

SWLEP Joint Scrutiny Task Group April 2016

Benchmarking LEP Board Recruitment, Retention and Succession Planning

1. Introduction

At its meeting in December 2015, the Joint Scrutiny Task Group requested a piece of research to compare the composition and recruitment of LEPs Boards which have similar geographical characteristics to the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) area with a view to identifying examples of best practice in succession planning. This paper reports on its findings.

2. Benchmark LEPs

There are 39 LEPs in England; four of which have been identified as close matches to the SWLEP and a further four reasonable matches in terms of urban-rural mix (Table 1). The selection was based on looking at shire counties pre-1997 Local Government re-organisation and comparing them to the 2011 LEP geographies. LEPs were discounted as a suitable match if they were: distinct city-regions; had strong commuter links to London; included too many towns of significant size; too coastal; too rural or geographically remote; or whose economies were too different. These exclusions were applied on the basis that it was likely to influence the composition of their Board and the organisations represented on it. Maps of the selected LEP Benchmark Group showing the urban-rural split can be found in Appendix 1.

Table 1: LEP Benchmark Group

Good match	Reasonable match
GFirst LEP (Gloucestershire)	Cheshire and Warrington LEP
Northamptonshire LEP	Greater Cambridge and Peterborough LEP
Oxfordshire LEP	Leicester and Leicestershire LEP
Worcestershire LEP	New Anglia LEP
	York, North Yorkshire and East Riding LEP

3. Board Composition Key Findings

The composition of each Board was reviewed:

- There is a little variation in the size of LEP Boards and the majority have between 14 and 16 representatives. Some Boards include the Chief Executive of the LEP as a Board Member whilst others do not.
- The SWLEP Board has the largest percentage of non-public sector¹ representation at 79% of the Board. Those LEPs with the lowest proportion of non-public sector representatives were from areas where there are two-tier authorities. Three LEPs Boards had 53% of their members from the public sector (Appendix 2).
- Only three of the benchmark LEPs had a business representation organisation sitting on the Board. In Oxfordshire, Members of the Board are nominated by a range of organisations; the Chambers of Commerce, the Federation of Small Business (FSB)

¹ The public sector is defined as local authority plus education members. Military representation has not been included as public sector in this instance.

and the Institute of Directors (4 members in total). With the exception of the FSB which nominated their Chair, all of these nominees were business representatives. Greater Cambridge and Peterborough LEP had one representative from the Chamber of Commerce whilst the York, North Yorkshire and East Riding LEP had a representative from the Yorkshire Agricultural Society on the Board.

- All LEPs had University representation on the Board with the exception of Swindon and Wiltshire.
- Swindon and Wiltshire was the only LEP with Military representation.
- Gloucestershire and Oxfordshire LEPs both have an Ambassador Network. In Gloucestershire this represents 600 businesses which it can draw on to host visits, make presentations or act as advocates for their LEP. Oxfordshire has 8 'Network Navigators' who are not employed by the LEP but are who are specialists in their sector or field which act as ambassadors for their LEP.
- Worcestershire LEP has a separate Business Advisory Board with 18 business representatives on it (as well as five representatives from the private sector sitting on the main LEP Board) which are openly recruited on a three year term. The Business Advisory Board is used to advise, inform and influence the LEP Board and is also involved in its Policy Boards. The Business Advisory Board also includes representatives from the Federation of Small Business, Institute of Directors and the Chamber of Commerce.

4. Recruitment, Retention and Succession Planning

A survey was sent to the LEP Benchmark Group to identify how the Chair and Board members are recruited and to explore churn and succession planning. Four surveys were completed. The findings are anonymous as one LEP did not want to be identified.

4.1 The Board

All of LEPs which responded to the survey recruited their Board members through an open advert and interview process. Board tenure was for three years although could be extended for a second terms in some cases.

All of the LEPs staggered their Board tenures which will help to manage recruitment and churn. In addition, three of the LEPs undertake a review with Board Members within their 3 year tenure period.

The level of churn over the last 12 months was varied. Two LEPs had not experienced any churn at all, one with just 5% and the fourth at 25% all of which were regarded as acceptable. A very low level of churn however was identified by one LEP as possibly being too low and a refresh of the Board was being actively managed as a result. This compares to a 50% churn in Board Membership in Swindon and Wiltshire between May 2015 and March 2016², all of whom were from the private sector.

