Pride in Place Warndon

PRIDE IN PLACE
LED BY YOU – BACKED BY UK GOVERNMENT

Warndon Pride in Place Programme Board – Terms of Reference (ToR)

Version: 1

Date: June 2026

Section 1 – Overview of the Pride in Place Programme

1. Year 1 Timescales

By 17 July 2026 – Establish Pride in Place Programme Board

By 17 July 2026 – Propose Boundary Amendments

By 28 November 2026 – Submit Pride in Place Regeneration Plan

---

2. Area of Coverage

The boundary map submitted to MHCLG

Section 2 – Terms of Reference

These Terms of Reference describe how the Warndon Pride in Place Programme Board operates, how decisions are made, and the procedures that ensure the Board functions efficiently, effectively, transparently, and accountably.
This document reflects governance requirements set out by the Ministry of Housing, Communities and Local Government (MHCLG) and should be

read alongside associated documents including the Code of Conduct (Appendix 2).

---

1. Purpose of the Warndon Pride in Place Programme Board

1.1 The Warndon Pride in Place Programme Board is the strategic, community led body responsible for shaping and overseeing development and delivery of the Warndon Pride in Place Programme and ensuring effective delivery of the Pride in Place Regeneration Plan.

1.2 The Board will bring together residents, local businesses, grassroots campaigners, workplace representatives, faith and community leaders, and those with a deep connection to their area.

1.3 The Pride in Place Programme Board will be led by an **Independent Chair**, supported by a Vice Chair, appointed and approved jointly by the local MP and the local authority.

1.4 In line with government guidance, the Board will:

Lead the development of the **Pride in Place Regeneration Plan**, with the support of the MP and local authority (10-year vision and 4-year investment plan)

Ensure the Plan reflects **genuine community priorities**, underpinned by robust, ongoing engagement with residents, community groups, businesses and local partners. Where possible the **Pride in Place Regeneration Plan** will be co-produced with the community.

Support long-term change aligned with the Programme’s three objectives: **Stronger Communities**; **Thriving Places**; **Communities Taking Back Control**.

Operate in partnership with the local MP and the accountable body.

---

2. Role of the Independent Chair and Vice Chair

2.1 The Chair and Vice Chair will act as a champions for Warndon and provide leadership for the Board, ensuring it is community-led and embedded within the local area. The Chair and Vice Chair will lead by example to create a positive working environment that allows the Board to operate effectively. The Chair and Vice Chair will be engaged, collaborative and committed to driving the **Pride in Place Regeneration Plan** forward in line with the wishes of the local community.

2.2 Both the Chair and Vice Chair will be from, live or work in Warndon, or hold a prominent community role.

2.3 The Chair will:

Lead recruitment and convening of the Board, supported by the MP and local authority, ensuring an inclusive and representative selection of people from across the local community.

Lead meetings of the Board

Set the frequency and agenda of Board meetings

Liaise with the local authority / accountable body and secretariat

Create a safe, inclusive and effective working environment and culture for the Board

Articulate the strategic priorities, goals, values and direction of the Programme

Promote rich and deep community involvement in all work of the Board, surfacing hidden voices, facilitating community deliberation and decision making, and putting local lived perspectives at the heart of the Programme

Ensure that decisions are made in a fair, inclusive and timely manner, resolving conflicts and prioritising Warndon community perspectives

Represent the Board to partner organisations and the wider community

2.4 The Vice Chair will:

Deputise for the Chair when required.

Support meeting facilitation and agenda setting.

Act as liaison between Chair and Board members.

Support dispute resolution.

Contribute to strategic planning.

Represent the Board at events where appropriate.

Encourage participation and foster inclusivity.

2.5 Both the Chair and Vice Chair will:

Build consensus and manage conflict impartially.

Prioritise community engagement.

Represent the Board externally, including across political lines.

Have local credibility and be respected as leaders, even if new to the role.

Understand their knowledge gaps and complement them through Board composition.

Be open to learning, feedback and development, and support the development of others.

Think creatively and laterally about solutions and engagement.

Have the time to undertake their roles effectively.

