

Board Directors Induction Pack



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Overview of the LLEP

In 2010, the Government invited local business and civic leaders to come forward with proposals for establishing Local Enterprise Partnerships (LEPs) that reflected natural economic geographies. The October 2010 White Paper Local Growth: [Realising Every Place's Potential](#) confirmed Government approval for the first 24 LEPs. A further 15 LEPs, including one covering the whole of London, were subsequently approved.

LEPs are non-statutory partnerships between the public sector (mainly local authorities) and the private sector.

There are now 38 Local Enterprise Partnerships across England. They are business led partnerships between local authorities and local private sector businesses. They play a central role in determining local economic priorities and undertaking activities to drive economic growth and job creation, improve infrastructure and raise workforce skills within the local area. LEP boards are led by a private sector Chair and board members are local leaders of industry (including SMEs), educational institutions and the public sector.

In October 2012, The Rt Hon Lord Heseltine of Thenford CH published [No Stone Unturned](#) where he enhanced the standing of Local Enterprise Partnerships (LEPs) to bring together partners across the private and public sectors to drive local growth. This included recommendations to commit core funding for LEPs as well as LEPs being a conduit to the following funding: Growing Places Fund, Enterprise Zones, Growth Hubs (for business support), Regional Growth Fund, European Funding.

The [LEP Network](#) was set up in 2012 as a gateway to news and information. The network enables LEPs to come together on areas of shared importance, engage with government, facilitate dialogue with economic development stakeholders, and share knowledge and best practice.

The **Leicester and Leicestershire Enterprise Partnership (LLEP)** was formed in May 2011.

The LLEP is a strategic body led by a board made up of local government and business leaders as well as senior education and third sector representatives. The LLEP's key objectives are

Strategy - developing an evidence-based Local Industrial Strategy (or any other such successor document that the Government requires LEP's to develop and adopt from time to time) that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across the area.

Allocation of Funds - identifying and developing investment opportunities; prioritising the award of local growth funding; and monitoring and evaluating the impact of activities to improve productivity across the local economy.

Co-ordination - using our convening power, for example to co-ordinate responses to economic shocks; and bringing together partners from the private, public and third sectors.

Advocacy – collaborating with a wide range of local partners to act as an informed and independent voice for their area.

Introduction

The purpose of this induction brief is rooted in the government's July 2018 [Strengthened Local Enterprise Partnerships Review](#). The review states that since the modern Industrial Strategy, which sets out an approach to ensuring prosperous communities throughout the country, the government has reviewed its policy towards Local Enterprise Partnerships (LEPs) so that they continue to support Government in meeting this ambition. Part of that stated commitment is that government will work with the LEP Network and other professional development bodies, such as the Local Government Association, to develop an 'induction and training programme' for LEP board members and officers working as a LEP board member.

Following the Strengthened Local Enterprise Partnerships Review the LLEP became a [company limited by guarantee](#) in April 2019.

Induction Check list

Directors name:

Induction Start Date:

Induction End Date:

Activity	With Whom	Date Completed

Board Recruitment

Dear Colleague

Thank you for expressing an interest in a position as a Non-Executive Director on the Board of the Leicester and Leicestershire Enterprise Partnership (LLEP). I have attached the following documents for your information:

- Advert
- Job Description
- Person Specification

If you are interested in applying for this position, then please e-mail to Mandip.rai@llep.org.uk a copy of your most recent CV along with a short letter outlining how you meet the criteria in the person specification.

As well as seeking individuals who meet the person specification, equally important is your passion and commitment to developing the growth of our economy, experience of our key business sectors and your ability to understand and support the diverse businesses and communities in Leicester and Leicestershire.

The LLEP Board is fully committed to equal opportunities and welcomes applications from all suitably qualified candidates. However, as women are currently under-represented on the Board we would particularly welcome applications from female business leaders from across the LLEP area. In addition, the LEP is seeking a balanced board with a mixture of different skills and backgrounds, covering both the economic geography of the area and the key sectors.

The closing date for applications is XXX of XXX 20XX. If you are shortlisted for this position you will be invited to attend a panel discussion with the LLEP Appointments Committee week commencing XXXX of 20XX and a recommendation for Non-Executive Director appointments will be made to the LLEP company members on XX of XX. If appointed your term of service will commence in XXXX 20XX.

I very much look forward to hearing from you.

Yours sincerely



Kevin Harris
LLEP chair

Are you a successful business leader who is passionate about local economic growth?

The LLEP is seeking a business leader who shares a vision and ambition to drive local economic growth in Leicester and Leicestershire to join the LLEP Board.

What is the LLEP?

The Leicester & Leicestershire Enterprise Partnership (LLEP) is one of 38 Local Enterprise Partnerships in the country set up to improve the performance of our economy and lead growth across the City and the wider County.

The LLEP is a company limited by guarantee consisting of up to 18 Non-Executive Board of Directors representing the private, public and voluntary sectors, together with an independent Chair from the local business community. The importance of LEPs has increased significantly over the last seven years resulting in the formation of the national council of LEP chairs who meet the Prime Minister bi-annually.

The Board consists of a mix of private sector members with strengths in some of the key sectors highlighted in the main economic growth document, the Strategic Economic Plan. It provides a collective voice to Government about the opportunities presented by the Leicester and Leicestershire economy and makes sure that this voice is heard in Whitehall Westminster and within the emerging Midlands Engine strategy.

What's involved?

Board Members play a key role in helping the LLEP to shape the local economy by influencing local and national government, as well as providing effective governance to the partnership. Together with other Board Directors you will help to develop and deliver the Midlands Engine Strategy and the government's Industrial Strategy and act as an ambassador for Leicester & Leicestershire at a local, regional and national level.

Working with other board directors you will make key investment decisions and oversee the LLEP's spending, in excess of £250m. Together you will make sure that the partnership's investment delivers value for money and achieves maximum economic impact.

Board Directors will ideally have both commercial knowledge and the experience and ability to support the LLEP to reach agreement on complex issues that cut across both the public and private sectors.

They need to have broad experience both commercially and geographically. Importantly, they will also need an appreciation of, and the ability to work with/learn about working with public sector bodies, whilst demonstrating resilience, diplomacy and influencing skills.

Being a LLEP Board Director is not a paid position and the commitment can be up to two days per month. The Board term lasts for a period of three years. Applications are encouraged from credible people who can see the bigger strategic picture, offer challenge and insight and genuinely input into the process of advancing the LEP's agenda of fostering real and positive change in the LLEP area for the ultimate benefit of all.

The LLEP Board is fully committed to equal opportunities and welcomes applications from all suitably qualified candidates. However, as women are currently under-represented on the Board we welcome applications from women.

How to apply

If you are interested in applying for this position, then please e-mail to Mandip.rai@llep.org.uk a copy of your most recent CV along with a short letter outlining how you meet the criteria in the person specification.

The closing date for applications is XX of XX 20XX. If you are shortlisted for this position you will be invited to attend a panel discussion with the LLEP Appointments Committee week commencing XX of XX 20XX. and a recommendation for Non-Executive Director appointments will be made to the LLEP company members on XX of XX 20XX.

If appointed your term of service will commence in XX of XX 20XX. On appointment to the board LEP non-executive directors will be provided with a comprehensive, formal and tailored induction.

More details about the LLEP is available on the LLEP website at [Governance | LLEP](#)

ROLE DESCRIPTION

TITLE: Non-Executive Board Member

ACCOUNTABLE TO: Chair

ROLE PURPOSE:

To contribute to developing and overseeing plans for the economic prosperity for the City of Leicester and the County of Leicestershire

ROLE SUMMARY:

The LLEP Board focus will be:

- To develop, maintain and support a sub-regional Economic Development Strategy, secure available resources and implement priority activities.
- To support the delivery of that strategy by working together with local stakeholders, Government departments, and neighboring LEPs.
- To promote the values and activities of the LLEP widely to maintain local support, engage local business and attract inward investment.

As a Board Director you will:

- Contribute to developing the Board's primary activities above
- Contribute to ensuring that there are effective mechanisms for delivery, and monitor their performance
- Contribute to establishing and maintaining values and standards, and meeting LLEP's obligations to its stakeholders
- Contribute to the Board's assessments of risk

DUTIES AND RESPONSIBILITIES

- Understand the LLEP's agenda and contribute your knowledge, skills and experience to, ensuring that key issues of strategy, economic and business planning, investment, delivery, compliance, and risk are addressed effectively and in a timely manner.
 - Act in accordance with the LLEP Articles of Association, LEP Assurance Framework and LEP Board Terms of Reference.
 - Provide strategic leadership, challenge and support to the Board; establishing and developing the LEPs credibility and confidence within the wider market.
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- Play a part in developing any appropriate sub-committees, to achieve full representation and effectiveness and contribute to such sub-committees as appropriate.
 - Attend Board and general meetings, maintaining orderly conduct and making appropriate contribution. Work together to reach consensus and complete any allocated actions.
 - Take an ambassadorial role as required, publicly championing the aims of LLEP, representing and promoting its aims at all appropriate levels including key partners/stakeholders/audiences
 - Work with and support senior local and national political and business figures to achieve practical outcomes for the LLEP.
 - Work with other Board Members to ensure that decisions are taken objectively and in the interests of the LLEP, and accept joint responsibility for Board decisions
 - Carry out the responsibilities of the role according to lawful and ethical standards. Declare any personal, pecuniary or non-pecuniary interests.
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PERSON SPECIFICATION

Experience
<ol style="list-style-type: none">1. Wide ranging business experience2. Well networked and connected within the business community3. Understanding and experience of Leicester and Leicestershire as well as experience of different sectors
Knowledge / skills / abilities
<ol style="list-style-type: none">4. Strong interpersonal and partnership skills to be collegiate and collaborative in their style and approach5. Commercial experience6. Able to analyse and interpret information, reach conclusions and take appropriate action, based on a breadth of view and experience7. Ability to co-operate with others and contribute to a consensus on complex issues8. Awareness of and ability to operate with the public sector9. Awareness of Corporate Governance10. Resilience, diplomacy and influencing skills11. Gravitas and confidence in public together with interpersonal skills and the ability to communicate with a wide range of people12. Well developed communication skills13. Ability to understand and reconcile different priorities and expectations from a range of organisations14. Able to focus on and work together to deliver outcomes15. Able to ensure the delivery of the Vision and Mission of the Partnership, upholding its values and standards of probity16. Understanding and support of the public sector and its work
Other

17. Understanding of and commitment to equality of opportunity
 18. Able to give sufficient time to the Partnership's business
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Articles of Association

THE COMPANIES ACT 2006

PRIVATE COMPANY LIMITED BY GUARANTEE

ARTICLES OF ASSOCIATION

OF

**LEICESTER AND LEICESTERSHIRE ENTERPRISE PARTNERSHIP
LIMITED**

Adopted by special resolution passed on

2020

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THE COMPANIES ACT 2006

PRIVATE COMPANY LIMITED BY GUARANTEE

ARTICLES OF ASSOCIATION

OF

LEICESTER AND LEICESTERSHIRE ENTERPRISE PARTNERSHIP] LIMITED (the "Company")

(Adopted by special resolution passed on 2020)

1. INTERPRETATION

1.1. In these Articles, unless the context otherwise requires:

Act: means the Companies Act 2006;

AGM: has the meaning given to it in article 27;

Articles: means the Company's articles of association for the time being in force;

Authorised Representative: has the meaning given to it in article 34.2

bankruptcy: includes insolvency proceedings in a jurisdiction other than England and Wales or Northern Ireland which have an effect similar to that of bankruptcy;

Business Day: means any day (other than a Saturday, Sunday or public holiday in England) when banks in London are open for business;

Committee: means a Committee of the Company as established by the directors for the purposes of undertaking specific functions on behalf of the Company and, more particularly, on delegation from and on behalf of the directors

Conflict: means a situation in which a director has or can have, a direct or indirect interest that conflicts or possibly may conflict, with the interests of the Company;

director: means a director of the Company and includes any person occupying the position of director, by whatever name called;

District Council: means each of the district and borough council within the LEP Area being Oadby & Wigston Borough Council, Blaby District Council, Charnwood Borough Council, Hinckley & Bosworth Borough Council, Melton Borough Council, Harborough District Council and North West Leicestershire District Council and the term District Councils shall refer to the District Councils who are Members as from time to time.

document: includes, unless otherwise specified, any document sent or supplied in electronic form;

electronic form: has the meaning given in section 1168 of the Act;

Education Sector Director: means any person appointed as a director under article 25.3.3;

Education Sector Member: means any eligible educational institution admitted to Membership in accordance with article 24 as an Education Sector Member;

Eligible Director: means a director who would be entitled to vote on the matter at a meeting of directors (but excluding in relation to the authorisation of a Conflict pursuant to article 16, any director whose vote is not to be counted in respect of the particular matter);

FE Body: means the Leicestershire based body of further education established for further education in the LEP Area appointed as a Member to represent the interests of the further education bodies in LEP Area.

General Meeting: means a general meeting of the Members

Interested Director: has the meaning given in article 16.1;

LAF: means the Local Assurance Framework of the Leicester and Leicestershire Enterprise Partnership in accordance with the National Assurance Framework as issued by the Government or such successor document as adopted by the Company from time to time in order to comply with the National Assurance Framework or other such successor document as issued by the Government to LEPs from time to time.

LEP Area: means Leicester and Leicestershire, or such other geographical area as is assigned to the Company by government from time to time;

Member: means a person whose name is entered in the Register of Members of the Company and Membership shall be construed accordingly;

Member Organisation: has the meaning given to it in article 34.1;

Model Articles: means the model articles for private companies limited by guarantee contained in Schedule 2 of the Companies (Model Articles) Regulations 2008 (SI 2008/3229) as amended prior to the date of adoption of these Articles;

Objects: has the meaning given to it in article 2.1 and object shall mean any one of them;

Officer: means officer of the Company being a person who is seconded to or employed by the Company and who is accountable to the Company in such a role

ordinary resolution: has the meaning given in section 282 of the Act;

Private Sector Director: means any person appointed under article 25.1.3;

Private Sector Member: means any eligible person or organisation admitted to Membership in accordance with article 24 as a Private Sector Member;

Public Sector Director: means any person appointed under article 25.2.3;

Public Sector Member: means any eligible organisation admitted to Membership in accordance with article 24 as a Public Sector Member;

secretary: means the secretary of the Company and any other person appointed to perform the duties of the secretary of the Company, including a joint, assistant or deputy secretary;

special resolution: has the meaning given in section 283 of the Act;

subsidiary: has the meaning given in section 1159 of the Act;

University: means a Leicestershire based university established for further or higher education in the LEP Area appointed as a Member to represent the interests of the universities in LEP Area.

