

Report of the Interim Strategic Director, Regeneration and Culture to the meeting of Governance and Audit Committee to be held on 25th July 2014.

Subject:

H

Producer City Strategy and Governance

Summary statement:

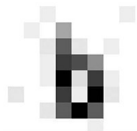
This report provides an update on the development of a new strategy for business and economic growth built on a unique and differentiated economic identity and purpose for Bradford -The Producer City. The report highlights progress to refresh Prosperity and Regeneration partnership structures and governance to better deliver Producer City through the creation of a new Producer City Board and associated delivery boards.

Mike Cowlam
Interim Strategic Director,
Regeneration and Culture

Portfolio: Leader of the Council

Report Contact: Mark Clayton
Strategy Officer
(01274) 434559
mark.clayton@bradford.gov.uk

**Overview & Scrutiny Area: Regeneration and
Economy**



INVESTORS
IN PEOPLE



2009-2010
Positive engagement
of older people
2006-2007
Improving Rural Services:
Empowering Communities



Suzan Hemingway, City Solicitor

1. **SUMMARY**

- 1.1 This report provides an update on the development of a new strategy for business and economic growth built on a unique and differentiated economic identity and purpose for Bradford -The Producer City. The report highlights progress to refresh Prosperity and Regeneration partnership structures and governance to better deliver Producer City through the creation of a new Producer City Board and associated delivery boards.

2. **BACKGROUND**

2.1 **Development of the Producer City Strategy:**

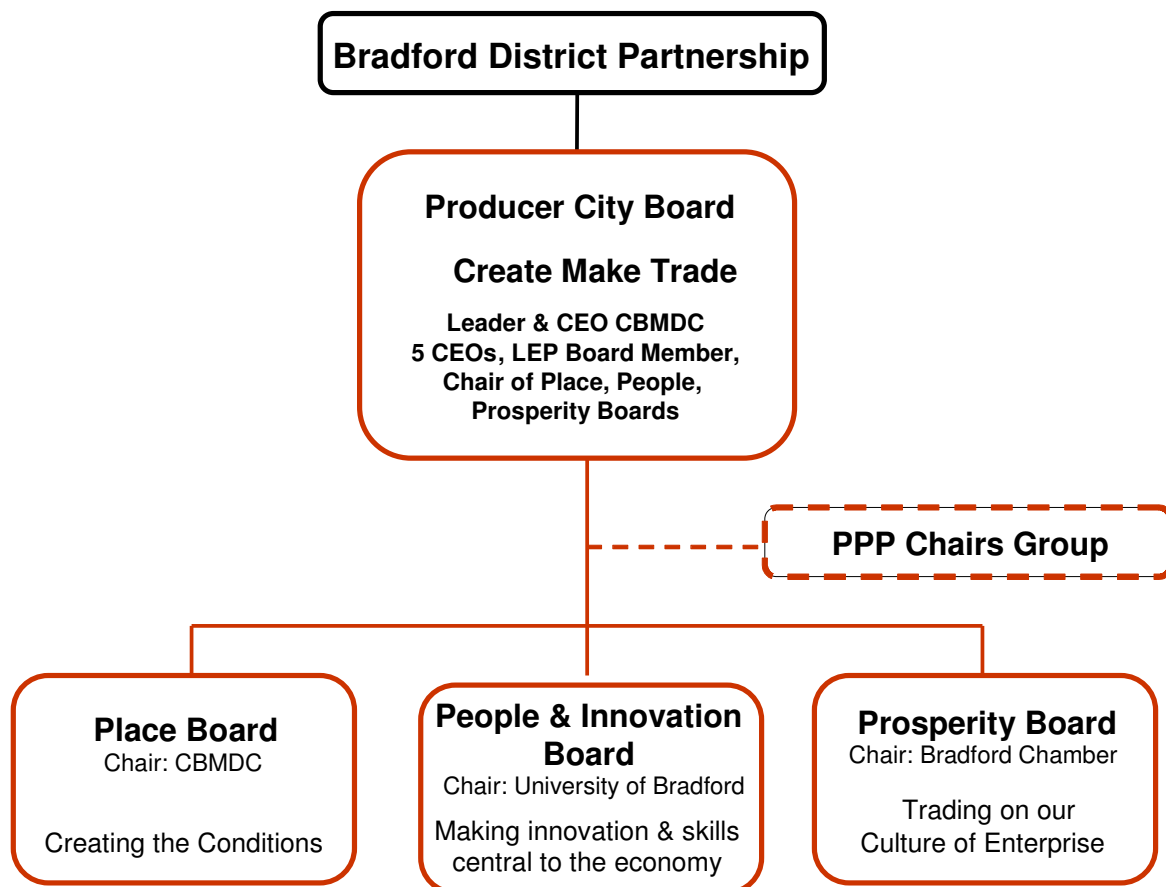
- 2.1.1 Bradford Council, the University of Bradford and Bradford Chamber have worked together to agree a new strategy for business and economic growth built on a unique and differentiated identity and purpose for Bradford – The Producer City.
- 2.1.2 The strategy has built on a major business consultation exercise involving over 100 individual conversations with key businesses across the district and addresses three key objectives:
- ***Creating the Conditions*** - making Bradford the best place to set up, grow and run a business.
 - ***Making Innovation and Skills Work*** - putting skills, innovation and knowledge creation at the heart of our economy
 - ***Trading on our culture of enterprise*** - building on our strengths and assets to compete in the global economy.
- 2.1.3 The strategy is clearly aligned with the Leeds City Region Strategic Economic Plan and is aligned with Government plans for achieving sustainable and balanced growth.
- 2.1.4 The Producer City strategy has also informed and clearly aligns with emerging Community Strategy.
- 2.1.5 The Strategy was endorsed by Bradford Council Executive held on 14th January 2014. The strategy will be formally launched once the Producer Board is in place.