All LEPs actively managed their succession planning either through regular meetings between the CEO and Chair; under the oversight of an Appointment and Remuneration Committee with bi-annual meetings with individual Board Members; through a 6-12 month

² 3 Board members announced their intention to step down at the January 2016 Board meeting to take effect in March 2016 bringing the total to 7 plus an on-going vacancy.

notice period to manage recruitment, end of tenure and handover arrangements; or through the Board being 'managed' by the Executive Team which suggests close and regular co-working or meetings.

4.2 The Chair of the Board

Three of the respondents have a formal process for selecting the Chair and two do so through open recruitment whilst the remaining two select the Chair through nominations and a vote from the Board. None of the LEPs had experienced any difficulties in recruiting a Chair to the Board.

In line with Board Members, all Chairs have three year tenure which in some cases can be extended to a second term. As a result, two of the LEPs still have their original Chair in post. Half of the LEPs also undertake a review within the three year tenure period.

5. SWLEP Board Recruitment March 2016

There were four Board Member vacancies to fill in the latest round of recruitment; three were the result of Board Members stepping down at the January 2016 Board meeting; the fourth was a longer standing vacancy which was not filled in 2015. The following sector specialisms were particularly sought: Financial Services; Transport; and Housing.

SWLEP Board Members were sought through an open recruitment process; in previous recruitment rounds this has included placing an advert in the national press. In this latest round of recruitment an advert was not placed as it has not proved to be an effective means to secure applications and was not regarded as an effective use of public funding. The latest vacancies were promoted through the following media:

- Press release issued to the local press;
- Advert and recruitment pack posted on the SWLEP website;
- Use of twitter;
- Use of Linked-In networks; and
- Personal contacts of Board Members and Officers

Five candidates put themselves forward for consideration through this process and interviews took place on 4th March resulting in the appointment of three new Board Members. The interview panel comprised five Board Members including the Chair and Vice Chair, the Leader of Swindon Borough Council and the Cabinet Member for Economy, Skills, Strategic Property and Transport at Wiltshire Council acting as the representative for the Leader of Wiltshire Council.

6. Recommendations

The Joint Scrutiny Task Group is asked to note that:

- 1) The SWLEP Board representation is very much led by the private sector;
- 2) The SWLEP Board has a high level of churn which may be a reflection of having a high proportion of private sector representatives with external work pressures;
- 3) The SWLEP Board could consider the inclusion of a representative from Higher Education; Transport and/or Urban Regeneration Company to extend its scope as appropriate in the future;

- 4) A review could be built into the tenure period for Board Members and the Chair; and
- 5) A Business Board or Group could be established as an advisory body and to participate in Board Sub-Groups according to their sector or field of expertise in addition to a Board Member acting as Chair of each sub-group. This would spread the responsibilities of the current Board and potentially reduce churn.

Written by:

