

LEICESTER AND LEICESTERSHIRE

BUSINESS AND SKILLS PARTNERSHIP

Date: August 2024

Business Board Induction Pack

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Overview of the Leicester and Leicestershire Business and Skills Partnership

The Leicester and Leicestershire Business and Skills Partnership (LLBSP) is a collaborative initiative designed to enhance the economic growth, business development, and skills improvement within the Leicester and Leicestershire region.

The core objectives, functions, and roles of the partnership:

1. Economic Development and Growth

- **Strategic Planning:** Support the development and implement strategic plans aimed at driving economic growth and sustainability in the region.
- **Support for Businesses:** Provide resources, advice, and support to local businesses to help them grow, innovate, and remain competitive.

2. Skills Development and Workforce Improvement

- **Training Programmes:** Support the development and promotion of training programmes to enhance the skills of the local workforce, ensuring that they meet the needs of modern businesses.
- **Education Partnerships:** Collaborate with educational institutions, such as colleges and universities, to align the curriculum with the skills required by local industries.
- **Apprenticeships:** Facilitate and promote apprenticeship opportunities to provide hands-on experience and bridge the gap between education and employment.

3. Collaboration and Networking

- **Business Networks:** Create and support networks that enable local businesses to connect, share knowledge, and collaborate on projects.
- **Public and Private Sector Collaboration:** Foster collaboration between the public and private sectors to drive local development initiatives.
- **Community Engagement:** Engage with the community to understand their needs and ensure that business and skills development initiatives benefit all residents.

4. Policy and Advocacy

- **Advocacy:** Represent the interests of local businesses and workforce in discussions with policymakers, ensuring that area needs are considered in local and national policies.
- **Policy Development:** Contribute to the development of policies that support economic growth, business development, and skills enhancement in Leicester and Leicestershire.

5. Research and Innovation

- Research: Conduct research to identify trends, opportunities, and challenges in the local economy.
- Innovation Support: Encourage and support innovation among local businesses through funding, resources, and partnerships with research institutions.

The Leicester and Leicestershire Business and Skills Partnership plays a critical role in fostering economic growth, enhancing business performance, and developing the skills of the local workforce. By strategically planning and implementing initiatives, facilitating collaboration, advocating for regional interests, and supporting innovation, the partnership aims to create a thriving economic environment that benefits businesses, individuals, and the community at large.

Role of the Business Board

The Business Board advocates for the private sector, ensuring that local businesses remain central to decision-making. It will collaborate with local leaders to develop an economic strategy for the area. The Board brings together leaders from business, politics, and education, along with business representative organisations with expertise across various sectors. It is chaired by a leader from the private sector.

The Business Board will bring closer collaboration between local authorities and the private sector. The Business Board's advisory role will be crucial in shaping these policies to ensure that the needs of local businesses are reflected in economic strategies.

The Business Board will drive forward and advise the upper tier local authorities on the following areas:

Development of Economic Strategy: Carry out strategic economic planning in partnership with local leaders that clearly articulates their area's economic priorities and sectoral strengths. This would involve building and maintaining a robust local evidence base that identifies local strengths and challenges, future opportunities and the actions needed to support priority sectors, aligned to the relevant levelling up missions.

Advisory: Embed a strong, independent, and diverse local business voice into local democratic institutions.

Business engagement: to actively engage with the local business community and promote relevant interventions and services offered by LLBSP.

Sustainable Growth: Combine knowledge and expertise to identify key priorities and develop solutions that attract private sector investment in the area, driving sustainable growth.

Skills and Training: Shape and influence the delivery of employment, education, and training programmes and advocate for cohesive strategies and policies.

Lobbying: To engage businesses, leaders, and policymakers at both national and international levels in advancing economic growth within the area.

Induction Check list

Member name:

Induction Start Date:

Induction End Date:

Activity	With Whom	Date Completed

Change Log

No.	Area of change	Clauses changed within document	Sign Off
1.			
2.			
3.			

Member (Business) - Leicester and Leicestershire Business Board

WHAT'S INVOLVED?

The Board will meet 6 times a year to help shape economic strategy and priorities for Leicester and Leicestershire in support of the new Leicester and Leicestershire Business and Skills Partnership (LLBSP) led by Leicester City Council and Leicestershire County Council. The Board will also advise on delivery of funded programmes such as business support and skills training for the region, and to work closely with partners such as neighbouring areas and national economic and trade bodies.

ROLES AND RESPONSIBILITIES

- To provide advice and insight to ensure that Leicester & Leicestershire Business Board is able to provide effective advice on behalf of business to the LLBSP;
- To attend and participate in Board meetings and any subgroups allocated, advising the LLBSP towards decisions that ensure the strategic vision and key objectives of the area are delivered.
- To act with honesty, frankness and objectivity, when making recommendations and that they are impartial and on merit using the best evidence and without discrimination.
- To take an ambassadorial role, publicly championing the aims of the area, representing and promoting its aims at all levels
- To foster, maintain and ensure that constructive relationships exist with and between the Board members and key stakeholders.
- Be a key partner and collaborator in relationships with local government, the private sector and other stakeholders, building deep roots within the local area, with a focus on problem solving, solutions and building shared ambitions.
- To inspire confidence in the business community, Government, Local Authorities, investors and all other key partners and stakeholders. Ensure that the needs and opportunities of business are effectively articulated into strategic economic policy and delivery.

TIME COMMITMENT

The Business Board Member will be expected to attend all Board meetings, held every two months in and around Leicester and Leicestershire.

PERIOD OF APPOINTMENT

Board Members are recruited on the basis of an open advertisement and will serve a three-year term, which may be extended by a further three years (serving a maximum of a six-year term).

REMUNERATION

The role of a Business Board Member is not remunerated; however, reasonable expenses can be claimed.

CONDUCT

Board Members are expected to follow the Nolan Principles, the Local Assurance Framework and the Business Board code of conduct and act in what they believe to be the best interests of the area and declare any potential or actual conflicts of interest.

PERSON SPECIFICATION

Experience	<ul style="list-style-type: none">• Successful and widely respected, with significant experience in a senior management position within the private sector.• You will be able to deal well with ambiguity and be able to work in an uncertain environment.• Experience of building and maintaining effective partnerships, both with public and private sector partners and delivering through others.• Powerful communicator, who can operate in a complex landscape with multiple stakeholders, achieving outcomes through strong relationships, persuasion and influencing rather than positional power.• You will have demonstrable experience of working with both local and national government bodies and the private sector at a senior level, including liaising with politicians and government ministers.• Experienced public speaker• You will have an understanding of the economic challenges facing Leicester and Leicestershire and how private- sector-led growth can contribute to meeting them.
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Abilities, skills and knowledge	<ul style="list-style-type: none">• Able to promote and deliver the vision of the area upholding its values and standards of probity.• Strategic thinker with the ability to shape the debate in a complex and broad agenda and develop new and innovative ideas.• Proven ability to negotiate with and influence a wide range of external partners, with an understanding of the accountability framework that exists in the public sector.• Ability to network and harness the commitment of a wide range of partners and stakeholders and to the vision and objectives.• Strong commitment to equality and diversity on the Business Board and in all activity.• You will be able to inspire those around you through your energy and enthusiasm and be innovative in your approach to tackles issues and offer solutions
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Membership of the Business Board

The Business Board will incorporate a wide array of perspectives from businesses that reflect local economic strengths and priorities and in addition to political, educational and business representative organisations.

