

Report of the Strategic Director, Regeneration and Culture to the meeting of Governance and Audit Committee to be held on 21st November 2014.

Subject:

Y

Producer City Governance

Summary statement:

This report provides an update on progress to deliver the Producer City strategy for business and economic growth through the creation of a new Producer City Board and associated delivery boards.

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Portfolio: Leader of the Council

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Overview & Scrutiny Area: Regeneration



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 progress to establish governance structures to deliver the Producer City strategy through the creation of a new Producer City Board and associated delivery boards.

2. BACKGROUND

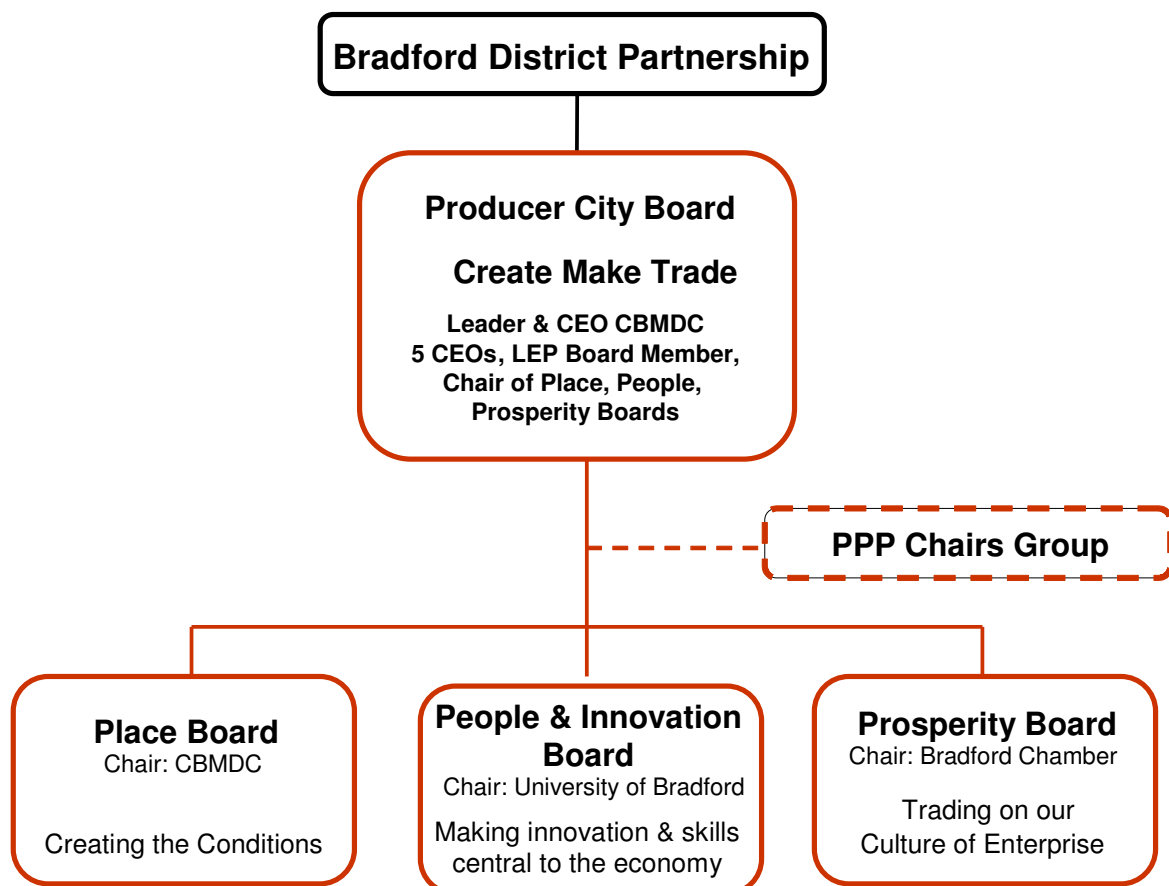
2.1 Development of the Producer City Strategy:

- 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 is clearly aligned with the Leeds City Region Strategic Economic Plan and with Government plans for achieving sustainable and balanced growth.
- 2.1.3 The Producer City strategy has also informed and aligns with the emerging Community Strategy.
- 2.1.4 The Strategy was endorsed by Bradford Council Executive held on 14th January 2014.

3. GOVERNANCE

3.1 Purpose

- 3.1.1 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.



- 3.1.2 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.

