



## **Chairman Recruitment**

### **Invitation to tender**

#### **1. Purpose and Scope**

Coast to Capital is currently looking to appoint an executive search agency with the capability to work alongside us to deliver a search assignment for the position of a new Chair of the Coast to Capital Board.

The following document has been prepared and published online asking agencies to submit proposals to Coast to Capital. We are looking to appoint an agency who can start working with us in February 2020 and conclude the recruitment exercise in May to have a new Chair in place for when our current Chair's term comes to an end in July.

#### **2. Context**

Coast to Capital Local Enterprise Partnership (LEP) is business-led and brings together a partnership of the private, public and education sectors in a joint endeavour to drive prosperity for the people and places in our region. As one of 38 LEPS in England, we receive funds from central government and partners, which we use to leverage further investment from private and public sources. Our strategic economic investments help create, nurture and sustain the right conditions for economic success and enhanced productivity in our area.

We are looking for an influential senior business leader to lead the Coast to Capital Board. The Board is well established and representative of a wide range of senior stakeholders from the public and private sectors. It contains a diverse group of highly talented people who have excelled in their own professional areas. Details of the current Coast to Capital Board can be found here:

<https://www.coast2capital.org.uk/the-board/>

Our current Chair is Tim Wates who comes to the end of his term in July 2020. We are looking to appoint a new Chair by June 2020 so that they can attend the July 2020 Board meeting which will be Tim's last meeting.

It is essential that we appoint an exceptional candidate to lead the work of Coast to Capital, one who is able to successfully influence and drive delivery at a local, regional and national scale. Therefore, we require an agency that can reach a wide range of candidates with a broad and open approach. A full Job Description will be finalised as part of the process but a summary of the role of the Chair and the experience, skills and knowledge required can be found in **Annex 1**.

The successful candidate must live and/or work in the Coast to Capital region or have a strong connection to the area.

Coast to Capital Board Directors are not remunerated and the current Chair is not remunerated. However, the Coast to Capital Board has agreed to progress this appointment on the basis that the new Chair will be remunerated. In line with other LEPs, this is currently proposed as £20,000 per annum. It is proposed that this will be flat for three years with a review point after three years. The Coast to Capital Board will approve the level of remuneration at its meeting in January 2020.

We are looking for a new Chair who is able to commit to a three-year term, with an option to extend for a further three-year term (with a maximum of six years on the Board). We expect the time commitment to vary but on average be around one day a week, including some evening commitments.

Coast to Capital is committed to ensuring equality of opportunity in the delivery and accessibility of its services. In particular, Cost to Capital will look to ensure diverse representation at Board and sub-group level which is reflective of the local business community (including geographies and protected characteristics). Diversity is one of our values which can be found in **Annex 2**.

Your response should provide details of how you will help to ensure that equality and diversity is addressed as part of this recruitment exercise. Government require that all LEPs meet targets relating to gender diversity. LEPs must therefore have a Board that is one-third female by March 2020 and 50% female by March 2023. Coast to Capital currently has seven female Board members out of 20.

A number of LEPs across the South East are also recruiting for a new Chair to similar timescales. We wish to play a leading role but also collaborate with other LEPs across the South East to maximise opportunities across the wider area. There are opportunities for shared communication messaging which we would want to discuss.

Over the autumn we will be promoting the fact that the Chair vacancy will be advertised in the New Year. We will work closely and collaborate with the successful tenderer so that our networks are included and engaged as part of this exercise.