VCS: shall mean any voluntary and community sector organisation based in the LEP Area.

writing: means the representation or reproduction of words, symbols or other information in a visible form by any method or combination of methods, whether sent or supplied in electronic form or otherwise.

1.2. Save as otherwise specifically provided in these Articles, words and expressions which have particular meanings in the Act shall have the same meanings in these Articles.

1.3. Headings in these Articles are used for convenience only and shall not affect the construction or interpretation of these Articles.

1.4. A reference in these Articles to an article is a reference to the relevant article of these Articles unless expressly provided otherwise.

1.5. Unless expressly provided otherwise, a reference to a statute or statutory provision shall include any subordinate legislation from time to time made under that statute or statutory provision.

1.6. Any word following the terms including, include, in particular, for example or any similar expression shall be construed as illustrative and shall not limit the sense of the words preceding those terms.

1.7. The Model Articles shall not apply to the Company.

2. OBJECTS

2.1. The objects for which the Company is established (Objects) are:

2.1.1. Strategy: Developing an evidence-based Local Industrial Strategy (or any other such successor document that the Government requires LEP's to develop and adopt from time to time) that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across the area;

2.1.2. Allocation of funds: Identifying and developing investment opportunities; prioritising the award of local growth funding; and monitoring and evaluating the impacts of its activities to improve productivity across the local economy;

2.1.3. Co-ordination: Using their convening power, for example to co-ordinate responses to economic shocks; and bringing together partners from the private, public and third sectors; and

2.1.4. Advocacy: Collaborating with a wide-range of local partners to act as an informed and independent voice for their area

3. POWERS

3.1. In pursuance of the Objects, the Company has the powers to:

3.1.1. do all such things which in the opinion of the directors are in the best interests of the Company and its Members; and

3.1.2. do all such other lawful things as are incidental or conducive to the pursuit or to the attainment of any of the Objects.

4. INCOME

4.1. The income and property of the Company from wherever derived shall be applied solely in promoting the Objects.

4.2. No distribution shall be paid or capital otherwise returned to the Members in cash or otherwise. Nothing in these Articles shall prevent any payment in good faith by the Company of:

4.2.1. reasonable and proper remuneration to any Member, officer or servant of the Company for any services rendered to the Company;

4.2.2. any interest on money lent by any Member or any director at a reasonable and proper rate;

4.2.3. reasonable and proper rent for premises demised or let by any Member or director; or

4.2.4. reasonable out-of-pocket expenses properly incurred by any director.

5. WINDING UP

On the winding-up or dissolution of the Company, after provision has been made for all its debts and liabilities, any assets or property that remains available to be distributed or paid, shall not be paid or distributed to the Members but shall be transferred to another body with objects similar to those of the Company or as directed by the government department then responsible for local enterprise partnerships.

6. GUARANTEE

6.1. The liability of each Member is limited to £1, being the amount that each Member undertakes to contribute to the assets of the Company in the event of its being wound up while he is a Member or within one year after he ceases to be a Member, for

6.1.1. payment of the Company's debts and liabilities contracted before he ceases to be a Member;

6.1.2. payment of the costs, charges and expenses of the winding up; and

6.1.3. adjustment of the rights of the contributories among themselves.

Director: general

7. DIRECTORS' GENERAL AUTHORITY AND CONDUCT

7.1. The directors are responsible for the management of the Company's business and may exercise all the powers of the Company accordingly.

7.2. In their conduct of the Company's business the directors shall at all times:

7.2.1. conduct themselves in a professionally responsible manner;

7.2.2. will have due regard to all confidentiality obligations concerning the Company's business; and

7.2.3. act solely in the public interest in line with the Nolan principles; make decisions purely on merit, in accordance with agreed LEP processes and act with regularity and propriety when managing public money.

7.2.4. Take all decisions in accordance with the LAF in so far as the LAF is relevant to the decision to be taken

8. DIRECTORS MAY DELEGATE

8.1. Subject to the Articles, the directors may delegate any of the powers which are conferred on them under the Articles:

- 8.1.1. to such Officer or Committee;
- 8.1.2. by such means (including power of attorney);
- 8.1.3. to such an extent;
- 8.1.4. in relation to such matters or territories; and
- 8.1.5. on such terms and conditions; as they think fit.

8.2. If the directors so specify, any such delegation may authorise further delegation of the directors' powers by any person to whom they are delegated.

8.3. The directors may revoke any delegation in whole or part, or alter its terms and conditions.

9. COMMITTEES

9.1. Committees to which the directors delegate any of their powers must follow procedures which are based as far as they are applicable on those provisions of these Articles which govern the taking of decisions by directors.

9.2. The directors may make rules of procedure for all or any committees, which prevail over rules derived from the Articles if they are not consistent with them.

Directors: decision-making

10. DIRECTORS TO TAKE DECISIONS COLLECTIVELY

Subject always to where these Articles require a unanimous decision and article 11 in particular, the general rule about decision-making by directors is that any decision of the directors must be either a majority decision at a meeting or a decision taken in accordance with article 11.

11. UNANIMOUS DECISIONS AND WRITTEN PROCEDURES

11.1. A decision of the directors is taken in accordance with this article when all Eligible Directors indicate to each other by any means that they share a common view on a matter.

11.2. Such a decision may take the form of a resolution in writing, where each Eligible Director has signed one or more copies of it, or to which each Eligible Director has otherwise indicated agreement in writing.

11.3. A decision made in writing in accordance with article 11.2 may not be taken if the Eligible Directors would not have formed a quorum at such a meeting.

11.4. Directors may take a decision by formal resolution in writing, whether such decision is a unanimous decision or not, in accordance for the procedure set out in the LAF.

12. CALLING A DIRECTORS' MEETING

12.1. Any director may call a directors' meeting by giving not less than ten Business Days' notice of the meeting to the directors or by authorising the secretary (if any) to give such notice.

12.2. A director who is absent from the UK and who has no registered address in the UK shall not be entitled to notice of the directors' meeting.

13. QUORUM FOR DIRECTORS' MEETINGS

13.1. At a meeting of the directors, unless a quorum as detailed in this article 13 is participating, no proposal is to be voted on other than as detailed in article 13.3 below.

13.2. The quorum for the transaction of business at a meeting of directors is any eight Eligible Directors and no meeting shall be quorate unless the number of Eligible Directors who are Private Sector Directors and/or Education Sector Directors between them comprise more than two-thirds of the number of total Eligible Directors participating.

13.3. If the total number of directors in office for the time being is less than the quorum required, the directors must not take any decision other than a decision:

13.3.1. to appoint further directors; or

13.3.2. to call a General Meeting so as to enable the Members to appoint further directors.

14. CHAIRING OF DIRECTORS MEETINGS AND APPOINTMENT OF VICE CHAIR

14.1. The directors must appoint a Private Sector Director to chair their meetings and the person so appointed for the time being is the Chair.

14.2. The directors must also appoint a Private Sector Director to act as a deputy to the Chair (Deputy Chair) for such purposes as the directors may determine.

14.3. A Chair or Deputy Chair (as applicable) shall be appointed for periods of no more than three years, such appointment ending at the board meeting falling closest to the third anniversary of their appointment (or re-appointment). The Chair and Deputy Chair (as applicable) shall be entitled to put themselves forward for re-election and the board of directors may resolve to appoint the Chair and/or Deputy Chair at such board meeting for a further period of three years provided that no Chair or Deputy Chair shall be able to serve more than six years in their respective role.

14.4. To ensure that the Chair and Deputy Chair remain subject, after the end of their respective terms, to the provisions of article 20, the Chair shall not be eligible for the role of Deputy Chair after serving two consecutive terms as Chair and the Deputy Chair shall not be eligible for the role of Chair after serving two consecutive terms as Deputy Chair.

14.5. In the event that neither Chair nor the Deputy Chair are participating in a meeting of directors within 15 minutes of the time at which it was to start, the participating directors must appoint one of themselves to chair it, such person being a Private Sector Director.

15. CASTING VOTE

15.1. If the numbers of votes for and against a proposal at a meeting of directors are equal, the Chair, or in the Chair's absence the Deputy Chair or other director chairing the meeting holding the position of Chair for that meeting (as appropriate) has a casting vote.

15.2. Article 15.1 this does not apply in respect of a particular meeting (or part of a meeting) if, in accordance with these Articles, the Chair, Deputy Chair or other director chairing (as presiding) of the meeting is not an Eligible Director for the purposes of that meeting (or part of a meeting).

16. DIRECTORS' CONFLICTS OF INTEREST

16.1. The directors may, in accordance with the requirements set out in this article, authorise any Conflict proposed to them by any director which would, if not authorised, involve a director (an Interested Director) breaching his duty to avoid conflicts of interest under section 175 of the Act.

16.2. Any authorisation under this article 16 shall be effective only if:

16.2.1. to the extent permitted by the Act, the matter in question shall have been proposed by any director for consideration in the same way that any other matter may be proposed to the directors under the provisions of these Articles;

16.2.2. any requirement as to the quorum for consideration of the relevant matter is met without counting the Interested Director; and

16.2.3. the matter was agreed to without the Interested Director voting or would have been agreed to if the Interested Director's vote had not been counted.

16.2.4. For the avoidance of doubt the Interested Director shall not vote on any authorisation of its own Conflict and shall not count towards the quorum for any such vote.

16.3. Any authorisation of a Conflict under this article 16 may (whether at the time of giving the authorisation or subsequently):

16.3.1. extend to any actual or potential conflict of interest which may reasonably be expected to arise out of the matter or situation so authorised;

16.3.2. provide that the Interested Director be excluded from the receipt of documents and information and the participation in discussions (whether at meetings of the directors or otherwise) related to the Conflict;

16.3.3. provide that the Interested Director shall or shall not be an Eligible Director in respect of any future decision of the directors in relation to any resolution related to the Conflict;

16.3.4. impose upon the Interested Director such other terms for the purposes of dealing with the Conflict as the directors think fit;

16.3.5. provide that, where the Interested Director obtains, or has obtained (through his involvement in the Conflict and otherwise than through his position as a director of the Company) information that is confidential to a third party, he shall not be obliged to disclose that information to the Company, or to use it in relation to the Company's affairs where to do so would amount to a breach of that confidence; and

16.3.6. permit the Interested Director to absent himself from the discussion of matters relating to the Conflict at any meeting of the directors and be excused from reviewing papers prepared by, or for, the directors to the extent they relate to such matters.

16.4. Where the directors authorise a Conflict, the Interested Director shall be obliged to conduct himself in accordance with any terms and conditions imposed by the directors in relation to the Conflict.

16.5. The directors may revoke or vary such authorisation at any time, but this shall not affect anything done by the Interested Director prior to such revocation or variation in accordance with the terms of such authorisation.

16.6. A director is not required, by reason of being a director (or because of the fiduciary relationship established by reason of being a director), to account to the Company for any remuneration, profit or other benefit which he derives from or in connection with a relationship involving a Conflict which has been authorised by the directors in accordance with these Articles or by the Company in General Meeting (subject in each case to any terms, limits or conditions attaching to that authorisation) and no contract shall be liable to be avoided on such grounds.

16.7. Subject to sections 177(5) and 177(6) and sections 182(5) and 182(6) of the Act, and provided he has declared the nature and extent of his interest in accordance with the requirements of the Act where such Conflict has been authorised in accordance with this article 16 and subject to any conditions attached to such authorisation, a director who is in any way, whether directly or indirectly, interested in an existing or proposed transaction or arrangement with the Company:

16.7.1. may be a party to, or otherwise interested in, any transaction or arrangement with the Company or in which the Company is otherwise (directly or indirectly) interested;

16.7.2. shall be an Eligible Director for the purposes of any proposed decision of the directors (or committee of directors) in respect of such existing or proposed transaction or arrangement in which he is interested;

16.7.3. shall be entitled to vote at a meeting of directors (or of a committee of the directors) or participate in any unanimous decision, in respect of such existing or proposed transaction or arrangement in which he is interested;

16.7.4. may act by himself or his firm in a professional capacity for the Company (otherwise than as auditor) and he or his firm shall be entitled to remuneration for professional services as if he were not a director;

16.7.5. may be a director or other officer of, or employed by, or a party to a transaction or arrangement with, or otherwise interested in, any body corporate in which the Company is otherwise (directly or indirectly) interested; and

16.7.6. shall not, save as he may otherwise agree, be accountable to the Company for any benefit which he (or a person connected with him (as defined in section 252 of the Act)) derives from any such transaction or arrangement or from any such office or employment or from any interest in any such body corporate and no such transaction or arrangement shall be liable to be avoided on the grounds of any such interest or benefit nor shall the receipt of any such remuneration or other benefit constitute a breach of his duty under section 176 of the Act.

17. RECORDS OF DECISIONS TO BE KEPT

Where decisions of the directors are taken by electronic means, such decisions shall be recorded by the directors in permanent form, so that they may be read with the naked eye.

Directors: numbers and appointment

18. NUMBER OF DIRECTORS

18.1. Unless otherwise determined by special resolution and subject to the requirements of these Articles, the number of directors shall not be less than eight but shall not exceed twenty.