- 3.1.3 Scrutiny 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.
- 3.1.4 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.
- 3.1.5 Portfolio Holders will be present on the Producer City Delivery Boards. Cllr Val Slater is confirmed as a member of the Place Board, Cllr Susan Hinchcliffe is confirmed as a member of the Prosperity Board and there will also be a portfolio holder who will sit on the People and Innovation Board. .

4. GOVERNANCE PROGRESS

4.1 Producer City Board

- 4.1.1 A Shadow Board was agreed to oversee the transition to the new governance structure. The board comprised of Cllr Dave Green and Tony Reeves, in their roles as Leader and Chief Executive of the Council, Professor Brian Cantor as Vice Chancellor of Bradford University, Paul Mackie as President of Bradford Chamber of Commerce and Sandy Needham as Chief Executive of Bradford Chamber.
- 4.1.2 The shadow board has identified and made approaches to key individuals and organisations to become members of the Producer Board and the majority of prospective Board members are in place. The current membership is shown in Appendix 2 to this report.
- 4.1.3 The shadow board agreed a wider nationally focussed recruitment process to recruit the Chair of the Producer City Board. The successful candidate was Lord Patel of Bradford whose appointment was confirmed on November 6th 2014.
- 4.1.4 The first meeting of the Producer City Board is scheduled to be held in December of 2014.
- 4.1.5 Communications have been identified as an important element and directed by the Shadow Board, a draft communications plan has been developed by Bradford Council Assistant Director for Communications.

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 and there is a strong SME representation. The current membership is shown in Appendix 2 to this report.
- 4.2.3 The Chamber held the first meeting of the Prosperity Board in July 2014 with a workshop facilitated by Kevin Murray from the Academy of Urbanism. A mission statement was developed and the workshop discussed strands and themes for prioritisation.
- 4.2.4 Members ranked a number of initiatives as either high, medium or low priority. These were also identified as short term or longer term issues and whether they were judged to be the responsibility of another Board. The results of this exercise were:

- **High Priority, Short Term** - Help for exporting; Growing and connecting the supply chain; Co-ordinating support from the public sector; Promotion, marketing and 'shouting about it'
- **Medium Priority** - Fostering entrepreneurial culture; Raising and maintaining quality benchmarks.
- **Medium Priority, Refer elsewhere** – Stimulate innovation and investment (People Board); Supply of relevant 'future' skills (People Board); Promoting skills for producing and manufacturing (People Board).
- **Low Priority** – Industrial land strategy (Place Board): Peer to peer mentoring.

4.2.5 A draft mission statement and development action plan was presented for discussion and approval at the meeting held on October 23rd 2014.

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. The current membership is shown in Appendix 2 to this report.

4.3.3 The first meeting of the People & Innovation Board was held in September at the University of Bradford and discussion centred on Membership of the Board, Terms of Reference and clarifying role with regard to existing partnerships such as the Employment and Skills Board. A number of actions were agreed. These were:

- **Bradford USP / Sector Specialisms** – Initiate discussion at the Producer City Board to identify and agree Producer City sector specialisms.
- **Skills Review** – Prepare a paper on a review of current skills for discussion at the next meeting of the board.
- **Schools Provision** – A paper giving an up-to-date position of Bradford Schools structure and performance was requested.
- **Digital Health Enterprise Zone** - Provide an overview to the next meeting to aid discussion on how to maximise the benefits of the DHEZ to the district.

4.3.4 The People and Innovation Board will meet next on January 14th 2015.

4.4 Place Board

4.4.1 Tony Reeves, Chief Executive of Bradford Council was agreed by the shadow board as the Chair of the Place Board. Mike Cowlam, Strategic Director for Regeneration and Culture will take on the chairship until a permanent Chief Executive is recruited following the departure of Tony Reeves from the Council.

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. The current membership is shown in Appendix 2 to this report.

4.4.3 The first meeting of the Place Board members was held in August 2014. The members agreed the board needs to focus on a small number of priorities for the board to make a real impact. The four priorities identified are:

- **Connectivity** - Calder Valley Rail improvements; Improved East Coast Main line links to London; Leeds Bradford Airport Links; Accelerating HS2 and HS3; Highways improvements; Digital Connectivity.
Need to position Bradford in regional and national debates.

- **Place Marketing** – City Centre; Rural; Tourism.
Focusing on our strengths and improving our presentation particularly to commerce.
- **Strategic Sites and Development** - Mapping key sites and Development opportunities; Bringing Listed Buildings into productive use;
- **Place Making** - Housing Supply; Living Environment; Town and City Centres; Circular Economy.

