Neighbourhood Committee Terms of Reference

West Earlham & Bowthorpe

Pride in Place

Our neighbourhoods matter

PRIDE IN PLACE
LED BY YOU – BACKED BY UK GOVERNMENT NR5

1. Context

Pride in Place West Earlham & Bowthorpe ('the Neighbourhood') is an area within the City of Norwich that has been selected to receive up to £20 million (**£19.6m**) of funding over **10 years,** to deliver the Plan for Neighbourhoods programme as part of the national Pride in Place Programme ('the Programme'), as announced by the UK Government in Autumn 2025. That investment is a statement of intent - but money alone doesn't transform places.

People do.

The programme focuses on a vision of lasting change being driven locally through fostering community and **civic pride**, improving **local infrastructure**, boosting the **local economy**, **long-term community wealth building** and all through building **trust** and **resident-led decision-making**.

The Neighbourhood is in Phase 2 of the scheme.

The Neighbourhood was selected based on its ranking in the English Index of Multiple Deprivation, using metrics covering pay, skills, productivity, and health to identify those with the lowest rankings.

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1. Context

The Government has stated that **Neighbourhood Boards**, made up of **local people**, will be the **overseers of** funding decisions and priorities made by the community, supported by the respective local MP and local authority.

Together they should ensure that:

- The appropriate capacity and capability is in place throughout the Programme period to ensure that funds are distributed **effectively, transparently** and **equitably** in the local area.

- **Residents, businesses, people working and volunteering in the area** and **grassroots organisations** are actively making the big decisions throughout Programme design to ensure delivery reflects the priorities of local people alongside building trust and capacity within the community.

- **Monitoring and evaluation** is undertaken according to published guidance.

1. Context

For the purposes of planning and to allow for periodic review, the Programme is divided into 3 investment periods:

- Period 1: the 2026 to 2027 financial year to the 2029 to 2030 financial year (4 years)
- Period 2: the 2030 to 2031 financial year to the 2032 to 2033 financial year (3 years)
- Period 3: the 2033 to 2034 financial year to the 2035 to 2036 financial year (3 years)

The funding profile is **37% revenue**, **63% capital** to be delivered over **ten** years.

The West Earlham and Bowthorpe (WEB) Neighbourhood Board will bring together the local residents alongside people from the local private, public and community sectors to provide strategic leadership and guidance, in order to develop and deliver a 10-year **Investment Plan** ('the Plan') and a 4 year investment plan, with a schedule of interventions devised in accordance with the decisions of local residents and in accordance with Government guidelines, focusing on the Neighbourhood's assets, opportunities and challenges.

2. Purpose

The Board is the vehicle through which the **Investment Plan**, its vision, strategy and delivery plan for the Neighbourhood is deliberated and signed off.
The Board will be responsible for delivering the Plan based on what the local community says they want.

The Board will develop a plan that meets local priorities to achieve three strategic objectives:

- **Thriving places**
- **Stronger communities**
- **Stronger voices for local people**

The Board will work within the guidance set out by the Government and with reference to the list of indicative interventions at https://www.gov.uk/government/publications/pride-in-place-programme-prospectus/pride-in-place-programme-list-of-indicative-interventions, recognising that this list is not exhaustive and that the Government encourages Neighbourhood Boards to think **innovatively** and c**reatively** about how to deliver the strategic objectives of the Programme.

3. Our principles

- All voices are welcome*
- We trust people to know what is best for them
- We believe people
- With responsibility comes accountability
- We listen
- We remove barriers - including unnecessary bureaucracy
- We make mistakes and learn
- We build on what is working and local assets
- We are inclusive and accessible
- We are democratic
- We are transparent
- We will consider the climate impact in all our decisions
- Decisions will be underpinned by long-term, democratic and preventative thinking
- We will connect and leverage other partnerships and communities
- We will seek to engage collaboratively across sectors to enable the levers of change
- We will embed buying local, social and sustainable
- *We will stand up to hate in all its forms — including hate speech, discrimination, or online abuse — directed at any person on the basis of their race, religion, disability, gender, sexual orientation, age, or any other characteristic

4. Funding profile & timeline

The Government has committed just under £20 million over a 10-year period. The table below details the yearly allocation of funding across the three funding streams:

Capacity Funding*, Revenue Funding, and **Capital Funding**.

Definitions for each funding stream are provided in **Annex 2**.

