

# LEP NETWORK - Management Board (Terms of Reference)

April 2017.



## 1. Remit.

- a. This working Board will provide the overall strategic direction for the operational delivery of the LEP Network support function.
- b. Members will look for cross LEP opportunities (such as submitting a collective position on the Chancellor's Budget following consultation with LEPs; or commissioning research etc.).
- c. The Board will drive strategic engagement with Whitehall and work in partnership with groups (like Innovate UK, UKTI, SFA, BROs etc.) to initiate the dialogue about issues faced by multiple LEPs, but in no way speak on behalf of any local LEP who will want to have more detailed discussions.
- d. Meetings will seek to add value to individual LEPs by ensuring the LEP Network shares best practice, flags issues faced by multiple LEPs, identify opportunities for LEPs etc.

## 2. Responsibilities.

- a. Agree the annual delivery plan that will be delivered by the team and any support functions that are outsourced.
- b. Monitor and adjust the general direction of the support service, taking into account the changing economic development environment and the need to respond to emerging government policy.
- c. Regularly review performance and the delivery of the agreed budget of the LEP Network.
- d. Commission relevant work on behalf of the LEPs.
- e. Lead the strategy for attracting sponsorship from external organisations.
- f. Actively work to keep the LEP Network service light touch, seeking efficiencies and looking to draw in sponsorship, which in no way provides the sponsor with unfair advantage and influence.
- g. Support the Executive in ensuring regular communication with a wider audience of stakeholders.
- h. Direct the work of the team and agree the team's annual targets.

## 3. Membership.

- a. Up to 9 LEP Chairs drawn from the 38 LEPs, nominated by "groupings" of LEPs who regularly meet and work together.
- b. Board meetings will be publicised with LEPs and other Chairs can attend as observers.
- c. Meetings will be chaired by one of the LEP Chairs - decided by the Management Board at the beginning of every year - and for the Director to pick up day-to-day operational points with.
- d. The Director will attend the Board as an observer, adviser and implementer of any agreed actions.
- e. Other team members (who may be present for executive support) will attend as observers and may be excluded from certain Agenda items, for example if their performance is being reviewed.
- f. On behalf of the Management Board, two Chairs will monitor the LEP Network Director's objectives, agreeing leave, signing off expenses etc.

## 4. Nomination & Role Expectations.

- a. Members will be confirmed annually in March at one of the LEP Chairs meetings.
- b. Members will represent their LEP and the group of LEPs that nominated them.
- c. It is taken as read that Board Members will bring all their experience as private sector LEP Chairs.
- d. The important criteria is a willingness to give additional time over and beyond the role as a LEP Chair to making this service work.
- e. Board Members will provide a LEP view, never presented as speaking for other LEPs (unless they have their agreement to do so) nor to be parochial in putting forward only their LEP views, successes and opportunities (for example when joined by Ministers at management Board meetings).
- f. Board Members will also be prepared to take the lead and provide strategic direction in areas in which they have particular skills, expertise and experience.
- g. It may be required to co-opt Chairs with particular skills sets (PR / Finance etc.) to help direct the service.

- h. Members will contribute to the monitoring of overall strategy and priorities and to work with the Board to maintain focus, keeping the service light touch, flexible and innovative while looking for areas to generate income from activity.
- i. Members will attend Board meetings held bi-monthly.
- j. Members will attend and possibly chair working groups of the service and attend other meetings on specific issues (such as service reviews or partnership meetings).

#### **5. Time commitment.**

- a. The time commitment required is estimated at one day per month.
- b. Board meetings are expected to be 2 hours every two months.
- c. There may also be the need for further interaction in between Board meetings to provide advice and guidance to the team. This will be done as issues arise using email and telephone as much as possible to reduce the impact on time pressures.

#### **6. Decisions.**

- a. The Board is a decision making forum aiming to reach decisions by consensus.
- b. If consensus can't be reached, actions may be approved by a majority of those present.
- c. A quorum will be 5 Members.

#### **7. Meeting Frequency & Ways of Working.**

- a. The Board will meet at least four times a year, held at the same time as days when Chair events take place.
- b. Making use of technology (emails, telephone and teleconferencing) the Board will meet virtually and efficiently wherever possible reducing the need to travel.
- c. Meeting papers will be available seven calendar days before the meeting date.

#### **8. External Requests for LEP Speakers.**

- a. In the event of any requests for a LEP to speak at events, the LEP Chair identified to chair the Board meetings will not automatically be the LEP Network representative speaker.
- b. Requests will be handled on a case-by-case basis, and as a general rule the following process will be followed:
  - when the request is for a speaker from the LEP Network, this goes to the Management Board;
  - when the request is for a LEP speaker on a particular topic, that this goes to a theme 'Champion' (where there is a match);
  - if it is a general request, or if no-one is identified via a. and b. above, the request goes out to all LEPs as part of the fortnightly Bulletin update note from the Director.

#### **9. Media Quotes.**

- a. Where there is interest from the press (and trade journals like FE Week) in seeking a quote from the LEP Network, these will be dealt with on a case-by-case basis.
- b. The LEP Network will never issue a quote on behalf of LEPs with their express agreement.
- c. As a guide, if the request is on LEPs in general, the suggested process is for the Director to draft a response, share it with the Management Board for additional input and, if agreed, it goes out in the name of the LEP Chair who has been nominated to chair the Management Board meetings, and references their LEP, not as the LEP Network.
- d. If the quotes relate to specific theme issues (e.g. skills or Europe), then these will be sent around all LEP Communications Officers to see if any Chair would like respond, who will do so in their own capacity, not as the LEP Network.

*Agreed by the LEP Network Management Board, 5<sup>th</sup> April 2017.*

*(4<sup>th</sup> Version - first drafted January 2014, adopted April 2014, updated April 2015, April 2016, April 2017.)*