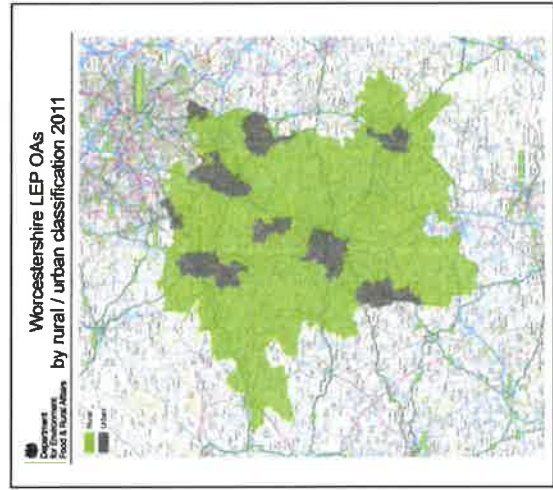
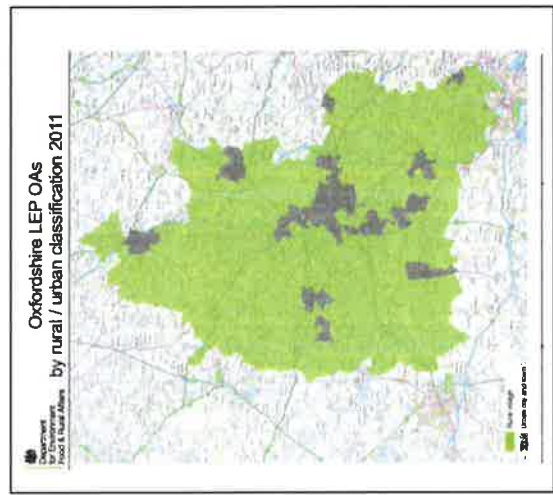
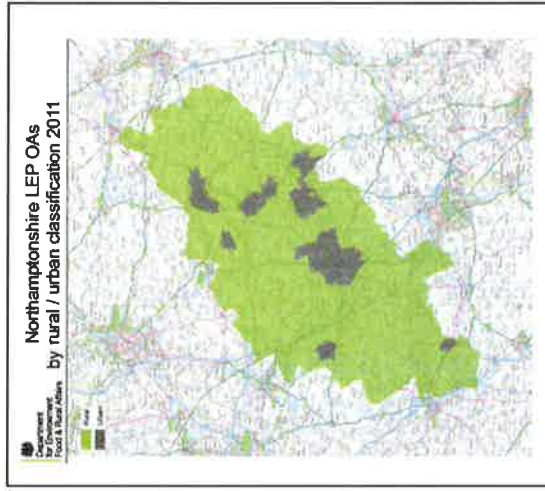
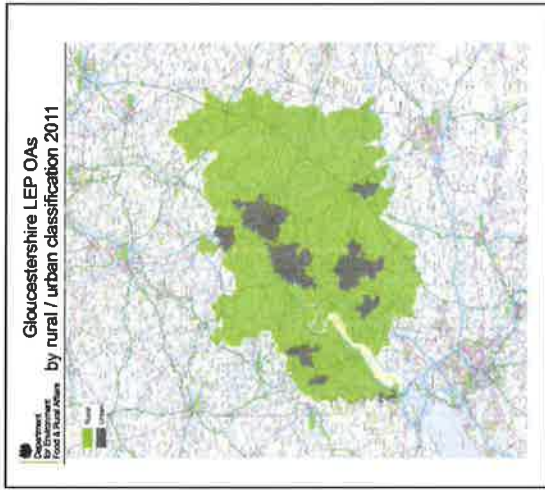
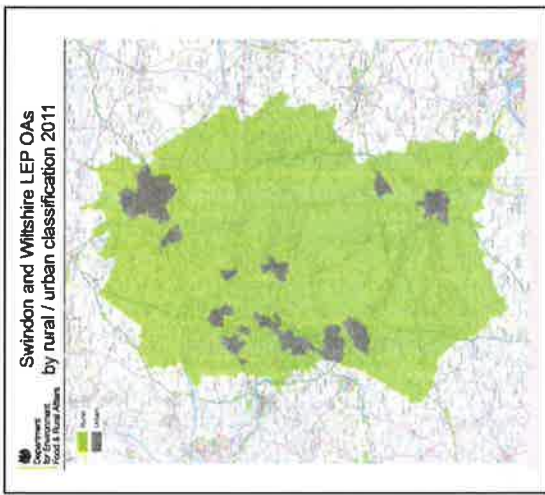
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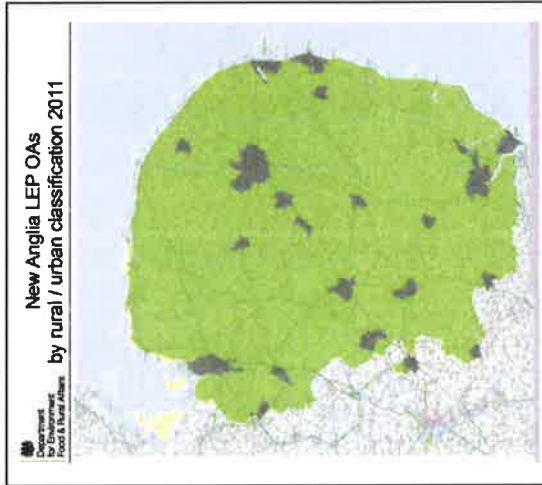
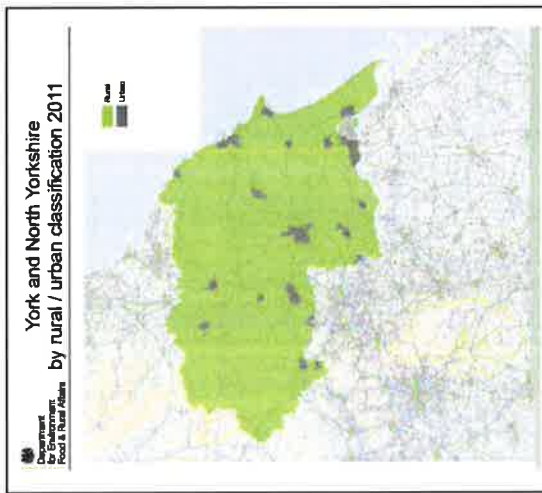
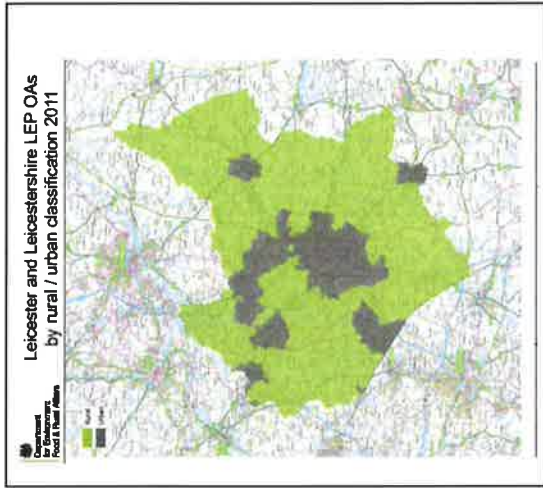
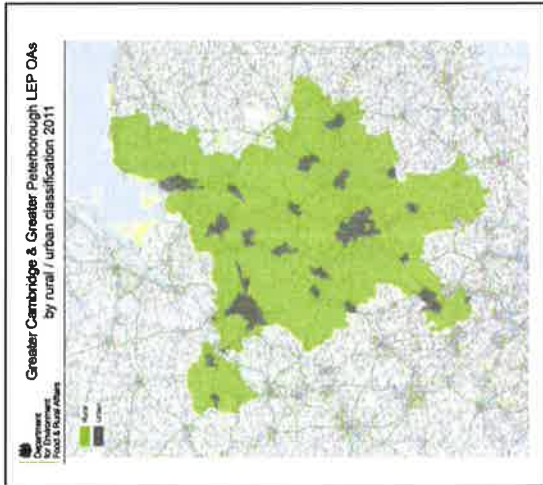
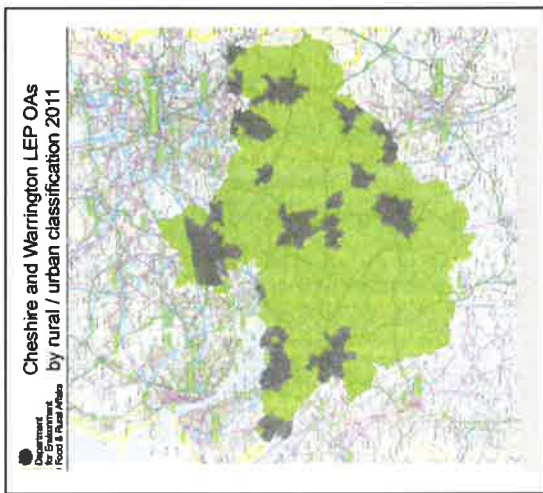
Programme Manager - Policy