4.4.4 The Place Board has agreed to meet monthly during 2014 and 2015.

4.5 Transition to New Partnership Structures

4.5.1 The transition to the new partnership structures is largely complete. Figure 1 of Appendix 3 to this report shows the former Prosperity and Regeneration partnership structure. The new Producer City partnership structure is shown in Figure 2 of Appendix 3 to this report.

5. FUTURE PROGRESS

5.1 Identification, delivery and measurement of Strategic Objectives

5.1.1 To date much of the activity of the Producer City boards has focussed on recruiting the membership. With membership largely agreed, the initial meetings have begun to look at establishing priorities for each of the three delivery boards as outlined in section 4 of this report. Work to identify and agree actions is ongoing and there has been some discussion on how progress will be measured.

5.1.2 With the Chair of the overarching Producer City Board now in place, a key role for the Board will be to pull together the emerging priorities from each of the delivery boards to create a single joint action plan with clear and measurable objectives.

5.2 Finance

5.2.1 It is important to recognise that the boards do not have their own budgets at this stage and their role is to oversee, co-ordinate and influence how partners use their resources collectively. In future the boards could be the focus for leading and endorsing funding bids as was the case with the City Centre Delivery Group in the successful bid for Regional Growth funding to support the City Centre Growth Scheme.

5.2.2 It should also be noted that the recent successful Bradford Partnership bid to secure the Digital Health Enterprise Zone is very much an early win for the stronger partnerships that have developed through the development of the Producer City strategy and governance. This has been strengthened by a further successful bid to host the Digital Catapult Centre Yorkshire in Bradford, one of only three national catapults that were awarded from 17 national LEP and consortia bids. The 3 centres have a united aim of generating thousands of new jobs and creating millions in linked investment and future funding by 2025.

5.3 Accountability

5.3.1 Agendas, approved minutes and non-confidential reports and papers of the Producer City Board and associated delivery boards will be accessible to the public in the same way that papers from the former Regeneration and Prosperity Partnership were available through Partnerships pages on Bradford Council's website at the following URL.

http://www.bradford.gov.uk/bmdc/bdp/partnerships_and_forums/regeneration_and_prosperity

6. FINANCIAL & RESOURCE APPRAISAL

- 6.1 The council has previously 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 has reduced the amount officer time devoted solely to facilitating partnership structures as they are now shared with our two key partners - University of Bradford and the Chamber of Commerce who are taking the lead role in supporting two of the three delivery boards.

7. 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.

8. 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.

9. OTHER IMPLICATIONS

9.1 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.

9.2 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.

9.3 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.

10. RECOMMENDATIONS

It is recommended that:

- 10.1** Members note progress to establish the Producer City Board and the three supporting partnership boards.
- 10.2** Members endorse the proposals for the delivery of the Producer City and the associated governance arrangements.
- 10.3** 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

