

Town Centre East & Fingerpost Neighbourhood Board

Terms of Reference

1. Background

- 1.1. The Pride in Place Programme is a UK-wide grant programme supporting long-term, community-led neighbourhood transformation. It places local people at the heart of decision-making, giving communities the opportunity to influence how investment is used to strengthen local pride, improve places, and create lasting change.
- 1.2. In September 2025, Government announced the full list of 169 initial Phase 2 areas of the 'Pride in Place' Programme, following the expansion of the initial 75 Phase 1 areas. The programme was later expanded with 40 additional Phase 2 neighbourhoods announced in February 2026.
- 1.3. Town Centre East and Fingerpost was successful in securing up to £20m 'endowment style' funding for investment in local priorities over a 10-year period, as part of Phase 2 Pride in Place. The programme seeks to empower local communities to identify and deliver projects that tackle local challenges and inequalities, while building on local strengths. The Town Centre East and Fingerpost award follows the success of the Newton-le-Willows programme (awarded Pride in Place status in March 2024 as part of Phase 1).
- 1.4. Beneficiaries of the fund are required to establish a new Neighbourhood Board, bringing together community representatives, businesses and strategic partners to prioritise funding into areas of local need to build a brighter future for all. The appointed 'Neighbourhood Board' lead the programme, in partnership with the local authority, as accountable body.
- 1.5. Involving their community, Neighbourhood Boards should generate a vision for the future of their area and set out a pathway to deliver that over the course of the 10-year programme, via a '10-Year Pride in Place Plan'. This should also include the Neighbourhood Board's priorities for the first 4-Years of the programme, which is to be submitted to Ministry of Housing, Communities and Local Government (MHCLG) for approval by 30 November 2026.

2. Objective of the Fund

- 2.1. Taken together, the two tranches of the Pride in Place Programme represents one of the largest investments in deprived neighbourhoods – up to £5 billion over 10 years to support 284 places, representing a long-term strategy to fix the foundations of communities across the country.

- 2.2. While success will look different in every place, MHCLG have set three overarching aims for this programme:
- Building stronger communities
 - Creating thriving places
 - Helping communities to take back control of their own lives and areas
- 2.3. To achieve these objectives, Neighbourhood Boards need to be established bringing together representatives from the community, local businesses, sports clubs, third sector, faith groups, community leaders and those with a deep connection to their area.
- 2.4. Each beneficiary will receive a ten-year endowment-style fund, with £20 million in funding and support to give areas long term certainty to deliver projects over multiple years and the flexibility to invest in interventions based on evolving local needs and priorities. This will ensure a focus on long-term strategic transformation as well as shorter-term improvements. The funding will be focused on the issues that matter most to local people, including regeneration, high streets and heritage, safety and security, housing, work productivity and skills, cohesion, community power, health and wellbeing, transport, safety and security, and education and opportunity.
- 2.5. In exchange each beneficiary will be required to produce a 10-Year Pride in Place Plan for their area, setting out the activity that will be pursued to achieve the 3 strategic objectives of this programme, alongside investment plan priorities for each Investment Period.

3. Role of the Neighbourhood Board

- 3.1. The role of the Neighbourhood Board is to ensure the Pride in Place Plan is both defined and delivered. It will meet initially on a bi-monthly basis, and Board Members will bring together a broad range of specialisms to deliver the Pride in Place Plan and subsequent Investment Plans. Once the Plans are developed, the Neighbourhood Board will move to quarterly Board meetings, unless otherwise deemed necessary.
- 3.2. The Neighbourhood Board will provide a strategic overview, direction and scrutiny of delivery against the plan, providing decision-making on strategy, policy and project performance. The Board will work with the Council who is the accountable body for the Pride in Place funding.
- 3.3. The Neighbourhood Board will support and co-operate with the Council, as accountable body, to ensure that all activity complies with Section 151 Officer obligations (ensuring that objective, relevant and reliable financial analysis and

advice is provided for the decision-making process setting out any financial implications and risks).

3.4. The Board and all Board Members, in their role as Board Members, must act in accordance with the Seven Principles of Public Life also known as the Nolan Principles (see also confidentiality and code of conduct).

3.5. To achieve this, it will:

- **Influence** decision making and governance, using the Board's professional expertise and local knowledge, to best deliver value for money across the Pride in Place Plan projects, as well as actively attracting other funding, be it from the private or public sector.
- **Champion** the Board's vision and promote bold, deliverable interventions that will generate maximum economic and social benefits for Town Centre East and Fingerpost, St Helens Borough and beyond.
- **Coordinate** plans, contributions and initiatives to make the whole greater than the sum of the parts.
- **Promote** the Board's vision for the town, being active ambassadors, working together to help realise its longer-term development and prosperity.
- **Monitor** progress in activities over their delivery period and seek clarification on mitigation where progress is not expected.