3. **GOVERNANCE**

3.1 **Purpose**

- 3.1.1 A clear message from partners and businesses throughout the development of the Producer City Strategy has been the need for better engagement and organisation to deliver the Producer City and to create a more effective voice for the district in the city region and with government. To this end, key economic partners in the district have agreed:
- Creation of a new Producer City Board comprising the Leader and CEO of Bradford Council, Vice-Chancellor of the University, President or CEO of Bradford Chamber and a LEP Board member alongside five CEOs of key businesses in Bradford.
 - Review and revision of existing supporting partnership structures through the creation of new Place, People & Innovation and Prosperity boards.
- 3.1.2 The vote to create the new structure at the Prosperity and Regeneration Chairs Group on 6th January was unanimous. Through the new structures we will be asking partner agencies to play a greater role in supporting the governance arrangements. This is a major change given that currently the partnership burden is entirely on the Council.

3.1.3 The diagram below outlines the agreed Producer City governance model that involves a Producer City Board supported by three delivery focussed sub boards and a co-ordinating Chairs group.



3.1.4 A shadow board of the council, university and chamber is working to recruit the chair and private sector CEO business members and is overseeing the formation of the three delivery Boards.

3.1.5 Chairing of the delivery boards will be as follows:

Place Board –Bradford Council

People & Innovation Board – University of Bradford

Prosperity Board – Bradford Chamber of Commerce

3.1.6 Membership and Terms of Reference of these boards will be directed by the identified chairs and ratified by a decision of the Producer City Board. The overriding aim will be to streamline and rationalise current structures to ensure they are fit for purpose.

3.1.7 The Producer City Board will report directly to BDP as the lead partnership for the economy in Bradford. The draft terms of reference for the Producer City Board is attached as appendix 1 to this report.

3.1.8 Scrutiny of the Producer City will be provided through an annual report to the Regeneration Overview and Scrutiny Committee and through representation and reporting to Bradford District Partnership Board. Scrutiny will also be ensured as key areas of work and projects report to relevant overview and scrutiny committees.

3.1.9 The Producer City Board will have strong Council representation through the Leader and Chief Executive. The supporting Place, People & Innovation and Prosperity Boards will also have senior Council representation.

4. PROGRESS TO DATE

4.1 Producer City Board

- 4.1.1 The shadow board has identified and made approaches to agreed organisations and individuals to become members of the Producer Board and the majority of Board members have been recruited.
- 4.1.2 To date a locally based private sector chair has not been identified and recruited and so the shadow board has agreed a wider nationally focussed recruitment process with the aim of recruiting a chair by September 2014
- 4.1.3 The first meeting of the Producer City Board is scheduled to be held in late September/Early October 2014

4.2 Prosperity Board

- 4.2.1 Paul Mackie, President of Bradford Chamber of Commerce has been agreed as the Chair of the Prosperity Board.
- 4.2.2 Bradford Chamber has worked with partners to recruit members of the Prosperity Board. The membership is now in place and a majority are local business representatives.
- 4.2.3 An initial workshop was held on July 1st 2014 involving the new members of the Prosperity Board to introduce the Producer City concept, make introductions and look at initial priorities for the board.