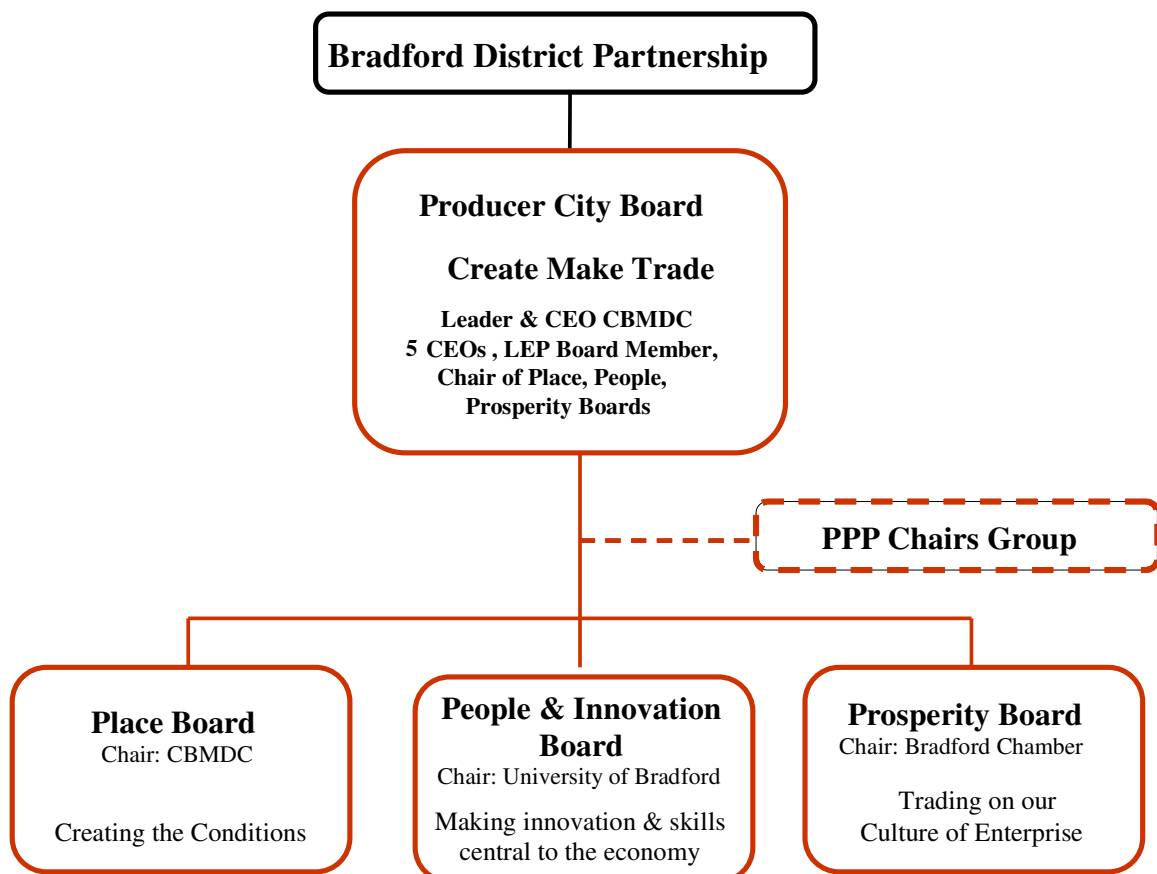
People & Innovation Board – Vice Chancellor, University of Bradford

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.

PRODUCER CITY DELIVERY BOARDS – MEMBERSHIP

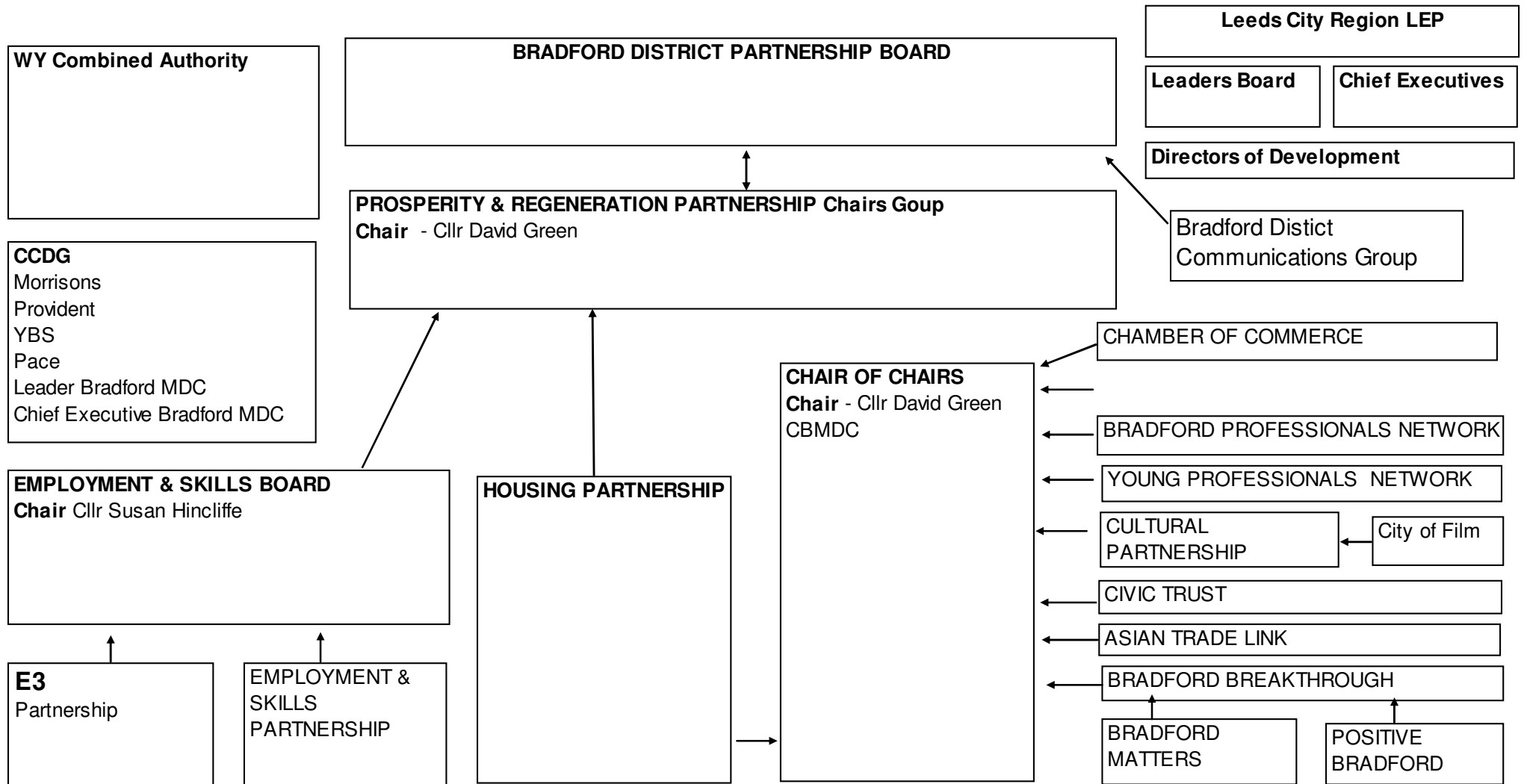
Producer City Board	
Lord Patel of Bradford - Chair	
Cllr David Green	City of Bradford Metropolitan District Council
Mike Cowlam	City of Bradford Metropolitan District Council
Brian Cantor	University of Bradford
Paul Mackie Sandy Needham (shared role)	Bradford Chamber of Commerce
Richard Flint	Yorkshire Water
Tony Bhogal	Sandcorp
Eric Hawthorn	Radio Design Ltd
Mohammed Aslam MBE	Aagrah Group of Restaurants
Peter Crook	Provident Financial
Steve Wright	Hallmark Cards
Roger Marsh	Leeds City Region Partnership
John Parkin	Leeds Bradford International Airport