4. Key Activities

4.1. By 30 November 2026, the Neighbourhood Board will:

- Engage with the local community to identify the priority areas for investment.
- Develop and submit its Pride in Place Plan to the Ministry of Housing, Communities and Local Government (comprising a 10-Year Vision and the 4-Year Investment Plan priorities).

4.2. Once the Pride in Place Plan and 4-Year Investment Plan priorities are approved, the Neighbourhood Board will:

- Identify the issues and priorities to focus on in the Pride in Place Plan and agree how the community will be engaged.

- Work with the Council to further develop the Pride in Place Plan and set out how partner agencies will use their knowledge, powers, assets and new funding to deliver the Plan for the community.
 - Identify opportunities to utilise specific powers (such as neighbourhood planning) to drive forward the Pride in Place Plan.
 - Identify and assist in harnessing opportunities to bring in additional philanthropic or private investment to support the Pride in Place Plan.
 - Oversee the delivery of projects in the Pride in Place Plan.
- 4.3. St Helens Borough Council was awarded revenue funding to support the creation of the Neighbourhood Board and to support community engagement and the creation of a Pride in Place Plan and 4-Year Investment Plan priorities.

5. Liverpool City Region / Local Authority Strategic Vision

- 5.1. There exists a fantastic opportunity for the Neighbourhood Board to:
- Influence a key LCR policy area on a topic where the issue exists throughout the UK.
 - Engage with the local authority and the Liverpool City Region Combined Authority on a key policy area.
 - Help inform investment plans for the area for future years.
 - Use the Pride in Place Plan as a framework to secure further government and private investment.

Appendix 1 - Administrative Procedures

1. Purpose and Objectives of the Neighbourhood Board

- 1.1. The Purpose of the Board is to assist in the facilitation of the delivery of the Pride in Place Plan and 4-Year Investment Plan priorities.
- 1.2. The objective of the Board is to provide strategic leadership, oversight and decision-making. The Board focuses on strategic outcomes and assurance, not operational delivery.
- 1.3. The objectives of the Board are to:
 - Identify the issues and priorities to focus on in the Pride in Place Plan and how the community will be engaged.
 - Work with the Council to develop the Pride in Place Plan and set out how partner agencies will use their knowledge, powers, assets and new funding to deliver for the community.
 - Identify opportunities to utilise specific powers (such as neighbourhood planning) to drive forward the Pride in Place Plan.
 - Identify opportunities to bring in additional philanthropic or private investment to support the Pride in Place Plan.
 - Oversee the delivery of projects in the Pride in Place Plan.

2. Board Membership

- 2.1. The Neighbourhood Board will be made up of the following representation:

Board Member	Recruitment Method
Mandated Members	
Chairperson	Public Advert (non-political representation only)
Member of Parliament (St Helens South and Whiston)	Direct appointment
Elected Member (a local ward member)	Nominated by the Council
Merseyside Police Representative (Chief Inspector for St Helens)	Direct appointment
Senior Officer of the Council	Nominated by the Council

Liverpool City Region Combined Authority Representative	Direct appointment following the identification of the 4-Year priorities.
Community and Stakeholder Members	
Business Representative (up to 3)	Advertised position (non-political representation only)
Community Representative (up to 2)	Advertised position (non-political representation only)
Faith Representative	Advertised position (non-political representation only)
Third Sector Representative (including Co-opted sports clubs – up to 2)	Advertised position (non-political representation only)
Cultural Arts and Heritage Representative	Advertised position (non-political representation only)
Specialist Board members	Recruited by advert once in delivery phase.

2.2. The Chairperson will lead the recruitment of members of the Neighbourhood Board, ensuring an inclusive and representative selection of people from across the local community in line with the published requirements. The Chairperson should be supported by the local authority and local MP to identify and recruit suitable candidates for the Board. In alignment with the programme governance, the Chairperson should be guided by the following criteria:

- Boards must have at least eight members, to ensure a broad range of voices and perspectives.
- The majority (at least 51%) of members should live or work within the boundaries of the neighbourhood, ensuring that the Board is resident-led.
- Members should broadly reflect the range and diversity of people who live in the area – for example, in relation to age, ethnicity, gender, faith, disability or income levels.

2.3. The Chairperson will lead the Board in defining, delivering and maintaining its vision and direction, whilst ensuring the appropriate procedures for governance and management are in place.

2.4. The Chairperson will act as a champion for the area and provide leadership for the Neighbourhood Board, ensuring it is community-led and embedded within the local area.

