



SOLENT  
LOCAL  
ENTERPRISE  
PARTNERSHIP

## Solent LEP Deputy Chair

<b>Responsible to:</b>	Solent LEP Board Solent Local Enterprise Partnership Limited
<b>Accountable to:</b>	The Solent LEP Board and HM Government
<b>Time commitment:</b>	Average of 1 day per week on a flexible basis (with regular requirement to attend meetings with HM Government at short notice)
<b>Remuneration:</b>	Voluntary role - non-remunerated
<b>Location:</b>	Regular attendance at meetings within the Solent LEP area and occasional requirement to travel nationally and internationally

## Overview

Established in 2010, Solent LEP is a limited company by guarantee and business-led collaboration between private, public and education sectors across the Solent. Of the 38 LEPs across England, Solent LEP represents one of the most significant coastal gateway regions in the country, and is responsible for securing and investing large amounts of public and private sector funding in ambitious projects to create new businesses, jobs and homes.

Successful Local Enterprise Partnerships are led by influential private and public sector leaders, acting as champions for their area's economic success. Since its formation Solent LEP has benefitted from business expertise and acumen. We have created a new partnership between the public and private sector in the Solent that represents the diversity of local businesses and communities.

Solent LEP prioritises policies and actions on the basis of clear economic evidence and intelligence from businesses and local communities. Our interventions are designed to improve productivity across the local economy to benefit people and communities with the aim of creating more inclusive economies.

As an organisation, Solent LEP prides itself on demonstrating innovation, passion and commitment for the region by working in a collaborative and inclusive manner with its complex and varied stakeholder networks. The board of Directors play an integral role in providing the leadership and setting the strategy for the area to support the "ambition to create a dynamic, vibrant, inclusive and internationally competitive region".

## Values and Expected Behaviours

As a partnership organisation our approach is built on the belief that 'together we are stronger' and the LEP has embraced the values as set out in the Nolan Principles<sup>1</sup> and our corporate values where we

- **Support** businesses to grow, individuals to succeed and communities to flourish
- Are **Open**, transparent and honest and work without bias, ensuring that an evidence-based approach drives our decision making

---

<sup>1</sup> You can find a full copy of the Nolan Principles at <https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-> .

- Lead by example and value **Leadership** which is ambitious, fair and objective
- **Embrace** diversity as an essential component in the way we work
- **Nurture** the talent, innovation and creativity of those we work with
- Believe trust and mutual respect are essential for **Teamwork** and collaboration

These values are extremely important to us and we expect everyone who works in and with the LEP in any capacity, including the Board of Directors, employees of the LEP and Accountable Body, contractors, agency staff, volunteers and people undertaking commissions on our behalf to display these behaviours at all times.

Solent LEP also expects that everyone who works in and with the LEP to act in such a manner as to justify public trust and confidence and to uphold and enhance the good standing and reputation of Solent LEP. We are committed to equality and valuing diversity within our workforce and we have established an Equality and Diversity Policy which operates in-line with the Equality and Diversity Strategy of Portsmouth City Council, our accountable body. Individuals must therefore at all times carry out their duties with due regard to our Equality at Work policy. Our goal is to ensure that these commitments, reinforced by our values, are embedded in our day-to-day working practices with all our stakeholders, colleagues and partners.

### **Board Leadership, Company and Purpose**

Solent Local Enterprise Partnership Limited fully embrace the UK Corporate Governance Code as the system by which the company is directed and controlled. The board of directors of Solent LEP Limited are responsible for the governance of the company. The following key principles set the framework for the Board leadership and company purpose:

- A successful LEP is led by an effective and entrepreneurial board, whose role is to promote the long-term sustainable success of the company, generating value for members and contributing to wider society.
- The board should establish the LEP company's purpose, values and strategy, and satisfy itself that these and its culture are aligned. All directors must act with integrity, lead by example and promote the desired culture.
- The board should ensure that the necessary resources are in place for the LEP company to meet its objectives and measure performance against them. The board should also establish a framework of prudent and effective controls, through FPMG, which enable risk to be assessed and managed.
- In order for the company to meet its responsibilities to members and stakeholders, the board should ensure effective engagement with, and encourage participation from, these parties.
- The board should ensure that workforce policies and practices are consistent with the LEP company's values and support its long-term sustainable success. The workforce should be able to raise any matters of concern.

