Holme Wood Pride in Place Board
Terms of Reference

Introduction

1. Holme Wood has been selected by government for a £20m of investment over ten years through the Pride in Place programme. The investment (67% capital, 33% revenue) will be made from 2026 to 2036 across the ten years.
2. The Holme Wood PiP Board was established in 2026 as a programme requirement, with an independent chair and representation from key public, private and voluntary and community sector organisations.
3. The Board is responsible for setting a vision, priorities for investment, the investment plan and recommending which projects to fund.
4. Key objectives of the strategy are:-
    a. building stronger communities,
    b. creating thriving places and
    c. empowering people to have more of a voice over local decision making.
5. The City of Bradford Metropolitan District Council acts as the Accountable Body for the PiP programme
    a. for holding all monies received through the PiP programme and managing the funding in line with the agreements made by the Board and MHCLG
    b. to facilitate the development of a Plan and its delivery
    c. Retains ultimate accountability authority and accountability for the use and allocation of public funds, project selection, procurement, subsidy control, governance, audit and compliance with applicable legislation.
    d. The Board's role is advisory and strategic, working with the Council to maximize local impact, value for money and alignment with the objectives of the programme and the 10 Year Plan set out by the Board
    e. To work closely with the Board to develop, embed and promote appropriate processes and oversight to enable compliance with the Council's Constitution , The Subsidy Control Act 2022, The Procurement Act 2023 and The Public Procurement Regulations, 2024.
    f. To provide programme assurance through the Council's Section 151 officer to MHCLG via submission of an annual statement.
6. The Board will produce a ten-year Plan setting out a vision for how the investment will be used to transform Holme Wood.
7. An investment plan for the first programme period (years one to four). The structure of the plans aligns with the government guidance.

The Role of the Holme Wood Board

8. The Holme Wood Pride in Place PiP Board ("the Board") is the vehicle through which the 10-Year Vision and Strategy for the Holme Wood Pride in Place is delivered. It is also responsible for overseeing positive progress and delivery of each of the interventions within the Pride in Place Programme. The Board will agree each stage of the Pride in Place Programme that includes a 4-year Investment Plan and a 10-Year Regeneration Plan submitted to government in Oct 26.
9. The Council as Accountable Body will then formally approve the plan which will also need to have the approval of the MP and MHCLG. The Board is responsible for:
    a. Upholding the Seven Principles of Public Life (the Nolan Principles)
    b. Delivering once approved by government (and working with the Council as Accountable Body) the evidence-based, community led Plan including a 4-year Investment Plan and a 10-year Regeneration Plan.
    c. Establishing a clear programme of interventions which will be set out in the 4 Year Investment Plan.
    d. Embedding arrangements in local plans (where appropriate) Working with the Council to coordinate resources and engaging stakeholders
    e. Ensuring community voices are involved in shaping design at each phase of development.
    f. Ensuring diversity in its engagement with local communities and businesses
    g. Helping develop detailed business cases.
    h. Overseeing each step of agreeing a Pride in Place plan for Holme Wood, and overseeing compliance with the Memorandum of Understanding from government.
    i. Develop and monitor a clear Communications, Engagement and Consultation Plan
    j. Provide a scrutiny role for the performance monitoring & evaluation of the interventions and overall programme working with the Council as Accountable Body

10. The geographic area the Board represents is the Holme Wood PiP boundary and is shown on the map at Appendix A.

Board membership

11. The Board is made up of the following members,

Holme Wood Pride in Place Neighbourhood Board – 15 positions (see Appendix C)

12. The Chair invited stakeholder organisations to confirm the nominations to represent them on the Board. Individual membership of the Board is dependent on the continuing support of the relevant nominating body or sector representation. The Board will have the power at any time to invite further members if the Board considers it necessary. In the absence of the Chair at any meeting, the Vice Chair will chair the meeting.
13. Nominating bodies (list of Stakeholder groups appendix C)
    a. **H**olme Wood Youth Partnership
    b. Residents
    c. Faith Groups
    d. Housing Forum
    e. LeedsGATE
    f. Culture/sports
    g. Business Forum
    h. Holme Wood Adult Skills Forum / Headteachers Forum

14. In addition, the following bodies will be in attendance (non-voting) at each board meeting as they have significant role to play in the delivery of Holme Wood PIP boards objectives
    a. Representing the accountable body - Section 151 officer
    b. Representing CBMDC Neighbourhood Department - Strategic Director – Environment
15. Additional board attendees
    c. support organisations or bodies may be invited to attend meetings of the Holme Wood Board in a non-voting capacity which will be at the discretion of the Chair.
    d. These attendees may provide specialist advice, technical expertise, or community insight to inform discussions and support the work of the Board but will not hold voting rights.
    e. Their attendance will be determined by the Chair, and all non-voting attendees must adhere to the Board's policies, including the Code of Conduct, and will be subject to the full requirements of these Terms of Reference.