4.3 People & Innovation Board

- 4.3.1 Brian Cantor, Vice-Chancellor of the University of Bradford has been agreed by the shadow board as the Chair of the People & Innovation Board.
- 4.3.2 The University has worked with partners to recruit members of the Board from a range of businesses, education and skills organisations. A majority of the membership has been recruited.
- 4.3.3 The first meeting of the People & Innovation Board is scheduled to be held in August 2014

4.4 Place Board

- 4.4.1 Tony Reeves, Chief Executive of Bradford Council has been agreed by the shadow board as the Chair of the Prosperity Board.
- 4.4.2 Bradford Council is currently working with partners to recruit members of the Place Board. A majority of the membership has been recruited.
- 4.4.3 The first meeting of the Place Board members is scheduled to be held in August 2014

5. FINANCIAL & RESOURCE APPRAISAL

- 5.1 The council has provided secretarial support to the Prosperity and Regeneration partnerships and the key constituent partnerships such as Employment and Skills, Housing, Cultural, Masterplans and City Centre. The move to a new structure will reduce the amount officer time devoted solely to facilitating partnership structures as they will now be shared with key partners such as the University and the Chamber as they take more of a lead role in the supporting delivery boards.
- 5.2 Creation of a proposed Producer City Fund will require financial input from the council. If agreed the Council will seek to identify the necessary resources through the Council's budget process.

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

The arrangements outlined in this report will support the Council's community leadership and place-shaper role through effective partnership working and delivery of joined up services to the people of the District.

7. LEGAL APPRAISAL

The proposed amendments to the governance arrangements will need to take account of the existing and proposed legislative requirements. Legal Services will work with officers to ensure that in implementing the approved proposals such requirements are met.

8. OTHER IMPLICATIONS

8.1 EQUALITY & DIVERSITY

The work of the partnerships around the delivery of the Producer City Strategy is focused on promoting equality for all communities and individuals.

8.2 SUSTAINABILITY

Building a strong and sustainable local economy is at the heart of the Producer City ambition. Preparing and enabling the shift towards a low carbon, environmentally sustainable and equitable economy is a central to our strategy and governance proposal. It is reflected strongly in our priorities of creating the conditions for business and increasing innovation.

8.3 WARD IMPLICATIONS

The Producer City has a strong localities focus as it predicated on the presence of businesses across the District. The implementation of the Producer City Strategy will generate economic and social benefits for all Wards in Bradford District.

8. RECOMMENDATIONS

It is recommended that:

8.1 Members note progress to establish a Producer City Board and the three supporting partnership boards.

8.2 Members endorse the proposals for the delivery of the Producer City and the associated governance arrangements.

8.3 Members make any observation or comment on the content of the report and that these are referred to the Producer City Board and constituent Boards for their consideration.

**PRODUCER CITY BOARD
DRAFT TERMS OF REFERENCE – JANUARY 2014**

1. Background

- 1.1 Bradford Council agreed that Bradford District Partnership as the local strategic partnership agree the establishment of a district-wide Regeneration Strategic Delivery Partnership in May 2008.
- 1.2 The development of a new strategy for business and economic growth built on a unique and differentiated economic identity and purpose for Bradford -The Producer City has highlighted a need to refresh Prosperity and Regeneration partnership structures and governance to better involve business and partners to deliver the Producer City strategic ambition and objectives.
- 1.3 To this end, the existing Prosperity and Regeneration Partnership has agreed:
 - Creation of a new Producer City Board comprising the Leader and CEO of Bradford Council, Vice-Chancellor of the University, President or CEO of Bradford Chamber and a LEP Board member alongside five CEOs of key businesses in Bradford.
 - Review and revision of existing supporting partnership structures through the creation of Place, People & Innovation and Prosperity Boards.

