# WEST END OF MORECAMBE BOARD STRUCTURE

## Terms of Reference

### 1. Context

The West End of Morecambe is one of the places selected to receive up to £20 millions of Government funding over 10 years to deliver a Pride in Place Neighbourhood Improvement Plan as part of the Pride in Place funding schemes announced in Autumn 2025.

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

The funding profile is 37% revenue, 63% capital to be delivered over ten years with three main strategic objectives:

- **Thriving places**
- **Stronger communities**
- **Taking back control**

The Neighbourhood Board will bring together the private, public and community sectors to provide strategic leadership to develop and deliver a **10-year Plan and 4-year Investment Plan** which is a resident-led strategic document created by the local Neighbourhood Board, setting out a vision for neighborhood regeneration, community cohesion, and safety.

The plan will be co-produced through deep community engagement, such as listening campaigns or workshops, and **submitted to the government for approval by 30th November 2026.** The core components of the plan will include:

- A 10 year clear, long-term strategic vision for the area.
- A summary of local challenges, opportunities, and assets identified through residents' input.
- A list of specific initiatives that the board will fund e.g. transforming a high street, community centre projects, or public space improvements.
- An Investment Plan outlining how Pride in Place, and potential match funding, will be used over three planning periods: first 4 year's then 2 consecutive 3 year periods between 2026-2036.
- The Governance Structure, setting out details of the Neighbourhood Board members, including residents, businesses, and an independent chair.

The plan will focus on investment and regeneration, both material and social, and will be submitted to the Ministry of Housing, Communities and Local Government (MHCLG). The plan will serve as a roadmap for the 10-year period and beyond with the aim of boosting community pride and empowering residents.

The 'Accountable Organisation' for the project is Lancaster City Council, a Service Level Agreement has been agreed with Citizens Advice North Lancashire to provide corporate functions including secretariat, financial management, human resources support.

## 2. Purpose

The Neighbourhood Board is the vehicle through which the vision and strategy for the project is defined. The Board will be responsible for developing and delivering a Plan for West End Pride in Place, utilising up to £20,000,000 of funding from the government to invest in the area within the boundary.

The Neighbourhood Board will develop a plan that meets local priorities to achieve three strategic objectives: thriving places, stronger communities, and taking back control.

The Government has listed indicative investment interventions for potential inclusion in the Plan that Neighbourhood Boards can use for the Pride in Place Programme. The interventions have been drafted broadly to give flexibility to Boards as to how and what they can deliver but it is not exhaustive. Neighbourhood Boards are encouraged to think innovatively and creatively about how to deliver the strategic objectives of the Programme. Where activities fall outside the scope of the indicative interventions but the Board, based on their community engagement and demographic data, believes they are better placed to meet local needs, the Board can and will seek to pursue these. This will require a business case to be agreed with the Ministry of Housing, Communities and Local Government (MHCLG).

The plan will be a ten year vision, driven by the community through engagement with residents and submitted to the Ministry of Housing, Communities and Local Government for approval.

The Board will have responsibility to oversee the delivery of the plan as one of its key objectives.

## 3. Funding Profile

**63% capital 37% revenue**

- 25/26 capacity payment £150,000
- 26/27 £390,000
- 27/28 £1.36 million
- 28/29 £2.15 million
- 29/30 £2.23 million
- 30/31 £2.23 million
- 31/32 £2.23 million
- 33/34 £2.23 million

## 4. Key Tasks

The Neighbourhood Board will:

- Ensure the voices of people and communities shape the design and decision making at each phase of the development.
- Be responsible for developing and deciding on the 10 year vision and investment plans for the West End of Morecambe, clearly identifying short, medium and