16. A Board member shall cease to be a member in the event of:
    (a) such member giving written notice to the Board of their resignation, to take effect on receipt by the Board of the notice of resignation or if later,
    (b) the date stated in the notice; or
    f. such member's death or,
    (c) such member's bankruptcy or;
    (d) such member making of any arrangement or composition with their creditors, or liquidation, or
    (e) such member is deemed either unable to pay their debts or as

having no reasonable prospect of doing so, in either case, within the meaning of section 268 of the Insolvency Act 1986 or (being in a partnership) has any partner to whom any of the foregoing apply; or

g. (f) at the sole discretion of the Chair, Vice-Chair and in consultation with the s151 officer the financial position of that individual deteriorates so far as to reasonably justify the opinion that their ability to give effect to the their compliance with the terms of this TOR is in jeopardy or could be brought into disrepute.
h. such member ceasing to have an office or other base within Holme Wood or ceasing to be employed or Trustee by such organisation as entitles them to be a member.
i. All Board members must retire every three years but can be re-appointed by their nominating body or representative sector at the end of each four-year period.

Board meetings

17. The Board will meet at least 4 times per year, or more often as required.
18. No business shall be transacted at any Board meeting unless a quorum is present.
19. The quorum shall be eight
20. At least 5 clear working days' notice of all Board meetings
21. Board meetings will not be public meetings.
22. Minutes and agendas will be published at least 5 clear working days before each board meeting, and copies of minutes of board meetings that are open to public inspection, 5 clear working days after each board meeting.
23. draft minutes of meetings will be shared with board members following the meeting within 10 working days
24. Final minutes, once approved by the board will be published within 10 working days
25. Holme Wood PiP Board will report member conflicts of interest within the minutes
26. Holme Wood PiP Board will invite MHCLG to send a representative to attend Board meetings as an observer.
27. Each Board member shall have one vote on a show of hands. In the event of an equality of votes the Chair shall have a casting vote.

Legal Status

The Neighbourhood Board is not a corporate body nor is it a legal entity. It is not the accountable body for the Pride in Place Programme. The Council shall act as the accountable body, retaining the responsibility for the receipt, financial control and monitoring of all programme funding and ensuring compliance with all applicable legal, financial, governance and audit requirements.
These Terms of Reference shall constitute the formal Constitution of the Neighbourhood Board.

The Board does not have authority to take decisions on behalf of the Council or to exercise the Council's statutory functions. Nothing in these Terms of Reference confers authority on the Board to bind the Council to act unlawfully or to fetter the discretion of the Council or its officers in the discharge of their legal duties.

Board members' conduct

28. Board members are expected to adhere to the Seven Principles of Public Life, known as the Nolan Principles, as defined by the Committee for Standards in Public Life. They are:
    j. Selflessness: Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
    k. Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
    l. Objectivity: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
    m. Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
    n. Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give

reasons for their decisions and restrict information only when the wider public interest clearly demands it.

o. Honesty: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
p. Leadership: Holders of public office should promote and support these principles by leadership and example.

Conflict of interest

29. Holme Wood PiP Board will maintain and publish a Register of Board Member Interests and a Code of Conduct. The following provisions shall apply to all Board members:
    q. A Declarations and Conflicts of Interest item shall be at the top of the agenda for each Board meeting and will be reported within the minutes of the relevant meeting
    r. In the event that there is a conflict of interest the person so conflicted shall immediately declare the nature of the conflict or potential conflict and withdraw from any business where the conflict would be relevant.
    s. Whenever a person has an interest in a matter to be discussed at a meeting the person concerned will not be: - entitled to remain present at the meeting during discussion of that matter - counted in the quorum for that part of the meeting - entitled to vote on the matter

Roles and responsibilities

30. The Chair
    The role of the Chair is to lead the Board in defining vision and direction, and in delivering the desired outputs and outcomes, whilst ensuring that appropriate procedures for governance and management of resources are in place. The key responsibilities of the post are to:
        i. Provide strategic leadership and direction to ensure that the Board achieves its goals
        ii. Ensure the Pride in Place Plan is demonstrably community- led and embedded within the local area
        iii. Lead the efforts of the Board on the Pride in Place Plan for Holme Wood and each intervention for funding
        iv. Lead the efforts of the Board working with the Council as Accountable Body, to monitoring performance and progress of each intervention, agreeing ways forward should activity slip, in terms of output, outcome, timescale and financial delivery
        v. Monitor the range of agreed Indicators to demonstrate the success of the Long-Term Plan for the PiP and wider activities and deliverables of the area
        vi. Effectively chair meetings of the Board, leading it towards recommendations that ensure the strategic vision and key objectives of the Board are delivered