### **3. Services Required**

Coast to Capital is looking for the successful organisation to deliver a **full and high-quality service on our behalf** including:

- agree and implement a recruitment strategy which covers an appropriate area – including a press and social media campaign with a key focus on our diversity requirements – the success of this depends on close engagement with Board representatives
- comment on the draft job description to ensure this is attractive to potential candidates and is reflective of our diversity ambitions and values and it meets best practice in particular identifying essential and desirable factors
- draft the advert text with considerations on shared messaging with other LEPs

- implement a micro-site to manage the recruitment exercise if suitable
- research the market and provide recommendations on the current recruitment market in this area
- identify potential candidates
- liaise with other LEPs across the 'Southern LEPs' who are also undertaking recruitment exercises for new Chairs
- discuss the opportunity with interested candidates – noting that the first contact with a potential candidate is very important
- provide a long list of candidates
- conduct face to face interviews with potential candidates at an appropriate stage and make recommendations to Coast to Capital relating to the suitability of the candidates
- support and manage the recruitment and interview process which will be conducted by the Coast to Capital Nominations Committee

It is anticipated that Coast to Capital will require these services until the end of June 2020.

Coast to Capital will work with the successful organisation to align and coordinate communications and promotion activity. It is expected that advertisements and associated materials will be approved by Coast to Capital and we will ensure the necessary input and coordination from our communications team.

#### **4. Implementation**

We expect the agency to work closely with our Nominations Committee (which is made up of current Board members) who will decide the sifting and conduct the interviews with support of the agency. The Chair of the Nominations Committee will be the key point of contact for this work and responsible for agreeing the project plan with the successful agency.

The Nominations Committee Chair will be supported by Katie Nurcombe (Head of Corporate Affairs) who will be responsible for project management including:

- Overall responsibility for the management of the project
- Day to day liaison with the successful provider on behalf of Coast to Capital
- Providing additional information and contact details.
- Working closely with Jonathan Sharrock (Chief Executive)

The Nominations Committee Chair will report to the Nominations Committee and the Board.

An inception meeting will be held the Chair of the Nominations Committee and Katie and the successful agency during the first week of the contract to provide all the necessary background information and agree the work plan, timeline and payment schedule. It will also provide an opportunity to discuss ideas.

It should be noted that all meetings with Coast to Capital will be within the Coast to Capital area.

The winning agency will be expected to provide a weekly update by phone and email to the key contact which must include:

- Progress on the work undertaken that week to ensure everything is on track
- Any issues or problems experienced and/or any issues which are likely to stop or delay the contract being delivered to inform risk management
- Actions taken to resolve these issues/prevent them from recurring.

## 5. Attributes

We will consider agencies of all sizes; however, in order to satisfy the above, the agency will need to demonstrate the following attributes.

- A proven track record of delivering similar services
- An understanding of the purpose and operation of LEPs
- Evidence of comparable work, demonstrated through case studies.

## 6. Personnel

It is essential that tenderers have a proven track record to carry out the specified work. The project should be led by an appropriately senior/qualified/experienced individual with gravitas and impact with support given by highly professional and skilful team members with appropriate qualifications and experience. CVs for all key personnel who will be involved in the delivery of services should be provided including third parties, clearly demonstrating past experience (maximum of 2 A4 sides each).

## 7. Target timetable

The following outlines the target timetable which Coast to Capital would like to implement for this assignment, and organisations are asked to outline in the tender response whether this timetable is achievable, or whether it would need to be amended (decreased or increased) in order to increase the probability of success. We are looking to have a suitable candidate in place, for formal agreement by the Coast to Capital Board in June 2020 and responses must take account of this date.

| Date       | Action  | Lead          |
|------------|---|---------------|
| 14 Nov     | Invitation to tender issued   | KN            |
| 5 Dec      | Deadline for tender   | Agencies      |
| w/c 16 Dec | Agencies shortlisted and invited to present   | Working Group |
| w/c 6 Jan  | Presentation to Working Group   | Working Group |
| w/c 13 Jan | Working Group to make decision on agency  | Working Group |
| 29 Jan 20  | Recruitment process confirmed at January Board including recommendation from Working Group on recruitment firm and remuneration | Board         |
| Feb 2020   | Launch formal recruitment campaign  | Agency        |

