

Board Director Recruitment Pack

December 2019



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I. INVITATION FROM THE CHAIRMAN OF THE SWINDON & WILTSHIRE LOCAL ENTERPRISE PARTNERSHIP

I am delighted that you are interested in the work of the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) and are considering applying to be a Director of the Board. The Swindon and Wiltshire Local Enterprise Partnership is one of 38 LEPs in England and a not for profit company limited by guarantee. Our focus is to ensure our area grows economically for the benefit of the businesses and residents of Swindon and Wiltshire and to make a significant contribution to the economic health of the UK. The Board I lead is determined to ensure that it is the voice of business which drives the economic development of the area.



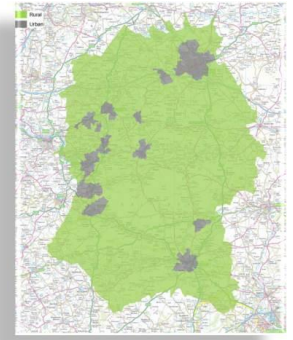
The SWLEP is looking to expand its Board membership to increase its strategic leadership capacity and benefit from high level business skill being applied to the needs of the community. We wish to diversify our Board membership. We are particularly keen to improve the gender balance around the table. Currently, a quarter of the membership is female. We wish through this round of recruitment to reach a third and within four years achieve parity. We are embarking on an exciting period of change and opportunities. We are working in partnership with local businesses and Government to develop our Local Industrial Strategy. This will set out to Government how Swindon & Wiltshire can help the UK lead the global technology revolution by tackling the four Grand Challenges facing the country. Our Local Industrial Strategy will address the future needs of our whole economy including established and new, future-oriented, productive business sectors which are embracing technology and are offering the prospect of a growth in high-value jobs.

This recruitment pack contains details of the area, our LEP, the role of a Board Director and their responsibilities and the individual characteristics we are looking for in candidates. If you feel this opportunity is a match with your interests, skills and experience and you can make the commitment then I would appreciate hearing from you. If you would like to discuss the role on an informal basis, please contact Deborah House (deborah.house@swlep.co.uk 07825 098384), who will arrange for you to have a conversation with me or the Director of the SWLEP, Paddy Bradley. Please also look at our website www.swlep.co.uk.

I hope you will be a person who may be able to help me to add further drive and expertise to the SWLEP board as it rises to its new challenge. Thank you for taking the time to find out about our LEP and I look forward to hearing from you.

John Mortimer
Chairman

2. 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, are leaders in the development of hydrogen fuel cell applications 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 home to Innovate UK, defence research and development through the Defence Science and Technology Laboratory (Dstl) and Qinetiq and all the country's Research Councils.

Our association with the British Army, with global brands like Dyson, Honda, BMW, Johnson Matthey Fuel Cells, Danone, Intel, Zurich and with nationally significant companies like Nationwide, 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. We have a diverse range of just over 27,000 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 the World Heritage Site covering Stonehenge, Avebury and associated sites and many areas of outstanding natural beauty and local attractions, including the Ridgeway long distance path, Lydiard Park and Longleat Safari Park. Salisbury has fine medieval buildings and a great cultural heritage. Swindon houses the best collection of 20th century British art outside of the Tate.

3. THE SWINDON & WILTSHIRE LOCAL ENTERPRISE PARTNERSHIP

The Swindon and Wiltshire Local Enterprise Partnership is a private sector led partnership between Swindon Borough Council, Wiltshire Council, local businesses and the education and military sectors. Working with its partners, the SWLEP sets the economic priorities for the Swindon and Wiltshire area and facilitates projects that help accelerate economic growth and job creation in the region. From 2014-2021 the SWLEP will have invested £518m in capital projects to grow the local economy, including £169m from three local growth deals with Government. Taking advantage of our unique local skills mix, our Board has up to 20 Directors 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 706,300 people, with a projected rise to 764,000 by 2026. Currently, we have an adult workforce of 430,800, 61% of our population, of which just under 46,000 are self-employed, the highest rate for 10 years.