2.6 Any allowances will be published in full online.

2.7 Serving elected representatives **cannot** serve as Chair or Vice Chair.

---

3. Board Composition and Membership

3.1 Board composition is agreed by the Chair, MP and local authority, in line with MHCLG guidance. The Board will:

Have **at least eight members**.

Have a **majority (+51%)** who live or work within the area (locally led).

Reflect the diversity of the local area (in relation to age, ethnicity, gender, faith, disability, income levels).

Include the **local MP** and **at least one local Councillor**.

Have a greater representation from non-elected members than elected, in line with the 'community-led' principle of the programme.

3.2 The Board will comply with the Equality Act 2010 and Public Sector Equality Duty.

3.3 The local authority and the local MP will approve the final Board selection.

3.4 Board Members will:

Agree to the Terms of Reference and Code of Conduct.

Complete annual Declarations of Interest.

Represent community views based on engagement rather than personal or organisational positions.

Commit to regular community engagement as a core part of the role.

Support delivery of the Pride in Place Regeneration Plan

3.5 Membership will be refreshed at the end of the first 4-year investment period cycle. Any updates will be communicated to MHCLG, and the appropriate conflict of interests checks completed.

3.6 To support transparency and accountability, substitutes will not normally be permitted. Exceptions may be made only at the Chair's invitation, with all correspondence via the secretariat.

3.7 To support inclusive participation, members of the Pride in Place Programme Board are permitted to claim reasonable expenses incurred through their involvement. This may include, but is not limited to, travel costs and childcare expenses.

3.8 Board meetings will take place in a suitable room and venue.

3.9 Places will have existing community interest groups and decision-making bodies (for example, neighbourhood watches or 'friends of' groups). The Board will consider how they can work with, alongside and, where appropriate, integrate into local community infrastructure.

3.10 The Board may use programme funding to bring in additional programme management or community engagement expertise to support tasks such as administration and gathering community insight. MHCLG encourages Boards to consider local voluntary and charitable organisations, to make use of existing networks and achieve economies of scale where possible.

3.11 The Board membership is listed at Appendix X.

---

4. Board Meeting Frequency, Proceedings and Notice

4.1 The Board will meet at least **monthly** for the first six months, then at least every **8-12 weeks** at the discretion of the Chair.

4.2 The Board must meet at least 4 times per year.

4.3 Extraordinary meetings may be called by the Chair.

4.4 Invited guests may attend with Chair approval.

4.5 Meetings should take place in person wherever possible, with online attendance used only when in-person participation isn't feasible.

4.6 Meeting Administration

Two weeks' notice of meetings (except in exceptional circumstances)

Draft minutes of meetings to published on the local authority website within 10 working days following Board meetings.

Final minutes of meetings to published on the local authority website once approved by Board within 10 working days.

---

5. Subgroups

5.1 The Board can establish thematic subgroups to progress specific matters, including drawing on people or organisations outside the Board. They:

Are advisory only;

Report into the Board;

Follow the Code of Conduct;

Will have lead members appointed by the Board.

---

6. Decision Making

6.1 Decision-making will be led by the Pride in Place Programme Board. The Board is responsible for deciding how funding will be spent.

6.2 The quorum for a meeting shall be 4 members.

6.3 The Board will seek consensus. Where this is not possible, decisions require a **simple majority** of those present and eligible to vote.

6.4 Each member has one vote; no casting vote. All members have equal power.

6.5 Decisions will be documented and published (excluding confidential items).

6.6 The Board will have authority over financial decisions in accordance with detailed arrangements to be agreed with the local MP and the Accountable Body.

---

7. Community Engagement

7.1 Ongoing community engagement is required of the Pride in Place Programme Board. The Board will ensure engagement reaches marginalised or less-heard groups, such as people experiencing homelessness, those without internet access, non-English speakers, or older residents.

7.2 Following engagement, feedback and follow up are required: The Board will return to groups they have engaged to set out any progress made, or barriers preventing this, so it is clear how their concerns and priorities were accounted for.