19. APPOINTMENT OF DIRECTORS

19.1. A director must be a natural person and must at all times possess the following characteristics (as appropriate) unless otherwise approved by a special resolution of the Members:

19.1.1. in respect of a Private Sector Director, an owner (in whole or in part), officer, principal or person of equivalent seniority of a business or undertaking carried on with a view to making profit and conducting the whole or part of its business within the LEP Area and appointed in accordance with Article 25.1 or a Chief Executive or director of the VCS;

19.1.2. in respect of a Public Sector Director, a leader or deputy leader, or cabinet member with the portfolio/lead responsibility for economic development within a Public Sector Member and appointed in accordance with Article 25.2;

19.1.3. in respect of an Education Sector Director, a vice-chancellor, pro vice-chancellor, principal or person of equivalent seniority in an Education Sector Member and appointed in accordance with Article 25.3.

20. RETIREMENT OF PRIVATE SECTOR DIRECTORS

Private Sector Directors

20.1. Subject to article 20.4 and 20.5 Private Sector Directors shall retire from office from the end of the annual General Meeting following the third anniversary of their appointment. Subject to articles 20.2 and 20.3, such retiring Private Sector Directors shall be eligible for re-election by the Members at that annual General Meeting.

20.2. A retiring Private Sector Director shall, subject to article 20.3, be eligible for re-election for further periods of three years.

20.3. Subject to 20.4 Any Private Sector Director who shall have served for a total term of six years shall not be entitled to be re-elected.

20.4. In exceptional circumstances a Private Sector Director may, with the approval of the Members, serve a further three-year term, and therefore a total term of nine years.

20.5. The Chair and Deputy Chair shall not be required to retire from the office of director whilst they are in post.

Public Sector Directors and Education Sector Directors

20.6. Public Sector Directors and Education Sector Directors shall retire from office from the end of the annual General Meeting following the third anniversary of their appointment. Such retiring Public Sector Directors shall be eligible for re-election by the Members at that annual General Meeting.

21. DISQUALIFICATION AND REMOVAL OF DIRECTORS

21.1. A person ceases to be a director as soon as:

21.1.1. that person ceases to be a director by virtue of any provision of the Act or these Articles or he becomes prohibited by law from being a director;

21.1.2. that person ceases to have the characteristics (as appropriate) required pursuant to article 19.1;

21.1.3. that person shall for more than twelve months have been absent without permission of the directors from meetings of directors held during that period and the directors resolve that that person's office be vacated;

21.1.4. a bankruptcy order is made against that person;

21.1.5. a composition is made with that person's creditors generally in satisfaction of that person's debts;

21.1.6. a registered medical practitioner who is treating that person gives a written opinion to the Company stating that that person has become physically or mentally incapable of acting as a director and may remain so for more than six months; or

21.1.7. notification is received by the company from the director that the director is resigning from office, and such resignation has taken effect in accordance with its terms.

21.2. In the event of any director who is also a Private Sector Member vacating their office as a director of the Company for any reason, such director shall at the same time cease to be a Member.

Directors: miscellaneous

22. ALTERNATE DIRECTORS

No director shall be entitled to appoint an alternate director or any other person to act on their behalf at meetings of the directors.

23. SECRETARY

The directors may appoint any person who is willing to act as the secretary for such term, at such remuneration and upon such conditions as they may think fit and from time to time remove such person and, if the directors so decide, appoint a replacement, in each case by a decision of the directors.

Members: becoming and ceasing to be a Member

24. MEMBERSHIP

24.1. The Members shall be categorised as follows:

24.1.1. Private Sector Members;

24.1.2. Public Sector Members; and

24.1.3. Education Sector Members.

24.2. Membership shall be open to persons who possess the characteristics (as appropriate) set out in articles 25.1, 25.2 and 25.3, and who:

24.2.1. apply to the Company in the form required by the directors;

24.2.2. are approved by the directors; and

24.2.3. sign a written consent to become a Member agreeing to be bound by these Articles.

24.3. The directors shall be entitled to refuse admission to membership if:

24.3.1. in their opinion, the person does not possess the required characteristics of a Member pursuant to articles 25.1, 25.2 and 25.3 (as appropriate); or

24.3.2. in their opinion, they consider it not to be in the best interest of the Company to admit such person as a Member.

24.4. No membership fee shall be charged by the Company.

25. RIGHTS OF MEMBERSHIP

25.1. The Private Sector Members shall:

25.1.1. consist of persons who undertake business, professional or other commercial activities within the LEP Area with a view to making a profit and VCS;

25.1.2. subject to article 25.1.3, each be entitled to exercise one vote in relation to any resolution of the Members; and

25.1.3. subject to article 19.1.1, have the right, as a class of Members, from time to time to appoint as their representatives up to fourteen natural persons to be directors and may at any time remove any such person and appoint another person in their place. At least one director appointed must be a natural person from a VCS.

25.2. The Public Sector Members shall:

25.2.1. Unless varied by a special resolution, be Leicester City Council, Leicestershire County Council and such of the district councils in the LEP Area who apply to become Members;

25.2.2. subject to article 25.2.3, each be entitled to exercise one vote in relation to any resolution of the Members; and

25.2.3. subject to article 19.1.2 and 19.1.4 have the right, as a class of Members, from time to time to appoint as their representatives up to five natural persons to be directors comprising of:

i. one natural person from Leicester City Council;

ii. one natural persons from Leicestershire County Council; and

iii. one natural persons from each of the district councils in the LEP Area

and may at time appoint or remove any such natural person and appoint another natural person in their place.

25.3. The Education Sector Members shall:

25.3.1. consist of Universities and FE Bodies who apply to become Members;

25.3.2. subject to article 25.3.3, each be entitled to exercise one vote in relation to any resolution of the Members; and

25.3.3. subject to article 19.1.3, have the right, as a class of Members, from time to time to appoint as their representatives up to two persons, being one director whom is employed by an FE Body and one from a University, to be directors and may at any time remove such person and appoint another person in their place.

25.4. Any appointments or removals of directors referred to in articles 25.1, 25.2 and 25.3 shall be effected in writing signed by or on behalf of a majority of the relevant Members and shall take effect upon lodgement at the Company's registered office or on delivery to a meeting of the directors. Any such representative director shall be entitled to notice of board

meetings, to attend all board meetings and to receive copies of all documents to be considered at board meetings, and to speak and vote at such meetings.

25.5. The rights of a class of Members under these Articles shall only be varied if:

25.5.1. 75 per cent of the Members of that class consent in writing to the variation; or

25.5.2. a special resolution is passed at a separate class meeting of those Members agreeing to the variation.

25.6. The provisions regarding General Meetings in these Articles shall, subject to the necessary changes being made, apply to such class meetings of the Members.

26. TRANSFER OF MEMBERSHIP

Membership shall not be transferable.

Decision making by Members: General Meetings

27. ANNUAL GENERAL MEETING

27.1 The Company shall hold an annual General Meeting (AGM) at least once every calendar year to be held within the LEP Area and such meeting shall be open to the public.

28. ATTENDANCE AND SPEAKING AT GENERAL MEETINGS

28.1. A Member (or individual representing the Member) is able to exercise the right to speak at a General Meeting when that person is in a position to communicate to all those attending the meeting, during the meeting, any information or opinions which that person has on the business of the meeting.

28.2. A Member (or individual representing the Member) is able to exercise the right to vote at a General Meeting when:

28.2.1. they are able to vote, during the meeting, on resolutions put to the vote at the meeting; and

28.2.2. their vote can be taken into account in determining whether or not such resolutions are passed at the same time as the votes of all the others attending the meeting.

28.3. The directors may make whatever arrangements they consider appropriate to enable those attending a General Meeting to exercise their rights to speak or vote at it.

28.4. In determining attendance at a General Meeting, it is immaterial whether any two or more Members attending it are in the same place as each other.

28.5. Two or more Members (or individuals representing Members) who are not in the same place as each other attend a General Meeting if their circumstances are such that if they have (or were to have) rights to speak and vote at that meeting, they are (or would be) able to exercise them.

29. QUORUM FOR GENERAL MEETINGS

29.1. No business other than the appointment of the chair in accordance with Articles 30.2 is to be transacted at a General Meeting if the Member (or individual representing the Member) attending it do not constitute a quorum.

29.2. The quorum for a General Meeting is eight Members and no meeting shall be quorate unless the number of Members who are Private Sector Members or Education Members between them comprises more than two-thirds of the number of total Members participating.

30. CHAIRING GENERAL MEETINGS

30.1. The Chair or, in his or her absence, the Deputy Chair or, in his or her absence, a Private Sector Director nominated by the directors shall preside as chair of every General Meeting.

30.2. If neither the Chair, the Deputy Chair nor such other Private Sector Director nominated in accordance with article 30.1 is present within fifteen minutes after the time

appointed for holding the meeting and willing to act, the directors present shall elect one of their number to chair the meeting.

30.3. If no director is willing to act as chair of the meeting, or if no director is present within fifteen minutes after the time appointed for holding the meeting, the Members present in person or by proxy and entitled to vote must choose one of their number to be chair of the meeting, save that a proxy holder who is not a Member entitled to vote shall not be entitled to be appointed as chair of that meeting.

31. ATTENDANCE AND SPEAKING BY DIRECTORS AND NON-MEMBERS

31.1. Directors may attend and speak at General Meetings, whether or not they are Members.

31.2. The chair of the General Meeting may permit other persons who are not Members of the Company to attend and speak at a General Meeting and, in the case of an AGM, the chair of the meeting is obliged to permit such other persons who are not Members of the Company to speak.

32. ADJOURNMENT

32.1. If the persons attending a General Meeting within half an hour of the time at which the meeting was due to start do not constitute a quorum, or if during a meeting a quorum ceases to be present, the chair of the meeting must adjourn it.

32.2. The chair of the General Meeting may adjourn a General Meeting at which a quorum is present if:

32.2.1. the meeting consents to an adjournment; or

32.2.2. it appears to the chair of the meeting that an adjournment is necessary to protect the safety of any person attending the meeting or ensure that the business of the meeting is conducted in an orderly manner.

32.3. The chair of the General Meeting must adjourn a General Meeting if directed to do so by the meeting.

32.4. When adjourning a General Meeting, the chair of the General Meeting must:

32.4.1. either specify the time and place to which it is adjourned or state that it is to continue at a time and place to be fixed by the directors; and

32.4.2. have regard to any directions as to the time and place of any adjournment which have been given by the meeting.

32.5. If the continuation of an adjourned meeting is to take place more than 14 days after it was adjourned, the Company must give at least 7 clear days' notice of it (that is, excluding the day of the adjourned meeting and the day on which the notice is given):

32.5.1. to the same persons to whom notice of the company's General Meetings is required to be given; and

32.5.2. containing the same information which such notice is required to contain.

32.6. No business may be transacted at an adjourned General Meeting which could not properly have been transacted at the meeting if the adjournment had not taken place.

32.7. When taking decisions at both the AGM and the General Meeting Members shall at all times take such decisions in accordance with the LAF in so far as it is relevant to the decision being taken.

Voting at General Meetings

33. VOTING: GENERAL

33.1. Without prejudice to any other provision of these Articles, a resolution put to the vote of a General Meeting must be decided on a show of hands unless a poll is duly demanded in accordance with these Articles.

34. MEMBER ORGANISATIONS

34.1. The following provisions shall apply to a Member that is an organisation (and not an individual) (Member Organisation).

34.2. A Member Organisation may nominate any individual to act as its representative (Authorised Representative) at any meeting of the Company.

34.3. The Member Organisation must give notice in writing to the Company of the name of its Authorised Representative. The Authorised Representative will not be entitled to represent the Member Organisation at any meeting of the Company unless such notice has been received by the Company and the Authorised Representative may continue to represent the Member Organisation until notice in writing is received by the Company to the contrary.

34.4. A Member Organisation may appoint an Authorised Representative to represent it at a particular meeting of the Company or at all meetings of the Company until notice in writing to the contrary is received by the Company.

34.5. Any notice in writing received by the Company shall be conclusive evidence of the Authorised Representative's authority to represent the Member Organisation or that his or her authority has been revoked and the Company shall not be required to look behind such notice.

34.6. Any individual appointed by a Member Organisation to act as its Authorised Representative may exercise (on behalf of the Member Organisation) the same powers as an individual Member.

34.7. On a vote on a resolution at a meeting of the Company, the Authorised Representative has the same voting rights as the Member Organisation would have if it were an individual Member present in person at the meeting.

34.8. The power to appoint an Authorised Representative under this article 34 is without prejudice to any rights which the Member Organisation has under the Act and these Articles to appoint a proxy or corporate representative.

35. ERRORS AND DISPUTES

35.1. No objection may be raised to the qualification of any person voting at a General Meeting except at the meeting or adjourned meeting at which the vote objected to is tendered, and every vote not disallowed at the meeting is valid.

35.2. Any such objection must be referred to the chair of the meeting whose decision is final.

36. POLL VOTES

36.1. A poll on a resolution may be demanded by those identified in article 36.2:

36.1.1. in advance of the General Meeting where it is to be put to the vote; or

36.1.2. at a General Meeting, either before a show of hands on that resolution or immediately after the result of a show of hands on that resolution is declared.

36.2. A poll may be demanded by:

36.2.1. the chair of the meeting;

36.2.2. the directors;

36.2.3. two or more persons having the right to vote on the resolution; or

36.2.4. a person or persons representing not less than one tenth of the total voting rights of all the Members having the right to vote on the resolution.

36.3. A demand for a poll may be withdrawn if:

36.3.1. the poll has not yet been taken; and

36.3.2. the chair of the meeting consents to the withdrawal.

36.4. Polls must be taken immediately and in such manner as the chair of the meeting directs.

37. CONTENT OF PROXY NOTICES

37.1. Proxies may only validly be appointed by a notice in writing (a "proxy notice") which:

37.1.1. states the name and address of the Member appointing the proxy;

37.1.2. identifies the alternative Member appointed to be that Member's proxy and the General Meeting in relation to which that person is appointed;

37.1.3. is signed by or on behalf of the Member appointing the proxy, or is authenticated in such manner as the directors may determine; and

37.1.4. is delivered to the company in accordance with these Articles and any instructions contained in the notice of the General Meeting to which they relate.

37.2. The company may require proxy notices to be delivered in a particular form, and may specify different forms for different purposes.