Swindon and Wiltshire Local Enterprise Partnership

4th April 2016

Appendix 1: Rural-urban mix benchmark LEPs





Source:
<https://www.gov.uk/government/statistics/local-enterprise-partnership-lep-simple-rural-urban-maps>

Appendix 2: Board Composition January 2016

LEP	Size of Board	Private sector	Local Authority	Education	% Public sector ³	Business Representation	Other	Staff
Swindon and Wiltshire	14 + 2 advisers and 2 observers	8	2	1	21%	1 Country Land and Business Association	1 Military	3.7
LEPs with a close match								
Gloucestershire	12	7	2	2	33%	0	1 VCS	n.a.
Northamptonshire	19	12	3	2	26%	0	1 Urban Regeneration Company 1 Housing Association	17
Oxfordshire	17	7	6	3	53%	1 FSB	0	15
Worcestershire	11	6	3	2	45%	0	0	9
LEPs with a similar match								
Cheshire and Warrington	16	9	3	2	31%	0	1 Regeneration Board 1 Local Transport Body	8
Greater Cambridge and Peterborough	13 + 2 advisers & 1 observer	4	5	2	54%	1	1 Housing Association	17
Leicester and Leicestershire	15	9	4 (1 Mayor)	2	40%	0	0	19
New Anglia	15	7	6	2	53%	0	0	22
York, North Yorkshire and East Riding	15	5	6	2	53%	1 Yorkshire Agricultural Society	1 Promotional Body for York	16

³ Local authorities plus public education institutions such as universities or colleges.