WEB PIP	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	TOTAL
Capacity	£150k											£150k
Revenue		£270k	£691,638	£691,638	£766,638	£767,386	£766,638	£766,638	£766,638	£766,638	£766,638	£7,020,500
Capital		£117,604	£667,604	£1,455,104	£1,455,104	£1,455,104	£1,455,104	£1,455,104	£1,455,104	£1,455,104	£1,455,104	£12,426,040
TOTAL		£387,604	£1,359,242	£2,146,742	£2,221,742	£2,222,500	£2,221,742	£2,221,742	£2,221,742	£2,221,742	£2,221,742	£19,596,540

5. Key tasks

The Neighbourhood Board will:

- Lead on embedding the principles **throughout the life of the programme** including developing its own **structures** and approaches to the programme
- **Champion** and actively **support community participation** - attending events, sharing surveys, using social media and by other appropriate means, working alongside the participation work and residents and other stakeholders within the Neighbourhood to help ascertain the perceived needs, hopes and ambitions for the **Neighbourhood**
- Be accountable for ensuring that the **10-Year vision** and investment plans for the Neighbourhood encapsulate **local priorities** heard **equitably** from local voices and clearly identify longer term priorities based on local voice, evidence of what works where relevant and in ongoing **deliberation** with the community and other stakeholders
- **Sign off** and **be accountable** for a clear plan for interventions to address the objectives of the Programme and to ensure **coordinated and effective delivery**
- Ensure that delivery adheres to **timescale** and **budgets**
- Provide **leadership** and maximise visibility, championing the Neighbourhood at a local, regional and national level

5. Key tasks continued

- Ensure the voices of **people, communities** and **other stakeholders** within the Neighbourhood shape the design and decision making at each phase of development
- Where appropriate and possible, build **capacity** and **sustainability** and lever in further **investment** (including social finance, supply chain purchasing power, philanthropy, procurement mechanisms and other community wealth building support), to enable the Board to continue beyond the initial ten-year term of the Programme
- Keep open good lines of **communication** with people, communities and other stakeholders within the Neighbourhood, in an **inclusive, open** and **transparent** manner
- Ensure **communication** is consistent, accessible, transparent and open throughout every stage
- Take part in and **champion quality** and **wide-reaching evaluation**
- **Work alongside the community** to define Key Performance Indicators ('KPIs') that reflect what local people say matter (e.g., participation, project delivery, footfall, safety, health, employment, satisfaction, pride) and monitor achievement against KPIs; Be ready to correct / adjust course as necessary. and ensure robust systems are in place for regular monitoring, review and reporting back of progress that continue to involve the community
- Support the 'A**ccountable Body**' with their deliberations and make representations to them where necessary in the interests of the programme

6. Roles and Responsibilities of Board Members

- The main role of Board members is to play an **active part** in the development and delivery of the Plan and any associated **Investment Plan** for the Neighbourhood.
- Members may bring their own perspectives and may, where applicable, represent their organisations, interest groups or geographic area.

They will:

- Take a Neighbourhood-wide strategic perspective and ensure the community's ideas are reflected **faithfully** in the plans
- Work with consideration for how the plans will develop the local economy through a **social, preventative** and **sustainable lens**
- Act to bring together **lived experience**, intelligence, expertise, track record and community and business support to identify priorities and develop solutions to maximise the Neighbourhood's economic opportunities and address barriers to change
- Seek to **minimise bureaucracy** and contribute to ways of working
- Build upon **existing structures**, assets and community ways of working
- Work towards a **sustainable future** for the Programme
- Actively identify and obtain complimentary/match funding from other sources

6. Roles and Responsibilities of Board Members

All Board members will strive to:

- Commit to attend **every meeting** where possible.
- **Stay up to date** between meetings.
- Be **focused** and **strategic** in and outside meetings.
- Focus on the needs of all communities within the Neighbourhood, with an **inclusive concern** for all residents, especially the **underrepresented** and those experiencing the greatest inequalities.
- **Prepare thoroughly** for each meeting including being properly briefed and completing any required actions between meetings.
- Contribute **positively** and **constructively** to discussions.
- Work with others on the **Board to achieve consensus.**
- **Respect** and **value** others, taking into account the views of other participants, residents and stakeholders.
- Contribute their **experience** and **expertise** to achieve good outcomes in the **best interests of the Neighbourhood.**

7. Chair - term and responsibilities

- The role of the Chair (and future Vice-Chair) is to lead the Board in defining the v**ision and direction** for the Programme and in delivering the desired outputs, whilst ensuring that appropriate procedures for governance and management of resources are in place.