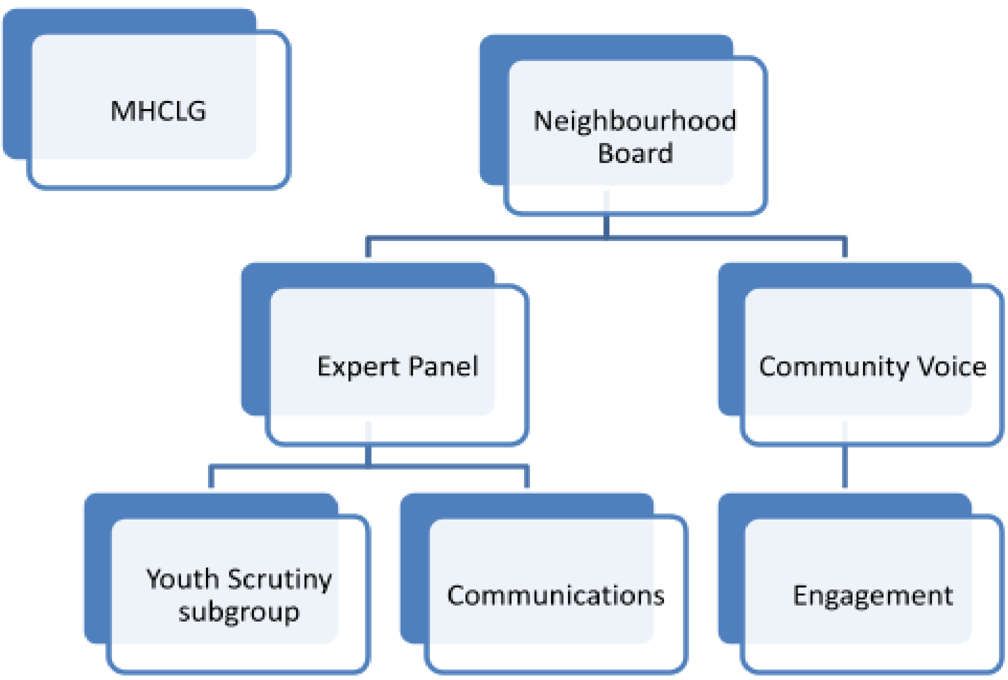
longer-term priorities for the area based on evidence from the community, demographic data and elsewhere, and in consultation with the community.

- Establish a clear programme of interventions to address the three objectives of the programme and to ensure coordinated and effective delivery.
- Ensure the delivery adheres to timescale and budgets.
- Ensure a clear implementation plan is developed, with key deadlines and milestones.
- Provide leadership and direction for the programme
- Maximise visibility championing and advocating for the West End Pride in Place project at a local, regional and national level.

Community engagement is at the heart of the Plan and the plan will reflect local priorities. The Board will oversee the development of the community enagement plan, ensuring extensive community engagement and demonstrate how and who it has engaged with including residents. The Board aspiration is to engage with a minimum of 80% of the residents and stakeholders.

The Board will drive the priorities for investment, ensuring that they align with work that has already been undertaken or is underway in the area. The Board will look to build civic capacity, levering further funding including philanthropy and other support to enable the Board to continue beyond the initial ten-year term.

## 5. Roles and Responsibilities of Board Members



**Neighbourhood Board**

The main role of Neighbourhood Board members is to play an active part in the development and delivery of the Plan for the area, in the relevant time frames. Members will bring their own perspectives and represent their organisations, interest groups or areas. They will:

- **Take a programme wide perspective and develop ideas in the best interests of the area as a whole**
- **Act to bring together intelligence, expertise and community and business support to identify priorities and develop solutions to maximise the areas economic opportunities and address barriers to regeneration**
- **Minimise bureaucracy and build upon existing structures**
- **Focus on the needs of all the communities, with an inclusive concern for all residents, especially the marginalised and those experiencing the greatest inequalities.**

All Board members will strive to:

- **Commit to attend every meeting where possible**
- **Prepare for the meeting including being properly briefed and completing any required actions between meetings**
- **Be focused and strategic**
- **Contribute positively to discussions**
- **Work with others on the Board to achieve consensus**
- **Respect and value others taking into account the views of other participants**
- **Contribute their experience and expertise to achieve good workable solutions**
- **Follow the Nolan principles, see Appendix 1**
- **Promote the Pip Programme locally**
- **Maintain collective responsibility**