37.3. For the avoidance of doubt a Member may only appoint another Member as its proxy and not any other person.

37.4. Unless a proxy notice indicates otherwise, it must be treated as:

37.4.1. allowing the person appointed under it as a proxy discretion as to how to vote on any ancillary or procedural resolutions put to the meeting; and

37.4.2. appointing that person as a proxy in relation to any adjournment of the General Meeting to which it relates as well as the meeting itself.

38. DELIVERY OF PROXY NOTICES

38.1. A person who is entitled to attend, speak or vote (either on a show of hands or on a poll) at a General Meeting remains so entitled in respect of that meeting or any adjournment of it, even though a valid proxy notice has been delivered to the Company by or on behalf of that person.

38.2. An appointment under a proxy notice may be revoked by delivering to the Company a notice in writing given by or on behalf of the person by whom or on whose behalf the proxy notice was given.

38.3. A notice revoking a proxy appointment only takes effect if it is delivered before the start of the meeting or adjourned meeting to which it relates.

38.4. If a proxy notice is not executed by the person appointing the proxy, it must be accompanied by written evidence of the authority of the person who executed it to execute it on the appointor's behalf.

39. AMENDMENTS TO RESOLUTIONS

39.1. An ordinary resolution to be proposed at a General Meeting may be amended by ordinary resolution if:

39.1.1. notice of the proposed amendment is given to the Company in writing by a person entitled to vote at the General Meeting at which it is to be proposed not less than 48 hours before the meeting is to take place (or such later time as the Chair may determine); and

39.1.2. the amendment does not go beyond what is necessary to correct a grammatical or other non-substantive error in the resolution.

39.2. If the chair of the meeting, acting in good faith, wrongly decides that an amendment to a resolution is out of order, the chair's error does not invalidate the vote on that resolution.

Administrative arrangements

40. MEANS OF COMMUNICATION TO BE USED

40.1. Any notice, document or other information shall be deemed served on or delivered to the intended recipient:

40.1.1. if properly addressed and sent by prepaid United Kingdom first class post to an address in the United Kingdom, 48 hours after it was posted (or five Business Days after posting either to an address outside the United Kingdom or from outside the United Kingdom to an address within the United Kingdom, if (in each case) sent by reputable international overnight courier addressed to the intended recipient, provided that delivery in at least five Business Days was guaranteed at the time of sending and the sending party receives a confirmation of delivery from the courier service provider);

40.1.2. if properly addressed and delivered by hand, when it was given or left at the appropriate address;

40.1.3. if properly addressed and sent or supplied by electronic means, one hour after the document or information was sent or supplied; and

40.1.4. if sent or supplied by means of a website, when the material is first made available on the website or (if later) when the recipient receives (or is deemed to have received) notice of the fact that the material is available on the website.

For the purposes of this article, no account shall be taken of any part of a day that is not a Business Day.

40.2. In proving that any notice, document or other information was properly addressed, it shall suffice to show that the notice, document or other information was addressed to an address permitted for the purpose by the Act.

41. INDEMNITY AND INSURANCE

41.1. Subject to article 41.2, but without prejudice to any indemnity to which a relevant officer is otherwise entitled:

41.1.1. each relevant officer shall be indemnified out of the Company's assets against all costs, charges, losses, expenses and liabilities incurred by him as a relevant officer in the actual or purported execution and/or discharge of his duties, or in relation to them including any liability incurred by him in defending any civil or criminal proceedings, in which judgment is given in his favour or in which he is acquitted or the proceedings are otherwise disposed of without any finding or admission of any material breach of duty on his part or in connection with any application in which the court grants him, in his capacity as a relevant officer, relief from liability for negligence, default, breach of duty or breach of trust in relation to the Company's (or any associated company's) affairs; and

41.1.2. the Company may provide any relevant officer with funds to meet expenditure incurred or to be incurred by him in connection with any proceedings or application referred to in article 41.1.1 and otherwise may take any action to enable any such relevant officer to avoid incurring such expenditure.

41.2. This article does not authorise any indemnity to the extent that such indemnity would be prohibited or rendered void by any provision of the Act or by any other provision of law and any such indemnity is limited accordingly.

41.3. The directors may decide to purchase and maintain insurance, at the expense of the Company, for the benefit of any relevant officer in respect of any relevant loss.

41.4. In this article:

41.4.1. companies are associated if one is a subsidiary of the other or both are subsidiaries of the same body corporate; and

41.4.2. a relevant loss means any loss or liability which has been or may be incurred by a relevant officer in connection with that relevant officer's duties or powers in relation to the

Company, any associated company or any pension fund or employees' share scheme of the Company or associated company; and

41.4.3. a relevant officer means any director or other officer or former director or other officer of the Company , but excluding in each case any person engaged by the Company (or associated company) as auditor (whether or not he is also a director or other officer), to the extent he acts in his capacity as auditor.

Board Members Profile

Kevin Harris – Chair of the LLEP

Partner, RSM UK



I have worked closely with local business for more than three decades. A Chartered Accountant by training, I advise SME's on a range of areas helping businesses to grow alongside providing essential statutory audit support. As a strong advocate of Leicestershire, I am a prominent member of the local business community being a Board Member of the East Midlands Chamber of Commerce and former Chairman of the Leicestershire Chamber. Throughout the majority of my career, I was myself a business owner of a successful regional accountancy practice, before joining RSM in Leicester in 2017 as a Partner.

Andy Reed OBE – Deputy Chair of the LLEP

Director SajelImpact



I am the Director of SajelImpact, an organisation which offers a wide variety of bespoke support and advice to Sports Bodies, NGBs, Social Enterprises and Faith Charities, making sure their strategies and communications are effective with the key stakeholders in their sector and bringing social transformation projects to life.

I was formerly the Labour & Co-operative MP for Loughborough between 1997 and 2010.

As well as the work I do through SajelImpact I also serve on a number of Sport Bodies, Christian organisations and local charities as a volunteer. This is part of the reason for SajelImpact to allow a balance of the way I am able to contribute and have impact.

In June 2012, I was awarded an OBE in the Queens Honours List for contribution to sport and the Community and in 2014, I was appointed a Professor of Sport Policy & Development at Liverpool John Moores University.

I am passionate about the Leicester and Leicestershire area, having grown up and lived here for my whole life. I want to add a new dimension to the Board through my varied sporting, political and religious background.

Anne-Marie Hunt

Director of Commercial Banking Natwest

Anne-Marie Hunt studied law and psychology at De Montfort University, before joining Natwest Bank as a trainee in 2000. Over the last 20 years she has held many positions within the bank, both in Leicester and across the wider East Midlands.



In 2018 she was appointed Director of Commercial Banking in Leicester, Leicestershire and Rutland – a role which sees her heading up a team of commercial bankers who look after 500 SMEs across the region.

Her team supports a local homeless charity through volunteering and fundraising, helps school pupils through the NatWest's Moneysense programme, and young people through her work with The Prince's Trust.

Emma Anderson

Director Freeths

I was born and brought up in Leicester then studied law at Sheffield University. I trained at Stephenson Harwood in London and moved back to Leicester joining what was Harvey Ingram in 1992, where I stayed until December 2016. I then moved to Freeths LLP as a Director in their Dispute Management team based in the Leicester office. I also worked as a Senior Lecturer on the LPC at De Montfort University in the mid 1990s.



My work area is commercial dispute management and I deal with technical and complex commercial/contract disputes, company disputes, warranty claims and employment support work. I was recently involved in a large insurance dispute and worked for a major energy sector client while at Shakespeares.

I have been, and continue to be, involved in various business development projects with the firms I have worked for. At Freeths I am leading a professional women's networking group as part of a firm wide initiative. I am also a trustee of Big Difference Company – best known for running the Leicester Comedy Festival - which also works with charities in terms of health and well-being projects. My involvement as a trustee involves giving legal advice to the board.

My strong local connections and contacts coupled with the fact that I have spent the vast majority of my career in Leicester and Leicestershire demonstrate my commitment to the

development of our region and have enabled me to gain an understanding of the issues that it faces which I look forward to building on as a board member of the LLEP.

Dr Nik Kotecha

CEO, Morningside Pharmaceutical Ltd

As CEO at Morningside Pharmaceutical Ltd, I have utilised my passion for drug discovery and International Trade towards our commitment to "Making Quality Healthcare an Affordable and Accessible Reality throughout the World".



I understand the needs and challenges faced by businesses through the development and growth of Morningside from a garage start-up to a large corporate over 25 years.

I draw on my expertise in R&D and worldwide ethnic and cultural diversities gained through visiting most continents, and experience of exporting Healthcare products worldwide. I grew up in Leicestershire and I have a strong passion for giving back to the local community, country and International Aid Sectors.

Appointed as a Board Member to the LLEP from July 2017, I want to utilise my knowledge and experiences to assist the board to drive investment, business growth and to create jobs in Leicestershire. I am delighted to represent the Life Sciences sector on the LLEP Board.

Chas Bishop

Chief Executive, The National Space Centre

I have worked for eight visitor attractions including Madame Tussauds, Alton Towers and the National Space Centre where I have been Chief Executive since its launch in 2001.



The National Space Academy and NSC Creative production company were launched in 2008. This role has introduced me to the space industry in which I have done consultancy work on its conference and skills need, and recently helped develop Government's Innovation and Growth Strategy for Space.

My partnership work with the University of Leicester, several colleges and a number of space companies, together with my creative industries experience and non-executive roles for five organisations including two start-ups, will help me provide an insight into a range of Leicester and Leicestershire's priority sectors in the coming years.

Neil Mcghee

Director, Sempervox

As an owner of a Leicester based SME, using digital technology to help businesses run their companies from anywhere in the world, I am keen to grow an environment that encourages the development of a digital & technology skills in our area.



I have served on the Business Board of the LLEP for several years, I am an Enterprise Advisor at my local college - building stronger understanding and working relationships between business & education and I am now privileged to be a governor.

I want to use these experiences and 40 years in business to help us create a vibrant economy and society.

Jaspal Singh Minhas - SME Representative

Managing Director, Electrical Design & MFG Co Ltd

I began my career at an electrical installation firm in Sileby, before joining a manufacturing company of which I became the MD and eventually purchased in 2006.

I became the first Asian president of the Leicester Electrical Society and president of Leicestershire Asian Business Association (LABA) in 2006, and have led the formation of the National Asian Business Association. LABA hosts the Indo British Trade Council which has for the last twenty years actively supported inward and outward trade missions, inward investment and bilateral trade to India.



I frequently liaise with Government to ensure that British Asian businesses are given an opportunity to play an active part in promoting British exports and attract inward investment from countries which they have historical, religious and trading ties.

I became a LLEP Board member in 2014 and offer sound business, trade and commercial expertise from many years' experience.

Anil K Majithia

Chair, Voluntary Action Leicestershire

I am the current Chair of Voluntary Action Leicestershire and alongside this Voluntary and Community Sector (VCS) experience, I have over 30 years of global business experience.



I'm also Governor at Coventry University, Trustee of DSU, Governor of North Warwickshire & South Leicestershire College and a member of Governance Committee for Science Council. In addition, I sit on the board of Coventry University Colleges and Serious Games International as a Non-Executive Director

I have an extensive board level experience of governance, strategic management, working with senior executives, influencing stakeholders and contributing to overall wellbeing of the organizations and their future sustainability within commercial and VCS sectors.

My global business experience includes significant expertise around global leadership, technology, outsourcing and business transformation through use of technology. I am a highly experienced professional executive with 30 years' international experience of delivering major transformational change (Technology, Business, Culture and organizational) within numerous different industry sectors and across different countries.

I'm also a Fellow of the Chartered Institute of Management, a Chartered Engineer, Fellow of BCS, The Chartered Institute for IT, and a member of the Institute of Directors

Lorraine Boorman

Chairman and CEO, Optima UK

Lorraine Boorman has over 25 years' senior executive experience and brings significant and diverse sector knowledge to the LLEP Board. She started her career as a 'fast-track' management trainee in the engineering and manufacturing sectors, before moving into senior management roles in engineering; logistics and distribution; construction; employment and skills; and training and education.



Professor Nishan Canagarajah
Vice-Chancellor University of Leicester

Verity Hancock
Principal and CEO Leicester College

I grew up in Hertfordshire and went to a local comprehensive. On gaining a law degree from Oxford University in 1988 I pursued a career in Further Education, beginning with roles at the City and Guilds of London Institute and with Training and Enterprise Councils in the capital. On the creation of the Learning and Skills Council in 2001 I moved into senior management, holding a number of positions including Regional Director for the East Midlands and National Director of Funding, Planning and Performance.



Most recently a senior civil servant with the Skills Funding Agency in the Department for Business, Innovation and Skills, I was appointed Principal and Chief Executive of Leicester College in January 2013. I currently chair the Student Loans Company's Advanced Learning Loans Stakeholder Group, the Leicester and Leicestershire Principals' Group and I am Chair of the Members of a Multi-Academy Trust in the city. I live in Lutterworth with my husband Mark, an artist, and my son.

Cllr. Peter Bedford
Leicestershire County Council



Cllr. Danny Myers
Leicester City Council

Responsible for exploring the council's long-term financial resilience, other ways that the City Council could generate additional income, and ways of making use of assets or resources to address market failures which have wider social impacts. This includes:

Policy development; Digital Transformation and channel shift; Social value; Looking into the rise of entrepreneurialism on Local Government and whether this could benefit us; Considering how the Council could become more commercially aware; Exploring opportunities for generating revenue, including through: Shared Services; Traded Services; Better use of our property and assets; Joint Ventures; Improved commissioning activity; Chargeable activity; Exploring the policy approach to stimulating growth;

Creating 'Commercial Councillors' – that is increasing the understanding amongst colleagues about the notion of entrepreneurial Councils; and Looking into the challenges, issues and barriers that prevent a more entrepreneurial approach.



Clare James MBE

Managing Director East Midlands Airport

Clare James MBE was appointed Managing Director of East Midlands Airport (EMA) in July 2020. Before taking on the role, she was Operational Excellence Director at Manchester Airport Group (MAG), the parent company of EMA.