Solent LEP have established governance arrangements that are most appropriate to the LEP Company and that reflect HM Government requirements. The arrangements apply the principles of the UK Corporate Governance Code ("the Code") and the Guidance on Board effectiveness.

### **The Role**

The leadership that the Solent LEP Deputy Chair provides is central to the success of the Solent LEP. As such, the Solent LEP is seeking to recruit a Deputy Chair that is an influential local leader, who act as a champions for the area's economic success and who can provide support to the Chair and lead on stakeholder engagement and the development of our strategic planning. The principal role a Deputy Chair is to deputise for the Chair at meetings of the LEP Board and to support the Chair in their role.

The Deputy Chair requires sufficient standing to be able to convene the local business community and public sector stakeholders, whilst having the insight to oversee the development of an economic strategy and the relationship skills to work effectively with Government.

The Deputy Chair must come from the private sector<sup>2</sup>. Given their role involves overseeing public funds and responsibilities; the Deputy Chair is expected to display the highest levels of integrity and honesty.

The Solent LEP Deputy Chair has a defined term limit of three years. Subject to the agreement of the Deputy Chair and the Solent LEP Board, the Deputy Chair may be extended to a second term of a further three years<sup>3</sup>.

All Solent LEP Board Members require a strong and detailed appreciation of, and interest in, the strategic issues relating to, and drivers of, the Solent economy and the various opportunities and challenges involved in securing sustainable, private sector led economic growth. The Solent LEP Board have a key role in developing local solutions to enhance the economic prospects within the area and to help plan, support and direct the economic growth of the Solent area.

In terms of time commitments, it is expected that the Solent LEP Deputy Chair will offer an equivalent of 1 days per week on average and the Deputy Chair should have sufficient time to meet their board responsibilities. The time commitment to engage with Company Members and other key stakeholders and get to know the business will be considerable.

The Deputy Chair will also receive high-quality information sufficiently in advance of meetings so that there can be thorough consideration of the issues prior to, and informed debate and challenge at, board meetings. Executive contact names and numbers will be published on all papers so the Deputy Chair can seek clarification or amplification from management where they consider the information provided is not sufficient. They should provide constructive challenge, strategic guidance, specialist advice and hold management to account. The Deputy Chair can access impartial advice and support through the LEP Executive team which the Solent LEP has established an independent secretariat.

On appointment to the board the LEP Deputy Chair will be provided with a comprehensive, formal and tailored induction that will extend beyond the boardroom and they will be expected to undertake some external formal training to ensure they are fully briefed on the role of the Deputy Chair and the best practice requirements under the FRS UK Corporate Governance Code. In their first year and on an ongoing basis they should expect to visit operations and talk with managers and non-managerial members of the workforce. The LEP Deputy Chair should use these conversations to better understand the culture of the organisation and the way things are done in practice, and to gain insight into the experience of the executive of the LEP.

Directors duties are set out in sections 171-177 of the Companies Act 2006 and the Articles of Association of Solent Local Enterprise Partnership Limited (see: <https://solentlep.org.uk/media/2645/articles-of-association.pdf>)

In order to secure continued improvement to the Solent LEPs approach to Strategy, the Strategy Champion will work in close partnership with the Board of the Solent LEP, Solent LEP Chief Executive, Chairs of Solent LEP Advisory Panels and Forum, and S151 Officer of the Solent LEPs Accountable Body.

---

<sup>2</sup> Individuals can only be classed as private sector if their organisations do not appear on the Public Sector Classifications guide which can be viewed on the Office for National Statistics website and is [available here](#).

<sup>3</sup> The Solent LEP Board are permitted to agree a further extension (resulting in a maximum term of nine years). However, this option is intended to be utilised in exceptional circumstances only.