**Board Member
Recruitment Pack
January 2016**

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1. THE SWINDON AND WILTSHIRE AREA

Swindon and Wiltshire has long been associated with innovation. Our location, our access to regional, national and international markets and our excellent quality of life have inspired people to think differently. Our ancestors invented the artillery shells that were adopted by the British Army and the mechanical plough that revolutionised agriculture. Brunel, one of the world's leading engineers, was responsible for significant local rail developments whilst Fox Talbot is remembered as the holder of a patent which affected the early development of commercial photography in Britain.

Nowadays though, our companies produce the world's most energy efficient semiconductors, the brake control systems that are used on the entire London Underground and the electro-catalysts for the fuel cell systems used in NASA's space programmes. They are responsible for handling 2% of global internet traffic and the UK's most secure cloud data storage centre, for controlling Europe's geostationary satellites, and for manufacturing the respiratory protection technology that is used by soldiers and fire-fighters. We are leading the way in establishing the UK Centre for digital society learning, research, development and enterprise.

Our association with the British Army, with global brands like Dyson, Honda, BMW, Johnson Matthey Fuel Cells, Danone, Intel, and with nationally significant companies like Nationwide, Zurich, the National Trust and the UK Space Agency provides us with a strong base to drive forward economic growth and prosperity by promoting and developing our region as the perfect location for businesses to thrive. As well as being home to the .Innovate UK and dstl, we have a diverse range of just over 25,000 Small and Medium sized businesses operating in the LEP area, the majority of whom employ less than 10 staff.

The number of companies applying for patents in Swindon and Wiltshire is almost three times the national average, and our businesses invest a higher proportion of turnover in innovation than the national average. In addition to these networks and clusters of cutting-edge companies, we are on our way to becoming the heart of the British Army. By 2020 we will be home to the largest number of troops in the UK, creating major economic opportunities.

With excellent transport links to international airports, ports and London the area is in a strong position in terms of infrastructure. The local economy benefits from the "M4 Corridor Effect" which is very attractive to businesses, and sits on the main strategic transport routes to the South West, South East and Wales.

Swindon and Wiltshire is simply a great environment in which to live and work. It is a great location with two World Heritage Sites, many areas of outstanding natural beauty and local attractions, including Stonehenge, Avebury, Lydiard Park and Longleat Safari Park.

2. THE SWINDON AND WILTSHIRE LOCAL ENTERPRISE PARTNERSHIP

Swindon and Wiltshire Local Enterprise Partnership (SWLEP) is a private sector led partnership between Swindon Borough Council, Wiltshire Council and local businesses. Our role is to set the over-arching priorities for the area and to undertake activities that will drive economic growth and job creation. Taking advantage of our unique local skills mix, our Board has 14 Members with private, public and military backgrounds.

Swindon and Wiltshire is a diverse area comprising the principal urban centres of Swindon, Chippenham, Trowbridge and Salisbury, highly attractive market towns, rural villages and picturesque countryside. It is home to 690,000 people of which around 415,000 are of working age.

Swindon and Wiltshire is strategically located in the South West with connections east to London and Reading, west to Bristol and Bath, north-east to Oxford, north-west to Gloucestershire and the Midlands, and south to Southampton and Portsmouth. It is a cost competitive location where house prices and prime commercial rents are lower than many parts of the Greater South East within reach of London.

The Swindon and Wiltshire Strategic Economic Plan (SEP) sets out a bold vision and a transformational economic growth programme for the SWLEP area. By 2026, we want to be recognised as one of the UK's leading hubs of innovation, home to even more world-class businesses and entrepreneurs, a digital infrastructure second to none, and a thriving network of Higher Education centres. We have identified three Economic Zones where we will focus our activity and investment: Swindon-M4; A350; and Salisbury-A303, supported by five strategic priority objectives: Skills and talent; Transport infrastructure; Digital connectivity; Place shaping; and Business development.

