



City Office Governance Board

Purpose, Vision Statement & Terms of Reference

In January 2019, Bristol came together as a city to publish the first iteration of the [One City Plan](#) and agree to work towards its vision of “a fair, healthy and sustainable city” by 2050.

The Bristol One City Approach brings together a huge range of public, private, voluntary and third sector partners to work together to make Bristol fairer, healthier and more sustainable. The One City Plan documents the year-by-year Goals until 2050, across six different Themes:

- Economy and Skills
- Children and Young People
- Transport
- Homes and Communities
- Environment
- Health and Wellbeing.

Culture is a cross cutting theme with no standalone goals.

The Governance Board is advisory, and members will work collaboratively to receive updates and provide guidance (when appropriate) on the following key areas:

- The funding and resource position
- The work programmes for the One City Boards (as agreed by the Boards)
- The work of the City Office against the One City priorities (as agreed at the City Gatherings)
- The One City Plan refresh (next due 2025).

1. Purpose

The One City Governance Board is an advisory group which brings together representatives from key anchor partners (including all City Office Funding (COF) partners). The Terms of Reference will outline the purpose and structure of the One City Governance Board and will outline the agreed approach to supporting the City Office Team.

This agreement sets out:

- City Office Governance Board Members roles and responsibilities
- The way the City Office Governance Board operates.

Each board member has something unique to contribute and can influence the quality of life in Bristol through the One City Approach.

What is the One City Approach

The One City Approach rallies Bristol to work with the collective intelligence of many stakeholders and for those organisations to recognise their political, social, economic and environmental interdependence. It promotes systems change by facilitating participation and collective leadership between many different

sectors and organisations. In doing so, it brings clarity on what we’re trying to achieve together, fosters additional resilience, creates new space to solve complex city challenges more efficiently, and increases the sustainability and scalability of new innovations.

The One City Approach is enabled by the City Office, a key enabling hub to support and coordinate city resources and assets.

2. Name

The City Office Governance Board is an advisory group of the following members. Organisations will be approached to put forward representatives from their organisations.

Sector	Organisation	Representative
Health City Office Funder (COF)	- North Bristol NHS Trust - University Hospitals Bristol and Weston NHS Foundation Trust	Appointed by organisation
Higher education COF	University of the West of England, UWE	Appointed by organisation
Higher education COF	University of Bristol, UoB	Appointed by organisation
Further Education	City of Bristol College, CoBC	Appointed by organisation
Communities COF	VOSCUR	Appointed by organisation
Democratic COF	Bristol City Council	Council Leader
Business	Bristol Chamber of Commerce and Initiative	Appointed by organisation
Local Government COF	Bristol City Council	Chief Executive or Director
City Funds	City Funds	Appointed by organisation
Sustainability	Bristol Climate & Nature Partnership	Appointed by organisation
Trade Unions	Trade Union Congress (TUC)	Appointed by organisation

**Noting this subject to negotiation and engagement with all partners so this should not be considered an exhaustive list.*

3. Vision and Long Term Aims of the Board

The City Office is a sustainable, effective, impactful, and inclusive driving force for Bristol’s One City Approach that will enable the delivery of the One City Vision – **In 2050 Bristol is a fair, healthy, and sustainable city. A city of hope and aspiration, where everyone can share its success.**

Long Term Aims

- To ensure that the City Office's priorities and activity is inclusive, environmentally sustainable, and aims to be reflective of the needs and aspirations of Bristolians and the wide range of communities and sectors within Bristol.
- To enable effective and impactful delivery against the One City 2050 vision through the City Office work programme.
- To maximise the opportunities for collaboration and delivery of the One City Approach through the City Office.
- To monitor the performance and impact of the One City Approach and specifically the work of the City Office and ensure that resources are used appropriately and effectively.
- To contribute to creating a long-term sustainable model of city-wide collaboration.
- To work with Bristol City Council (as the host organisation) to ensure transparency and effective governance of the City Office and One City Approach.