## Key working relationships

INTERNAL	EXTERNAL
Solent LEP Chief Executive	Commissioners and Regulators in HM Government (civil servants and Ministers)
All Solent LEP Non-Executive Directors	Cities and Local Growth Unit (BEIS and MHCLG)
Solent LEP Head of Strategy and Programme Development	Local MPs
Other members of the LEP Executive	Local Government Leaders, elected members and senior officials
Accountable Body s151 officer and Monitoring officer	Private sector including senior business leaders and business representative groups
Chairs and Deputy Chairs of Panels and Forum established by the Solent LEP	Academia including senior academic and education leaders
Company Secretary of Solent Local Enterprise Partnership Ltd	Social Enterprise and Civil Society representatives
	Deputy Chairs of other LEPs and other regional/national representative organisations (including the LEP Network)

## Corporate Governance, Leadership and Improvement

- Provide support to the Solent LEP Chair to ensure and secure good corporate governance by ensuring the Board is in full control of the company's affairs and is alert to its obligations to the members of Solent LEP.
- Deputise for the Solent LEP Chair and chair all the meetings of the Board in their absence.
- Deputise for the Chair at other LEP meetings, including external meetings with business partners and stakeholders. Lead on key issues on behalf of the LEP as delegated by the Chair.
- Promote and ensure compliance with conflict of interest, data protection legislation and confidentiality.
- Manage and lead meetings in accordance with governance guidance as set out in the Assurance Framework.
- Assist in reaching collective decisions and effectively maintain order and progress during meetings and prioritise items for discussion.
- Assist in encouraging members to contribute to consultations.
- The Deputy Chair will bring independent and sound judgement to Board discussions, contributing to the board to ensure a balance between high level coordination and driving the commissioning of the agreed programme of strategic projects to bring about the economic and physical transformation of the Solent area.
- Provide strategic leadership, challenge and support to the Board and contribute to the development of one of the most successful LEPs in the country; establishing and developing the LEPs credibility and confidence within the wider market.
- Contribute to and have influence over challenging goals and objectives, and ensure that the strategic aims are delivered through appropriate mechanisms.
- Contribute to the development of the board, providing expert advice and guidance and business expertise.
- Help ensure effective planning, management and financial control procedures are in place to ensure that all relevant legal and statutory requirements are met.

- The Deputy Chair will also support activity to scrutinise the work of the LEP, including occasional attendance at public meetings of the Solent Growth Forum<sup>4</sup>.
- Non-executive directors should scrutinise and hold to account the performance of management and individual executive director(s) against agreed performance objectives. The chair should hold meetings with the non-executive directors without the executive director(s) present.
- The Deputy Chair will, at all times, act in accordance with the Solent LEP Articles of Association, LEP Assurance Framework and LEP Board Terms of Reference.

## **Governance and HM Government Compliance**

- Since the establishment by HM Government of an Annual Performance Review process, the Solent LEP has always received a rating of "Good" against each of the three themes of governance, delivery and strategy. However, the Solent LEP has a clearly defined culture of proactive, continuous improvement and, in line with this culture, remains committed to ensuring future ratings can be increased to "Exceptional" where possible. In order to ensure this continuous improvement, the Board have agreed to appoint Board leads in relation to each of the key areas of governance, delivery and strategy. The Deputy Chair of the Solent LEP is the board lead for strategy.
- The Solent LEP is committed to securing and maintaining exceptional strategic leadership and planning for the Solent LEP and aspires to perform above and beyond the guidance set by the government, demonstrating a strong approach to strategy and will therefore on behalf of the board lead the work in developing the Economic and Industrial Strategy and framework for the development and growth of the Solent economy.
- The Solent LEP will always endeavour to secure active, consistent collaboration and engagement with external stakeholders; demonstrating leadership within the local area and beyond. The Solent LEP has a clearly defined culture of proactive, continuous improvement.
- All Solent LEP Board Members are committed to securing and maintaining exceptional strategy for the Solent LEP. Our Strategy Champion will play a key role in supporting the Board to meet this commitment through leading the LEPs continued monitoring, review and development of our performance and approach to strategy. Specifically, this will include;
  - Providing regular updates to the Solent LEP Board in relation to Strategy: including a formal mid-year review and self-assessment of the Solent LEPs approach to developing strategy to inform the Boards consideration of in-year performance.
  - Leading the Solent LEPs Annual Performance Review with Government in relation to Strategy: including preparation and sign-off of the annual submission relating to Strategy and attendance at the Annual Performance Review meeting to lead the Strategy discussions with Government.
  - Leading the Solent LEPs implementation of identified enhancements to policies and procedures to in relation to Strategy: including any actions identified through the Solent LEPs Strategy self-assessment process and any actions identified through the Solent LEPs Annual Performance Review with Government.