Clare joined MAG in January 2019 from NATS Holdings, a global leader in air traffic management, where she held a number of roles, including Group Customer Account Director. In her time at NATS, Clare was responsible for the operation of Air Traffic Control across some of the UK's busiest airports, including Manchester and London Stansted. Clare also held the post of Airfield Operations Director at Serco.

Cllr. Terry Richardson

Leader Blaby District Council

I commenced my political career as a Parish Councillor for Narborough almost 30 years ago, became a District Councillor in 2011 and, taking over as Leader of Blaby District Council in 2015. I also represent the division of Narborough and Whetstone.



I entered politics to make a difference and, am delighted to represent the Leicestershire District Councils on the LLEP Board.

Before retirement, I worked for a major bank for 41 years, specialising in International Trade and Trade Finance, working with Companies of all sizes to assist them in both Exporting and Importing.

I have been married to my wife Louise for 41 years and we have two children and four grandchildren. Apart from snooker, my active sports days are behind me but I enjoy watching all sports, am an avid reader and enjoy travelling, especially to explore different cultures.

Cllr. Jonathan Morgan
Leader Charnwood Borough Council

Cllr Jonathan Morgan is the leader of Charnwood Borough Council, the largest district council in Leicestershire and one of the largest districts in England, with a population of around 185,000.



Jonathan, an architect, previously jointly ran one of the UK's largest consulting practices, before moving to Leicestershire with his family in 2010.

He joined the borough council in 2011 and became its leader in 2017. He is also a Leicestershire county councillor, and in addition serves on a number of regional and national boards.

Rani Mahal
Director, RM Kingsley

I am a local businesswoman who started out in advertising and telecommunications. I have extensive management experience in textiles, and more recently in property development. My family-run company, Midland Corsetry, supplies several high street retailers.



I am Vice President of the Leicestershire Asian Business Association (LABA) In this role, I champion the contribution of women, running business networking events and enabling local business communities to engage with national government.

Sonia Baigent
Director, Assist Business consulting Limited

This is both a challenging and exciting time for our region and the businesses within it. I am excited to bring my passion for Leicester and Leicestershire together with my experience and knowledge as a business adviser to represent the SMEs that make up such a large proportion of our local businesses.



I look forward to playing a key role in developing strategies to enhance growth and investment in these SMEs, and to positively represent a significant sector of the business community that is served by the LLEP.

Meeting dates

The Local Assurance Framework (LAF) states that the Board of Directors 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 LEP 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 [LLEP Board Papers | LLEP](#)

Date of LEP Board	Date Investment Panel	Date of Innovation Board	Date of Growth Hub Board	Date of Skills Advisory Panel
11 February 2021	21 January 2021	14 January 2021	25 February 2021	7 January 2021
22 April 2021	11 March 2021	15 April 2021	6 May 2021	14 April 2021
24 June 2021	20 May 2021	15 July 2021	5 August 2021	14 July 2021
19 August 2021	22 July 2021	8 July 2020	4 November 2021	6 October 2021
14 October 2021	16 September 2021	14 October 2021		
16 December 2021	18 November 2021			

Nolan Principles

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.

As legal entities they are required to follow relevant legislation and governance arrangements which align to the model they adopt.

Principles and personal attributes for board members

Effective governance provides strategic direction and control to LEPs, 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. This structure aligns to the Annual Performance Review process which assesses LEP performance against these key LEP functions.

1. Governance

Statutory and contractual requirements

The 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 LEP Code of Conduct, Articles of Association, National Local Growth Assurance Framework and the LEP's 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 LEP company.
- the differing roles and responsibilities of the chair, the S151 officer and the chief executive (or equivalent) and how this relates to the overall governance of the LEP.
- the LEPs 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 board should know the most effective way to oversee LEP 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 LEP 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 LEP 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 annual expenditure on staff and resources, and any data against which this can be benchmarked.

The Chair should know -

- the economic and institutional context in relation to other LEPs.
- how to ensure that the board holds LEP staff to account for financial and business management.
- how to lead the board to identify when specialist skills in audit, fraud or human resources are required.

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

The board should be aware of the importance of accountability for the delivery of the LEP's strategic plan, decision-making and oversight of LEP staff.

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 LEP's values and how these are reflected in its strategies and plans.
- the code of conduct for the board and how this reflects the LEP's values.
- the targets for improving LEP board diversity.

The Chair should know -

- what scrutiny roles and support in other institutions may relate to the LEP'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 of the LEP, plan and prioritise, monitor progress and manage change.

The Board should know -

- the role of LEPs within Government's local growth policy agenda.
- the process for developing and agreeing strategic priorities for the LEP.
- 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 LEP.
- 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 LEP.

- 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 LEP, its arrangements for active risk management, and the individual responsible for risk management.

Financial management and monitoring

This knowledge will ensure that the board is able to make sufficiently informed and effective decisions on the use of resources and allocation of funds. It will also ensure that public money is utilised efficiently and in the best interest of the organisation.

The Board should know -

- the processes for resource allocation and the importance of focussing allocations on impact and outcomes.

- the importance of setting and agreeing a viable financial strategy and plan which ensure sustainability.
- how the organisation receives funding through the local growth fund and other grants.
- how to assimilate the financial implications of organisational priorities and use this knowledge to make decisions about allocating current and future funding.
- the importance of robust data collection on project impacts and outcomes to build the local and national evidence base around LEP impacts.

The Chair should know -

the commercial, financial and management arrangements that are appropriate for effective delivery.

Code of conduct

All Board Directors of the LLEP sign up to a Code of Conduct on commencing their role with the LLEP. LLEP Officers sign up to their own Officer Code of Conduct (insert hyperlink).

Board Director Code of Conduct

You are a Board Director of the Leicester and Leicestershire Local Enterprise Partnership 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 Director of Leicester and Leicestershire Local Enterprise Partnership:

1. You must act in a manner consistent with your LLEP's equality and diversity strategy and treat your fellow Board Directors, Directors of 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 LLEP 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 LLEP. 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 LLEP 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 LLEP's conflict of interest policy.

7. You must, when using or authorising the use by others of the resources of your LLEP, 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 LEP post, in particular as characterised by the above requirements, by leadership and example.

Conflicts of Interest Policy

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

This policy explains the procedures through which the LLEP 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 LLEP to ensure their commitment to it and it applies to all staff and Board Directors.

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

In addition, the LLEP ensures that the Conflict of Interest Policy is followed through its decision-making processes. It is committed to ensuring that this policy applies to decision makers regardless of whether there is a formal meeting. The LLEP ensures that decisions are recorded and published [LLEP Board Papers | LLEP](#) regardless of how they are taken to ensure full transparency in all LLEP decisions.

Definition

A conflict of interest is any situation in which an employee's or a Board Director'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 LLEP. Conflicts may arise, for instance, where a Director's personal interests, for instance, as a shareholder in a company that is a potential beneficiary of grant funding, conflict with the interests of the LLEP.

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 Director or staff member of the LLEP, you must:

- Within 28 days of taking office, notify the LLEP Chief Executive and Accountable Body's Section 151 Officer of 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 your LEP Chief Executive and Accountable Body's Section 151 Officer of any non-pecuniary interest which your LEP 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 decision-making committee meeting and declare any relevant interest(s) at the start of the meeting.

If an interest has not been entered onto the LLEP's register, then the you must disclose the interest at any meeting of the LLEP 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 LLEP register or the subject of pending notification, you must notify the LLEP Chief Executive and Section 151 Officer 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 LLEP places on your involvement in matters where you have a pecuniary or non-pecuniary interest as defined by your LLEP.

Categories of disclosable interest are stated in the LLEP's register of interest. LLEP Board Directors and Officers should also familiarise themselves with the LLEP's gifts and hospitality policy.

Procedure for managing conflicts

When an interest materially affects a Director's ability to vote without prejudice, this will be deemed to be non-trivial and a conflict of interest. In such circumstances the Director 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 Directors will:

1. assess the nature of the conflict;
2. assess the risk or threat to Director 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 Directors);
and
4. decide what steps to take to avoid or manage the conflict.

The conflicted Director 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 Directors will consider whether it is necessary to seek the advice of the LEP'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 LLEP's Articles of Association, if the non-conflicted Directors consider that the declared conflict is trivial, they may agree that the conflicted Director may continue to participate in discussions and the decision-making process.

If the non-conflicted Directors consider that the conflict is non-trivial, the non-conflicted Directors 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 Director from discussions in relation to the matter to avoid inadvertently influencing the non-conflicted Directors;
2. excluding the conflicted Directors from decision-making in relation to the matter while the conflict exists;
3. delegating the matter to a sub-committee of non-conflicted Directors;
4. seeking independent advice to help with a decision;
5. appointing an alternative, non-conflicted Director;
6. resignation of the conflicted Director 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 Director of the non-conflicted Directors' 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 Director or officer is non-compliant with this policy the Chair of the Board and / or Deputy Chair and the LLEP Chief Executive Officer will formally investigate the compliance concern and make a recommendations to the Appointments Committee, who will decide on the course on action.

Register of Interest

Leicester and Leicestershire Enterprise Partnership: Register of Members' Interests

[DATE]

As a Board Member/Co-opted Member/Sub-Board Member/Staff Member of the Leicester and Leicestershire Enterprise Partnership (LEP), 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 LEP 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 LEP 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 LEP) 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 LEP 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 LEP.	
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 LLEP.</p> <p>This would include, within the area of the LEP:</p> <ul style="list-style-type: none"> • Any interest in any land in the LEP areas, including your place(s) of residency • Any tenancy where the landlord is the LEP 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 by the LEP. 	

	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.	
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 LEP; 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)
	Any gifts and/or hospitality received as a result of Membership of the LEP (above the value of £50).	

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 LEP:

[Empty box]

2. Any body exercising functions of a public nature (eg school governing body or another LEP):

[Empty box]

3. Any body directed to charitable purposes:

[Empty box]

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

[Empty box]

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):

[Empty box]

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.

[Empty box]

Member's declaration and signature (not for publication: for LEP 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 LLEP

Date received by the LEP	
Signature of LLEP Chief Executive	

Complaints including Confidential Complaints Policy

LLEP is committed to conducting its business with honesty and integrity and it expects all staff to maintain high standards of conduct. All organisations, however, face the risk of things going wrong from time to time, or of unknowingly harbouring illegal or unethical conduct. A culture of openness and accountability is essential in order to prevent such situations occurring or to address them when they do occur.

The aims of this policy are:

To encourage staff to report suspected wrongdoing as soon as possible, in the knowledge that their concerns will be taken seriously and investigated as appropriate and that their confidentiality will be respected.

To provide staff with guidance as to how to raise those concerns.

To reassure staff that they should be able to raise genuine concerns without fear of reprisals, even if they turn out to be mistaken.

This policy aims to explain what constitutes a whistleblowing complaint, how to raise one, how it will be dealt with and what protection is afforded to a legitimate whistleblower

Introduction

A Discloser is the person who is the whistle-blower.

This procedure outlines the process to follow for a Discloser when reporting a perceived wrongdoing within the LEP, including something they believe goes against the core values of Standards in Public Life (the Nolan Principles) and the Code of Conduct (Chapter 4) for LEP Board Members and staff. The Standards in Public Life include the principles of; integrity, objectivity, accountability, openness, honesty, leadership and impartiality.

In particular LEP Board Members, as the key decision makers of the LEP, have a right and a responsibility to speak up and report behaviour that contravenes these values.

It is important that this procedure is followed when raising any concerns, to ensure that the matter is dealt with correctly.

Definitions

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 LEP – Leicester and Leicestershire Enterprise Partnership

Discloser – this is the person who is the whistle-blower. They might be an employee, a LEP Board Member, a contractor, a third party or a member of the public.

Responsible Officer - this is the person, appointed by the LEP, 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@llep.org.uk City Hall 115 Charles Street Leicester LE1 1FZ 0116 454 2925.

If the concern relates to the Responsible Officer then the concern should be raised with Mandip Rai, Chief Executive Officer., City Hall, 115 Charles Street, Leicester, LE1 1FZ Mandip.raai@llep.org.uk 0116 454 2911

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

The LEP 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 LEP to come forward and voice their concerns without fear of reprisal.

Disclosers should note that where the concern is one that might fall under the LEP'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.

The LEP 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 LEP's complaints policy on the LEP's website first before going through the whistleblowing process.

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

The LEP acknowledges that Disclosers may often be the first people to realise that there may be something seriously wrong within the organisation.

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 LEP's response; and

Reassure all Disclosers, employees in particular who may have specific concerns about their position and employment status in the LEP, 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?

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.

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 LEP's procedures and protocols as set out in its code of conduct and individual LEP Assurance Framework;

falls below established standards of practice the LEP subscribes to;

amounts to improper conduct; or

is an abuse of power for personal gain.

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.

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 LEP grievance procedure. Equally, this policy would not apply to matters of individual conscience where there is no suggestion of wrongdoing by the LEP but, for example, an employee or LEP Board Member is required to act in a way which conflicts with a deeply held personal belief.

Safeguards

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 LEP believes that no member of staff should be at a disadvantage because they raise a legitimate concern.

The LEP 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

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 LEP to investigate. The Discloser must, however, have a reasonable belief that disclosing the information is in the public interest before raising a concern.

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

- 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.
- 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.
- 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.
- Ultimately, the Discloser can raise their concern with the LEP Chief Executive Officer.

Information needed to raise a concern

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.

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

How the concern will be handled

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

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

The LEP 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;
- Referring the matter to another relevant authority for investigation.

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.

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.

Within 10 clear working days of a concern being raised, the LEP'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;
- Tell the Discloser how frequently the LEP will keep them up to date on progress of the investigation.

The amount of contact between the LEP and the Discloser concerned will vary depending on the concern raised, any difficult issues and any further clarity required.

If necessary, the LEP will seek further information from the Discloser. The LEP 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. Throughout any investigation, the Discloser will still be expected to continue their duties/role as normal unless deemed inappropriate.

Confidentiality and anonymity

The LEP 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 LEP to investigate and provide feedback. Any disclosures made under this procedure will be treated in a sensitive manner. However the LEP 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 it is not revealed without their consent.

The LEP 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 LEP 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.