Our Plan builds on a considerable amount of work undertaken by the SWLEP, the two Unitary Authorities and other local stakeholders with whom we consulted to understand their needs. We developed a large body of evidence to understand the local opportunities and barriers to economic growth and as a result, secured over £141m from the Local Growth Fund under the Government's Growth Deal. This funding builds on our allocation of €43m from the European Structural and Investment Fund and our successful £30m Higher Futures (City Deal) which will see over 18,000 Service Leavers and civilian employees gain access to Higher Education in the SWLEP area.

Collectively these funds will enable the SWLEP to deliver an ambitious programme of change including significant developments at Eastern Villages and Wichelstowe in Swindon and infrastructure projects in Wiltshire to enable the development of the R&D facility at Dyson in Malmesbury to complement improvements on the A350 and development of a new Chippenham Station Hub.

3. THE ROLE AND RESPONSIBILITIES

There is an immediate requirement to appoint four new Board Members to replace Members whose terms of appointment have expired and to broaden the scope of experience and expertise on the Board to ensure it appropriately reflects the key areas of industry and economic activity identified in the SWLEP's Strategic Economic Plan.

All Board Members must have a strong and detailed appreciation or, an interest in, the strategic issues around the economy in the SWLEP area and the factors relevant to sustainable economic growth. We are looking to appoint individuals with senior-management level experience of working in an organisation or sector active in the SWLEP area. In this recruitment drive we are looking for Board Members with experience of a particular area of economic/skills activity, for example, individuals with a Housing/Construction background; from within the Financial Services professions; and within Manufacturing. We would also particularly like to seek applications from individuals living or working in South Wiltshire. However, all Board Members need to be able to contribute to the overall work of the SWLEP and have the skills and experience to be credible in engaging with stakeholders and representing and promoting the SWLEP.

It is anticipated that the role will require a time commitment of around two working days per month on average, including approximately six Board meetings per annum. However the exact time required each month will vary depending on external and internal factors. Additional time may be required depending on the nature of the activities or roles taken on by the individual Board Member.

The term of office for a Board Member is three years.

Responsibilities of a Board Member include:

- Providing strategic leadership, challenge, insight and support to the Board and contribute to the development of the SWLEP; establishing and developing the SWLEP's credibility and confidence within the wider market.
- Contributing to the development of the Board and the SWLEP, providing expert advice and guidance.
- Contributing to and have influence over challenging goals and objectives, and ensure that the strategic aims are delivered through appropriate mechanisms. This may include involvement in implementation activities such as European Programmes, Business Support Programmes or membership or Chairmanship of groups making decisions or recommendations on funding and support for economic development.
- Actively engaging with all stakeholders but particularly with the private sector, to capture and engage their interest and facilitate their activity in the SWLEP economic area. This includes participation in the SWLEP's engagement structure, for example as a Member or Chair of, at least one, of the Board Subgroups or Steering Groups, and through involvement in stakeholder discussions as required and agreed by the Board from time.
- Helping to ensure effective planning, management and financial control procedures are in place and implemented to ensure that all relevant legal and statutory requirements are met and that the SWLEP operates in accordance with its Governance Principles and its Constitution.

- Representing the SWLEP locally, nationally and internationally, encouraging networking and joint working with other LEPs, Government and private sector organisations based outside the area.
- Representing and promoting the SWLEP area on a local, national and international basis to deliver on the priorities of the SWLEP, bringing about the economic and physical transformation of the area.
- Adhering at all times to the standards of conduct set out in the Seven Principles of Public Life (also known as the Nolan standards).

4. PERSON SPECIFICATION

The SWLEP is looking to recruit Board Members with the ability to contribute significantly and credibly to the work of the SWLEP and to assist the Board in its understanding of the needs of the different areas, business sectors and economic activities within the SWLEP area. This will require the following experience, skills and personal attributes.

Experience and skills

All Board Members:

- Significant experience in an ownership or senior managerial capacity (operating at Board level) within an organisation active in the SWLEP area or in a sector or economic activity identifiable within the SWLEP area.
- A proven track record of providing strategic leadership and achieving business objectives and of operating effectively at Board level.
- A developed and informed understanding of the SWLEP area, its economy and the factors affecting its economic development.
- An understanding of public sector working and the role of the public sector in supporting economic growth.
- Experience of working directly with the public sector, in particular Local and National Government, is desirable.
- Strong political acumen, with a developed and informed understanding of the relevant political landscape but no strongly-held or expressed political affiliations.
- Excellent analytical skills, able to bring logical, intelligent and creative thinking to bear on the complex factors relevant to the SWLEP's work and to manage competing priorities effectively. This includes the ability to consider long term implications of decisions.
- You must be able to exercise independent judgement and take decisions for the benefit of the SWLEP as a whole, analysing overall risks and benefits, notwithstanding any particular sector expertise which is taken into account in your appointment.
- A record of effective partnership working, in which you have quickly built credibility with both public and private sector partners.