## **Stakeholder Engagement and Ambassadorial**

- The Deputy Chair will lead the work in relation to the development of a stakeholder engagement plan and will actively engage with Business members of the LEP to capture and engage their interest and facilitate their activity in the Solent economic area. There is a requirement for all Business Directors to act as a link to business members to facilitate pre and post Board meeting engagement.
- The Deputy Chair will deputise for the Chair in their absence and chair the Solent LEP Annual General Meeting, open to all Business, Public and Higher Education Members of the LEP.
- The Deputy Chair will support the Chair in relation to the LEPs engagement with all Local Authority leaders in the Solent area, including regular attendance at the Solent Leaders Forum which meets quarterly<sup>5</sup>.

---

<sup>4</sup> Further details on the Solent Growth Forum are [available here](#).

- The Deputy Chair will be required to regularly engage with key local stakeholders including major employers in the area, representative organisations and Members of Parliament.
- The Deputy Chair will represent the Solent LEP locally, encouraging networking and joint working with other Businesses within the LEP area and, where appropriate, working with neighbouring businesses outside the LEP area.
- The Deputy Chair will represent and promote the Solent on a local basis to deliver on the priorities of the LEP, bringing about the economic and physical transformation of the area.
- The Deputy Chair will support the Chair on a broader basis, including representing the Solent LEP nationally and internationally, encouraging networking and joint working with other LEP's, the LEP Network, government and public sector organisations based outside the area.
- The Deputy Chair will deputise for the Chair and in their absence represent the Solent LEP and wider Solent area at the highest levels of Government, including engagement with senior Civil Servants, Ministers of State and attendance at the Prime Ministers Council of LEP Chairs.

### Person specification

The successful candidate must be able to demonstrate that they:

- Are an owner or part owner (whether by way of shareholding, partnership or direct proprietorship), or board level or similar officer, of a B member in Solent Local Enterprise Partnership Limited or a Recommended Person<sup>6</sup>
- A minimum of 3 years experience as a non-executive director on the Board of a successful company
- Previous experience operating at senior Board or Committee level in a complex, challenging and high-profile environment
- Have first-hand knowledge and current experience of the local Solent business environment, through a strong and proven track record of business leadership at a senior level
- Strong links with the Solent business community and the ability to build coalitions to leverage private sector involvement
- Have substantial experience and understanding of structuring effective working relationships with the private sector in local, regional, national and international fora
- Have knowledge, understanding and a demonstrable commitment to leading and delivering economic change in the Solent area
- Have the ability to make informed, balanced and independent judgements on key economic issues for the Solent
- Have the ability to consider the long term implications and broad view of issues, identifying opportunities and key risks
- Have the ability to act as an ambassador for the Solent economic area, with extensive experience of working within the private sector and engaging the confidence of local and central government (including Ministers of State), other public agencies as appropriate and key businesses and business organisations
- An understanding of what 'good governance' looks like in a regulated public sector environment gained through working with HM Government or the wider public sector
- Are not disqualified under the Articles of Association of the Solent LEP

---

<sup>5</sup> Further details on the Solent Leaders Forum are [available here](#).

<sup>6</sup> For the purposes of this Article 27.1, a "Recommended Person" shall mean a person who has, within the five-year period prior to their appointment as a B Director, been an owner or part owner (whether by way of shareholding, partnership or direct proprietorship), or board level or similar officer, of a B member and who the Board resolve to approve as a candidate for directorship as a B Director. Such approval shall be time limited and shall be for such period of time as the Board may, in its discretion, determine, and may be extended from its original duration by Board resolution, provided that the period of approval as a Recommended Person may not exceed four years in total.