Membership term is for 3 years.

The composition of the board:

- 1 x Leader of Leicester City Council (or nominated officer)
- 1 x Leader of Leicestershire County Council (or nominated officer)
- 1 x Private sector Chair
- 8 x Private sector members
- 1 x District leader representing all the local authority district councils
- 1 x Higher Education Leader
- 1 x Further Education Leader
- 1 x Representative from Federation of Small Businesses
- 1 x Representative from Leicester Business Voice
- 1 x Representative from East Midlands Chamber of Commerce
- 1 x Representative from Institute of Directors
- 1 x Representative from Make UK
- 1 x Representative from CBI
- 1 x Representative from the VCS community

Meeting dates

The Local Assurance Framework (LAF) states that the Business Board shall meet at least six times in any financial year beginning on 1st April and ending on 31st March.

We are committed to meet the timelines set out below, these are based on the Best Practice Guidance in accordance with the Local Government Act 1972:

- meeting agendas and papers to be published 5 clear working days before the meeting takes place; and
- minutes of board meetings to be published within 10 clear working days of the meeting taking place. This may be in draft if internal processes require clearance before the minutes are finalised. The final minutes of board meetings must be published within 10 clear working days of being approved.

A full list of agendas, minutes, and papers are available to download from our website

The Business Board will meet the last Tuesday in the month between 3-5pm

Date of Business Board
16 th September
26 th November
28 th January
25 th March
27 th May
29 th July

Nolan Principals

The principles and personal attributes that individuals bring to the board are as important as their skills and knowledge. These qualities enable board members to use their skills, knowledge and expertise to function well as part of a team and make an active contribution to effective governance.

All those elected or appointed to boards should fulfil their duties in line with the seven principles of public life, the **Nolan principles** set out below.

1. Selflessness:

Holders of public office should act solely in terms of the public interest.

2. Integrity:

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity:

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability:

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness:

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty:

Holders of public office should be truthful.

7. Leadership:

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

They should also be mindful of their responsibilities under equality legislation, recognising and encouraging diversity and inclusion.

Confidentiality

All information, discussions, and documents shared within the Business Board members (hereinafter referred to as the "Board") are strictly confidential. Members of the Board shall not disclose, share, or use any confidential information, including but not limited to business strategies, financial data, proprietary information, personal data, or any matters discussed during board meetings, for any purpose other than fulfilling their obligations as board members.

This confidentiality obligation extends beyond the tenure of the Board member and remains in effect indefinitely unless otherwise agreed in writing by the Board. Any unauthorised disclosure of confidential information may result in legal action and/or removal from the Board.

By participating in the Board, members agree to adhere to this confidentiality clause and acknowledge the sensitive nature of the information discussed.

Data Protection

The Business Board of (hereinafter referred to as the "Board") is committed to ensuring that all personal and sensitive data collected, processed, and stored as part of its activities is handled in strict compliance with applicable data protection laws and regulations, including but not limited to the UK General Data Protection Regulation (UK GDPR) and The Data Protection Act 2018.

Board members agree to:

Data Collection and Use: Only collect and use personal data that is necessary for fulfilling their duties and responsibilities as Board members. Personal data shall be processed fairly, lawfully, and transparently.

Data Security: Implement appropriate technical and organisational measures to ensure the security of personal data, protecting it against unauthorised or unlawful processing, accidental loss, destruction, or damage.

Confidentiality: Treat all personal data as confidential and ensure it is not disclosed or shared with any third parties unless required by law or expressly authorised by the data subject.

Data Retention: Retain personal data only for as long as necessary for the purpose it was collected, in accordance with the company's data retention policies and legal requirements.

Data Subject Rights: Respect the rights of data subjects, including but not limited to their right to access, correct, delete, or restrict the use of their personal data. Any requests by data subjects must be promptly addressed via [Data Protection \(leicester.gov.uk\)](https://www.leicester.gov.uk).

Breach Notification: Report any suspected data breaches or incidents that may compromise the security or confidentiality of personal data to Elizabeth.botmeh@leicester.gov.uk as soon as you become aware.

By participating in the Board, members acknowledge their responsibilities in protecting personal data and agree to comply with the principles outlined in this Data Protection policy. Failure to adhere to these principles may result in legal action and/or removal from the Board.

Principles and personal attributes for board members

Effective governance provides strategic direction and control to the partnership, and creates robust accountability, oversight and assurance for their performance. With this in mind, the following guidance has been designed along the key themes of Governance, Strategy and Delivery.

1. Governance

Statutory and contractual requirements

The Business Board must ensure all those involved in governance are aware of the legal frameworks and context in which the organisation operates and the requirements with which it must comply.

The Board should know –

- the role, responsibilities and accountabilities of the Board, in the context of the legal, regulatory and financial framework in which it operates, including the Code of Conduct, National Assurance Framework and the LLBSP Local Assurance Framework.
- how to recognise and utilise any government advice (including the Nolan Principles) and how to apply due skill and care in accordance with their legal duty to the partnership.
- the differing roles and responsibilities of the chair, the upper tier local authorities, the S151 officer and the director of LLBSP and how this relates to the overall governance of the partnership.
- the LLBSP governance structure, including how governance functions are organised and delegated.

The Chair should know –

- the importance of their non-executive leadership role, not just in their current position but in terms of their contribution to local and, where appropriate, national priorities.

Strategic oversight, management and improvement

The Business Board should know the most effective way to support the LLBSP staff to ensure that the organisation has the right staff who are managed and incentivised to perform to the best of their abilities.

The Board should know -

- the rationale for the chosen strategy/intervention and how this both promotes the ethos of the Business Board and meets the needs of the area.
- the rationale behind the assessment system being used to measure development and economic growth.
- the key principles, drivers and cycle of LLBSP performance and improvement.
- the financial health, efficiency, policies and procedures of the organisation, including its funding arrangements, funding streams and its mechanisms for ensuring financial accountability.

The Chair should know -

- the economic and institutional context in relation to other Business Boards.
- how to ensure that the board supports the partnership to account for business management.
- how to lead the board to identify when specialist skills in business, strategy or skills are required.

Accountability, self-review and developing the board's effectiveness

The Business Board should be aware of the importance of accountability for the delivery of the partnership's strategic plan.

The Board should know -

- the purpose, nature and processes of formal accountability and scrutiny and what evidence is required.
- how to effectively present the relevant data and information in response to external scrutiny.
- the partnerships values and how these are reflected in its strategies and plans.
- the code of conduct for the board and how this reflects the partnership values.
- the targets for improving the Business Board diversity.

The Chair should know -

- what scrutiny roles and support in other institutions may relate to the LLBSP's operations.
- how to ensure that the board is aware of, and prepared for, formal external scrutiny.
- how to utilise deep dive feedback to inform decisions on board development.
- the appropriate action to take if board members are not behaving as expected.

2. Strategy

Setting direction

The board should be aware of how to set the strategic direction for the area, plan and prioritise, monitor progress and manage change.

The Board should know -

- the role of Business Board within Government's local growth policy agenda.
- the process for developing and agreeing strategic priorities for the area.
- the tools and techniques for strategic planning.
- the principles of effective change management.
- the difference between strategic and operational decisions.
- the importance of engaging with the business community to ensure it fully understands key local priorities.

The Chair should know -

- the national and regional local growth priorities and the implications of these for the board and the organisation.
- how to oversee the development of an economic strategy and the relationship skills required to work effectively with Government.