|               |   |  |
|---------------|---|--|
| Feb-Apr       | Recruitment campaign including promotion at various events as appropriate | Agency                                       |
| April 2020    | Deadline for applications   | Agency                                       |
| May 2020      | Interview process   | Nominations Committee with support of agency |
| June          | Contingency time in case unsuccessful first process                       | -  |
| June (latest) | Board asked to approve recommendation of Nominations Committee.           | Nominations Committee with support of agency |
| Jul 2020      | Last Board meeting Chaired by Tim. New Chair in attendance tbc.           | TW   |
| Aug 2020      | New Chair Induction   | JS   |
| Sep 2020      | New Chair leads AGM as first act in formal role                           | -  |

Tenderers will be expected to outline a detailed timeline which demonstrates how they will meet these deadlines as part of their submission. They should outline any underpinning assumptions that have been made in doing so (such as availability of information or key personnel). Please note that the requirements listed above are subject to change according to Coast to Capital's requirements.

## **8. Proposals & Criteria**

Proposals should be submitted via email to [Hazel.Nicholmann@coast2capital.org.uk](mailto:Hazel.Nicholmann@coast2capital.org.uk) no later than **1pm on 5 December 2019**.

Clarification questions should be sent to [Hazel.Nicholmann@coast2capital.org.uk](mailto:Hazel.Nicholmann@coast2capital.org.uk).

The tender should not exceed 8 pages (excluding annexes) and cover the following areas:

- Agency details and track record
- Approach you will take for Coast to Capital to meet the specification
- Approach to diversity
- Approach to managing risk
- Resourcing including CVs
- Timeline
- Fees (including clear details of all potential additional costs)

A Chair Recruitment Working Group has been established and will lead the commissioning of the agency and form the tender panel. From submitted tenders, we will identify a shortlist who will be invited to make a presentation to the Working Group including a question and answer session.

Agencies will be invited to present based on whether the information requested has been provided and the extent to which the agency has demonstrated they will be able to deliver under each area. In relation to fees this will be assessed based on whether clear information has been provided and value for money. See scoring card in **Annex 3**.

Agencies invited to tender will be evaluated based on three weighted criteria; knowledge (30%), proposed approach (40%) and resource planning (30%). The scoring methodology will be shared at the time of invitation to present.

All clarification questions and responses will be anonymised and compiled into a single file and shared on Coast to Capital's website.

Coast to Capital's objectives for this tender process are to secure a high quality recruitment agency to help us appoint a new Chair. A single provider will be selected for the services. Unsuccessful bidders will also be notified and feedback can be provided on request.

## Annex 1 – Draft Job Specification

The **role** of Chair will be to:

- Provide leadership and set the strategic direction of Coast to Capital - to ensure the development and implementation of the Strategic Economic Plan to promote economic growth in the area;
- Being a champion at a national level through the LEP Network and Ministerial engagement and at the South East level through the Southern LEPs Chairs Group;
- Be a figurehead for the wider regional business community and our partners, demonstrating an understanding of the economy and building traction on the issues raised to support and attract business growth;
- Advocate for the economic, commercial and demographic issues facing the area, particularly strengths and opportunities that should be taken to drive forward economic growth;
- Chair the Board of Directors meetings and the Chairman's Committee;
- Take a leading role in determining the structure of the Board and leading the appointment of Board Members and the Vice Chair;
- Work collaboratively with the Board and executive team to build a strong organisation based on best practice from the Private Sector;
- Ensure that Coast to Capital is run in a transparent and accountable way, in compliance with the Assurance Framework and adhering to the seven Nolan Principles of public life;
- Be the line Manager for the Chief Executive and provide support, advice and challenge to them;
- Ensure that relevant, accurate, timely and clear information is provided to the Board through the executive team in order to make sound decisions, monitor issues and provide advice. In particular in relation to setting priorities, developing plans, monitoring performance, managing risks and ensuring that there are enough resources available;
- Contributing to the development of an effective private, public and education sector partnership to achieve practical outcomes with a consensual approach;
- Attending and chairing working groups and other meetings on specific issues and engaging with stakeholder groups and forums such as Transport for the South East or seek nominations from others to do so;
- Declare any interests that may be relevant to any Coast to Capital decisions and comply with the Code of Conduct and relevant policy;
- Represent Coast to Capital at high profile events including speaking opportunities; and
- Understand and commit to Coast to Capital's Equality and Diversity Policy.