4. Membership

The advisory group represents the core sectors of the city as determined by the [theory of place-based leadership](#). These include:

- Democratic Leadership –Council Leader
- Public Managerial/Professional Leadership – Local Authority, Police, Health, Third sector, Higher and Further Education
- Business Sector Leadership
- Community Leadership

These sectors are broadened to include the following:

- Anchor Institutions - Place-bound institutions/organisations that hold a unique position within Bristol* due to their remit and functions.
- Representation from the city's voluntary, charity and social enterprise sector and community sector.
- Representation to ensure equality, inclusion and diversity is at the core of the work of the One City Approach.
- Representation to ensure environmental sustainability threads through all work of the One City Approach.
- Membership will also include a representative of City Funds which acts in partnership with the City Office to enable the One City Approach through investment and funding for city initiatives.

Representatives will typically be from organisations that hold a networking and leadership function for their sector within the city, noting that that it will not be practical to have representation from every neighbourhood or community within the city of Bristol.¹

Organisations are to nominate their own representatives for the Board. Representatives should:

- Be empowered to and able to speak on behalf of their organisations and bring insight from their sector as a whole.
- Have a robust understanding of the One City Approach and Bristol's city system.
- Be able to / empowered to act in a leadership capacity.

¹ Bristol is defined as the geographic area within the local authority boundaries e.g., the City of Bristol; however, it is recognised that Bristol operates with a regional structure - West of England - and a pan-regional structure - Western Gateway - and as such may engage with regional bodies where this is appropriate due to the remit of these entities.

The City Office is actively looking to have a diverse Board membership and encourage new and aspiring leaders. Organisations are asked to consider this within their nomination.

Observers – won't be members therefore the rules of this agreement don't apply.

5. Membership Terms

- City Office Funding (COF) partners will automatically be allocated a board place and nominated members will be asked to commit to a minimum of 18 months to ensure continuity. Members may serve more than one term, subject to the agreement of the Board and their organisation.
 - Additional individuals may be co-opted into the Board to bring specialist expertise in order to respond to specific challenges within the city e.g. COVID, economic recession etc.
 - Membership of the Board will be publicly available via the One City website. All papers produced by, and emails sent by, the City Office will be subject to the Freedom of Information Act 2000.
 - The City Office is hosted by Bristol City Council and therefore all decisions related to the administration of the City Office will be made in accordance with the council's legal and financial frameworks. This board will act in an advisory capacity to the host organisation who will take decisions. This applies to all Human Resources, Finance and Procurement matters. Bristol City Council will monitor the treatment and management of council organisational risk. This includes establishing and monitoring the control and co-ordination of internal controls and risk management, receiving updates on management actions to mitigate risks and receiving a budget update.
 - Board Members will be eligible to speak on behalf the Board and represent the view and interests of the Board. It is to the responsibility of individual representatives to consult with their organisation's communications team, however it is strongly recommended.
 - With the exception of the Bristol City Council Leader or their nominated substitute, no Board Members should hold political office or be standing for election. In the event that a Board Member wishes to stand for election, they will be required to resign from the Board and an alternative representative from their organisation/sector will be sought. ²
 - In the event that an organisation wishes to withdraw from the Board then three months' notice will be requested. In the event that a representative wishes to resign from the Board then three months' notice will be requested. This can be shortened if a replacement representative can be put forward.
 - In the event that a member of the Board and/or their organisation brings the City Office or One City Approach into disrepute they will be instructed by the Chair, in agreement with two thirds of the Board, to resign from the Board if they have not stepped down.
 - In the event that a member does not attend three meetings in a row then alternative representation will be sought. Members may arrange substitutes to cover individual meetings, but this should be by exception.
 - The Council Leader holds a unique democratically elected position and therefore it is felt appropriate that the postholder chairs this board.
 - The Chair will chair the meetings, work with the City Office to set the final agenda for meetings and,
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in the event of a tied vote, will have the casting vote. It is not anticipated the Board will need to vote on many items. The Chair is also responsible for conflict resolution between members of the Board.