Place Board	
Mike Cowlam	City of Bradford Metropolitan District Council
Julian Jackson	City of Bradford Metropolitan District Council
Cllr Val Slater	City of Bradford Metropolitan District Council
Tammy-Jo Whitaker	English Heritage
Trevor Higgins	BT English Regions
Naz Parker	Homes and Communities Agency
Jonathan Riley	Partner, Pinsent Masons LLP
Geraldine Howley	Chief Executive, Incommunities
Colin Philpott	Bradford Breakthrough
John Henkel	West Yorkshire Combined Authority
David Wilford Tony Dylak (Shared role)	Bradford District Assembly Representative

People and Innovation Board	
Professor Brian Cantor (Chair)	University of Bradford
Jo Quinton Tulloch	National Media Museum
<i>To be confirmed</i>	City of Bradford Metropolitan District Council
John Wright	Bradford Institute for Health Research
Bob Gomersal	Chairman, BTL Group Limited
Michael Jameson	Department of Children's Services, BMDC
Beverley Sagar	Denso Marston Limited
Andy Welsh	Bradford College
Dominic Wall, Richard Hughes (Shared role)	Southfield Grange Special School Buttershaw Business & Enterprise

Prosperity Board	
Paul Mackie	Bradford Chamber of Commerce
Cllr Susan Hinchcliffe	Bradford Council
Simon Barratt	Four Door Lemon
Andy Caton	Yorkshire Building Society
Carolyn Coleman	Chamber
Nick Garthwaite	Christeyns
Tony Hubbert	T F Automation
Nick Milner	RBS Corporate Banking
Sandy Needham	Chamber
Balbir Panesar	PEC Building & Shopfitting
Robert Parkin	University of Bradford
Abdul Patel	Lubna Foods
Gary Peacock	Midland Hotel
Amjad Pervez	Seafresh
Jeremy Ridyard	Produmax
Andy Taylor	Bradford Council
Michael Wall	Beaumont Robinson
Stephen Wright	Thorite Group
Paul Young	Gordons LLP

Appendix 3. Figure 1. **Regeneration & Prosperity Partnership Structure**



Appendix 3. Figure 2. Producer City Partnership Structure