Collaborative working with stakeholders and partners

Effective boards are well-informed about, and respond to, the views and needs of key stakeholders. They enable productive relationships, creating a sense of trust and shared ownership of the organisation's strategy, vision and operational performance.

The Board should know -

- the key stakeholders and their relationship with the partnership.
- how to be proactive in consulting, and responding to, the views of a wide group of stakeholders when planning and making decisions.
- how to work in partnership with outside bodies where this will contribute to achieving the goals of the organisation.
- how to act as an ambassador for the Business Board.
- the importance of acting with honesty, frankness and objectivity, taking decisions impartially, fairly and on merit using the best evidence and without discrimination.
- how to exercise the principle of collective-decision making.

The Chair should know -

- the importance of communicating clearly on strategic issues, especially when engaging with Government.
- the importance of ensuring that board members understand the scope of issues in question and are clear about decisions they need to make.
- how to facilitate decision-making, and, where there are diverging views, how to effectively summarise the alternative positions to help the board reach consensus

3. Delivery

Risk management

Effective boards play a key role in setting and managing risk tolerance. They are able to ensure that corporate and programme risks are aligned with strategic priorities and improvement plans and intervention strategies provide a robust framework for risk management.

The Board should know -

- the processes for risk management in the organisation, in particular how and when risks are escalated through the organisation for action.

The Chair should know -

- the nature of the risks undertaken by the partnership, its arrangements for active risk management, and the individual responsible for risk management.

Code of conduct

All members of the Business Board are required to agree to a Code of Conduct when they begin their role.

Board Director Code of Conduct

You are a Board Member of the Leicester and Leicestershire Business Board and hence you shall have regard to the following principles – selflessness, integrity, objectivity, accountability, openness, honesty and leadership in your conduct at all times.

Accordingly, when acting in your capacity as a Board Member of Leicester and Leicestershire Business Board:

1. You must act in a manner consistent with the board equality and diversity strategy and treat your fellow Board Members, staff and others you come into contact with when working in their role with respect and courtesy at all times.
2. You must act solely in the public interest and should never improperly confer an advantage or disadvantage on any person or act to gain financial or other material benefits for yourself, your family, a friend or close associate.
3. You must not place yourself under a financial or other obligation to outside individuals or organisations that might be reasonably regarded to influence you in the performance of your official duties.
4. When carrying out your Board duties you must make all choices, such as making appointments, awarding contracts or recommending individuals for rewards or benefits, based on evidence.
5. You are accountable for your decisions, and you must co-operate fully with whatever scrutiny is appropriate to your position. You must be as open as possible about both your decisions and actions and the decisions and actions of the Business Board. In addition, you should be prepared to give reasons for those decisions and actions.
6. You must declare any private interests, both pecuniary and non-pecuniary, including Directorship of any Trade Union, political party or Local Authority that relates to your Business Board duties. Furthermore, you must take steps to resolve any conflicts arising in a way that protects the public interest. This includes registering and declaring interests in a manner conforming with the procedures set out in the section 'Registering and declaring pecuniary and non-pecuniary interests' in the Business Board conflict of interest policy.

7. You must, when using or authorising the use by others of the resources of your Board, ensure that such resources are not used improperly for political or personal purposes (including party political purposes).
8. You must promote and support high standards of conduct when serving in your post, in particular as characterised by the above requirements, by leadership and example.
9. If you are unable to attend a scheduled meeting or event, you must notify the appropriate parties in advance and provide a valid reason for your absence. Missing scheduled meetings without a valid reason or prior notice may be viewed as a breach of the code of conduct.

Conflicts of Interest Policy

The Partnership is committed to ensuring that all Board Members act in line with the Nolan Principles of public life. This policy provides the detail of how Board Members should consider conflicts of interest and declare any interests in line with the Partnership's processes.

This policy explains the procedures through which the Partnership will seek to maintain its high ethical standards and protect its reputation against any allegations of conflict of interest. It is communicated to everyone involved in the Partnership to ensure their commitment to it and it applies to all staff and Board Members.

Board Members take personal responsibility for declaring their interests and avoiding perceptions of bias. To demonstrate this all Board Members produce and sign a register of interests and publication on the website which is reviewed every six months and updated regularly.

In addition, the partnership will ensure that the Conflict of Interest Policy is adhered to throughout its advisory processes. It is committed to applying this policy to all participants, regardless of whether a formal meeting is held.

Definition

A conflict of interest is any situation in which a Board Member's personal interests, or interests that they owe to another body, may (or may appear to) influence or affect their decision making.

Identifying conflicts of interest

Conflicts can inhibit open discussions and may result in irrelevant considerations being taken into account or decisions being taken that are not in the best interests of

the partnership. Conflicts may arise, for instance, where a member's personal interests, for instance, as a shareholder in a company that is a potential beneficiary of support of funding, conflict with the interests of the partnership.

There may be commercial, actual or potential conflicts of interests. This policy covers all three types of interests.

Registering and declaring pecuniary and non-pecuniary interests

As a Board Member of the Business Board, you must:

- Within 28 days of taking office, notify the LLBSP any disclosable pecuniary interest, where the pecuniary interest is yours, your spouse's or civil partner's, or is the pecuniary interest of somebody with whom you are living with as a spouse, or as if you were civil partners.
- Within 28 days of taking office, notify the LLBSP of any non-pecuniary interest which your Business Board has decided should be included in the register or which you consider should be included if you are to fulfil your duty to act in conformity with the Seven Principles of Public Life. These non-pecuniary interests will necessarily include your Directorship of any Trade Union.

Review your individual register of interest before each Board meeting and advisory-making committee meeting and declare any relevant interest(s) at the start of the meeting.

If an interest has not been entered onto the LLBSP's register, then then you must disclose the interest at any meeting of the LLBSP where you are present, where you have a disclosable interest in any matter being considered and where the matter is not a 'sensitive interest'.

Following any disclosure of an interest not on the LLBSP register or the subject of pending notification, you must notify the LLBSP of the interest within 28 days beginning with the date of disclosure.

Unless dispensation has been granted, you may not participate in any discussion of, vote on, or discharge any function related to any matter in which you have a pecuniary interest. Additionally, you must observe the restrictions your LLBSP places on your involvement in matters where you have a pecuniary or non-pecuniary interest as defined by your LLBSP.

Categories of disclosable interest are stated in the LLBSP's register of interest. Business Board Members should also familiarise themselves with the LLBSP's gifts and hospitality policy.

Procedure for managing conflicts

When an interest materially affects a Member's ability to vote without prejudice, this will be deemed to be non-trivial and a conflict of interest. In such circumstances the Member will withdraw from the meeting while the discussion and vote takes place. Upon the declaration of any conflicts of interest at a meeting of the Board, the non-conflicted Members will:

1. assess the nature of the conflict;
2. assess the risk or threat to Member decision-making;
3. decide whether the conflict is non-trivial (that is, it is material or has the potential to be detrimental to the conduct or decisions taken by the Members);
and
4. decide what steps to take to avoid or manage the conflict.

The conflicted Member must not take part in the discussion or decision and will not be counted when determining whether the Board meeting is quorate.

The non-conflicted Members will consider whether it is necessary to seek the advice of the LLBSP's legal adviser on whether the conflict is nontrivial and/or on how to manage the conflict declared.

Subject to the provisions set out in the Business Board Terms of Reference, if the non-conflicted Members consider that the declared conflict is trivial, they may agree that the conflicted Member may continue to participate in discussions and the decision-making process.