7.3 The Board will provide space for the community to hold them to account and scrutinise delivery, inviting regular feedback online and offline. This may include establishing a residents' panel. The Board will track changing priorities and understand how delivery of the Pride in Place Regeneration Plan is being felt across the community.

7.4 Evidence that this engagement has taken place and that community feedback has been meaningfully considered throughout will be provided to MHCLG.

---

8. Pride in Place Regeneration Plan

8.1 The Board is required to draft a Pride in Place Regeneration Plan, with the support of the MP and Accountable Body, and submit to MHCLG by 28th November 2026.

8.2 The plan will set out the 10-year vision and a more detailed investment plan for the first 4-year investment period cycle, which will include the interventions the Board will pursue over the period and how that activity delivers across the 3 strategic objectives of the Programme.

8.3 The Board will iterate the Pride in Place Regeneration Plan proposals in response to community feedback. The high-level vision will remain broadly on theme, but interventions can be adjusted throughout the programme.

8.4 The Board will take an innovative approach to delivering the Programme's objectives. Where community engagement shows that activities outside the indicative interventions would better meet local needs, the Board may pursue them, subject to an agreed business case with MHCLG.

8.5 In some circumstances the Pride in Place Programme Board can determine that interventions may extend or be located beyond the geographic boundary for the programme, so long as it benefits and reflects the preferences of the resident population.

8.6 Boards will consider ways in which Pride in Place funding can be used alongside other government and non-government funding.

---

9. Improving Local Capability

9.1 To build local capability and support sustainable change, the Pride in Place Programme Board will identify opportunities to transfer elements of planning and delivery for Pride in Place Regeneration Plan to community groups. This may include devolving budgets and delivery responsibilities to address neighbourhood priorities, commissioning an established community organisation to provide secretariat support to the Board, or engaging such organisations to deliver complementary activities such as capacity building or community engagement.

9.2 The Board will seek to build partnerships with philanthropists and businesses that are rooted in place, to help build more sustainable funding models and crowd in more capital over the long-term. Where investment has the potential to be multiplied, this represents a strong opportunity.

---

10. Secretariat

10.1 Worcester City Council will act as secretariat for at least year 1 of the programme.

10.2 The secretariat is responsible for:

Ensuring there is an established Terms of Reference that follows associated governance and transparency requirements

Agenda administration

Distribution of papers

Minute taking

Record-keeping

Support to the Chair and Vice Chair, including correspondence management

Governance and compliance oversight

10.3 Secretariat will escalate concerns as required.

10.4 Accountable Body officers may sit as an observer to the Board discussions, if agreed by the Chair.

---

11. Accountable Body

11.1 As per MHCLG guidance, the local authority is the Accountable Body for the Pride in Place Programme. Initially, this is Worcester City Council.

11.2 The Pride in Place Regeneration Plan will be formally approved by the Accountable Body before submission to government, ensuring compliance with legislation, policy, and financial requirements.

11.3 The Accountable Body will ensure that public funds are distributed fairly and effectively, and that funds have been managed in line with the Nolan Principles, Equality Act 2010, Public Sector Equality Duty and Managing Public Money principles.

11.4 MHCLG expects Boards to move to a community-led delivery model by Year 3 (2028/29). Boards may become a Community Interest Company, community benefit society, or charity, or work through an existing community anchor. MHCLG and the local authority will support this transition and advise on governance.

11.5 The local authority will remain the Accountable Body until such time as this responsibility is taken on by a robust community-led delivery model.

---

12. Funding Management

12.1 MHCLG will provide funding for a general purpose. The onward award of funding and the substantive design of potential public subsidies will be the responsibility of each local authority.

12.2 The Accountable Body will comply with the Subsidy Control Act 2022 when administering public money under the programme.

12.3 The Accountable Body will ensure that all funding is managed in accordance with The Procurement Act 2023.

12.4 At the end of each financial year Warndon Pride in Place will submit an expenditure profile for that year, alongside a refreshed forecast. Payment for the subsequent financial year cannot be made until an expenditure profile and refreshed forecast is submitted.

---

13. Assurance of Funds

13.1 The first line of defence will be provided by the local authority and is the responsibility of Worcester City Council Chief Finance Officer. They will submit an annual Statement to MHCLG.