Swindon and Wiltshire is strategically located in central southern England with connections east to London and Reading, west to Bristol and Bath, north-east to Oxford, north-west to Gloucestershire and the Midlands, south-west to the peninsula 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 sets out a bold vision and a transformational economic growth programme for the SWLEP area. We want to use our pivotal location in Southern England to create wealth, jobs and new business opportunities which are set within a spectacular landscape that provides an exceptional quality of life. We will focus on our existing strengths and our base of established business sectors to build an outstanding sustainable business environment in which our economy will thrive.



Our competitive advantage is based upon:

- A pivotal central southern location with geographic proximity to major economic centres including London, key airports, and coastal ports;
- A dynamic, knowledge based economy with nationally important clusters in Life Sciences, Advanced Manufacturing; Financial and Professional Services; Digital and Information and Communications Technology and Land Based Industries;
- A resilient and attractive rural economy with world class landscape, heritage and visitor attractions;
- An economically significant Military presence;
- Strong small and medium sized enterprise growth with high levels of innovation and business survival; and
- A vibrant economy with a skilled workforce and low unemployment.

By 2026, we want to be world-renowned for innovation, entrepreneurialism and our great quality of life. Our population growth will be matched by employment providing higher skilled jobs and high value economic growth.

The strength of our proposal lies in how we will accelerate economic growth by smarter use of our resources. We have a very clear idea of what we want to achieve:

- Support the Swindon-M4 Growth Zone into a new phase of growth, building on its strengths in Manufacturing and Commerce and making its urban areas attractive to investors;
- Deliver the significant growth planned for the A350 Growth Zone, exploiting the Digital cluster and Advanced Manufacturing capacity, and investing in the regeneration of the urban areas;
- Restructure the Salisbury A303 Growth Zone's economic base, leveraging the opportunities provided by the presence of the Military, Life Sciences and Defence Technologies specialisms at Porton and Boscombe, and build on its world class reputation as a visitor destination;
- Align the acceleration of economic growth, that is, jobs and investment with the housing growth, infrastructure and utilities needed to satisfy existing and future need;
- Get ahead of the skills deficit 'curve' so that we have a workforce that provides a competitive advantage by being fit for the future by improving access to Higher Education through our innovative Higher Futures Programme and by establishing a new, multi-campus university in our area;
- Use our Military unique selling point as an enabler in achieving the economic growth we intend to deliver; and
- Ensure publicly owned land is freed for use to facilitate economic growth and increase the area's contribution to the wealth of the nation.

Innovation continues to be central to our Strategic Economic Plan. It is typified by the number of global innovators who have invested and prospered in the Swindon and Wiltshire area such as Honda, Intel and Dyson as well as the presence of a number of innovation-driven sectors including Health and Life Sciences; Pharmaceuticals, Mobile Telecommunications, Digital and High Value Manufacturing. They actively continue to invest in research, design and development, create new employment and offer supply chain opportunities for smaller companies in the local area and beyond. Swindon is also home to seven national Research Councils as well as the Space Agency.

Investment by the Military over the last century has generated exceptional commercial opportunities which have driven innovation. A unique ICT infrastructure has built up around Corsham where the

Ministry of Defence (MOD) and the private sector have invested heavily in secure communications and data storage. Corsham is home to a growing cluster of digital industries as well as the most secure cloud data centre and electrical supply in the country. There are also strong links with the 100,000 Whole Genome Project and secure Government communications. As 'big data' and cyber security become even more important in the digital economy nationally and internationally, the economic potential of this infrastructure to create a leading digital economy cluster is evident.

The presence of the Military in south Wiltshire at Porton has led to the development of a cluster of Health and Life Sciences companies adjacent to Dstl and Public Health England with specialisms in microbiology, immunisation and medical care. Leading edge work is also undertaken by Dstl in cyber-security at the site. The availability of strategic sites across Swindon and Wiltshire plus the growing network of development sites across Corsham, Porton, Salisbury and Swindon therefore have the potential to draw in new investment nationally and from overseas. These investors will benefit from our unique combination of expertise with the potential to foster collaborative activity and spur further innovation and invention.

The effect of this activity is already visible with employment in the life sciences standing at more than twice the national average for this sector. Continued growth in these industries will be important to underpin the development of new high value activity and job creation.