2.5. The key responsibilities of the Chairperson are to:

- Provide strategic leadership to achieve the Board aims and objectives.
- Lead the efforts of the Board to establish, maintain and deliver a Pride in Place Plan for Town Centre East & Fingerpost and provide endorsement and strategic direction to projects and activities which work to deliver the aims of the plan.
- Effectively chair meetings of the Board.
- Be an effective advocate for the Board and represent it in various forums to provide a One Voice approach for the Board to reflect its common agreement further to board discussions.
- Be an ambassador for Town Centre East & Fingerpost working with partners and other stakeholders.
- Ensure the Board always adheres to high standard of ethics, principles and professionalism.
- Ensure everyone's views are heard and discussed to reach a consensus position.
- Effectively manage any conflict which may arise through differing viewpoints and interest.
- Exercise a casting vote in Board matters if circumstances require.

2.5. The Chairperson may choose to appoint a Deputy Chairperson from the other public (but not elected representatives) and private sector representatives.

2.6. Outside of the requirements around the inclusion of certain elected representatives and a senior representative from the police, other Board membership should be tailored to the local context and is at the Chair's discretion in relation to both stakeholder representation and number of seats granted to each stakeholder group, but may comprise:

- Community partners – local community groups, faith groups, charities, neighbourhood forums and local Council for Voluntary Services representatives.
- Local businesses and social enterprises including key local employers and investors.
- Cultural, Arts, Heritage and Sporting organisations.
- Public Sector – Schools, Police, Health.

- 2.7. Duration of Board Membership will be for a period of 24 months for all mandated and directly appointed members initially, with options for extension with the agreement of the Board. Those Board members who are co-opted to the Neighbourhood Board or those appointed via a public recruitment exercise (discretionary Board positions) will serve a term of 12 months which may be extended subject to Board approval.
- 2.8. The Board may have a diverse range of skills and experiences that include (list not exhaustive):
- Project Management
 - Youth Engagement
 - Community Engagement
 - Third Sector Engagement
 - Risk Management
 - Contract and Procurement
 - Legal Knowledge
 - Heritage and Conservation
 - Governance
 - Budget Management
 - Strategic Thinking
 - Consultation and Engagement
 - Education and Training
 - Health and Wellbeing
- 2.9. At the discretion of the Chairperson, additional applications for Neighbourhood Board may be considered from exceptional individuals, should they display skills or experiences that will complement or enhance the Neighbourhood Board, in accordance with the programme's governance and the Pride in Place Plan priorities.
- 2.10. Board Members will be required to adhere to the governance standards and policies of the Lead Council, as the accountable body, including whistle blowing, conflicts of interest and complaints as well as the Nolan Principles.

3. Attendance at Meetings

- 3.1. Meetings will be held bi-monthly at the commencement of the programme for a period of approximately two hours, at an accessible and appropriate venue within the area. Meetings may also be a hybrid of both real time/place and digital engagement at the discretion of the Chair. There is also provision for the Chairperson to call an extraordinary meeting additional to these as may be

required.

- 3.2. Board Members are required to attend at least 50% of meetings of the Neighbourhood Board per calendar year. If a Board Member's attendance falls below 50% then their position on the Board should be considered by the Neighbourhood Board at its next meeting.
- 3.3. Board Members cannot provide a substitute. Where they are not able to attend, they must notify the Chairperson (and secretary) of the Board no later than 24 hours before the Board meeting.
- 3.4. The meetings will not be open to attendance by the press and public.
- 3.5. Agendas, decisions, and actions agreed by the Board will be made available to members of the public via the Council's website.

4. Decision-making

- 4.1. All Board members have a responsibility to ensure that adequate discussion of issues occurs before recommendations are made.
- 4.2. The Board has power to make all decisions in respect of the delivery of the Pride in Place Plan. In due course, dependent on government's evaluation of the Pride in Place Plan further responsibilities of the Board may be defined with respect to the delivery of specific projects.
- 4.3. Board members are expected to attend regularly, and meetings will be diarised to ensure optimal attendance. However, if Board members are not able to attend, they are still required to read the Board papers and make their views known to the Chair of the Board in advance of the Board meeting.
- 4.4. If consensus cannot be agreed by the Board, in the first instance, the Chairperson with the support of the MP will mediate towards satisfactory resolution, based on an evidence-led approach.
- 4.5. If the Board still cannot reach consensus, decisions will be made on the basis of voting. In the event that a decision needs to be made by casting a vote, each Board Member is entitled to one vote. Board Members are not entitled to cast a vote if they are not in attendance when the decision is formally agreed at a Board Meeting.