2. Purpose

- 2.1 The Producer City Board will:
 - Oversee delivery of the Producer City strategy for business and economic growth in Bradford District and associated outcomes.
 - Set direction for the future economic development and regeneration of Bradford District.
 - Promote a collaborative solutions approach to delivering economic development and regeneration in Bradford District.
 - Oversee the formulation and delivery of other key strategies for the District and ensure these are represented in the Community Strategy and in the strategic and operational plans of partners.
 - Support and advise the BDP Board regarding the economy & regeneration of the District and provide a strategic link between Bradford and the city region LEP.
 - Provide a single point of contact providing accountability to the Bradford District Partnership board on behalf of the wider Producer City Partnership.
 - Provide a credible and powerful voice for the city in regional, national and international forums.

3. Producer City Board

- 3.1 The Producer City Board involves a small and influential membership consisting of:
 - Leader and CEO of Bradford Council
 - Five CEOs of key businesses in Bradford
 - Chairs of Place, People and Prosperity Boards
 - City Region LEP board member.

3.2 By being involved in the Board, members will be asked to endorse plans, strategies and activities and by doing so are pledging to, where possible, communicating and realigning their own organisation’s corporate plans and actions in line with those agreed by the district-wide partnership.

3.3 The Producer City Board work programme will cover each of the three strategic objectives of the Producer City Strategy:

- Creating the Conditions – Place
- Making Innovation and Skills Work – People
- Trading on our Culture of Enterprise – Prosperity

The delivery of these strategic priorities will be overseen by three Boards covering Place, People and Prosperity.

3.4 The Chairs of these boards will be as follows:

Place Board – Strategic Director for Regeneration, Bradford Council

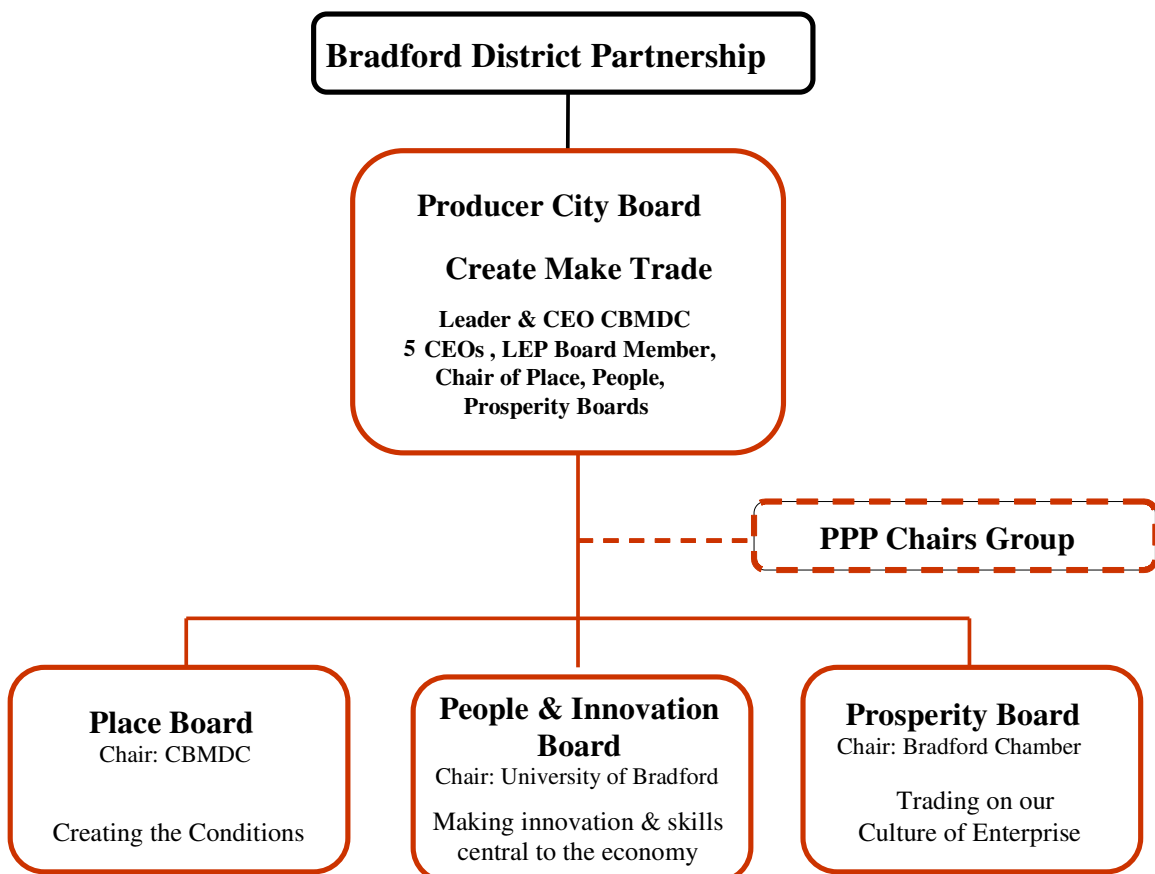
People & Innovation Board – Vice Chancellor, University of Bradford