The key responsibilities of the Chair (and Vice Chair when applicable) are to:

- **Lead the Board** in achieving its objectives, maintaining an overview of activity and championing and supporting the voice of the local community alongside partnership working
- **Effectively** and **efficiently** Chair, with respect and courtesy, meetings of the Board
- Ensure that decisions are made in accordance with **good governance principles**
- Be an **effective influencer** and **ambassador** for the Neighbourhood at a local, regional and national level
- Ensure that all Board members **participate actively** in the work of the Board
- **In a timely manner**, sign and submit the Plan to Government on behalf of the Board and liaise as needed with Government officers
- **Hold board members to account** whilst acting as a role-model

7. Chair - term and responsibilities

- The Chair and Vice Chair will each serve an initial term of **three years**, after which time they may stand for re-election if they wish.
- The Chair will be appointed following an open recruitment process.
- The vice Chair will be elected from within the Board membership by April 2027
- Subsequent elections of the Chair and vice Chair will take place at an Annual General Meeting of the Board.
- The Chair or Vice Chair can be removed by a simple majority vote of all Board members at an appropriately constituted Board meeting and provided at least five working days notice of the motion to remove has been given.
- Neither the Member of Parliament for Norwich South ('the MP') nor any elected member of Norwich City Council or Norfolk County Council or the respective successors of those bodies may serve as Chair or Vice Chair.

8. Constitution of the Neighbourhood Board and associated recruitment methodology

The Board will consist of 15 voting members comprising:

- An independent Chair
- (An independent Vice-Chair)
- The MP (ex officio)
- Two elected members of Norwich City Council/Norfolk County Council via self-nominated Expressions of Interest and shortlisting
- 10 further members

In addition there will be one **non-voting observer** member from Norwich City Council.

Other than the MP, members will be appointed following an **open recruitment process** managed and overseen by the Chair, in conjunction with the MP and a representative of the Accountable Body.

In accordance with Government guidelines, at least eight members (and preferably more) in total must live and/or work (in either a paid or voluntary capacity) within the Neighbourhood.

8. Constitution of the Neighbourhood Board and associated recruitment methodology

Without being prescriptive or allocating places within particular categories, those responsible for recruitment of Board members will use their best endeavours to ensure representation from as wide a cross section of the population as possible and from the following groups:

- Locally resident
- Business and commerce
- Voluntary, community and social enterprise
- Faith
- Health
- Culture and arts
- Education / young people.

Representatives from any Accountable Body, Government officials, technical advisors, and programme officers may attend Board meetings as observers and to provide information and support, but will have no voting or decision making rights.

9. Board diversity

The Board is committed to building and maintaining a **diverse** and **inclusive leadership** that **reflects the community of the Neighbourhood.**

A later formal **Board Diversity Polic**y will guide recruitment, succession planning, training and evaluation processes to ensure representation across:

- Demographics (e.g. gender, ethnicity, age, disability, race)
- Lived experience and community engagement
- Professional expertise and cognitive diversity
- Geography (representing the communities and areas within the Neighbourhood)

To support our commitment to building and maintaining a diverse and inclusive Board, key actions include:

- Inclusive and transparent recruitment and selection procedures
- Training for all Board members
- The removal of barriers to involvement - inclusive expenses policies
- Annual monitoring of diversity metrics and progress
- Transparent reporting and regular policy reviews

9. Board diversity

This commitment is designed to ensure that **the Board** benefits from a **wide range of perspectives**, strengthens community trust, **make good decisions**, and delivers a plan that is equitable and representative.

What programmes need from a board changes as boards evolve.

Board members will be appointed for an initial term of **3 years**, renewable once on re-election.

If a Board member has completed a total of **six consecutive years** they will be required to stand down from the Board for a period of at least one year before being considered for re-appointment.

10. Meeting procedures

The Board will **meet at least monthly** until the end of 2026, and then **bi-monthly** moving to quarterly **from 2028**, and more frequently if required. This will be kept under review.

The Board will receive support from an appropriately qualified and experienced body or individual (‘the Secretariat’) from the Accountable Body, Norwich City Council, to provide secretariat services and support the Board.