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

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 gov.uk for more information on who is covered by whistleblowing legislation). Where a Discloser has been victimised for raising a concern, the LEP concerned will take appropriate action against those responsible, in line with the LEP's disciplinary policy and procedures.

Changes to procedures or policy as a result of whistleblowing

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

Untrue allegations

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 LEP an investigation may take place. Where the Discloser is an employee or a LEP 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 LEP Code of Conduct or broken a clause in a contract.

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

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 LEP or you are dissatisfied with the action taken you can report it directly to the Cities and Local Growth Unit in the Ministry of

Housing, Communities and Local Government and the Department for Business Energy and Industrial Strategy, at the following email address: LEPPolicy@communities.gsi.gov.uk or by writing to: LEP Policy Deputy Director, Cities and Local Growth Unit, Fry Block, 2 Marsham Street, London, SW1P 4DF. You should clearly mark your email or letter as "Official - whistleblowing".

In addition, if you are either unable to raise the matter with the LEP or you are dissatisfied with the action taken you may consider raising it with:

The LEP accountable body, Leicester City Council
The police;
The relevant regulatory body or professional body;
Your Trade Union;
Your solicitor;
Your Citizens Advice Bureau.

Further information and signposting for potential Disclosers is available on www.gov.uk. If a Discloser does take the matter outside the LEP, to an external body, they should ensure they do not disclose information that is confidential, for example, if you are an employee your contract of employment may set out expectations of your regarding what is confidential.

Feedback on Whistleblowing Policy

Any feedback or comments on this policy should be directed to the LEP's Responsible Officer.

Gifts and hospitality policy

1. This policy applies to all Members of the LLEP, when representing the LLEP.
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 Chief Executive Officer.
3. You must within 28 days of receipt, notify the LLEP Chief Executive Officer in writing of any gift, benefit or hospitality with a value in excess of £25 which you have accepted as a LLEP Member from any person or body other than the LLEP or LLEP's Accountable Body.
4. All gifts, benefits and hospitality should be recorded on the LLEP's 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 Chief Executive Officer.
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 Director 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 LLEP or under its control. All Members/workers are required to avoid any activity that might lead to, or suggest, a breach of this policy.
13. It is important to inform the Chief Executive Officer 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 LLEP is in a stronger position to deliver its objectives.

Risk is a feature of all business activity and the LLEPs 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 LLEP 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 LLEP board and partners that the LLEP 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

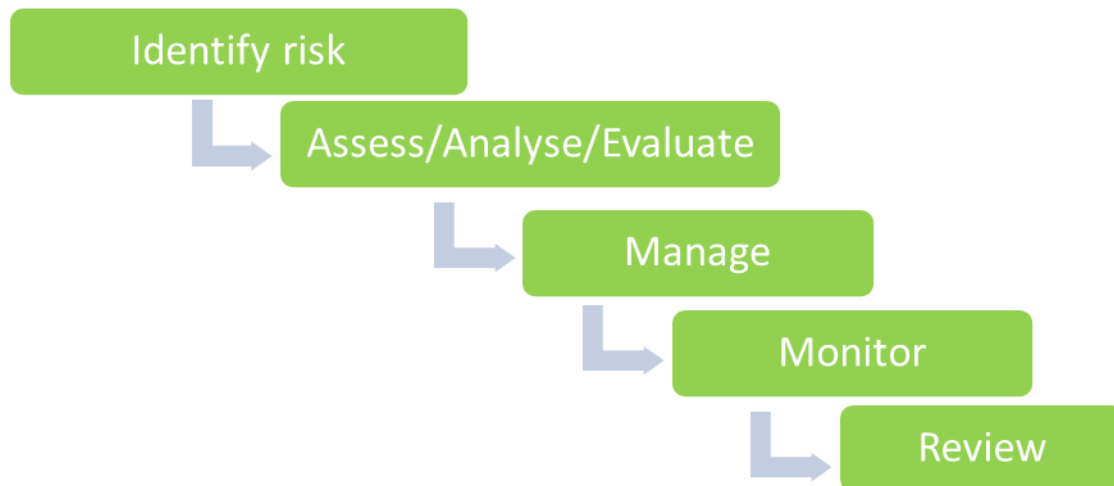
The Board of Directors is ultimately responsible for overseeing risk management within Leicester Leicestershire Limited as a whole. Their fundamental role is to set the tone and agree the 'risk appetite' of the company

The Scrutiny Committee monitors the performance of the risk management process, ensuring that appropriate controls are in place to manage identified risks and reports its findings to the Board of Directors.

The Leadership Management Team (LMT) 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. LMT 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 senior managers appointed by LMT to maintain and report to LMT 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 LLEP.

- What could go wrong in the achievement of the LLEP's objectives?
- What are the external factors which impact on the delivery of the LLEP's objectives?
- What could go wrong with the LLEP's 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. $\text{Impact} \times \text{Likelihood} = \text{Risk score}$.

		Minimal	Limited	Medium	Significant	Severe
Impact						
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 evaluating the measures already in existence to mitigate and control risk, there may still be some remaining exposure to risk (residual risk). It is important to stress that such exposure is not necessarily detrimental to the LLEP and ensures that the LLEP is aware of its key business risks; what controls are in place to manage (mitigate) these risks; and, what the potential impact of any residual risk exposure is.

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 LLEP faces risks from both internal and external factors, the risk assessment and reporting will reflect this. Management holds overall responsibility for managing risks to the LLEP. However, the Board is expected to provide robust oversight of the risk register. However, to aid the board, a committee comprising of LLEP members and the Accountable Body, will review and manage the risk register.

The Committee is responsible for the monitoring, audit and risk management functions of the LLEP and ensuring compliance with any regulatory frameworks relating to funding or partnership working, including the Service Level agreement with the Accountable Body. The LLEP risk register will be split into strategic and operations risks, the strategic risks will be managed by the committee and the operational risks will be managed by the LLEP secretariat although the committee will have oversight.

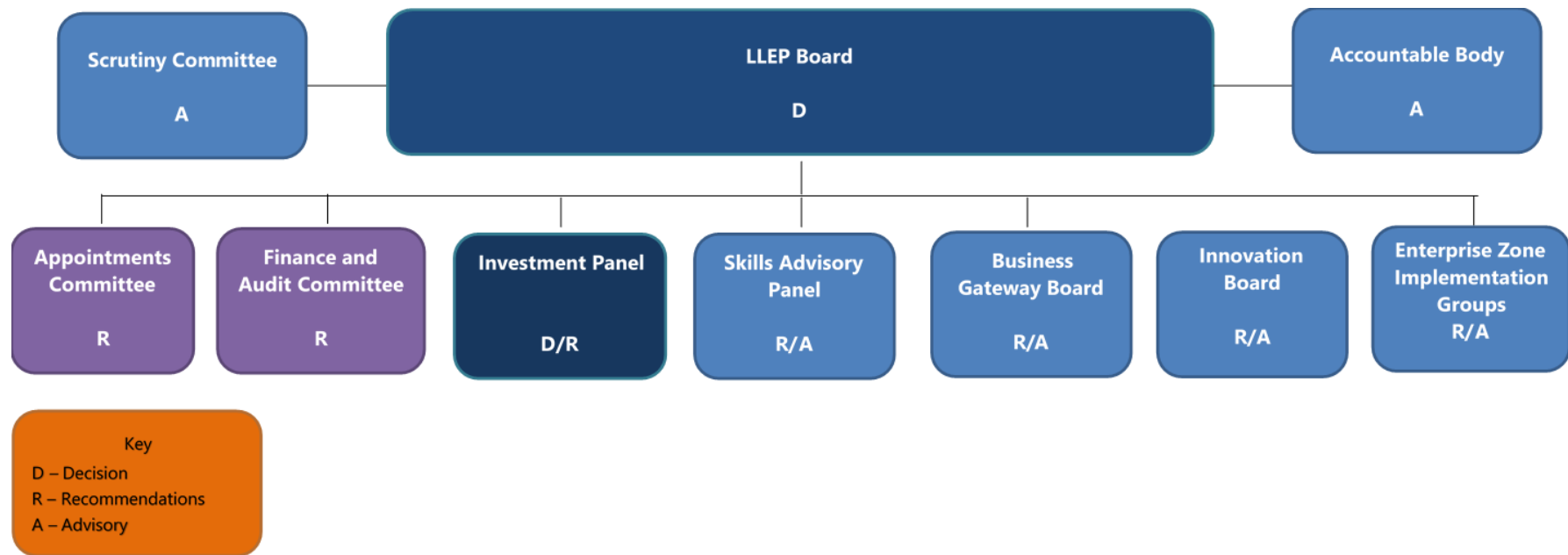
At **Strategic level**, the focus is on identifying key risks affecting the achievement of the LLEPs strategic objectives. These are the risks (or opportunities) that are most likely to affect the performance and delivery of the LLEP strategic priorities.

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 LLEP Board and secretariat, there are several committees that operate.

The objective of the committees is to facilitate effective leadership and decision making. All committees have terms of reference approved by the LLEP board.



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

- i. **The Investment Panel** remit is to make recommendations to the LLEP Board for project funding, and to provide assurance to the board on the contract management and performance of projects.
- ii. **Appointment Committee** reports to the Board and makes recommendations on appointment of Directors and the LLEP's Chief Executive Officer
- iii. **Finance and Audit Committee** provide assurance to the board as well as maintain oversight of the LLEP in achievement of its financial operations, audit and risk management objectives.
- iv. **Scrutiny Committee** to explore and interrogate the rationale for decisions taken
- v. **Skills Advisory Panel**
- vi. **Business Gateway Board**
- vii. **Innovation Panel**
- viii. **The Enterprise Zone Implementation Group.** Responsible for driving forward the delivery of the Enterprise Zones.
- ix. **Sub-Committees** may be created by the Board at their discretion to make recommendations on specific matters.

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

1. Investment Panel ToR

Purpose

The Investment Panel is a sub-committee of the LLEP Board. The Panel does not have any delegated financial decision-making authority unless specifically granted by LLEP Board.

Objectives

1. To oversee an open and transparent approach to the appraisal of projects and the award of funding by the LLEP Board to appropriate projects that bid into monies allocated to the LLEP (e.g. Local Growth Fund, Growing Places Fund, EZ business rates) and to do this on behalf of the LLEP Board, and making recommendations to the LLEP Board for approval or not of projects and then ensuring that LLEP Board approved recommendations are taken through to appropriate contracting and award of funds.
2. For external bids, the Investment Panel will act as a critical friend and review the project pipeline and business cases, form an indicative programme and make recommendations to the LLEP Board for approval.
3. To monitor performance against contracted projects and performance of the relevant fund overall, considering output and outcome performance, funding and spend profiles and monitoring of risk. Where performance is poor the Panel will also consider appropriate courses of action and make recommendations to the Board, including if necessary, the reduction or withdrawal of funding.
4. Provide assurance to the LLEP Board and the Accountable Body that proper and reasonable decisions are being proposed and that the checks and monitoring of project performance are undertaken.
5. To oversee operational programme related matters and make non-financial decisions including, but not exclusively, agreeing Project Change Requests, Local Growth Fund and other funding programme and project reporting returns to government.
6. Approve funding variations within a programme of agreed projects, up to any value, which does not affect the lifetime funding to a project. Where slippage occurs the Investment Panel will advise on how best to mitigate; If a project has slipped to such an extent that it might be best to use the resources to deliver a different project then a recommendation to that effect will be made to the Board;
7. Set delegated tolerance levels for each Programme within which the LLEP Secretariat must operate.

8. Work with the Accountable Body to ensure the standards in the Local Assurance Framework are met.

Reporting Responsibilities

1. The Panel Chair shall report formally to the LLEP Board on its proceedings after each meeting on all matters within its objectives.
2. The Panel shall make whatever recommendations to the Board it deems appropriate on any area within its duties where action or improvement is needed.
3. The Panel will report on fund allocation, spend performance, output performance and risk to the LLEP Board at the next Board meeting following each Panel meeting.
4. When appropriate, written reports will be provided to the Investment Panel for matters of urgency outside of the regular meeting schedule via written procedure.

Membership

The Investment Panel will be chaired by a LLEP Board Non-Executive Director and its membership will include six other LLEP Board Non-Executive Directors and may include the Vice-chair but not the Chair of the LLEP Board. The Panel members will elect its Chair. Appointments to the Panel shall be agreed by the LLEP Board for a term of 3 years. In the absence of the Panel Chair, the remaining members present shall elect one of themselves to chair the meeting.

Members of the Panel are encouraged to attend each meeting. If members cannot attend, they will be encouraged to submit their views in writing.

The Investment Panel is supported by the LLEP Executive and secretariat and the Accountable Body (Leicester City Council).

Format and Timings of Meetings

The Investment Panel will meet ahead of Board meetings and in accordance with the timescales for monitoring returns to funding bodies.

The meetings and papers of the Panel will be in the same format as and subject to the same conditions as the LLEP Board meetings and papers.

In accordance with the national guidance:

1. Meeting agendas and papers will be circulated 5 clear working days before the meeting takes place;
2. Minutes of Panel meetings to be circulated within 10 clear working days of the meeting taking place. This may be in draft if internal LLEP processes require clearance before the minutes are finalised.
3. Any declaration of interest made at the meeting will be included in the minutes of the Panel meeting. A new declaration of interest will be updated on the relevant member's register of interest.

4. The quorum necessary for the transaction of business shall be three LLEP Board Non-Executive Directors. The Panel meetings can either be conducted in person or virtually.

Where a meeting of is not quorate no business shall be transacted other than information items for consideration and a vote as to the date the meeting will be reconvened.

The agenda for the Panel meetings will be developed in consultation with the Panel Chair.

Where appropriate, and as required, decisions can be taken by written procedure which will follow the written procedure process established for the LLEP Board and set out within the LAF.

2. Appointments Committee ToR

The Committee's terms of reference may be amended at any time by the Board

Membership

The members of the Committee will be appointed by the Board from its Board of Directors, and a representative of the Accountable Body and will consist of not less than three members.

A HR Advisor and other external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary.