vii. Be an effective influencer and “ambassador” for Holme Wood at local, regional and national levels working with appropriate partner organisations and individuals
viii. Be an effective advocate on behalf of the Board, and the businesses and people of Holme Wood, in particular at conferences and events/meetings with Ministers, MPs and key civil servants
ix. Reflect the agreed policies and strategy of the Board and its members in all discussions with partners, stakeholders, government and its agencies
x. Ensure that the Board adheres at all times to high standards of ethics and governance in public life and is an exemplar to other organisations
xi. Ensure that all Board members participate actively in the work of the Board, encouraging their attendance and engagement and keeping regular contact with all members
xii. Exert a casting vote in Board recommendations if circumstances so require

t. Board Members Board members have a responsibility to uphold high standards of integrity and probity. They should support the Chair in instilling the appropriate culture, values and behaviours in the boardroom and beyond. Board members should take into account the views of other stakeholders and the community, because these views may provide different perspectives on the Board and its performance. The duties and responsibilities of a Board member are to:
    i. Attend meetings of the Board and to nominate an appropriate named alternative where attendance is not possible, subject to the prior agreement of the Chair
    ii. Reflect the agreed view of the Board and its members in all discussions with partners, stakeholders, government and its’ agencies
    iii. Support the Chair by leading on activities relevant to their knowledge and experience by representing the interests of the Board in meetings with partners, stakeholders, government and its’ agencies
    iv. Actively develop an effective partnership
    v. Contribute knowledge and expertise to the development and delivery of the interventions within the Pride in Place Plan for the PiP and 10 Year Vision
    vi. Formally represent the Board in meetings with other bodies and partner organisations as required.

31. Escalation and Dispute Resolution

u. Where disagreements arise, Board Members should seek to resolve issues informally through discussion with the parties involved and, where needed, with support from the Chair, Deputy Chair, or Vice Chairs. If the matter cannot be resolved informally, it should be referred to the Chair (or the Deputy Chair if the issue involves the Chair) for formal consideration and mediation 11 in line with the Terms of Reference. If the dispute remains unresolved, it may be escalated to the Council as the Accountable Body. In addition, where a person has reason to believe that the conduct of a Board Member has fallen short of the standards as set out in the Code of Conduct, encapsulated in the Nolan Principles, a complaint may be made in writing to the Chair, and to the Council.

32. **Thematic Advisory Groups**:

v. The initial list of Thematic Advisory Group is set out in appendix 2

w. Thematic Advisory Group or sub-groups may need to be established to complete a specific task for specific and appropriate elements of the Board's business. The Board must agree the establishment of a working group, its scope and delegations and duration of operation

aa. The Chair of working groups should be approved by the Board Members via a majority vote of those present.

bb. Thematic Advisory Groups are established to provide ongoing insight, challenge, and dialogue to the Board. They act as an extension of the Board's governance capacity by ensuring a broad range of voices, perspectives, and expertise inform decision-making. The purpose of the Advisory Groups is

i. to ensure the perspectives and lived experiences of communities, stakeholders, and organisations are reflected in the work of the Board.

ii. to provide strategic insight and provide informed advice to the Board.

iii. To engage with all existing partnerships, networks and stakeholder groups ensuring alignment, connectivity, and complementarity.

iv. To strengthen two-way communication between the Board and wider networks, sectors, and communities within Holme Wood.