For a snapshot of the SWLEP, follow this link <https://swlep.co.uk/about/what-we-do>.

4. THE ROLE AND RESPONSIBILITIES

There is an immediate requirement to appoint a number of new Board Directors to replace Directors 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. Our constitution allows for a board of up to 20 Director with at least 70% being from the private sector.



The SWLEP is keen for its board to reflect Swindon and Wiltshire's diversity and so welcomes applications from everyone, regardless of age, gender, ethnicity, sexual orientation, faith or disability. We are particularly keen to hear from women and people who are BAME.

We are embarking on an exciting period of change and opportunities. The SWLEP will be moving to incorporated status by 1st April 2019. This will set out to Government how Swindon & Wiltshire can help the UK lead the global technology revolution by tackling the four Grand Challenges facing the country. Our Local Industrial Strategy will address the future needs of our whole economy including established and new, future-oriented, productive business sectors which are embracing technology and are offering the prospect of a growth in high-value jobs.

All Board Directors must have a strong and detailed appreciation of or, an interest in, the strategic issues concerning the economy in the SWLEP area and the factors relevant to sustainable economic growth. We are challenged about our future role and are looking for creative solutions to reduce our dependency on government funding for our day to day operations. We are looking to appoint individuals with senior-management level experience of working in an organisation or sector active in the SWLEP area, who will make a significant contribution to the strategic direction of the SWLEP. A track record of effective leadership is our prime criterion, but, in addition we wish to strengthen the representation of large businesses, ensuring we have a good representation from our priority sectors and geographic coverage of the area. However, all Board Directors 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 Directors. In addition to attending Board meetings, Directors are expected to join at least one group overseeing the implementation of the SWLEP’s strategy and take an oversight role of one infrastructure project, supported by the SWLEP Programme Manager.

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

Responsibilities of a Board Director include:

- providing strategic leadership, challenge, insight and support to the Board;
- contributing to the development of the Board and the SWLEP, providing expert advice and guidance to ensure the Board is compliant with all legal and statutory requirements;
- 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 to help develop the SWLEP’s credibility and relevance within the business community;
- supporting the achievement of the objectives of our strategic economic plan by being a member or Chair of one of the Board’s subgroups;
- representing the SWLEP locally, nationally and internationally, encouraging networking and joint working with other LEPs, Government and private sector organisations based outside the area; and
- adhering at all times to the standards of conduct set out in the Seven Principles of Public Life

Selflessness Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends

Integrity Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability	Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
Openness	Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.
Honesty	Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
Leadership	Holders of public office should promote and support these principles by leadership and example.

5. PERSON SPECIFICATION



The SWLEP is looking to recruit Board Directors 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

- 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, achieving business objectives and of operating effectively at Board level.
- An 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.
- A record of effective partnership working, in which you have quickly built credibility with both public and private sector partners.

- Strong political acumen, with a developed and informed understanding of the relevant political landscape but no strongly-held or expressed political affiliations.
- Ability to bring analysis and 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.
- Ability 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.

The role does not attract a salary, but reasonable expenses are paid. The voluntary commitment involves up to six x three-hour Board meetings per year, six Subgroup meetings and up to three meetings a year with the Programme Manager to maintain oversight of a key infrastructure project. To allow time to read papers and prepare for meetings, the overall commitment is in the region of two-days a month.

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.
- 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.

6. HOW TO APPLY

Please send a CV and a covering letter of up to three sides of A4 to administration@swlep.co.uk or simply register your interest via email.

Alternatively, applications can be sent by post to:

Director
Swindon & Wiltshire Local Enterprise Partnership
Digital Mansion Corsham
Pickwick Road
Corsham
SN13 9BL



Please mark the envelope “Private and Confidential”.

The covering letter should indicate your motivation to apply and commitment to the role, in addition to how you meet the terms of the person specification. Your letter should also include a statement confirming that you are not disqualified from holding Company Directorships or that there is any other legal reason why you cannot undertake this position.

7. FURTHER INFORMATION

On successful appointment, new Board Directors will be invited to the next upcoming SWLEP Board meeting.

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 Chairman/Deputy Chairman.