The Committee Chair will also be appointed by the LLEP Board. If they are absent from the meeting, the remaining committee members will appoint from amongst themselves a person to chair the meeting. All members will be appointed for a term that coincides with their term as a member of the LLEP Board. However, extensions to their term on the LLEP Board do not automatically result in their continued membership of the committee which requires re-appointment by the LLEP Board.

Meetings and Quorum

The committee will meet as required to address specific matters as arising from the appointment of directors and or the LLEP Chief Executive Officer.

Notice of Meetings;

Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the committee and any other person required to attend;

These timelines are:

1. Meeting agendas and papers to be sent five clear working days before the meeting takes place;
2. Minutes of meetings to be emailed to recipients within 10 clear working days of the meeting taking place. This may be in draft if internal LLEP processes require clearance before the minutes are finalised. The final minutes of meetings will be published within 10 clear working days of being ratified at the subsequent meeting
3. Minutes are available to board members on request.

Duties

The committee should carry out the duties below

The committee shall:

1. To set the policy for board appointments and specifying descriptions of the role and capabilities required for board appointments in light of existing skills and experience of current board members
2. To plan for the future, including succession planning, to ensure that that the Board Membership reflects Leicester and Leicestershire including age, gender, ethnicity, public and private sector, geography and skills
3. To identify opportunities to develop the capacity and competencies of board members and members of other groups such as media and public speaking training
4. To assist in the preparedness of candidates with appropriate induction requirements, including background objectives, reports, meeting frequency and guidelines to help avoid conflicts of interest
5. To build a reputation for progress and transparency
6. To where appropriate make recommendations on directors' appointments
7. To support if needed the Chair and / or Deputy Chair and / or Chief Executive Officer on any matters relating to the continuation in office of any member of the Board, Investment Panel and Executive or Chief Executive Officer at any time, including the suspension or termination of a Board member or Chief Executive Officer.
8. To manage the performance review process in respect of the Chief Executive Officer
9. To actively manage the recruitment of the Chief Executive Officer
10. To advise and make recommendations on any changes to the LEP Governance
11. The committee shall also make recommendations to the Board on;
12. Succession plans for members of the Board and in particular for the key roles of chairman and deputy chairman;
13. Any matters relating to the continuation in office of any member of the Board at any time including the suspension or termination of service of a Board member

Reporting Responsibilities

The committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.

3. Finance and Audit Committee ToR

Purpose

The Finance and Audit Committee will provide assurance to the board as well as maintain oversight of the LLEP in achievement of its financial operations, audit and risk management objectives. It will also advise the board on the strategic framework and policy for financial and risk management and its system of internal controls.

Responsibilities

The responsibilities of the Finance and Audit Committee are to:

1. Assess the adequacy of the nature, extent and effectiveness of accounting and other internal control systems of the LLEP;
2. Assess the adequacy of the control and maintenance of the LLEP's assets; and receiving reports prepared by auditors on the effectiveness of the financial systems, operations and management;
3. Review the financial policies of the LLEP to ensure that these comply with company law and current accounting standards and other standards promoting good practice;
4. Approve the timetable for the preparation of the annual report and the LLEP's year-end accounts and agreeing priority areas to be addressed by the auditors;
5. Review the annual financial year end accounts, financial statement, and any report of the auditors to the Board and making recommendations for the approval of the Board;
6. Review annual budget and scenario planning and make recommendations for the approval of the Board;
7. Monitor and make recommendations to the Board in relation to the LLEP's reserves and interest policies and ensure the LLEP distributes its reserves and interest accrued responsibly in line with this policy and the Articles of Association;
8. Work and liaise as necessary with all other Board committees (including the Board, Investment Panel, Appointments Committee), taking particular account of the impact of risk management and internal controls being delegated to different committees;
9. Review and ensure appropriateness of the risk management policies and processes and provide assurance to the board on consistency and applications of appropriate risk management processes;
10. Maintain oversight of the relationship with the designated accountable body (Leicester City Council) through regular review of the Accountable Body Agreement; and
11. Maintain oversight of the management of Corporate Risk Register.

Objectives

The Finance and Audit Committee objectives are to:

1. Provide scrutiny and oversight of the financial position, requirements and procedures relating to all funding awarded to, and by the LLEP including the operational budget;
2. Ensure that LLEP is fully compliant with all financial requirements which apply to a company limited by guarantee e.g. company accounts and financial returns to funders;
3. Ensure that LLEP operates from the basis of good financial practice;
4. Undertake an annual internal review of the LLEP's compliance with the LEP Assurance framework;
5. Review and approve financial reports prior to presentation to the LLEP board;
6. Monitor and assess the role and effectiveness of the internal audit function in the overall context of the LLEPs risk management system;
7. Ensure the adequacy and effectiveness of the LLEPs system of internal controls, through internal audits;
8. Agree an internal audit plan, ensuring a regular, timely and robust process of audit activity, that provides assurance to the S151 officer and the LLEP Board; and
9. Ensure recommendations from audit reports are being effectively implemented.

Membership and Attendance

The Committee membership will comprise of three directors of the LLEP as appointed by the Board, one of whom will be appointed as chair by the Board.

A director who is a member or officer of the Accountable Body shall not be eligible for membership of the Committee, to avoid any conflict of interest.

In attendance at meetings in a non-voting capacity will be the Section 151 officer of the accountable body (or their representative) and the LLEP CEO. Other officers may be requested to attend as required

Internal and external auditors of the LLEP and the accountable body may be asked attend. They also have the right to request attendance to present on any particular matter.

The Committee will meet at least twice a year.

Appointments to the Committee shall be agreed by the LLEP Board and all appointments shall be for a term of 3 years.

Format and Timings of Meetings

The meetings and papers of the Committee will be in the same format as and subject to the same conditions as the LLEP Board meetings and papers.

In accordance with the national guidance:

1. Meeting agendas and papers will be sent 5 clear working days before the meeting takes place;
2. Minutes of meetings will be circulated within 10 clear working days of the meeting taking place. This may be in draft if clearance is required before the minutes are finalised;
3. The Code of Conduct will apply to Directors and any declaration of interest made at the meeting will be included in the minutes of the meeting. A new declaration of interest will be updated on the relevant member's register of interest;
4. The quorum necessary for the transaction of business shall be two members. The meetings can either be conducted in person or virtually;
5. Where a meeting is not quorate no business shall be transacted other than information items for consideration and a vote as to the date the meeting will be reconvened;
6. Each member has one vote and decisions will be carried by a simple majority and the chair will have a casting vote if a majority decision is not reached; and
7. The agenda for the meetings will be developed in consultation with the Chair.

Reporting Responsibilities

The Chair shall report formally to the LLEP Board on its proceedings after each meeting on all matters within its duties and responsibilities.

The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.

Delegated Authority including limits

The Committee is authorised by the LLEP Board to investigate any activity within the Committee's terms of reference and, within its scope of responsibilities, to seek any information it requires and to ensure the attendance of management representatives at meetings as appropriate. The Committee has the authority to request that the LLEP CEO obtain outside legal or independent professional advice as required to meet its purposes, the obtaining of such advice being subject to budget controls.

4. Scrutiny Committee - Draft ToR

Purpose

The Scrutiny Committee will provide strategic overview and scrutiny of the Leicester and Leicestershire Enterprise Partnership (LLEP) in order to;

1. Increase transparency in LLEP decision making;
2. Provide assurance through an independent committee that is able to explore and interrogate the rationale for decisions made; and
3. make positive recommendations for how future decision making of LLEP can be improved.

Responsibilities

The responsibilities of the Scrutiny Committee are to:

1. Review the decision making of LLEP Board and sub-committees to ensure due process has been followed and there is a transparent audit trail;
2. Review and/or scrutinise decisions made or actions taken in connection with the discharge of any scrutiny functions;
3. Review and advise the LLEP on matters of transparency, ensuring the LLEP maintains its requirements as set out in the Local and National Assurance Frameworks;
4. Review the progress of the programmes that the LLEP manages including but not limited to: central government and European funding Programmes, the Growth Hub and the Enterprise Advisor Network;
5. Identify and/or consider issues raised, promote best practice and make recommendations for improvement if appropriate;
6. Review the implementation of the Strategic Economic Plan, Local Industrial Strategy, Skills Strategy and other strategies and plans to identify opportunities for improvement;
7. Review the output and outcome information of the programme to ensure that the LLEP activities are having a beneficial impact on the economy of Leicester and Leicestershire;
8. Be proportionate and reasonable having regard to the work of the other committees of the LLEP Board, particularly the Finance and Audit and Appointments Committees and Investment Panel;
9. Consider the effectiveness of the LLEP risk management, internal control and corporate governance arrangements;
10. Assess the and effectiveness of the LLEP delivery plan.

Membership

The members of the Committee shall be appointed by the members of the LLEP company and consist of twelve members, to include public, private, higher and further education and VCS sector representatives. They shall appoint a chair from amongst themselves.

Also, in attendance at meetings will be the Section 151 of the accountable body and the LLEP Chair and CEO and officers.

The Committee will meet at least twice a year.

Appointments to the Committee shall be agreed by the LLEP company members and all appointments shall be for a term of 3 years.

Format and Timings of Meetings

The meetings and papers of the Committee will be in the same format as and subject to the same conditions as the LLEP Board meetings and papers.

In accordance with the national guidance:

1. Meeting agendas and papers will be sent 5 clear working days before the meeting takes place;
2. Minutes of meetings will be published within 10 clear working days of the meeting taking place. This may be in draft if clearance is required before the minutes are finalised;
3. The Code of Conduct will apply, and any declaration of interest made at the meeting will be included in the minutes of the meeting. A new declaration of interest will be updated on the relevant member's register of interest.
4. The quorum necessary for the transaction of business shall be seven members. The meetings can either be conducted in person or virtually;
5. Where a meeting of is not quorate no business shall be transacted other than information items for consideration and a vote as to the date the meeting will be reconvened;
6. Each member has one vote and decisions will be carried by a simple majority; and
7. The agenda for the meetings will be developed in consultation with the Chair.

Reporting Responsibilities

The Committee Chair shall report formally to the LLEP Board on its proceedings after each meeting on all matters within its duties and responsibilities.

The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.

Delegated Authority including limits

The Committee is authorised by the LLEP Board to investigate any activity within the Committee's terms of reference and, within its scope of responsibilities, to seek any information it requires and to ensure the attendance of management representatives at meetings as appropriate.

5. Skills Advisory Panel ToR

Skills Advisory Panel Responsibilities

Background

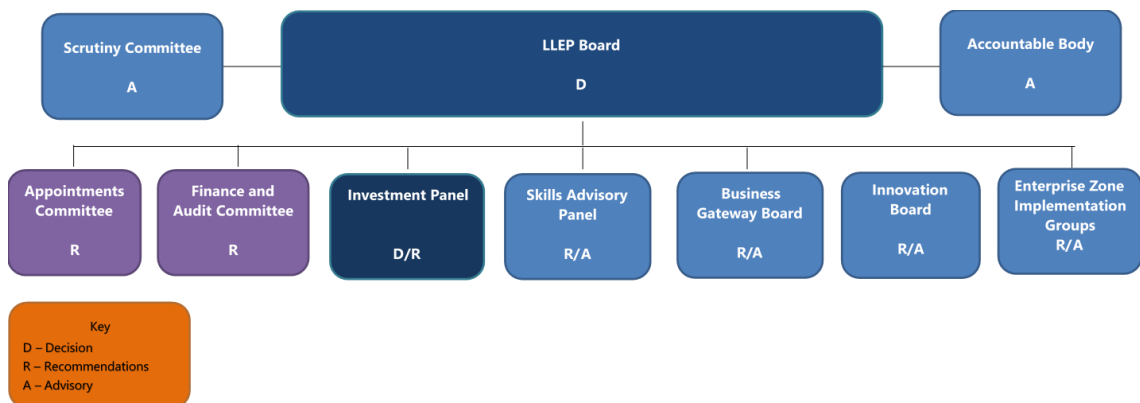
The Leicester & Leicestershire Local Enterprise Partnership (LLEP) was created in line with the Government's policy of supporting economic growth through Local Enterprise Partnerships (LEPs). The LLEP is an association made up of local authorities and representatives of business, educational institutions and the voluntary sector.

The objectives of the LLEP are in accordance with the Government's Localism Act. In general terms the focus is on local growth and the LLEP will be seeking to do this by:

1. Working with Government to set out key investment priorities for Leicester & Leicestershire
2. Engaging with business, local authorities, Higher Education, Further Education, VCS and other stakeholders
3. Facilitating local partnership working and relations with national Government
4. Influencing national Government economic policy and spending
5. Investing LLEP funding and aligning partner resources
6. Through its investments, influence and activities ensure positive outcomes for the local economy

Governance

The diagram below sets out the governance of the partnership.



The governance expectations set out in Strengthened Local Enterprise Partnerships will apply to the Skills Advisory Panel. The Skills Advisory Panel, as part of the wider LLEP, will adhere to the standards of transparency, conflicts of interest, accountability and diversity, as set out in the Local Enterprise Partnership: National Assurance Framework and Strengthened Local Enterprise Partnerships.

Skills Advisory Panel Responsibilities

The Skills Advisory Panel is accountable to the LLEP Board of Directors and is has an advisory role with the following responsibilities:

1. Providing a strong leadership role on skills in the local area, engaging with employers and providers and providing skills advice to the LLEP Board.
2. Developing a clear understanding of current and future local skills needs and local labour market as well as the present skills and employment support provision in the local area. This will be achieved through the production of robust and authoritative evidence-based analysis.
3. Overseeing the development and review of the 'People' element of the Local Industrial Strategy.
4. Building on this high-quality analysis to develop a Skills Strategy for addressing skills and employment challenges within the local area.
5. Understanding the wider dependencies in the local area and working together with other parts of the LLEP to ensure the 'People' element of the Industrial Strategy is integrated effectively.
6. Making recommendations to and advising the LLEP Board of Directors about future investment opportunities.
7. Acting as a co-ordinator of local skills providers through fostering co-operation between providers in a mix of provision and actively working with a range of local providers at all levels to plan for how the skills needs are to be met. This will include encouraging providers to reflect on the Skills Advisory Panel analysis when planning for future T Level implementation and Delivery.
8. Working closely with careers advisory services (National Careers Service and Enterprise Adviser Network) to ensure that potential learners are informed about potential career routes within the area, and that careers information advice and guidance is informed by easily accessible current local labour market information.
9. Advising where skills and labour market resource should be directed to support local employers and residents, using the Panel's understanding of existing employment support provision in the local area and the needs of the local labour market.
10. Raising the profile of apprenticeships with local employers and providers.