This will be reviewed annually and upon any changes to the constitution of the board.
The agenda, with clear timings and instructions (ie. if decisions are required) and supporting papers will be circulated **at least eight working days** prior to meetings. Late papers will only be accepted if urgent and at the Chair’s discretion.

Members wishing to raise items of Any Other Business should, where possible, notify the Chair before or at the start of the meeting or are invited to contribute to the agenda.

10. Meeting procedures continued

Minutes will be kept of each meeting by the Secretariat and circulated to members within ten working days of the meeting. Agendas, approved minutes, decisions, investment summaries and impact reports will be published on the Neighbourhood website at [https://www.webprideinplace.co.uk] with lawful redactions (e.g. commercial sensitivity, personal data).

Decisions of the Board will be by a simple **majority decision** at a properly **constituted** and **quorate** meeting. Where there is a tie, the Chair is entitled to use **an additional casting vote**, however decisions will be reached by consensus as far as possible. A decision log will also be published.

Some matters are defined as **Reserved Matters** and these require a qualified majority (i.e. at least 75% of members present). **These include:**

- Approval of the 4-year investment plan and capital allocations ≥£250k.
- Changes to place boundaries, governance structure or delivery model.
- Contracts/grants above procurement thresholds.
- Changes to board membership.
- Adoption/amendment of Terms of Reference, Code of Conduct, or Conflicts of Interest Policy.

10. Meeting procedures continued

The Chair in consultation **with the MP** and/or appropriate officers from the **Accountable Body** may approve urgent actions between meetings where delay would cause material risk; such decisions will be reported to the next Board meeting for ratification.

The **Board shall be quorate** (able to vote) on ‘unreserved matters’ when **at least half** of its members, rounded up to the nearest whole number, (i.e. 9) are present.

The Board will work as equals alongside ‘**Citizen Councils**’ or sub-groups with delegated authority to lead on the priority plans for the area.

Citizen Council will advise on and support the development and/or delivery of programmes within the Investment Plan, including where decisions are required between meetings of the Board.

Board members will be nominated to attend meetings of the **Citizen Councils** based on their areas of expertise, interest and experience.

Separate terms of reference will be established for the **Citizen Councils**.

11. Substitutes

Board members may be permitted to send a **substitute** to a meeting if they are unable to attend provided that the substitute is suitably qualified and experienced; and with the prior written confirmation of the Chair, at least 5 working days prior to the board meeting.

Nominated **substitutes** must complete a **declaration of interests form** in advance of the Board meeting and follow the same rules on **conflicts of interest** as the appointed member for whom they are acting as substitute, as set out in paragraph 12.

Substitutes **may not vote**.

12. Code of Conduct for Members (or Operating Principles)

In advance of formal appointment, Board members will be required to undergo a **due diligence** process, which may include but it not limited to **DBS checks*** and personal declarations on; social media use; conflict of interests; financial propriety and bankruptcy; and criminal convictions (in particular but not exclusively those relating to dishonesty and/or violence).

The Neighbourhood Board will be based on collaboration and business will be conducted in the spirit of partnership working and in accordance with the **Nolan Principles of Public Life** and the Board's own **Code of Conduct/Operating Principles**.

All members will be asked to sign up to these documents and to adhere to the spirit and letter of the documents at all times in their contributions to the work of the Board, both in meetings and outside in public life.

Annex 3 sets out the **Nolan Principles** in full.

*A criminal record will not necessarily automatically prevent you from joining the Board.

12. Code of Conduct for Members (or Operating Principles)

As a last resort and following mediation and support, Board members **may be removed** from office for **breach of conduct, persistent non-attendance or loss of eligibility.**

Where a conflict of interest is not declared, or where a member participates in a decision they should have stepped back from, the matter will first be raised with the **Chair** or Vice Chair.

If the concern involves the Chair, it goes to the Vice Chair, the MP and the Accountable Body.

The aim is **resolution** and **repair** where possible.