If the non-conflicted Members consider that the conflict is non-trivial, the non-conflicted Members will determine what action is appropriate in light of the nature and extent of the conflict. A number of steps can be taken to deal with the conflict, including:

1. excluding the conflicted Member from discussions in relation to the matter to avoid inadvertently influencing the non-conflicted Members;
2. excluding the conflicted Members from decision-making in relation to the matter while the conflict exists;
3. delegating the matter to a sub-committee of non-conflicted Members;
4. seeking independent advice to help with a decision;
5. appointing an alternative, non-conflicted Member;
6. resignation of the conflicted Member where the conflict is acute or pervasive;
and/or

7. applying to the court for directions.

The Chair of the Board will inform the conflicted Member of the non-conflicted Members' decision. The secretary to the Board will note in the minutes of the meeting the conflict declared, an outline of the discussion and the actions taken to manage the conflict.

If in the event that a Board Member is non-compliant with this policy the Chair of the Board and the LLBSP will formally investigate the compliance concern and make a recommendations to the Upper Tier Local Authorities, who will decide on the course on action.

Register of Interest

Business Board: Register of Members' Interests

[DATE]

As a Board Member/Co-opted Member/Sub-Board Member/ of the Leicester and Leicestershire Business Board, I declare that I have the following disclosable pecuniary and/or non-pecuniary interests. **(Please state 'None' where appropriate, do not leave any boxes blank).**

NOTIFICATION OF CHANGE OF CIRCUMSTANCES

Each Board Member shall review their individual register of interests before each Board meeting and decision-making committee meeting, submitting any necessary revisions to the relevant officer and S151/S73 Officer at the start of the meeting. Any recorded interests relevant to the meeting should also be declared at this point.

Even if a meeting has not taken place a Member must, within 28 clear working days of becoming aware of any change to the interests specified below, provide written notification to the LLBSP and S151/S73 Officer, of that change.

***SPOUSE/PARTNER** – In the notice below my spouse or partner means anyone who meets the definition in the [Localism Act](#), i.e. my spouse or civil partner, or a person with whom I am living as a spouse or a person with whom I am living as if we are civil partners, and I am aware that that person has the interest having carried out a reasonable level of investigation. Where your spouse or partner has recently been involved in any activity which would have been declarable, this should be mentioned, with the date the activity ended.

SECTION 1	ANY EMPLOYMENT, OFFICE, TRADE, PROFESSION OR VOCATION CARRIED ON FOR PROFIT OR GAIN	MEMBER (and/or spouse/partner where applicable)
1.1	Name of: <ul style="list-style-type: none"> • your employer(s) • any business carried on by you • any other role in which you receive remuneration (this includes remunerated roles such as councillors). 	
1.2	Description of employment or business activity.	
1.3	The name of any firm in which you are a partner.	
1.4	The name of any company for which you are a remunerated Director.	
SECTION 2	SPONSORSHIP	MYSELF (and/or spouse/partner where applicable)

2.1	<p>Any financial benefit obtained (other than from the Business Board) which is paid as a result of carrying out duties as a Member.</p> <p>This includes any payment or financial benefit from a Trade Union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992 (a).</p>	
SECTION 3	CONTRACTS	MYSELF (and/or spouse/partner where applicable)
	Any contract for goods, works or services with the upper tier local authorities and LLBSP which has not been fully discharged by any organisation named at 1.1.	
	Any contract for goods, works or services entered into by any organisation named at 1.1 where either party is likely to have a commercial interest in the outcome of business being decided by the Business Board	
SECTION 4	LAND OR PROPERTY	MYSELF (and/or spouse/partner where applicable)
	<p>Any interest you or any organisation listed at 1.1 may have in land or property which is likely to be affected by a decision made by the Business Board.</p> <p>This would include, within the area of the Leicester and Leicestershire:</p> <ul style="list-style-type: none"> • Any interest in any land in the areas, including your place(s) of residency • Any tenancy where the landlord is the Local authority and the tenant is a body in which the relevant person has an interest • Any licence for a month or longer to occupy land owned 	

	<p>by the upper tier local authorities .</p> <p>For property interests, please state the first part of the postcode and the Local Authority where the property resides. If you own/lease more than one property in a single postcode area, please state this.</p>	
SECTION 5	SECURITIES	MYSELF (and/or spouse/partner where applicable)
5.1	<p>Any interest in securities of an organisation under 1.1 where:-</p> <p>(a) that body (to my knowledge) has a place of business or land in the area of the Leicester and Leicestershire; and</p> <p>(b) either –</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which has an interest exceeds one hundredth of the total issued share capital of that class.</p>	
SECTION 6	GIFTS AND HOSPITALITY	MYSELF (and/or spouse/partner where applicable)
	<p>Any gifts and/or hospitality received as a result of Membership of the Business Board (above the value of £50).</p>	

OTHER INTERESTS

Membership of organisations

I am a Member of, or I am in a position of general control, a trustee of, or participate in the management of:

- 1. Any body to which I have been appointed or nominated by the Business Board:

- 2. Any body exercising functions of a public nature:

- 3. Any body directed to charitable purposes:

- 4. Any body, one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union):

- 5. Any local authority (please state any interests you hold as LA leaders/cabinet Members for LA land, resources and the LA's commercial interests):

- 6. Any other interest which I hold which might reasonably be likely to be perceived as affecting my conduct or influencing my actions in relation to my role.

Member's declaration and signature (not for publication: for LLBSP records only)

I confirm that having carried out reasonable investigation, the information given above is a true and accurate record of my relevant interests, given in good faith and to the best of my knowledge;

Date		
Member's Name <i>(Capitals – in full)</i>		
Signature		

RECEIPT BY LLBSP

Date received by the LLBSP	
Signature of LLBSP	

Complaints including Confidential Complaints Policy

1. The LLBSP and Business Board is committed to creating a work environment with the highest possible standards of openness, probity and accountability. In view of this commitment, we encourage employees and others with serious concerns about any aspect of the LLBSP and Business Board work to come forward and voice those concerns without fear of reprisal. For those working closely with the LLBSP, please follow the whistleblowing policy on our website [Whistleblowing Policy](#) For third parties and members of the public, please follow the complaints procedure outlined below.
2. If, however, a member of the public or third party believes that their complaint fits the description below; they can elect to report their concerns through the whistleblowing policy procedure [Whistleblowing Policy](#)
3. *Whistleblowing* - where an individual who has concerns about a danger, risk, contravention of rules or illegality provides useful information to address this. In doing so they are acting in the wider public interest, usually because it threatens others or impacts on public funds. By contrast, a grievance or private complaint is a dispute about the individual's own position and has no or very limited public interest.

Confidentiality

4. If a member of the public or a third party wants to make a confidential complaint or raise a concern, it will be treated in confidence and every effort will be made to protect the person's identity if they wish to remain anonymous. The LLBSP will consider all complaints or allegations.

Anonymous allegations

5. The LLBSP and Business Board takes all complaints and concerns raised by members of the public and third parties seriously. We will investigate anonymous allegations. However, we remind complainants that when people put their names to an allegation the ability to investigate and therefore reach firm conclusions is strengthened. Concerns expressed anonymously will be considered at the discretion of the LLBSP. When exercising this discretion the factors to be taken into account would include:
 - the seriousness of the issue raised;
 - the credibility of the concern; and
 - the likelihood of confirming the allegation from attributable sources.

