

Enterprise M3 Board Meeting

4 August 2022

Enterprise M3 Board Appointments and Governance – Item 8

Enterprise M3 Board is asked to:

AGREE the appointment of Daniel Ruiz as LEP Representative on the Transport for the South East (TfSE) Partnership Board.

NOTE the resignation of Cllr Rob Humby from the Enterprise M3 Board from 3 August 2022

AGREE the appointment of Cllr Roz Chadd to the Enterprise M3 Board from 4 August 2022

AGREE the Board Evaluation high level action plan.

1. Board Recruitment, Membership and Sub-Group Vacancies

- 1.1 In June 2022, Daniel Ruiz was nominated to represent the LEP on the Transport for the South East (TfSE) Partnership Board. Daniel has extensive experience in the area of transport being a registered reviewer of the UK Governments major projects. It is recommended that the Board **agree the appointment of Daniel Ruiz as a representative of the TfSE Partnership Board.**
- 1.2 Cllr Rob Humby who joined the Board in September 2019 has informed the LEP that he will be stepping away from his role on the Enterprise M3 Board due to his recent new role as Leader of Hampshire County Council. Rob has been an active Board Member during his time with the LEP having sat on various sub-groups and his contribution has been greatly valued.
- 1.3 Following the resignation of Cllr Humby from the Board, It is recommended that the Board **agree the appointment of Cllr Roz Chadd to the Enterprise M3 Board** as the Hampshire County Council Local Authority representative. Roz is the Deputy Leader for Hampshire County Council and brings with her a raft of experience including being the Executive Lead Member for Children’s services and sitting on various committees and Boards.

2. Board Evaluation

- 2.1 In June 2022, the Board Evaluation Report was submitted to the Enterprise M3 Board in advance of the Board workshop on the 20th June.
- 2.2 The report outlined a number of potential areas for improvement (see Appendix B) and Appendix A to this paper formalises the potential areas for improvement into an action plan for the Board to discuss and agree.
- 2.3 The Board is asked to **agree the high level action plan in Appendix A** in order to begin implementing changes following the report.

Jordan Tame,
Governance and Assurance Manager
27 July 2022

Appendix A – High Level Action Plan

Area for Development	Actions	Action Owner	Stakeholders	Timing
Board Effectiveness				
1. Agenda content	<ul style="list-style-type: none"> Review the content of agendas and agree a streamlined format to ensure appropriate time for discussion is available. 	Joint Managing Directors	Board, Executive Team	October 2022
	<ul style="list-style-type: none"> Implement a regular update on the activity of Sub-groups to the Board 			At each Board Meeting starting October 2022
2. Meeting format	<ul style="list-style-type: none"> Undertake a survey to garner opinions on the best format for undertaking Board Meetings and take suggestions for improving communication 	Office Manager	Board, Executive Team	October 2022
Structure				
3. Board Make-up and size	<ul style="list-style-type: none"> Consider Board Make-up, size and role and how these could evolve in the medium term. 	Chair	Board, Executive Team	By 31 st December 2022
4. Committees and Sub-Groups	<ul style="list-style-type: none"> Create a task and finish group to oversee a review of all sub-groups including structure, remit and membership. 	Joint Managing Directors	Board, Executive Team, Sub-groups	August 2022 – November 2022
	<ul style="list-style-type: none"> Implement changes to sub-groups 			By 31 st March 2023
Evaluation & Development				
5. Board Evaluation programme	<ul style="list-style-type: none"> Continue the Board Evaluation programme with annual evaluations 	Governance and Assurance Manager	Board, Executive Team, Partners	Annually in Q1 of each financial year
6. Induction programme	<ul style="list-style-type: none"> Create a uniform formal induction process for Board Members including a key facts guide 	Governance and Assurance Manager	Board, Executive Team	September 2022
7. Training Schedule	<ul style="list-style-type: none"> Introduce a programme of training for Board Members 	Governance and Assurance Manager	Board	October 2022
Reputation & Stakeholder Engagement				
8. Stakeholder Satisfaction	<ul style="list-style-type: none"> Undertake a stakeholder satisfaction survey 	Joint Managing Directors	Board, Executive Team, Partners	By 31 st December 2022

Appendix B - At a Glance: Key Findings and potential areas for improvement

Board Effectiveness	Structure
Key findings: <ul style="list-style-type: none"> • There is not always enough time for rigorous debate within Board meetings • Hybrid style Board meetings can have a negative impact on communication and engagement 	Key findings: <ul style="list-style-type: none"> • The role, remit and work of sub-groups is not clear and there is a disproportionate amount of engagement with the Board depending on the sub-group • The size of the Board could be considered too large to allow full participation and engagement and debate within meetings
Areas for improvement: <ul style="list-style-type: none"> • Consider the content of agendas and the potential to streamline/refocus agendas to ensure the Board have the time to consider the issues and make an informed decision without feeling rushed • Review the format of Board meetings and undertake a poll to garner opinions on operating meetings virtually, as a hybrid or in person only. Special consideration should be given to Members joining virtually to ensure they have the ability to engage and participate 	Areas for improvement: <ul style="list-style-type: none"> • Consider reviewing the existing make-up and size of the Board and evaluate whether a small Board could improve participation and engagement • Review the role and structure of the Board and EM3's committees and groups, to allow the Board to focus on future strategic direction and ensure that the committees and groups are fit-for-purpose and align with the new role and vision of the LEP • Ensure regular updates to the Board on the work of each sub-group. This could take the form of regular items for noting or more effectively regular update slots on Board agendas
Evaluation & Development	Reputation & Stakeholder Engagement
Key Findings: <ul style="list-style-type: none"> • The induction of Board Members has been inconsistent which alongside the lack of training provided for Board Members has led to knowledge gaps • Evaluation of the Board has been informal and has not allowed for self-reflection for the Board 	Key Findings: <ul style="list-style-type: none"> • There is no clear picture of the LEP's reputation outside of its direct engagement nor formal procedure for gathering wider client satisfaction • Stakeholder engagement is largely managed and directed by the executive team rather than the Board
Areas for improvement: <ul style="list-style-type: none"> • Continue the programme of Board evaluation with an annual review each year • Create a standard induction pack for Board Members with all relevant information, expectations, policies and procedures with defined roles for the executive team in inducting Board Members • Consider the creation of a training schedule for refresher training for Board Members as well as training in areas of interest or specific relevance 	Areas for improvement: <ul style="list-style-type: none"> • Consider undertaking a stakeholder satisfaction survey across the LEP as a whole to create a deeper understanding of the LEP's reputation • Consider how to involve the Board more in setting the direction of the LEP's Stakeholder Engagement Plan, and also the role that the Board and individual Board Members could play to support its successful delivery