Sector-specific experience

Applicants should be able to demonstrate particular expertise and first-hand experience at a senior-management level (as defined in the first bullet point above) in one of the following sectors/business categories:

- Housing, including Construction and Development
- Financial Services
- Manufacturing

Personal attributes

- A strong communicator. You must be a confident and effective public speaker in a variety of contexts. You must also be an excellent active listener, able to demonstrate responsiveness to a range of perspectives and opinions.
- A strong partnership worker and effective influencer. You will be able to work collegiately and collaboratively with a range of individuals with differing interests and perspectives, to build new relationships and work effectively across boundaries.
- A connection to, or affinity with, the SWLEP area. It is desirable for you to have an established reputation and public profile/network of contacts within the SWLEP area. Applications from individuals working or living in South Wiltshire are particularly welcomed.
- A credible and effective ambassador for the SWLEP. You will have a genuine commitment to the success of the SWLEP.
- A persuasive and effective influencer, able to develop existing relationships and networks, build new collaborative partnerships and work effectively across boundaries.

5. HOW TO APPLY

Applications should be submitted on the form in section 7 via email to administration@swlep.co.uk by midnight Sunday 7th February 2016

Applicants may also submit an up to date CV to support their application if desired.

Alternatively applications can be sent by post to:

Director
Swindon and Wiltshire Local Enterprise Partnership
c/o Wiltshire Council Offices
Monkton Park
Chippenham
SN15 1ER

Please mark the envelope "Private and Confidential"

Shortlisted candidates will be invited to attend a selection panel week beginning 29th February 2016. Please indicate your availability in your application.

6. FURTHER INFORMATION

On successful appointment, new Board Members will be invited to the SWLEP Board meeting on the 16th March (date, time and venue to be confirmed). Please also indicate your availability in your application

If you wish to have an informal conversation about the role, please email deborah.house@swlep.co.uk to arrange a suitable time with the SWLEP Chair/Vice Chair.

7. APPLICATION FORM

Swindon and Wiltshire Local Enterprise Partnership (SWLEP) Board Member Application Form

Your Personal Details

Surname	First name	Other
House No/Name		
Street		
Town		
County		
Post Code		
Email Address		
Telephone		

Current Business Experience/Details

Current Position/Role	
Company/Organisation	
Time with Organisation	
Business Sector/Size	
Street	
Town	
County	
Post Code	
Email Address	
Telephone	

Previous Business Experience (Please list most recent first)

Position/Role held	
Company/Organisation	
Length of Employment	
Business Sector/Size	
Business Address	
Premises	
Street	
Town	
County	
Post Code	
Position/Role held	
Company/Organisation	
Length of Employment	
Business Sector/Size	
Business Address	
Premises	
Street	
Town	
County	
Post Code	
Position/Role held	
Company/Organisation	
Length of Employment	
Business Sector/Size	
Business Address	
Premises	
Street	
Town	
County	
Post Code	

Please attach details of any further positions you have held that you feel are relevant to this application.

Reference - Please provide two professional references

Surname	First name	Other
Current Position/Role		
Company/Organisation		
Relationship with you		
Business Address		
Street		
Town		
County		
Post Code		
Email Address		
Telephone		

Surname	First name	Other
Current Position/Role		
Company/Organisation		
Relationship with you		
Business Address		
Street		
Town		
County		
Post Code		
Email Address		
Telephone		

Please complete the following sections in support of your application. You may also submit a CV in support of your application if desired **in addition** to completing all sections of the form.

MOTIVATION AND COMMITMENT

Please describe why this role interests you and indicate what you believe you can bring to SWLEP to influence the future economic development of the area (maximum 250 words)

DRIVE AND RESULTS FOCUS

Please provide an example or examples from any stage of your career when you have demonstrated the ability to maximise opportunities and deliver results (maximum 250 words)

LEADERSHIP

Please describe for us your leadership style and provide at least one example where you have brought together a diverse range of partners to form a consensus on a strategic issue (maximum 250 words)

Disclaimer and Signature

I confirm that all my answers are true and complete to the best of my knowledge.