6. Where details are gathered, the LLBSP will put in place appropriate data protection arrangements in line with the [Data Protection Act 2018](#).

Contacts for Complaints

7. If you have a complaint, please submit your complaint in email or in writing to:

Postal Address: Leicester and Leicestershire Business and Skills Partnership
City Hall
115 Charles Street
Leicester
LE1 1FZ

Email: Businessboard@leicester.gov.uk

8. The LLBSP is aware that the organisation's ordinary complaints procedure may not be suitable if someone wants the complaint to remain confidential. If you would like to make a confidential complaint, please submit your complaint to the designated officers below:

Elizabeth Botmeh
Head of Delivery & Governance
0116 454 2925
Elizabeth.Botmeh@leicester.gov.uk

State that you want the complaint to remain confidential.

9. Complainants should provide any information or evidence that may be relevant to the complaint, including names, dates or documentation in this correspondence.

Action taken by the LLBSP

Stage one

10. The designated complaints officer will raise your concern and investigate the complaint. You can expect the officer to:
 - Contact you within 10 clear working days to acknowledge the complaint and discuss the appropriate course of action.
 - Write to you within 28 clear working days with findings of the investigation. If the investigation has not concluded within 28 clear

working days, the officer will write to you to give reasons for the delay in resolving the complaint.

- Take the necessary steps to rectify the issue.

Stage two

11. If you are unhappy with the outcome of the complaint or the complaint involves those responsible for the confidential complaints procedure you should escalate the complaint to Leicester City Council and follow their complaints procedure [Comments, compliments and complaints \(leicester.gov.uk\)](#). Leicester City Council has a duty to ensure that the LLBSP has followed its complaints procedure correctly. These organisations will have their own confidentiality procedures.

Stage three

12. If you are either unable to raise the matter with the LLBSP or you are dissatisfied with the action taken you can report it direct to the Leicester City Council. [Sign in · Customer Self-Service \(leicester.gov.uk\)](#)
13. If you would like help making a complaint, you can contact your local councillor. You can also get help from a specialist advice agency or organisation which represents people, such as a Citizens Advice Bureau (CAB).

Whistleblowing Policy

Introduction

1. A Discloser is the person who is the whistle-blower.
2. This procedure outlines the process to follow for a Discloser when reporting a perceived wrongdoing within the Business Board, including something they believe goes against the core values of Standards in Public Life (the Nolan Principles) and the Code of Conduct for Business Board Members and the Standards in Public Life include the principles of; integrity, objectivity, accountability, openness, honesty, leadership and impartiality.
3. Business Board Members have both the right and the responsibility to speak up and report any behaviour that violates these values.
4. It is important that this procedure is followed when raising any concerns, to ensure that the matter is dealt with correctly.

Definitions

5. This document uses the following definitions:
 - *Whistleblowing* - where an individual who has concerns about a danger, risk, contravention of rules or illegality provides useful information to address this. In doing so they are acting in the wider public interest, usually because it threatens others or impacts on public funds. By contrast, a grievance or private complaint is a dispute about the individual's own position and has no or very limited public interest.
 - *The LLBSP* – Leicester and Leicestershire Business and Skills Partnership
 - *Discloser* – this is the person who is the whistle-blower. They might be an employee, a Business Board Member, a contractor, a third party or a member of the public.

- *Responsible Officer* - this is the person, appointed by the LLBSP, with overall responsibility for maintaining and operating this whistleblowing policy. They will maintain a record of concerns raised and the outcomes (but will do so in a form that does not endanger confidentiality) and will report to senior decision makers as necessary. Their name is Elizabeth Botmeh and their contact details are Elizabeth.Botmeh@leicester.gov.uk 0116 454 2925 City Hall 115 Charles Street, Leicester LE1 1FZ If the concern relates to the Responsible Officer, then the concern should be raised to Phoebe Dawson 0116 454 0379 Phoebe.Dawson@leicester.gov.uk

Relevant Concern – something the Discloser has been asked to do, or is aware of, which they consider to be wrong-doing and is in the public interest.

Scope

6. The LLBSP and the Business Board is committed to creating a work environment with the highest possible standards of openness, probity and accountability. In view of this commitment, we encourage Disclosers with serious concerns about the work of the LLBSP and the Business Board to come forward and voice their concerns without fear of reprisal.
7. Disclosers should note that where the concern is one that might fall under the LLBSP's staff or work force policies on equality and diversity or harassment and bullying or other staff policies, they should consider using the reporting mechanisms for those other policies first *need hyperlink*
8. The LLBSP has a pre-existing complaints procedure that in many cases will be more appropriate for third parties or members of the public to follow. Third parties or members of the public should review the separate confidential complaints procedure outlined in the LLBSP's complaints policy *need hyperlink* on the LLBSP's website first before going through the whistleblowing process.
9. However, if a member of the public or third party believes that their complaint fits the description of a 'relevant concern' outlined below, they may report their concerns through the whistleblowing policy procedure.

Policy Statement

10. The LLBSP acknowledges that Disclosers may often be the first people to realise that there may be something seriously wrong within the organisation.
11. This policy aims to:

- Encourage people to feel confident about raising serious concerns and to question and act upon their concerns without fear of victimisation or harassment;
- Provide avenues for Disclosers to raise those concerns and receive feedback on any action taken;
- Allow Disclosers to take the matter further if they are dissatisfied with the LLBSP's response; and
- Reassure all Disclosers, employees in particular who may have specific concerns about their position and employment status in the LLBSP, that they will be protected from possible reprisals or victimisation if they have a reasonable belief that they have made any disclosure in the public interest.

What is a Relevant Concern?

12. If a Discloser is asked to do something, or is aware of the actions of another, which they consider to be wrongdoing, they can raise it using this procedure. The Discloser must have a reasonable belief that raising the concern is in the public interest.
13. A Discloser may decide to raise a concern under the whistleblowing policy if they are aware of a situation that they feel:
 - is against the procedures and protocols as set out in its code of conduct and the Local Assurance Framework;
 - falls below established standards of practice the Business Board and LLBSP subscribes to;
 - amounts to improper conduct; or
 - is an abuse of power for personal gain.
14. The types of matters regarded as a relevant concern for the purpose of this procedure include, but are not limited to, the following:
 - Fraud or financial irregularity;
 - Corruption, bribery or blackmail;
 - Other Criminal offences;
 - Failure to comply with a legal or regulatory duty or obligation;
 - Miscarriage of justice;
 - Endangering the health or safety of any individual;
 - Endangering the environment;
 - Improper use of authority; and
 - Concealment of any of the above.

15. Disclosers should not raise malicious or vexatious concerns, nor should they raise knowingly untrue concerns. In addition, this procedure should not be used to raise concerns of a HR/personal nature, such as, complaints relating to a management decision or terms and conditions of employment. These matters should be dealt with using the relevant alternative procedure, for example, the LLBSP grievance procedure. Equally, this policy would not apply to matters of individual conscience where there is no suggestion of wrongdoing by the LLBSP but, for example, an employee or Business Board Member is required to act in a way which conflicts with a deeply held personal belief.

Safeguards

16. The Public Interest Disclosure Act (1998) gives legal protection to employees against being dismissed or penalised by their employers as a result of publicly disclosing certain serious concerns. The LLBSP believes that no member of staff should be at a disadvantage because they raise a legitimate concern.

17. The LLBSP will not tolerate harassment or victimisation and will take action to protect Disclosers when they raise a concern in the public interest.

