects the enterprise potential of the whole county and the wider sub-region.

12.4 All members will be from private or third sectors and will be recruited by open advertisement. Members should be able to demonstrate a wider understanding of the county's profile and economic development needs. The Business Board will consist of up to 21 individual members and to be reflective of the county's economy and spatial geography, and to include representation of both large and small businesses that have the ambitions to build the profile of the county's business sector. In addition three other places will be offered to one representative each of the Federation of Small Business; Institute of Directors and Chamber of Commerce to aid communication to a wider selection of businesses.

12.5 Board members will serve a three year term at the end of which they may end their term or seek re-election for a maximum period of a further three years. Each

member will have one vote each, with the Chair having the deciding vote. Observers /speakers may be invited by the Chair to attend the Business Board from time to time. They will have no voting rights. Members are required to declare any personal or financial interests in any business of the Board at the commencement of the meeting or to ensure that they have previously been recorded in the file kept by the Executive Director.

13.0 Chair of the Finance, Audit and Risk Committee

13.1 The Finance, Audit and Risk Committee will be chaired by an appropriate nominee of the Board, such an election to be confirmed on an annual basis.

13.2 The responsibilities of the Chair are to:

- Ensure that the LEP and its boards adhere at all times to high standards of ethics and governance in public life.
- Investigate any complaints made against the LEP, Board Members or officers.
- Ensure the financial probity of investments made by the LEP and that requirements relating to due diligence and audit are properly fulfilled.
- Monitor the LEP register of conflicts of interest.
- Report to the LEP Board and recommend action where breaches of the LEPs protocols and code of contact are apparent.

14.0 Members of the Finance, Audit and Risk Committee

14.1 The Finance, Audit and Risk Committee is a formal sub-committee of the LEP Board.

14.2 The Committee consists of one LEP Business Board member, one representative from one of the sub-groups, one Board member from the public sector and one Board member from the private sector.

14.3 The Chair of the Committee will be the most appropriate candidate with the relevant skills and experience, as agreed by the LEP Board.

14.4 The responsibilities of individual board members are to:

- Support the Chair of the Committee in ensuring that the LEP and its boards adhere at all times to high standards of ethics and governance in public life.
- Ensure the financial probity of investments made by the LEP and that requirements relating to due diligence and audit are properly fulfilled.
- Monitor the LEP register of conflicts of interest.
- To consider complaints and grievances against the LEP, Board Members and officers and recommend to the LEP Board appropriate actions and resolutions where required.

15.0 Worcestershire LEP Executive Director

15.1 The Worcestershire LEP Executive Director is a permanent full time paid position, recruited by open advertisement.

15.2 The responsibilities of the Executive Director are to:

- Support the Chair, LEP Board, Business Board and its policy boards in the effective discharge of their responsibilities.
- Advise the LEP Board on the position of the local economy and to both advise on and deliver its vision and long term strategy to promote economic growth.
- Be responsible for the preparation of an annual budget and business plan for approval by the Board to deliver the LEP's long term strategy and to report on financial performance, project delivery and risk management in relation to them.
- Advise on and secure the implementation of the LEP Business Plan as instructed by the board.
- Be responsible for managing the board's relations with partner organisations and supporting the LEP Chair and other board members in their representational roles.
- Ensure timely reporting to the Board, partners and funders on performance against the business plan and any supported projects.
- Lead, direct and manage the LEP's executive team, staff, secondments and consultancy support.
- Be responsible for the application of the LEP's protocols and code of conduct.
- Ensure all conflicts of interest are accurately recorded and monitored.
- Work with the Chair of the Finance, Audit, Risk and Appointments Committee to ensure that all complaints are investigated and that the LEP Board and its members maintain the highest standards of public life.



Greater Birmingham & Solihull LEP and Worcestershire LEP Protocol

With the North Worcestershire area (comprising Bromsgrove, Redditch and Wyre Forest districts) being part of both the WLEP and the Greater Birmingham and Solihull LEP areas, collaboration across the two LEPs is fundamental in ensuring the effective and efficient investment in the overlapping area. Both LEPs have complementary offers and the common aim is to reinforce each LEP's ambitions as well as establish maximum advantage for local businesses.