Lead roles and portfolios:

**MANDATORY ROLES:**
**Independent Chair** Helen Bingley OBE JP DL
**Independent Vice Chair** Joanna Young, Citizens Advice North Lancashire
**Accountable Organisation** Lancaster City Council, Mark Davies CEO, Daniel Clarke
**Member of Parliament** Lizzi Collinge MP for Morecambe and Lunesdale
**Ward Councillor** Margaret Pattinson

**NON MANDATORY ROLES:**

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|---|---|
| **Young people/Homeless** | Eleanor Adamson |
| **Veterans and Armed Forces** | Kristopher Bishop |
| **Police and Crime Prevention** | Lindsay Brown |
| **Commercial and Business** | Tarnia Elsworth |
| **Education** | Ceri Hamer |

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| **Health and Well Being** | Karen Kyle |
| **Property Development** | Vicki Mathews non-voting |
| **Data and Plan Production** | Joe Mount |
| **Community Engagement support** | Phil Sykes non-voting |

The Board can appoint non-voting community representatives as required.

**Chair and Vice Chair Term and Responsibilities**

The role of the Chair and Vice-Chair is to lead the Board in defining the vision and direction 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 posts are to:

- Lead the Board in achieving its objectives, maintaining an overview of activity and championing and supporting partnership working
- Effectively chair meetings of the Board
- Ensure that decisions are made in accordance with good governance principle.
- Be an effective influencer and ambassador for the area and the Pride in Place programme at local, regional and national level
- Ensure that all Board members participate actively in the work of the Board
- Sign and submit the Plan to Government on behalf of the Board

The chair and vice chair will be re-elected by the Board every two years. The chair and vice chairs can be removed by a simple majority vote of all board members.

Voting will be held to include all full board members, who have voting rights, present at the relevant meeting, which must be quorate. Substitutes can vote on behalf of full members if they are attending as a substitute.

Quoracy is 50% of the full Board. A majority is 50% with the Chair having a casting vote if there is deadlock.

Each organisation represented on the board will only have one vote – even if two board members are from the same organisation.

The role of the Section 151 officer of the accountable body will approve financial and governance prior to submission to government as per the guidance. The Section 151 Officer will be expected to work with the Board to resolve any issue and make the Chair aware of any problems at the earliest opportunity.

### Expert Panel

People are recruited to the Expert Panel who have knowledge, skill, and experience that they want to contribute to West End Pride in Place. The project will call upon these members as and when their input is needed.

### Community Voice

This part of the structure includes all residents. Any member of the community or people with an interest in the West End of Morecambe, either through work or experience of living in the area can ask to join the community voice. The project has formally linked with WE CAN which is a group called West End Community Action Network, that is well established in the area and has links to anchor institutions, stakeholders, local groups, and residents. The intention is for WE CAN to support Pride in Place to optimize engagement with the community to develop a 'community voice' that represents the whole community.

## 6. Board Diversity

The Board is committed to building and maintaining a diverse and inclusive leadership that reflects the community of the West End of Morecambe Pride in Place area.

A formal Board Diversity Policy will guide recruitment, succession planning, training, and evaluation processes to ensure representation across:

- Demographics e.g. gender, ethnicity, age, disability
- Lived experience including veterans and community engagement
- Professional expertise
- Geography representing the communities and areas of the project based on the diversity of the West End Pride in Place area.

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

- Inclusive recruitment and selection procedures
- Diversity training for all Board members
- Annual monitoring of diversity metrics and progress
- Transparent reporting and regular policy reviews

This commitment ensures that the Board benefits from a wide range of perspectives, strengthens community trust, and delivers a regeneration strategy that is equitable and representative.

## 7. Meeting Procedures

The Board will meet bi monthly, and more frequently if required.

The agenda and supporting papers will be circulated five working days prior to meetings and minutes will be kept of each meeting by the Secretariat and circulated to members within ten working days of the meeting.