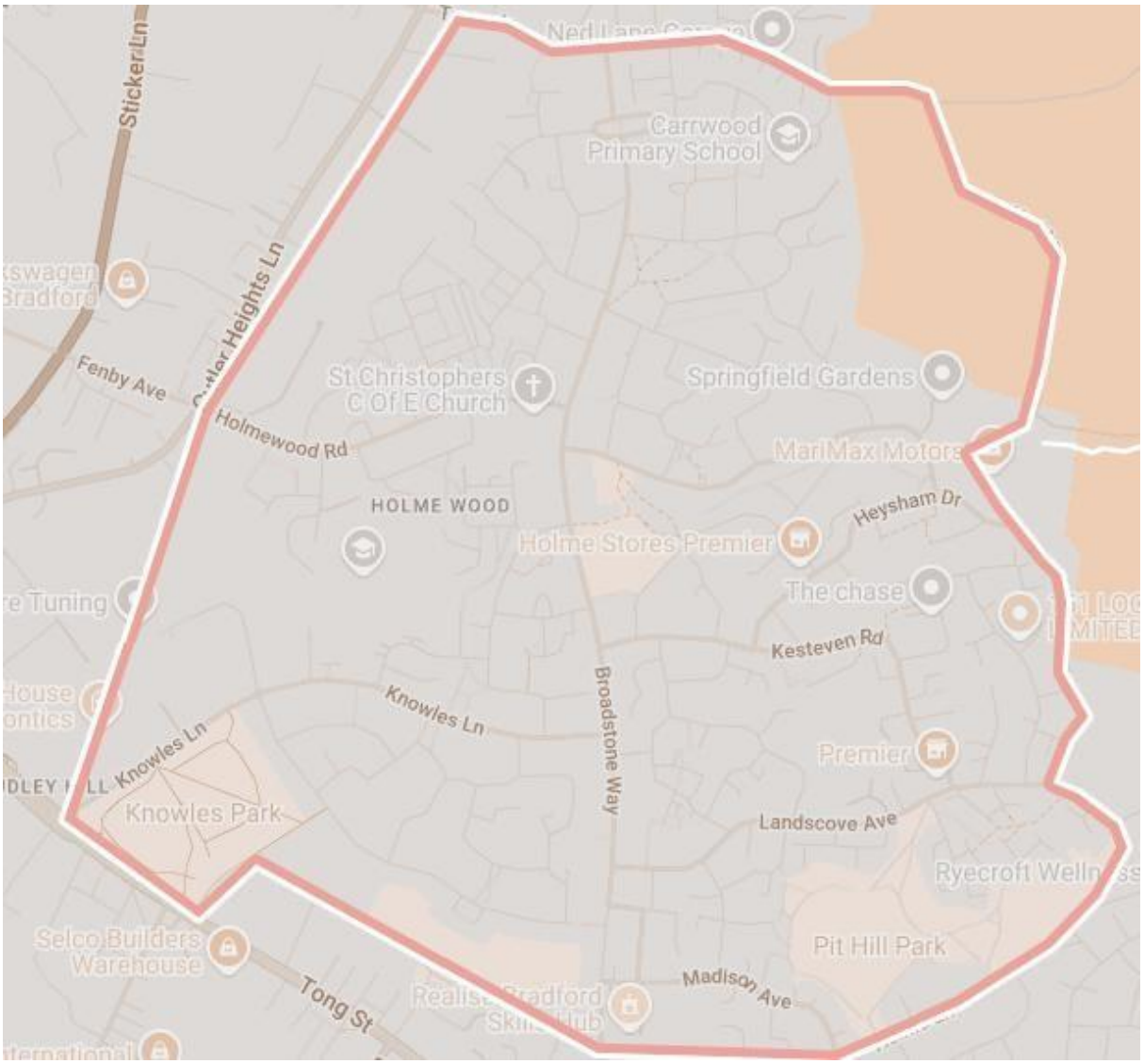
v. Each Advisory Group will have an identified Lead Board Member who will act as the primary liaison between the thematic group and the Holme Wood Board.

vi. to provide focused oversight, development, and coordination for priorities identified by the Board.

vii. to lead on their designated area and generate evidence-based insights, options, and recommendations to support the Board.
viii. to support the delivery of the Board's work programme by developing proposals, pathways, and practical solutions.
ix. to produce regular updates and reports for the Board, ensuring transparency, accountability, and shared understanding.
x. to coordinate partner activity and strengthen collaboration across organisations working within Holme Wood
xi. Thematic Advisory Groups and Subgroups will be approved by and report to the Board and members will adhere to all policies including the Code of Conduct and Terms of Reference.
xii. Additional subgroups can be established for either a time-limited basis to undertake a specific piece of work or can operate on an ongoing basis where sustained attention is required on priority areas of strategic importance.
xiii. Thematic Advisory Groups and Subgroups can include people and organisations outside of the membership of the Board.
xiv. Thematic Advisory Groups and Subgroups will make operational recommendations, but they do not hold decision-making authority so will not require voting mechanisms and are advisory to the Board

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Appendix A – Boundary



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Appendix B - Draft Thematic Sub groups

Holme Wood Youth Partnership

Residents

Minority groups

Culture/sports

Business Forum

Adult Skills / Education

Health

Faith Groups

Housing Forum

Appendix C – Membership Board

No	Group	Name
1.	Independent Chair	Sam Kirkby
2.	MP	Judith Cummins
3.	Local Ward Councilor	Matt Edwards
4.	Youth	Kieron Stewart – emerge
5.	Resident	Ursula Sutcliffe
6.	Minority groups	Mary Cunningham
7.	Culture/sports	Kayle Maccoy
8.	Local Businesses	Guy Barrett
9.	Adult Skills	Catherine English
10.	Education	Dan Styles
11.	Health	Mark Hindmarsh
12.	Faith Group	John Rider
13	Housing	Patrick Collins
14	WYCA	Alison Lowe
15	West Yorkshire Police	Inspector Andrew Beecroft