Working Together

The WLEP and Greater Birmingham and Solihull LEP have forged a mutually constructive working relationship since their inception where Chairs, Board Members and Executive Officers exchange views and participate in respective workshops and Sub Groups on a regular basis. North Worcestershire is represented on both LEP Boards, as well as through officer level involvement in parallel mechanisms, which have overseen the development and delivery of both SEP and ESI Fund Strategies. This arrangement has already proved invaluable in supporting initiatives of joint interest such as aligning co-funding through Growing Places to support the Hoobrook Link Road Scheme in the Wyre Forest District Council area which opens up significant employment and housing land opportunities.

The primary concern of both LEPs is to stimulate economic growth and create jobs. In doing this they recognise that businesses must be able to access prompt, assured and consistent support services, help and advice whichever sign posted route they pursue. It is the confirmed intention of both LEPs that the operating landscape for businesses is simple, co-ordinated and effective and responsive and there is a mutual LEP commitment in delivering results and achieving real impacts to meet business needs.

Both LEPs have established excellent engagement with business networks and representative organisations across the private sector in Worcestershire. It is also significant that both Birmingham Chamber of Commerce and Herefordshire and Worcestershire Chamber of Commerce have established a formal agreement and are working together collaboratively alongside both LEPs which means that private sector interests are represented in a consolidated way.

A Protocol Agreement has been developed and agreed by both LEPs as illustrated below. It will join up common programmes and initiatives to strengthen business and job opportunities as well as respecting unique LEP offers which would meet diverse needs in specific localities in either LEP. The agreement will also ensure that there will be neither duplication or gaps in services and offers by both LEPs' activities. The agreement provides a robust framework within which barriers to growth will be removed, innovations nurtured and mutually beneficial

outcomes realised which is testament to our good working relationship. The formal agreement was countersigned by both LEP Chairs in November 2014 following final approval by both GBSLEP and WLEP Boards.

Protocol Agreement Aim: WLEP and GBSLEP working together to achieve economic growth and job creation in North Worcestershire

Protocol Principles: The framework for respective LEP commitments to North Worcestershire are based on the following principles:

- co-ordinating strategic ambitions, sectoral and delivery priorities where possible;
- synchronising business support by aligning LEPs' local programmes and services to provide consistent responses and delivery to businesses as much as practically possible;
- working jointly through local business engagement mechanisms with North Worcestershire;
- joint liaison with government on initiatives of mutual interest;
- agreeing the most appropriate mechanisms for preparing funding bids;
- agreeing respective "LEP leads, LEP Support" roles for common programmes;
- as each LEP's separate negotiations with the major National Opt-In Programmes are confirmed, establishing alignment, co-ordinated and consistent support and signposting where possible;
- managing resources and programmes to maximum mutual effect;
- where there is commonality across the LEPs, agreeing a consistent programme and project development appraisal process and criteria for ESI, government or local funding purposes; and
- agreeing an appropriate performance management system which incorporates efficient monitoring, review and reporting of programme and project delivery to both LEP Boards

Working Mechanisms:

- A joint GBSLEP -WLEP Panel which will meet three times annually or as/when significant issues arise requiring joint resolution
- Joint Panel to comprise two nominated LEP Board representatives and Executive Director from each LEP, ideally one from the private sector and one from the public sector
- Continuous liaison between both LEPs will be maintained through both Executive Teams
- Depending on agenda items to be subject of Panel discussion, LEP Board representatives will be invited to contribute specialist knowledge and LEP intelligence i.e. chairs of respective Place Sub Groups if considering development sites or infrastructure schemes
- Panel will submit joint reports to respective LEP Boards on Panel meeting outcomes, programme/project updates as well as performance management culminating in an annual review of progress and a forward look to the next year
- Panel will escalate any substantive issues of non-agreement to respective LEP Chairs via both Executive Teams in the first instance and ultimately respective LEP

boards

- Panel will recommend joint decisions on programmes, projects, funding or issues arising to both LEP Boards for formal approval
- Panel will use the North Worcestershire Economic Development & Regeneration (NWEDR) Portfolio Holders, service and North Worcestershire Business Leaders mechanisms as channels for wider consultation with local businesses, interests and organisation
- Panel will require the support of the NWEDR service to co-ordinate the delivery of joint priority objectives, programmes and projects to ensure effective use of combined resources, impacts and outcomes as well as avoiding duplication
- Panel will nominate one LEP to lead a common programme theme on behalf of both LEPs where appropriate i.e. first confirmed arrangement will be WLEP (as well as Stoke and Staffordshire LEP) managing the GBS LEP EAFRD funds (£1.14m) in a tri-partite alliance delivering projects which fulfil respective SEP strategic objectives and rural priorities and align fully with WLEP and SS LEP EAFRD funding