13.2 MHCLG are the second line of defence. MHCLG will undertake a range of checks, on a risk and sample basis.

13.3 The third line of defence will be carried out by MHCLG's independent auditors which will review the activity completed by MHCLG for the second line of defence and liaise with internal audit teams operating within devolved administrations as appropriate.

---

14. Escalation and Wider Governance

14.1 The Accountable Body will oversee monitoring via internal governance structures, including a Pride in Place Programme Group chaired by the Pride in Place Project and Programme Manager.

Responsibilities include:

Reviewing monthly highlight reports

Monitoring performance, spend, risk and timelines

Ensuring alignment with wider Council strategies

Overseeing reporting to government

Annual reporting to MHCLG

---

15. Code of Conduct, Conflicts of Interest, and Complaints

15.1 Board members will sign up to and adhere to the Code of Conduct including the Nolan Principles.

15.2 Members will declare relevant interests before the Pride in Place Programme Board considers any decision. The local authority will record actions taken in response to any declared interest and any gifts or hospitality given to the Pride in Place Programme Board or individual members

15.3 All financial and non-financial interests will be declared immediately. Members with conflicts will:

Leave the meeting

Not be counted in the quorum

Not vote

15.4 Zero tolerance will be applied to breaches, with escalation to the secretariat, Chair, local authority s.151 Officer, local authority SRO, and ultimately MHCLG.

15.5 The Local Authority Monitoring Officer retains authority to investigate complaints.

15.6 In the event that a Board Chair or Vice Chair fails to undertake their duties as expected, the local authority has the power to recommend the removal of the Chair, with the agreement of the local MP and subject to approval by MHCLG. Grounds for removal may include:

- Sustained poor attendance or lack of participation in Board meetings (e.g. absence for 3+ months).
- Conflict of interest not properly disclosed or managed.

- Persistent failure to promote a culture of community involvement in line with the programme’s guiding principles.
- Evidenced failure to abide by the Nolan Principles.

15.7 Should the Chair or Vice Chair wish to resign, a written confirmation of their intent will be submitted to MHCLG and co-signed by the MP and local authority.

15.8 Board Members may cease membership by:

Serving notice to the Chair;

Removal by majority vote for breach of Code of Conduct or conduct prejudicial to the Board, provided that any member to be so removed shall have the right to make representation to the meeting at which the decision is to be made;

Failure to meet attendance requirements;

Dissolution of the Board.

1. Minimum attendance standards will apply. Missing three consecutive meetings without reasonable cause may result in removal at the Board’s discretion.

---

16. Equality and Social Value

16.1 Board Members will ensure engagement is inclusive and representative.

16.2 Contracts will aim to maximise social value in line with accountable body policy.

16.3 The local authority can request an Equality Impact Assessment for major interventions.

---

17. Communications

17.1 Media and social media communications will be approved by the Chair and, where it is referenced the Accountable Body.

---

18. Transparency and Public Requirements

18.1 The following will be published for transparency:

Board membership list

Profiles of Board members

A documented decision-making process, outlining the voting rights of the Board

Decisions will be documented and published (excluding confidential items).

Full use of capacity funding, including amount of remuneration and/or expenses reimbursed, if applicable

Meeting Minutes and any conflicts of interest reported, within the published minutes

Terms of Reference

Pride in Place Regeneration Plan

18.2 Board members will consent to publication of personal data, with a right to request redaction where necessary.

18.3 Boards will follow Accountable Body governance and finance arrangements when considering private reports, with the default position being that all papers are open to the public.

---

19. Personal Data

19.1 Personal data processed by the Accountable Body includes:

Agendas and minutes

Signed Codes of Conduct

Declarations of Interest

---

20. Review and Dissolution

20.1 The Board and ToR will be reviewed six months after establishment and annually thereafter. Amendments require Board approval and Accountable Body sign-off.

20.2 Dissolution will be agreed by the Chair in consultation with Board Members, MHCLG, the local authority s.151 Officer and the local authority SRO, following completion of the Pride in Place Plan.