5. Delegating Tasks and Powers

- 5.1. Sub-committees (or Sub-Groups) may be established by the Board to act as Task and Finish Groups for specific and appropriate elements of the Board's business. The Board should agree what Sub-Committees are required. Additional non-Board members (acting as advisors) may be invited to provide skills, resources, insight, and capacity for the task but must abide by the decision-making structures, Code of Conduct and Terms of Reference of the Board.
- 5.2. Each Sub-Committee should be chaired either by a Board Member or a Board approved nominated representative. Sub-Committee members will work under remit provided for specific and appropriate elements of the Board's business, with strategic decisions to be brought back to Full Board meetings. Sub-Committees do not have a decision-making authority in place of a full Board meeting.
- 5.3. Progress on tasks of the Sub-Committees should be updated and reported to the Board, to a schedule agreed by the Board as appropriate to its agenda.
- 5.4. Procurement processes will be governed by the Financial Regulations and Procurement Procedures for any goods or services procured by funds for which the Council is the accountable body.

6. Code of Conduct

- 6.1. The Council's Code of Conduct for Members will apply to Board members.
- 6.2. Council officers are subject to a Code of Conduct for Employees. This also applies to any secondees, consultants and contractors.
- 6.3. Board Members and supporting officers will be made aware of the importance and significance of upholding these standards at their inaugural Board Meeting and through regular training processes if required.
- 6.4. Subsequently, at every Board meeting, Board Members will be asked to confirm their conflict of interest, and these will be publicly recorded. Where the Board agrees that a conflict is inappropriate, the member should be recused from both the discussion and decision making. At the AGM, a comprehensive record of conflicts of interest will be undertaken and referred to at the start of each meeting, with new conflict of interest forms populated immediately following each calendar year and prior to the next formal Board meeting. Completed conflict of interest forms are required for Board members to obtain full voting rights on Board matters.

- 6.5. Particular care will be taken where Board members have a live, concurrent post which could give rise to conflicts of interest. Any conflict of interest for Board members will be established at the start of the selection process and actively managed to ensure there are no material factors impeding independence of judgement.
- 6.6. Board members will demonstrate visible independence, which is vital to ensure that there is no bias or favouritism towards or against individuals or groups. This freedom of action is needed to reassure investors, competitors, residents, employees, and all tiers of government.
- 6.7. The Lead Authority, St Helens Borough Council will provide a list of Board Members declared Conflict of Interests in the minutes of each Board meeting in which they are declared.
- 6.8. In accordance with the Pride in Place Prospectus, members of the Board agree to comply with the Nolan Principles, the 7 principles of public life which apply to anyone who works as a public officeholder.

Appendix 2 – Management of Declarations of Interest

1. Purpose

- 1.1. In accordance with the Terms of Reference, Board members will be required to adhere to the governance standards and policies of the Lead Council including whistleblowing, conflicts of interest, and complaints, as well as the Nolan Principles.
- 1.2. The Council as the accountable body is committed to maintaining the highest standards of integrity, transparency, and public confidence in decision-making so it is ensured that the Board members' personal or professional interests do not influence or appear to influence decisions.
- 1.3. The Council's Code of Conduct for members will apply to Board members, with council officers subject to a Code of Conduct for employees. This also applies to any secondees, consultants or contractors.

2. Register of Interests

- 2.1. All Board members are required to populate declaration of interest forms, with completion upon appointment and at least annually thereafter (sooner if a new declaration arises), to ensure accuracy and completeness across the term of Board members appointments.
- 2.2. The register of declarations of interests is maintained by the Project Team, with any conflicts escalated to the Council's Monitoring Officer for guidance.

3. Types of Interests

- 3.1. Within the declaration forms, members are required to declare:
 - **Pecuniary interests**
Financial interests, including employment, contracts/business, land or property, shares or sponsorship.
 - **Personal interests**
Interests arising from spouses including their employment and pecuniary interests.
 - **Other registerable interest**
Voluntary roles or membership of trustee of organisations that could reasonably be perceived as influencing decisions.

- 3.2. For Board members to obtain full voting rights on Board matters, Board members are required to complete declaration of interest forms.

4. Declaration at meetings

- 4.1. At the start of every Neighbourhood Board meeting, following the welcome and apologies, the Chair invites Board members to declare any interests relating to the agenda pack shared in advance. It is advised that any declarations are raised to the Project Team as soon as the Board member is aware.
- 4.2. Any conflicts that arise are assessed to determine the appropriate action and the actions are publicly recorded within the minutes.

5. Management of declared interests

- 5.1. Where it is agreed that a conflict of interest is present, the Board member is recused from both the discussion and decision making and will be invited to leave the room for the duration of the related item, in accordance with the Council's Code of Conduct.
- 5.2. Particular care will be taken where Board members have a live, concurrent post which could give rise to conflicts of interest. Any conflict of interest for Board members will be established at the start of the selection process and actively managed to ensure there are no material factors impeding independence of judgement.
- 5.3. As recorded within the Terms of Reference, Board members are to demonstrate visible independence which is vital to ensure that there is no bias or favouritism towards or against individuals or groups. This is important to maintain the integrity of the Board to the public, investors and all tiers of Government.