If the matter cannot be resolved informally, it will be brought as a '**reserved matter'** to the full Board and decided by simple **majority vote**, with the member concerned having the right to respond before any vote is taken

13. Declarations of interest

To ensure **transparency** and **integrity** in decision-making, the Board will manage potential for actual and perceived **conflicts of interest**:

- All Board members and supporting Officers must complete a formal **Register of Interests** upon appointment. Members should declare all financial and non-financial interests for themselves, their spouse / civil partner / life partner and other close relatives. This register will be maintained and updated annually or as changes occur.
- At the start of each agenda item during Board meetings, members will be asked to verbally declare any direct or indirect interest in the matter under discussion. These declarations will be recorded in the meeting minutes.
- Any member with a declared interest, whether financial, personal or related to an organisation they represent or other organisations they, or a close associate or relative, have an involvement with, must leave the meeting for the duration of the discussion and may not be involved in decision-making / voting on the relevant item.
- If a Board member is unsure whether an interest needs to be declared, they should seek guidance, in confidence, from the Chair or vice Chair in advance of the relevant meeting.

14. Conflict of Interest – Funding or Investment

It is likely due to the make up of the Board, that members may also be involved, even tangentially, with local **community** or v**oluntary organisations** or businesses.

Members must ensure that they are not personally involved in **funding applications or investment decisions** made on behalf of the organisation or business.

However, in exceptional cases where the application cannot be made by anyone other than the Board member, this must be:

- Declared in writing in advance
- Reviewed and agreed by the Chair or Vice Chair to determine appropriate mitigation measures, including recusal from related discussions and decisions, and agreement not to discuss the grant with other Board members.

15. Accountable Body Arrangements

Norwich City Council or its successor ('TBC') will initially be the legally and financially accountable body ('the Accountable Body') for the Plan for Neighbourhoods funding from the Ministry of Housing, Communities and Local Government (MHCLG) and will responsible for **lawful** and **effective** management of public funds and compliance with the Nolan Principles, Managing Public Money, Equality Act 2010/Public Sector Equality Duty, and Subsidy Control Act 2022.

All accounting arrangements will be proposed by the board and agreed under the supervision of Norwich City Council's s151 Officer.

All initial contracting must follow procurement law and UK Procurement Regulations, ensuring publication of opportunities for suppliers and ensuring that social and local value and community benefits are recorded. The Board will oversee all performance and KPIs in contracts in conjunction with the Accountable Body. **A facet of the programme is also not to let unnecessary bureaucracy hinder the programme.**

As soon as possible, and by Year 3 at latest, the Board will develop an appropriate **community-led delivery model** (e.g., CIC/CIO /social enterprise, cooperative, charitable trust), subject to government agreement, at which point the **Local Authority's Accountable Body status will cease**.

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16. Risk and Opportunity Management

The Board will ensure that a **risk and opportunity register** is maintained and reviewed quarterly, to include financial, locality, delivery, reputational and equality, social justice, inclusion, environmental and health impacts.

17. Data protection and privacy

The Board will put in place procedures to ensure that personal data is processed in line with UK legislation and will ensure that relevant privacy notices/templates are used where applicable.

18. Equalities

The Board will ensure that Equality Social Inclusion and Health Impact Assessments (ESHIAs) are carried out for major decisions.

The Board will ensure compliance with the Public Sector Equality Duty and will track outcomes by a variety of metrics including protected characteristics.

19. Review

These **Terms of Reference** will be reviewed annually at the Annual General Meeting with any amendments approved by the Board.

Outside of the annual review, changes can be made in consultation with the Board at any time provided due notice is given and the matter is decided at a properly constituted Board meeting.