Raising a concern

18. If a Discloser experiences something in the workplace which they consider a relevant concern, it is important that the concern is raised as early as possible. Proof is not required at this point – it is for the LLBSP to investigate. The Discloser must, however, have a reasonable belief that disclosing the information is in the public interest before raising a concern.

19. All concerns will be treated in confidence and every effort will be made to protect the Discloser's identity if they wish to remain anonymous. However, at the appropriate time, it is possible that the Discloser will need to come forward as a witness for the matter to progress.

20. It is important to follow the correct procedure when raising a whistleblowing concern. The following steps should be adhered to:

- a) It is important that the concern is raised with the person best placed to deal with the matter, in most cases this will be the Responsible Officer. However, the Discloser may want to raise the concern with someone they know and trust, such as their line manager who can raise it with the Responsible Officer on their behalf.

- b) If it is suspected that the concern may implicate the line manager in some way, then it could be raised with a more senior manager in the line management chain.
- c) If the Discloser is unable to raise a relevant concern with a line manager or a senior manager or feel that it has not been adequately addressed, it should be raised directly with the Responsible Officer.
- d) Ultimately, the Discloser can raise their concern with the LLBSP Director.

Information needed to raise a concern

21. When raising a concern under the procedure the Discloser should try to provide the following information:

- The background and reason behind the concern.
- Whether they have already raised a concern with anyone and the response; and
- Any relevant dates when actions related to the concern took place.

22. This information should demonstrate that there are reasonable grounds for the concern to be acted upon. It is important that matters are not investigated by the Discloser themselves.

23. If applicable, personal interests must be declared from the outset.

How the concern will be handled

24. All investigations will be conducted sensitively and as quickly as possible. While the LLBSP cannot guarantee that the outcome will be as the Discloser may wish, it will handle the matter fairly and in accordance with this procedure.

25. Once a concern has been raised with either the line manager or Responsible Officer, Senior Manager or Director, a meeting may be arranged with them to determine how the concern should be taken forward.

26. The LLBSP may decide to take the matter forward by a number of methods, including:

- An internal inquiry or other formal investigation.
- An internal or external audit;
- Referring the matter to the police; or
- Referring the matter to another relevant authority for investigation.

27. Before a final decision is taken on how to proceed, or as part of the investigation, the Discloser may be asked to meet with those investigating their allegation.
28. If a meeting is arranged, the Discloser may wish to be accompanied by a trade union representative, colleague or friend. The person who accompanies the Discloser should not be involved or have a direct interest in the area of work to which the concern relates. The meeting can be conducted over the telephone rather than face to face.
29. Within 10 clear working days of a concern being raised, the LLBSP's Responsible Officer will write to the Discloser to:
- Acknowledge that the concern has been received.
 - Indicate how they propose to deal with the matter.
 - Give an estimate of how long it will take to provide a final response.
 - Tell the Discloser whether any initial investigation or enquiry has been made.
 - Tell the Discloser whether further investigation will be made, and if not, why not; and
 - Tell the Discloser how frequently the LLBSP will keep them up to date on progress of the investigation.
30. The amount of contact between the LLBSP and the Discloser concerned will vary depending on the concern raised, any difficult issues and any further clarity required. If necessary, the LLBSP will seek further information from the Discloser.
31. The LLBSP will confirm when the matter is concluded and, if appropriate, the outcome of the investigation, maintaining security and confidentiality for all parties as far as possible.
32. Throughout any investigation, the Discloser will still be expected to continue their duties/role as normal unless deemed inappropriate.

Confidentiality and anonymity

33. The LLBSP always encourages potential Disclosers to speak up about potential serious wrongdoing in a way that they feel comfortable. The best

way to raise a concern is to do so openly, as this makes it easier for the LLBSP to investigate and provide feedback.

34. Any disclosures made under this procedure will be treated in a sensitive manner. However, the LLBSP recognises that the Discloser may want to raise a concern in confidence, i.e. they may want to raise a concern on the basis that their name is not revealed without their consent.
35. The LLBSP will respect any request for confidentiality as far as possible, restricting it to a 'need to know' basis. However, if the situation arises where it is not possible to resolve the concern without revealing the Discloser (for example in matters of criminal law), the LLBSP will advise them before proceeding. The same considerations of confidentiality should be afforded to the recipient(s) at the centre of the concern, as far as appropriate.
36. Disclosers may choose to raise concerns anonymously, i.e. without providing their name at all. If this is the case, the investigation itself may serve to reveal the source of information. Disclosers are therefore encouraged, where possible to put their names to concerns raised. When anonymous concerns are raised, they will be treated as credible and investigated so far as possible.

Protection

37. If a concern is raised in the reasonable belief that it is in the public interest and procedures have been followed correctly, the Discloser raising the concern will be protected by the terms of this policy and, where applicable, by whistleblowing legislation (see www.gov.uk for more information on who is covered by whistleblowing legislation). Where a Discloser has been victimised for raising a concern, the LLBSP concerned will take appropriate action against those responsible, in line with the LLBSP's disciplinary policy and procedures.

Changes to procedures or policy as a result of whistleblowing

38. If changes are made to LLBSP policies and processes as result of whistleblowing investigations, the LLBSP will publicise the changes as appropriate, taking into consideration the importance of protecting the anonymity and confidentiality of individuals.

Untrue allegations

39. If a Discloser makes an allegation but it is not confirmed by the investigation, no action will be taken against them. However, if a malicious or vexatious

allegation is made without good reason to: cause trouble; for personal gain; or to discredit the LLBSP an investigation may take place. Where the Discloser is an employee or a Business Board Member or a contractor this may result in disciplinary or other action if they have broken the terms of their employment, acted against the LLBSP Code of Conduct or broken a clause in a contract.

How this matter can be taken forward if you are not satisfied

40. This procedure is intended to provide Disclosers with an avenue to raise legitimate concerns. If you are either unable to raise the matter with the LLBSP or you are dissatisfied with the action taken you can report it directly Leicester City Council, City Hall, 115 Charles Street, Leicester LE1 5FZ OR . [Sign in · Customer Self-Service \(leicester.gov.uk\)](#)

Gifts and Hospitality policy

1. This policy applies to all Members of the Business Board.
2. This policy does not prohibit normal and appropriate hospitality (given and received) to or from third parties. However, hospitality is an area in which you must exercise careful judgement. There is a need to distinguish between low cost hospitality of a conventional type, for example, a working lunch, compared with more expensive and elaborate hospitality. Hospitality should not extend to spouses unless the circumstances fully justify this and it is authorised by the Head of Delivery & Governance
3. You must within 28 days of receipt, notify the LLBSP Head of Delivery & Governance in writing of any gift, benefit or hospitality with a value in excess of £25 which you have accepted as a Member of the Business Board from any person or body other than the LLBSP or the Upper Tier Local Authorities.
4. All gifts, benefits and hospitality should be recorded on the Corporate Gifts and Hospitality Register.
5. You may accept "incidental" hospitality, such as light refreshments, lunch and drinks, as offered at a visit, conference, meeting or promotional exercise.
6. There may be instances where you may receive invitations to events offered as part of normal working life – for example, opening celebrations, receptions, luncheons, annual conferences and dinners. If attendance at such events is considered important in building and maintaining relationships with these sectors and the hospitality received is likely to be reasonable, then these may be acceptable.
7. You should discourage third party individuals and organisations from offering gifts. You may, however, accept token items of very low value (less than £25), for example stationery, diaries, calendars, chocolates, etc., usually distributed by companies as a promotional exercise. This does not, however, extend to gifts offered by third parties who are involved in active tenders.
8. This type of gift should be distinguishable from more expensive or substantial items which cannot on any account be accepted. If there is any doubt as to whether the acceptance of such an item is appropriate or the value exceeds £25, you should consult with the Head of Delivery & Governance.