6. Conduct of meetings

- Meetings will be held quarterly (once every three months) for two hours. An agenda conference will be held one month before the meeting with submissions sought from the board members and the Chair will set the final agenda in partnership with the clerking body (for this purpose this is the City Office).
- The Governance Board agenda will be made available on the One City Website.
- Regular standing management items will be covered across an annual cycle of meetings, including management updates, finance updates, work programme progress including progress against the goals in the One City Plan, risk and opportunity management.
- Meetings will not be public and public forum will not apply as the One City Boards are not council committees. Papers will be subject to the Freedom of Information Act 2000 if written by or distributed by the City Office and/or council's officers.
- Meetings will be clerked and serviced by the City Office team. In the event of agenda items being about the resourcing and/or performance of the City Office team, the City Office leadership team will leave the meeting.
- Meetings will be held in person at an agreed location with hybrid technology available.

7. Role of members

When working on behalf of the Board or representing the views and interests of the Board, members are required to:

- actively work with member organisations and other partners in the city to ensure their organisation contributes directly to the work of the Board;
- attend Governance Board meetings or, when unable to do so, nominate a named substitute to attend the meeting;
- consider equality of opportunity, social inclusion and sustainable development and be prepared to address learning needs in these areas where they arise. Each partner is responsible for ensuring compliance with its legal obligations/statutory duties, including in relation to the Equality Act 2010.
- ensure two-way communication between their organisation/interest group and the Board;
- make sure agreed Board priorities and recommendations are addressed by their own organisation at appropriate stages, and make sure they are implemented;
- be prepared to learn from others and from good practice elsewhere and to further develop the breadth of knowledge of the sector's role within the city;

8. Declaration of interest

If a recommendation might reasonably be regarded as affecting the financial position of the Board member, a relative or a friend, or of the organisation the Board member has an association with, either as an employee, volunteer or manager then the interest must be declared and noted at the commencement of the item to be discussed or when the interest becomes apparent. The Chair may ask the Board member to withdraw from the meeting room whilst the matter is being considered at the meeting. The Board shall use the Council's Declaration of Interest process as existing best practice and the declarations will not be publicly available.

9. Recommendation making

- This board is not part of the council's decision-making structure; however, it is anticipated that the board will make recommendations to the council (as the host authority for City Office) regarding the resourcing, delivery, and impact analysis of the City Office. The council will then consider these recommendations.
- In the event there is not a consensus in the making of these recommendations then a vote may be required.
- Formal Council Committee meetings required two-third attendance to be quorate (including the Chair or Deputy). The Governance Board is not a formal Committee and therefore two-third attendance is a preferred minimum rather than a legal requirement.

10. Performance monitoring

The Governance Board will be asked to agree a format for receiving Performance Information. Information will be presented periodically, and additional information is available on request. Delivery will be actioned by a combination of the Board chair, their organisations (where appropriate) and the City Office.

11. Code of conduct

Members of the Board are required to:

- remain focused and strategic and contribute positively to discussions and work with other members to make recommendations regarding the strategic development of the city and its communities;
- work with other members to achieve consensus in addressing the aspirations, needs and priorities of the city and its communities, and promoting economic, social, and environmental wellbeing;
- always consider the overarching One City vision;
- raise areas of concern and contribute experience and expertise to Board discussions in order to achieve good, workable solutions that are based on an assessment of need and are likely to receive widespread support;
- speak with authority on behalf of their organisation/interest group/industry at Board meetings and exert influence on behalf of their organisation/interest group;

- display consistency and honesty in achieving consensus through debate;
- respect any confidential information provided to support Board recommendation-making;
- respect the views of other members;
- respectfully challenge the opinions or actions of other members or contributors where this will lead to an improvement for the city and support other members in the process of change;
- always consider the contribution their organisation or sector can make to achieving the Board's aims and objectives.