Annex 1 Map of Pride in Place area

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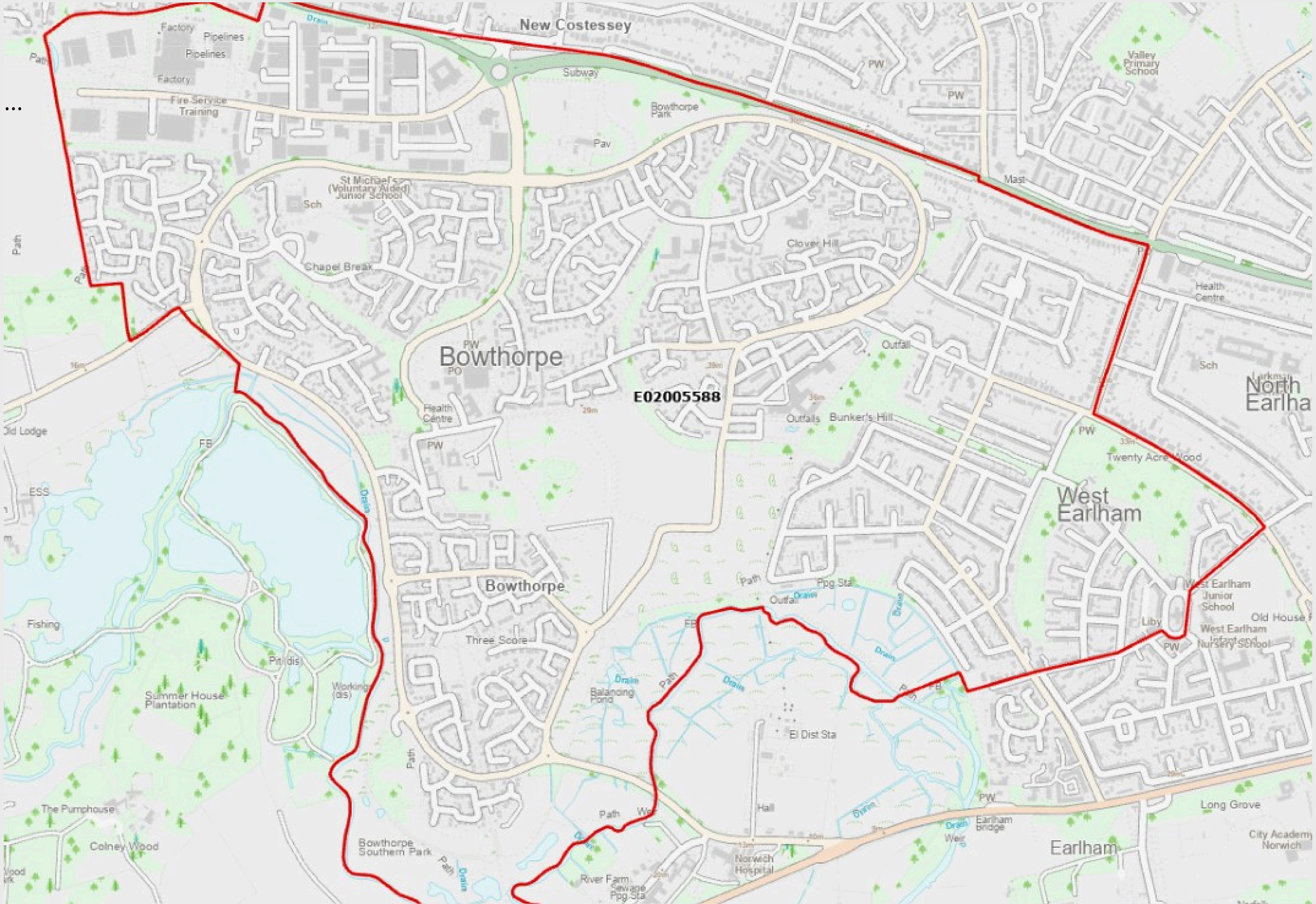

Annex 2 Funding Profile

Capacity Funding: provides the resources and support needed for the Board to develop and deliver the Pride in Place programme effectively. This includes staff support, programme management, board administration, monitoring and evaluation, and early community engagement activities.

Revenue Funding supports activities and projects that help bring the programme to life, run programmes and deliver benefits for local people. The aim is to build community capacity and wealth as well as confidence in the programme to achieve visible improvements from the start.

Examples of eligible spend may include:

- Community consultation and engagement activities
- Training, workshops, and skills development
- Community events, festivals, and activities
- Feasibility studies and design work for larger future projects
- Grants for community-led initiatives that align with the Pride in Place objectives

This funding supports people, projects and activities that benefit the community and contribute to the long-term vision for the area.

Capital Funding is used for projects that create, improve or upgrade physical assets and infrastructure that will provide long-term benefits to the community. These are typically one-off investments that leave a lasting legacy and contribute to the area's long-term vision.

Examples of eligible spend may include:

- Improvements to parks, green spaces, and public areas
- Refurbishment of community buildings and facilities
- New play areas, seating, lighting, or public realm improvements
- Walking and cycling infrastructure
- Environmental enhancement projects

Capital Funding aims to deliver lasting physical improvements that enhance the local area, support community wellbeing and create benefits for residents for years to come.

Annex 3 - The Nolan Principles of Public Life

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.

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.

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.

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.

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

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.

Leadership: Holders of public office should promote and support these principles by leadership and example.