9. If gifts have a higher value than £25, you should tactfully refuse them. If gifts of this value are delivered, they should be returned immediately with an appropriate explanation. If gifts cannot be returned, the member should dispose them to charity and record this fact.
10. Gifts of cash or cash equivalent (vouchers, for instance) should not be accepted in any circumstances.
11. You must ensure that you read, understand and comply with this policy.
12. The prevention, detection and reporting of bribery and other forms of corruption are the responsibility of all those working for the LLBSP and the Business Board or under its control. All Members are required to avoid any activity that might lead to, or suggest, a breach of this policy.
13. It is important to inform the Head of Delivery & Governance as soon as possible if you are offered a bribe by a third party, are asked to make one, suspect that this may happen in the future, or believe that you are a victim of another form of unlawful activity.

Risk Management Policy

Risk is simply defined as 'the effect of uncertainty on objectives' Risk is a neutral term and simply describes the potential for deviation from an expected outcome.

Risks can therefore be subdivided into Threats & Opportunities to indicate whether their influence on an objective is positive or negative. By managing the threats and opportunities effectively, the LLBSP is in a stronger position to deliver its objectives.

Risk is a feature of all business activity, and the LLBSP risk management approach is to be proactive in identifying risks and managing these in a timely manner.

The objectives of risk management are to

- Preserve and protect the organisation, assets reputation and staff,
- Promote a culture of well-measured risk taking throughout, as an integral part of the organisational decision-making process's
- Manage and act on opportunities and threats to enable the Business Board to achieve its objectives and integrate risk management into the culture and day to day working.
- Ensure that a systemic and consistent approach to risk management is adopted throughout the organisation and as part of planning, performance management and models of operation.
- To provide assurance to the Business Board and partners that the LLBSP has a comprehensive and professional approach to planning, and the monitoring of performance against targets.

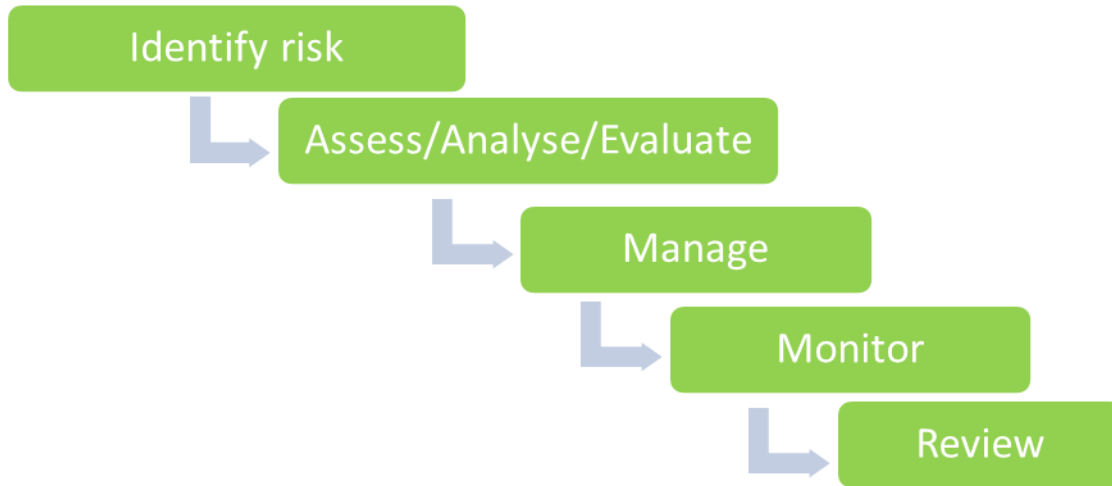
Responsibilities

To achieve effective risk management, it must be embedded from the top down. Employees should be made aware of any recognised risks for projects they work on and should be encouraged to report upwards to appropriate managers any concerns they have as these may inform risk holders of as yet unidentified risks or opportunities.

The Senior Leadership Team (SLT) is responsible for identification of risks, maintenance of the Risk Register and the 'scores' of each individual risk. They should also ensure that mitigating controls and actions are completed in a timely manner. SLT should ensure that each risk is scrutinised at least quarterly, or more frequently if it is deemed necessary due to the severity of the risk.

Risk holders are managers appointed by SLT to maintain and report on individual risks within the risk register.

Risk Management Process



To **identify risks**, we evaluate what might happen, how, what and why? On any work streams that are undertaken to meet the aims and objectives of the Business Board.

- What could go wrong in the achievement of the Business Board objectives?
- What are the external factors which impact on the delivery of the Business Board objectives?
- What could go wrong with the Business Board operations?
- How likely is it that they will go wrong?
- How bad (i.e. what impact) would it be if they did go wrong?
- What can we do to prevent them from going wrong?

To **assess / assess / evaluate** we score risks is to facilitate their prioritisation and assessment against a previously established risk criteria, before deciding whether risks can be accepted. If the risk falls into the low or acceptable categories, they may be accepted with minimal further treatment. These risks should be monitored and periodically reviewed to ensure they remain acceptable. If risks do not fall into the low or acceptable category, they should be treated using one or more of the treatment options considered.

To score risk this involves determining the likelihood of the risk occurring and its impact should it occur. $\text{Impact} \times \text{Likelihood} = \text{Risk score}$.

Impact		Minimal	Limited	Medium	Significant	Severe
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Likelihood	<i>Grading</i>	1	2	3	4	5
Infrequent	1	1	2	3	4	5
Possible	2	2	4	6	8	10
Frequent	3	3	6	9	12	15
Regular	4	4	8	12	16	20
Inevitable	5	5	10	15	20	25

Managing risk involves identifying the range of options for treating the risk, evaluating those options, preparing the risk treatment plans and implementing those plans. It is about considering the options for treatment and selecting the most appropriate method to achieve the desired outcome.

Options for treatment need to be proportionate to the significance of the risk, and the cost of treatment commensurate with the potential benefits of treatment.

Treatment options include:

- Terminate
- Treat
- Tolerate
- Transfer

Likelihood	Impact	4 T's	Actions to take
High	High	Terminate	Requires immediate action/avoid or consider alternative ways
High	Low	Treat	Consider steps to take to manage risks – reduce the likelihood and/or better manage the consequence
Low	High	Transfer	Contingency plan/Insurance cover to bear financial losses/transfer risk to third party/outsource
Low	Low	Tolerate	Informed decision to retain risk. Keep under review. Monitor and bear losses from normal operating costs as the cost of instituting a risk reduction or mitigation activity is not cost effective or the impact of the risks are so low so deemed acceptable

After assessing the existing measures to mitigate and control risk, some residual risk may still remain. It is important to emphasize that this remaining exposure is not necessarily harmful and ensures that the organisation is aware of its key business

risks, understands the controls in place to manage them, and recognizes the potential impact of any residual risk exposure.

Reviewing the risk assessment to ensure it stays valid is an ongoing process. Business priorities and situations may change over time, however, few risks remain static. Factors that may affect the likelihood and consequences of an outcome may change, as may the factors that affect the suitability or cost of the various treatment options. Monitoring and review ensure that the important information generated by the risk management process is captured, used and maintained.