Further national guidance on the Role and Governance of [Skills Advisory Panels can be found in Skills Advisory Panels – Guidance on the Role and Governance](#) (DfE December 2018)

Membership

The Skills Advisory Panel will be chaired by an appropriate member of the LLEP Board and membership will include a representative from:

1. LLEP Board (Chair) and one other private sector Board Member
2. Employers and employer representative bodies
3. Higher Education

4. Further Education
5. Private training providers
6. Schools
7. Futures (NCS contract holder)
8. Leicester City Council
9. Leicestershire County Council
10. District Councils
11. Voluntary and Community Sector
12. DWP

In attendance: LLEP Executive and Officer

The Skills Advisory panel may also invite local representatives of the following government departments to attend periodically as required:

1. Cities and Local Growth Unit
2. Education and Skills Funding Agency

Reporting Mechanisms

The Skills Advisory Panel reports to the LLEP Board of Directors.

Working Arrangements

Meetings of the Skills Advisory Panel will take place quarterly. Any additional meetings will be arranged as required and specialist meeting will be set up separately. Agendas and any papers will be circulated not later than one week before Skills Advisory Panel meetings and minutes and agreed actions will be recorded and circulated to members within two weeks following the meeting. The Skills Advisory Panel will be supported by the LLEP Team.

6. LLEP Business Gateway Board ToR

Purpose

The role of LLEP Business Gateway Board is to provide direction and scrutiny of the Business Gateway which is the Growth Hub for Leicester and Leicestershire.

1. Objectives

1. To provide strategic direction and scrutiny of LLEP Business Gateway in relation to BEIS Core Funding and any other contractual obligations.
2. Overseeing the development, delivery and review of the business support priorities in the SEP and emerging LIS and LLEP Delivery plan for 2019/2020.
3. Ensure delivery of the growth hub in accordance with the Schedule of Work in Schedule 3 to BEIS.
4. Prioritise business growth initiatives and make recommendations to the LLEP Board regarding the allocation of programme resources;
5. Ensure that business support service provision is effectively aligned to the LLEP programmes including the Innovation, Skills, and Enterprise Zones;
6. Inform evolution of business growth related activities, taking account of global trends, capability and capacity in the LLEP area;
7. Consider any other business growth related matters which are specifically referred to the board by the LLEP Board and Executive;
8. Assessing impact and performance through the Monitoring and Evaluation Framework for Growth Hubs and oversee risk management;
9. Provide direction on the operation of the growth hub and its future sustainability;
10. Approve and present reports to the main LEP Board.

2. Membership

1. The Business Growth Board shall consist as a minimum of the following members:

Category	Organisation
Business representative organisation	East Midlands Chamber
Business representative organisation	Federation of Small Business
Business representative organisation	CBI
Business representative organisation	IOD
University /HE	University of Leicester
University/HE	De Montfort University
University/HE	Loughborough University
Local Authority	Leicester City Council
Local Authority	District Council
Local Authority	District Council
Local Authority	Leicestershire County Council

Finance	BBB/Private /commercial bank
Finance	BBB/Private /commercial bank
Private Sector	To be nominated
Private Sector	To be nominated
Rural	Leicestershire Rural Partnership

2. All members will serve for a period of up to three years and will be committed to at least one-year membership of the Business Gateway Board.
3. Membership will be reviewed annually by the LLEP Board to ensure that it reflects the requirements for the development and delivery of the Business Gateway services in the LLEP area.
4. The Chair of the Board will be a member of the LLEP Board nominated by the Board for a term of office of up to three years and for the minimum of one year.
5. Deputies may occasionally attend Growth hub Board meetings if members are unable to attend. This will be subject to agreement of the Chair.
6. The Chair will present quarterly reports to the LLEP Board on its proceedings and on all matters relating to its duties and responsibilities.

2.1. Role of Business Gateway Board Members

1. Provide expertise to enable the board to build a sound knowledge of business needs across a range of different sectors and industries.
2. Understand and work with other board members to make decisions about strategic priorities
3. Examine and challenge business analysis and evidence to develop a range of delivery options of strategic significance.
4. Monitor and evaluate performance of the Business Gateway programme and to improve delivery and drive the scale of outcomes
5. Support the development of the board and the wider partnership
6. Act as an ambassador and champion for Leicester and Leicestershire as a place to do business

2.2. In carrying out these expectations, Board members will:

1. Provide advice and guidance on priorities for business support provision
2. Make recommendations to the LLEP Board regarding the allocation of resources and the approval of funding proposals
3. Inform the evolution of business support related activities, taking account of global trends, capability and capacity in the LLEP area
4. Oversee and ensure the commissioning of business support activities are consistent with the agreed objectives of the SEP and emerging LIS
5. Ensure that business support service provision is effectively aligned to the programmes including the Innovation, Skills, Enterprise Zones and Inward Investment;
6. Evaluate and review the programme to improve impact;

7. Consider any other business support related matters which are specifically referred to the Board by the, the LLEP Board and Executive or any other relevant body.

3. Format and Timings of Meetings

1. The Growth Hub Board will meet 4 times a year.
2. The secretariat to the Business Gateway Board will be provided by the LLEP Business Gateway Team.
3. The meetings and papers of the Business Gateway Board will be in the same format as the LEP Board meetings and papers.
4. In accordance with standard practice:
5. Meeting agendas and papers will be sent 5 clear working days before the meeting takes place;
6. Minutes of the previous meeting will be circulated prior to the next meeting and agreed as a true and accurate record at the meeting.
7. Any declarations of interest made at the meeting will be included in the minutes of the meeting.
8. Minutes are available to board members on request.

4. Reporting Responsibilities

The Board shall make whatever recommendations to the Board it deems appropriate on any area within its remit where decisions need to be made.

7. Innovation Board ToR

Purpose

The Innovation Board will maintain strategic focus and thought leadership in innovation, on behalf of the LLEP Board and support the delivery of innovation activity outlined in the MIT REAP vision document and the overarching Economic Strategy for the area.

Responsibilities

The responsibilities of the Innovation Board are to:

1. Provide the leadership to ensure all partners make their contribution to delivering on the high-level ambitions;
2. Consider the 'big picture', providing strategic advice to the LLEP Board on matters relating to innovation;
3. Drive and coordinate activity which delivers the strategic objectives of the MIT REAP and Economic Strategy for the LLEP area;
4. Support the development of the Local Industrial Strategy, Economic Recovery Strategy, identifying actions and interventions and best practice for the Ideas foundation of productivity;
5. Stimulate greater levels of collaboration between university and businesses in the region;
6. Assess policies, proposals and programmes of investment linked to innovation regionally, nationally and internationally, providing guidance to the LEP on how they relate to the LLEP areas innovation assets and skills, and identifying any gaps in provision;
7. Broker and co-ordinate strategic collaborations and relationships across sectors, with Innovate UK, UKRI, other relevant branches of Government, and trade associations and industry bodies, nationally and internationally;
8. Champion and provide input into strategic projects and game changing opportunities;
9. Commission task and finish groups where appropriate and where no other sub-board or committee can fulfil the task;
10. Share strategic intelligence, data and ideas, and commission research and analysis as required; and
11. Connect to and collaborate with regional and national stakeholders that play a role in delivering innovation, continuing to identify gaps and opportunities.

Membership

The Innovation Board will be chaired by a LLEP Board director and will be appointed by the Innovation Board members. The membership will draw from leading businesses and organisations actively involved in innovation strategy and delivery and comprise of a maximum of 15 members including:

1. Up to three LLEP Directors, one of whom will be appointed as Chair

2. Representatives from businesses being senior executive officers of an organisation, with at least one representative from each of the LLEPs priority sectors (Advanced Manufacturing and Engineering; Space; Health and Life Sciences and Sport), including at least 1 SME
3. A senior executive officer from Innovate UK
4. A senior executive officer from British Business Bank
5. A senior representative officer from each the Universities (Leicester, Loughborough and DMU)

The Innovation Board will meet at least four times a year.

Appointments to the Board shall be agreed by the LLEP Board and all appointments to the Innovation Board shall be for a term of 3 years.

Format and Timings of Meetings

The meetings and papers of the Innovation Board will be in the same format as and subject to the same conditions as the LLEP Board meetings and papers.

In accordance with the national guidance:

1. Meeting agendas and papers will be circulated 5 clear working days before the meeting takes place;
2. Minutes of meetings to be circulated within 10 clear working days of the meeting taking place. This may be in draft if internal LLEP processes require clearance before the minutes are finalised;
3. The Code of Conduct will apply, and any declaration of interest made at the meeting will be included in the minutes of the meeting. A new declaration of interest will be updated on the relevant member's register of interest;
4. The quorum necessary for the transaction of business shall be five members. The meetings can either be conducted in person or virtually;
5. Where a meeting of is not quorate no business shall be transacted other than information items for consideration and a vote as to the date the meeting will be reconvened;
6. Each member has one vote and decisions will be carried by a simple majority and the chair will have the casting vote if a majority is not reached; and
7. The agenda for the meetings will be developed in consultation with the Chair.

Reporting Responsibilities

The Chair shall report formally to the LLEP Board on its proceedings after each meeting on all matters within its objectives.

The Chair shall make whatever recommendations to the Board it deems appropriate on any area within its duties where action or improvement is needed.

Delegated Authority including limits

The Innovation Board is authorised by the LLEP Board to investigate any activity within the Innovation Board's terms of reference and, within its scope of responsibilities, to seek any information it requires and to ensure the attendance of management representatives at meetings as appropriate.

8. **The Enterprise Zone Implementation Group**

Steering Groups

The EZ Steering Groups are responsible for driving forward the Enterprise Zone initiative across Leicester and Leicestershire. They have oversight of the development of their specific Enterprise Zone site, monitor the site implementation plan, and are a forum to provide advice, support, and share best practice. Crucially they provide strategic input to the Investment Panel on the projects coming forward for funding through the Programme Development Process.

The Membership of the EZ Steering Groups will include, as a minimum, representatives from:

1. The owners of the site (where practicable)
2. The relevant local authority/ies
3. LLEP
4. Cities and Local Growth Unit

9. Sub-committees

The Board may, at their discretion, create sub-committees to make recommendations on specific matters. Where such sub-committees are created the terms of reference for the committee will be appended in the minutes of the Board, in addition, the limits of the decision-making authority of the sub-committee will also be recorded in the minutes. In the absence of such written records the decision of the sub-committee shall be ultra vires.

LEP Chairs and Chief Executives

LEP	Chair	Chief Executive/Director	General Contact
Black Country	Tom Westley DDL	Sarah Middleton	info@blackcountrylep.com 08458 151515
Bucks Thames Valley	Andrew Smith	Richard Harrington	info@buckstvlep.co.uk 01494 927132
Cheshire & Warrington	Clare Hayward MBE DL	Philip Cox	info@871candwep.co.uk 01606 812280
Coast to Capital	Tim Wates	Jonathan Sharrock	01403 333840
Cornwall & Isles of Scilly	Mark Duddridge	Glenn Caplin	info@cioslep.com 01872 224214
Coventry and Warwickshire	Nick Abell	Martin Yardley	contact@cwlep.com 01926 418000
Cumbria	Lord Richard Inglewood	Jo Lappin	info@thecumbrialep.co.uk 01768 891555
Derby, Derbyshire, Nottingham and Nottinghamshire (D2N2)	Elizabeth Fagan	Sajeeda Rose	sally.hallam@d2n2lep.org 01159 578250 (assistant)
Dorset LEP	Jim Stewart	Lorna Carver	khill@bournemouth.ac.uk 01202 965868 (Asst. to Lorna)
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Greater Lincolnshire	Pat Doody	Ruth Carver	GLLEPsecretariat@lincolnshire.gov.uk 01522 550540
Greater Manchester	Lou Cordwell and Mo Isap (Co-Chairs)	Simon Noakes	info@gmlep.com
Heart of the South West	Karl Tucker	David Ralph	info@heartofswlep.co.uk 01935 385977
Hertfordshire	Mark Bretton	Neil Hayes	info@hertfordshirelep.co.uk 01707 358744
Humber	Lord Christopher Haskins	Kishor Tailor	info@humberlep.org 01482 485260
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York, North Yorkshire and East Riding	David Kerfoot MBE DL	James Farrar	enquiries@businessinspiredgrowth.com 0160 953 3598

LEP 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
BGP	Business Grant Programme
BEIS	Department for Business, Energy and Industrial Strategy
BRP	Business Rates Pool
BRES	Business Register and Employment Survey
C	
CaSLT	Care and Support Leadership Team
CBI	Confederation of British Industry
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	
EAFRD	European Agricultural Fund for Rural Development
EDO	Economic Development Office
EEF	Formerly Engineering Employers Federation (now The Manufacturer's Organisation)
EMFF	European Maritime and Fisheries Fund
EPU	Economic Partnership Unit
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
G	
GDPR	General Data protection Regulations / Data Protection Act 2018
GBF	Get Building Fund
GPF	Growing Places Fund
GVA	Gross Value Added
H	
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
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
LSTF	Local Sustainable Transport Fund
LTP	Local Transport Plan
LU	Loughborough University
M	
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 (will be replaced by the National Local Growth Assurance Framework from April 2019)
NIC	National Infrastructure Commission
NP11	Northern Powerhouse 11 (LEPs)
NTKN	National Transportation Knowledge Network
O	
ONS	Office for National Statistics
P	
PAC	Public Accounts Committee
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 LEP 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
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



European Union
European Structural
and Investment Funds

To receive news and information about the LLEP programmes and activities please subscribe at llep.org.uk/newsletter


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



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