I also confirm that am not disqualified from holding Company Directorships or that there is any other legal reason why I cannot undertake this position.

Signature:

Date:/...../.....

**Forward Work Programme
Swindon and Wiltshire Local Enterprise Partnership Joint Task Group**

Meeting	Item	Details / Objectives / Outcomes	Report author / Lead officer	Witnesses
<u>28 October 2014</u>	Appointment of Chair and Vice-Chair			
<u>28 October 2014</u>	Discuss the working relationship with the SWLEP Board			
<u>29 January 2015</u>	Presentation - LEP	<p>presentation on the working of the Local Enterprise Partnership highlighting the following areas:</p> <ul style="list-style-type: none"> • LGF Deal – New Money • LGF – Existing and Borrowing • LGF – Analysis of allocation • The National Context • SWLEP LGF Performance • Swindon BC Schemes • The bigger picture • Challenges 		
<u>19 March 2015</u>	Feedback from SWLEP Board meeting on 12th March 2015	Verbal update.		
<u>19 March 2015</u>	Consideration of information from the LEP Secretariat	<p>To answer the questions the task group asked at its 29 January 2015 meeting:</p> <p>(1) For projects that have funding:</p> <p>(a) Where have they come from?</p> <p>(b) And what was their journey to get funding?</p>		

Meeting	Item	Details / Objectives / Outcomes	Report author / Lead officer	Witnesses
		<p>(c) What process took place to prioritise them?</p> <p>(d) Who put them forward ?</p> <p>(e) How do they align with Council priorities/Business priorities?</p> <p>(f) The lesson learned</p> <p>(2) Are we putting forward bid we think will be approved or those in the best interests of the Community?</p> <p>(3) A list of the process improved</p>		
3 August 2015	Appointment of Chair and Vice-Chair			
3 August 2015	Briefing note on the LEP and the Joint Scrutiny Exercise to date	The report highlighted (a) background, (b) funding and (c) scrutiny of the SWLEP.		
3 August 2015	Presentation on the SWLEP's Assurance Framework, Monitoring and Evaluation Framework and the Prioritising of Projects	All LEPs have been required by Government to develop a monitoring and evaluation framework in line with guidance issued. The framework provides an opportunity for each LEP, and their partners, to demonstrate the efficiency and effectiveness of certain schemes, and make inferences about the wider Growth Deal and Strategic Economic Plan.		
29 October 2015	Update from the LEP Board meeting	Verbal update from the last LEP Board meeting on 9 September 2015.		
29 October	Scoping of Exercise on Board	Task Group to consider how it will		

Meeting	Item	Details / Objectives / Outcomes	Report author / Lead officer	Witnesses
<u>2015</u>	Membership and Succession Planning	undertake the benchmarking exercise on Board membership and succession planning.		
<u>29 October 2015</u>	Assurance Framework	Scrutiny to compare with other LEPs how work is apportioned and when does the responsibility fall to the Local Authority for delivery of a scheme.		
<u>9 December 2015</u>	Update from the most recent LEP Board Meetings			
<u>9 December 2015</u>	Latest Bidding Round	To receive an update on which project bids were submitted and how this list was arrived at.		
<u>9 December 2015</u>	Assurance Framework	Establish when the Framework will be reviewed and whether scrutiny could play a role in this.		
<u>9 December 2015</u>	Benchmarking exercise on Board Membership, recruitment and succession planning.	Opportunity to discuss how to progress the benchmarking exercise in consultation with the LEP officers.		
<u>4 February 2016</u>	Update from the most recent LEP Board Meetings			
	Board Membership, recruitment and succession planning.	To undertake a table-top review including comparing information from other LEPs on membership, recruitment and succession planning.		
<u>Tuesday 12 April 2016, 4pm, Bewley Room, Monkton</u>	Update from the most recent LEP Board Meetings			

Meeting	Item	Details / Objectives / Outcomes	Report author / Lead officer	Witnesses
Park	Board Membership, recruitment and succession planning.	To undertake a table-top review including comparing information from other LEPs on membership, recruitment and succession planning.		
Thursday 2 June 2016, 4pm, Committee Room A, Monkton Park	Election of Chairman			