Indicative timescales for review will vary depending on the risks

Standard Review	
Red risks	1 – 3 months
Amber risks	3 months
Green risks	6 months

Reporting

The organisation encounters risks from both internal and external sources, which will be addressed in its risk assessment and reporting. Management holds the primary responsibility for managing these risks. To support this process, a team consisting of members from the organisation and the Upper Tier Local Authorities will review and manage the risk register.

This team is responsible for monitoring, auditing, and managing risks, ensuring compliance with regulatory frameworks related to funding or partnership activities.

At **Strategic level**, the focus is on identifying key risks affecting the achievement of the Business Board strategic objectives. These are the risks (or opportunities) that are most likely to affect the performance and delivery of the strategic priorities.

At **Operational level**, the focus is on the risks (or opportunities) that occur in the delivery of day-to-day/front-line operations and continuity of the service.

Committees

To support the functions of the Business Board and secretariat, there may be several committees that operate.

The objective of the committees is to facilitate effective leadership and support informed decision making. All committees have terms of reference approved by the Upper Tier Local Authorities.

Diagram on governance here

This diagram explains the relationship between the various groupings in the Governance structure. The bodies listed, and their relationship to the Partnership, are as follows:

Members of each group within the Governance structure are required to adhere to the Code of Conduct

Sub-committees

The Board may, at their discretion, establish sub-committees to provide recommendations on specific matters. When sub-committees are formed, their terms of reference will be appended to the Board minutes, along with the scope of their authority. Without these written records, the actions of the sub-committee shall be considered ultra vires.

Related Acronyms and Abbreviations

A	
AB	Accountable Body
ADEPT	Association of Directors of Environment, Economy, Planning and Transport
ADM	Alternative Delivery Model
AELP	Association of Employment and Learning Providers
AIP	Annual Implementation Plan
ANOB	Area of Natural Outstanding Beauty
AoC	Association of Colleges
APR	Annual Performance Review
B	
BES	Business and Environmental Services
BCR	Benefit–cost ratio
BDC	Blaby District Council
BGP	Business Grant Programme
BEIS	Department for Business, Energy and Industrial Strategy
BRP	Business Rates Pool
BRES	Business Register and Employment Survey
BSPN	Business Support Provider Network
C	
CaSLT	Care and Support Leadership Team
CBI	Confederation of British Industry
CBC	Charnwood Borough Council
CC	Charnwood Campus
CCN	County Councils Network
CEC	Careers and Enterprise Company
CIL	Community Infrastructure Levy
CIMA	Chartered Institute of Management Accountants
CIPFA	The Chartered Institute of Public Finance & Accounting
CLOG	Communities and Local Government Unit
CLLD	Community Led Local Development
CPO	Compulsory Purchase Order
CPRE	Campaign to Protect Rural England
CSU	Commercial Services Unit
CYPS	Children’s and Young Persons Services
D	
DC	District Council
DCEX	District Chief Executives meeting
DCMS	Department for Digital, Culture, Media and Sport
DCN	District Councils Network
DEFRA	Department for Environment, Food and Rural Affairs
DfE	Department for Education

DfT	Department for Transport
DG	Director General (usually senior Civil Service official. CBI and British Chambers also have a DG.)
DIT	Department for International Trade
DMU	De Montfort University
DWP	Department for Work and Pensions
E	
EA	Enterprise Advisor
EAFRD	European Agricultural Fund for Rural Development
EC	Enterprise Coordinator
EDO	Economic Development Office
EEF	Formerly Engineering Employers Federation (now The Manufacturer's Organisation)
EGS	Economic Growth Strategy
EMFF	European Maritime and Fisheries Fund
EMF	East Midlands Freeport
ERDF	European Regional Development Fund
E&S	Education and Skills
ESF	European Social Fund
ESFA	Education and Skills Funding Agency
ESIF	European Structural Fund
EZ	Enterprise Zone
F	
FE	Further Education
FOIA	Freedom of Information Access
FSB	Federation of Small Businesses
FERA	Food and Environment Research Agency
Freeport	East Midlands Freeport (EMF)
G	
GDP	Gross Domestic Product
GDPR	General Data protection Regulations / Data Protection Act 2018
GVA	Gross Value Added
H	
HBBC	Hinckley & Bosworth Borough Council
HBC	Harborough Borough Council
HE	Homes England or Highways England or Higher Education
HMG	Her Majesty's Government
HMT	Her Majesty's Treasury
HS2	High Speed Railway (connecting London, Birmingham, the East Midlands, Leeds and Manchester).
I	
IDSG	Infrastructure Delivery Steering Group
IED	Institute of Economic development
IoD	Institute of Directors

IPT	Integrated Passenger Transport
IZ	Investment Zone
K	
KPI	Key Performance Indicators
L	
LA	Local Authority
LAG	Local Action Group
LAF	Local Assurance Framework
LBF	Leicester Business Festival
LBV	Leicester Business Voice
LCC	Leicester City Council or Leicestershire County Council
LGA	Local Government Association
LGC	Local Government Chronicle (media)
LGF	Local Growth Fund
LGiU	Local Government Information Unit
LIS	Local Industrial Strategy
LSIP	Local Skills Improvement Plan
LSIF	Local Skills Improvement Fund.
LMI	Labour Market Information
LSOZ	Life Sciences Opportunity Zone
LSTF	Local Sustainable Transport Fund
LTP	Local Transport Plan
LU	Loughborough University
LUSEP	Loughborough University Science and Enterprise Park
M	
MBC	Melton Borough Council
MCA	Mayoral Combined Authority
MHCLG	Ministry of Housing, Communities, and Local Government
ME	Midlands Engine
MEIF	Midlands Engine Investment Fund
MTI	MIRA Technology Institute
MJ	(The) Municipal Journal (media)
MZ	Manufacturing Zone
N	
NAF	National Assurance Framework
NEETs	Not in Education Employment or Training
NIC	National Infrastructure Commission
NWLDC	North West Leicestershire District Council
NP11	Northern Powerhouse
NTKN	National Transportation Knowledge Network
O	
ONS	Office for National Statistics
O&WBC	Oadby & Wigston Borough Council

P	
PAC	Public Accounts Committee
PMO	Place Marketing Organisation
PMF	Performance Management Framework
PMS	Programme Management Software (PMS)
R	
RGF	Regional Growth Fund
RPA	Rural Payments Agency
S	
S151	(or Section 151) is the official in a Local Authority Accountable Body who is responsible for oversight that the team has in place the processes that ensure proper administration of financial affairs. (The equivalent in an MCA area would be a Section 73 Officer or Section 127 Officer.)
SEP	Strategic Economic Plan
SEND	Special Educational Needs
SIC	Standard Industrial Classification
SLA	Service Level Agreement
SMMT	Society of Motor Manufacturers and Traders
SOLACE	Society of Local Authority Chief Executives
SpAD	Special Advisor (political) to Government Minister
STEM	Science, Technology, Engineering, Math
SSSI	Site of Special Scientific Interest
T	
TKN	Transport Knowledge Network
U	
UKSPF	UK Shared Prosperity Fund
UoL	University of Leicester
UUK	Universities UK
V	
VfM	Value for Money
W	
WebTAG	Transport Project Appraisals



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If you require further information on anything within this report, or are interested in getting involved with the LLBSP, please email admin@llbsp.org.uk

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