The Chair role will require an individual with the following **experience**:

- Established in your field with extensive senior leadership experience within the private or commercial sector;
- An understanding of, or direct experience of, strategic leadership in developing sustainable growth;

- Proven experience of performing a non-executive role and experience of working well with non-executive Directors;
- Significant experience chairing senior meetings and facilitating strategy discussions;
- Experience of working with senior local politicians, regional and national agencies, and government departments. Experience working with MPs would be a bonus;
- Proven track record in demonstrating leadership to develop and drive strategic change and/or driving innovation forward;
- Track record of success in actively promoting collaboration, joint initiatives, and partnerships; and
- Strong reputation and professional network with established working relationships within the Coast to Capital area.

The Chair role will require an individual with the following **skills**:

- Ability to grasp strategic issues facing local and central government in relation to economic growth;
- Be able to act as a Coast to Capital ambassador across the area and at a national level with Government including Government Ministers;
- Have the proven ability to chair meetings effectively, seeking balanced and informed decisions, taking an independent view on key economic issues and have exemplary communications skills;
- Well-developed strategic and influencing skills, and ability to work across organisations in an open and effective way;
- Strong leadership and team working skills, with strong self-confidence and motivational skills;
- Ability to understand, monitor and manage the detail of complex programme management information;
- Ability to engage with a wide range of stakeholders from local government, education and business sectors;
- Ability to exercise effective judgement and decision-making in a political and multi-disciplinary environment;
- Excellent communication and presentation skills;
- Excellent networking skills;
- Ability to work closely with the Chief Executive and his senior team to support the work of Coast to Capital; and
- Ability to act in accordance with the seven Nolan Principles of public life.

The Chair role will require an individual with the following **knowledge**:

- Understanding of the challenges and opportunities facing the economy in our region, and a commitment to creating an environment where business can flourish; and
- Familiarity with the wider issues affecting our region and a desire to make a difference to the area.



## Annex 2 - Our Values

**Ambitious:** We are a high performing, goal orientated team. We are committed to delivering value for our region, and being a benchmark of quality for LEPs nationally.

**Focused:** We are driven by the desire to make a positive impact. Focused on strong leadership, collaboration and strategic investment to improve the quality and economic performance of the region.

**Trusted:** We believe our reputation is forged by what we do, not what we say. Each strategic decision, each investment and every conversation provides an opportunity to build and strengthen trust.

**Champion:** We are a champion for all businesses and communities in the region. Through working closely with the regions economic hubs and local authorities we are able to gain a deep understanding. Then we join the dots to secure investment for our region.

**Diverse:** Our region is a diverse one, in every sense - geographically, economically, socially, demographically. We regard this is a major asset. When we bring people together, and work inclusively to make the most of their potential, we achieve our best.

## Annex 3 - Tender Scorecard

1 = completely dissatisfied – do not believe they will deliver

5 = completely satisfied – fully confident they will deliver

| Tender  | Provided Information | Score |
|---|----------------------|-------|
| Agency details and track record                                       | Yes/No               |       |
| Approach you will take for Coast to Capital to meet the specification | Yes/No               |       |
| Approach to diversity   | Yes/No               |       |
| Approach to managing risk   | Yes/No               |       |
| Resourcing including CVs  | Yes/No               |       |
| Timeline  | Yes/No               |       |

| Fees   | Provided Information | Value for Money |
|--|----------------------|-----------------|
| Fees (including clear details of all potential additional costs) | Yes/No               | Yes/No          |