Prosperity Board – President or CEO, Bradford Chamber of Commerce

Membership and TOR of these boards will be directed by the identified chairs and agreed by a decision of the Producer City Board.

3.5 The Chairs of the Place, People & Innovation and Prosperity Boards will meet as a Chairs Group to agree substantive agenda items for the Producer City Board and provide the link between delivery and strategic leadership. Membership and TOR of the Chairs Group will be directed by the three Chairs and agreed by a decision of the Producer City Board.

3.6 A diagram of the Producer City Governance structure is shown in the diagram below.



4. Membership

- 4.1 Members of the Producer City Board and associated Boards will be appointed for a minimum of two years.
- 4.2 Membership of the Producer City Board and associated Boards will be reviewed after 18 months by the Producer City Board to ensure they are able to meet their purpose.
- 4.3 A Member of the Producer City Board shall cease to be a Member if s/he:
 - a) resigns in writing;
 - b) fails to attend three meetings in succession except in exceptional circumstances
 - c) has their place on board removed through the process of membership review as described in 4.2
 - d) is deceased

5. Chairship of the Producer City Board

- 5.1 The chair of the Producer City Board shall be decided by the Board by a majority vote.

6. Meetings of the Producer City Board

- 6.1 The policy and general management of the affairs of the Board shall be directed by a meeting, which shall take place three times a year at dates and times to be agreed by the Chair with the flexibility to call meetings in between the set meetings as and when required.
- 6.2 All meetings will be chaired by the Chair or, in his/her absence, by the Deputy Chair.
- 6.3 Group members who fail to attend 3 consecutive meetings shall be deemed to be no longer a member unless exceptional circumstances apply.

7. Business at Ordinary Meetings

At ordinary meetings business will usually be dealt with in the following order:

- 1) Receiving apologies for absence
- 2) Declarations of Interest
- 3) Agreeing minutes of last meeting
- 4) Matters arising from those minutes
- 5) Any substantive items of business
- 6) Any other business
- 7) Date and time of next meeting.

8. Quorum

- 8.1 One half of Members including named alternates will form a quorum at all meetings.
- 8.2 No business shall be transacted at any meeting unless a quorum is present. If a quorum is not present within half an hour from the time appointed for the meeting the meeting shall stand adjourned to a date and time to be agreed by the Chair or the Deputy Chair in his/her absence.
- 8.3 Members of the Board who declare an interest and leave a Meeting shall not form part of a quorum.

9. Voting

- 9.1 All questions put to a vote at any meeting shall be decided by a simple majority of Members present.
- 9.2 In case of an equality of votes, the Chair shall have a second or casting vote.

10. Interests

- 10.1 Members of the Producer City Board must declare both personal interests and prejudicial interests in accordance with the Bradford District Partnerships Code of Conduct.

11. Public Attendance at Meetings

- 11.1 Meetings of the Board shall not be open to members of the public.
- 11.2 The Board shall invite representatives of outside organisations and bodies to Meetings as it considers appropriate.

12. Reports/Decisions of the Board

- 12.1 Agendas for meetings will be available to the public prior to meetings.
- 12.2 Minutes will be available to the public, from the date of approval by Board Members.
- 12.3 Decisions of the Board shall be available to members of the public upon request.

13. Code of Conduct

- 13.1 Membership of the Producer City Board shall be deemed to be in acceptance of the Code of Conduct for Bradford District Partnership Members.
- 13.2 The Board will consider and vote on proposals to change the Code of Conduct at meetings of the Board.

14. Dissolution

- 14.1 The Board may be dissolved at a properly constituted meeting of the Board by two thirds of the Members present passing resolution.

15. Reporting Arrangements

- 15.1 The Bradford District Producer City Board is required to follow reporting arrangements as required by the Bradford District Partnership.

Bradford Producer City
Appendix 2:
Existing Partnerships and Boards