All decisions of the Board must be by a majority decision at a meeting which is 50% with the Chair having a casting vote if there is a deadlock. Decisions will be reached by consensus as far as possible.

The Board shall be quorate when at least half of its members, rounded up to the nearest whole number, are present.

The Board has appointed North Lancashire Citizens Advice Bureau to provide the secretariat and corporate governance to support the Board for the remainder of its existence.

The Board can set up task and finish groups, with delegated authority, to help the Accountable Body and its advisers deal with urgent issues linked to developing or delivering programmes in the Plan where a decision is needed between Board meetings.

## 8. Substitutes

Board members plus mandatory and anchor institution representatives will be allowed to send a substitute to a meeting if they are unable to attend provided that they are suitably qualified and of a similar standing; and with the prior written confirmation of the Chair, 5 working days prior to the board meeting.

Nominated substitutes must be agreed in advance to ensure conflict of interest registers are completed prior to the Board meetings.

## 9. Code of Conduct for Members

The Neighbourhood Board will be based on collaboration and business will be conducted in the spirit of partnership working and the Nolan Principles of Public Life.

All invited members will be asked to sign up to this statement and to always adhere to the spirit and letter of the statement in their contribution, both in meetings and outside in public life.

Annex 1 outlines a statement of intent for Board members based on these principles.

Failure to adhere to the Neighbourhood Board Code of Conduct could result in removal from the Board.

**10. Declarations of Interest**

To ensure transparency and integrity in decision-making, the Neighbourhood Board will operate a three-level system for managing declarations of interest:

- Level 1: All Board members and supporting Officers must complete a formal Register of Interests upon appointment. This register will be maintained and updated annually or as changes occur.
- Level 2: 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.
- Level 3: Any member with a direct financial interest, whether personal or related to the organisation they represent or other organisations they have an involvement with, must leave the meeting for the duration of the discussion and decision-making on any relevant item.

Board members should be aware of at all times of any perception of a conflict of interest.

**11. Conflict of Interest – Grant Funding**

It is expected that Board Members will not be applying for grant funding through the Plan on behalf of any organisation they have an involvement with.

However, in exceptional cases where a Board member may wish to apply, this must be:

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

This approach ensures fairness, protects the integrity of the Board's processes, and maintains public trust in the regeneration programme.

It may be appropriate that organisations represented by board members may apply to run sector specific grants or loans programmes on behalf of the board. If this is the case the same principles of managing conflict as described above will be utilised.

**12. Sub-Groups**

The Board may set up working groups as appropriate for the efficient conduct of its business.

A Board member will be nominated to attend meetings of the sub-group based on their areas expertise and experience.

A youth scrutiny sub-group will be developed to enable young peoples' views on specific investment proposals to be heard and fed into board decision making and project delivery.

In addition, a community voice panel may also be set up to reflect the diverse nature of the town, with representatives from geographic areas of the town, communities of interest, young people, and faith and belief groups to encourage maximum community participation and will be a sounding board for board discussions. The group will elect a Chair and Vice-Chair, both of whom will be entitled to attend and vote at Board meetings.

Separate terms of reference will be established for sub-groups.

The process for setting up the sub-groups will be written into the investment plan.

**13. Accountable Body Arrangements**

The West End Pride Neighbourhood Board is not a legal entity. It is not the accountable body for any grant or funding regime.

Lancaster City Council is the accountable body for the funding from the Ministry of Housing, Communities and Local Government (MHCLG).

Lancaster City Council will act as the Lead Council for financial matters on behalf of the Board.

Arrangements post Local Government Reorganisation will be decided in due course.

It is expected that an independent community organization will be set up within 3 years.

All accounting arrangements will be made under the supervision of the Council's S151 officer.

**14. Review**

The Terms of Reference will be reviewed annually 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 i.e. Terms of Reference will not be changed without being an agreed agenda item at a meeting.

Signed:

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Name:

Role: Chair

Date:

## Annexe 1

## Seven Principles of Public Life: Nolan Principles

**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.