

**Pride in Place
Lakenheath Neighbourhood Board
Terms of Reference**

1. Introduction

The Lakenheath Neighbourhood Board has been established to deliver the government's Pride in Place Programme, which aims to give communities the resources and tools to drive change and shape their neighbourhoods for the better. The Lakenheath Neighbourhood Board, working with the Accountable Body and the local Member of Parliament, will deliver the aims of the Programme, guidance for which can be found here:

[Pride in Place Programme: Programme Prospectus - GOV.UK](#)

The Neighbourhood Board is the decision-making body, with a chair appointed by the local Member of Parliament and the Accountable Body. The Accountable Body is West Suffolk Council.

2. Purpose

The Lakenheath Neighbourhood Board is responsible for co-producing, with the Lakenheath community, a ten-year vision of how the physical and social infrastructure of the community can be improved. The vision will be realised through delivery of a Pride in Place Plan (the Plan) and investment of up to £20 million of government funding.

The Lakenheath Neighbourhood Board should ensure the Plan provides the foundation for long-term improvements for the benefit of local people, and supports the three strategic objectives of the Pride in Place Programme:

- Stronger Communities
- Thriving Places
- Taking back control

3. Role of the Board

The Lakenheath Neighbourhood Board (the Board) shall work in partnership with the local Member of Parliament and the Accountable Body to develop a Pride in Place Plan, which includes a 10-year vision and 3-4-year investment plans.

Duties will include:

- Co-producing the Plan with the Lakenheath community through consultation.
- Being able to evidence extensive engagement with the community to MHCLG, to make sure a diverse range of voices are heard whilst developing the Plan and at each stage of the programme

- Ensuring MHCLG requirements are met for Plan submission and approval
- Overseeing delivery of the Plan to ensure the vision is achieved
- Being responsible for distributing government funding to projects to deliver the Plan, in accordance with guidance given by the Accountable Body and under supervision of the Chief Financial Officer for West Suffolk Council
- Mitigating and managing any risks including financial, legal and reputational
- Maximise opportunities of the programme including utilising all the tools and powers available to the board as outlined in the Pride in Place guidance.
- Actively involve residents, businesses, community institutions and partnerships in programme design and implementation to help build capacity within the community
- Identify opportunities to create lasting community benefits beyond the 10- year funding programme, such as taking ownership of assets to generate community revenue, generating other philanthropic or private funding streams or leveraging social investment.
- Transition to a community-led delivery model such as becoming a co-operative or community interest company
- Support the Accountable Body in the discharge of its duties, such as providing input to MHCLG monitoring returns
- The Board does not have the authority to make decisions that puts the Accountable Body at any risk relating to financial, legal or reputational matters

4. Role of the Accountable Body

The Accountable Body is responsible for administering public money under the Pride in Place Programme to ensure it is distributed fairly and effectively.

The Accountable Body's duties include:

- Ensuring funds have been managed in accordance with [the Nolan Principles](#), [Equality Act 2010](#) including the Public Sector Equality Duty and [Managing Public Money principles](#)
- Being responsible for ensuring the Board and/or project deliverers comply with the Subsidy Control Act 2022 and state aid requirements to include:
 - Choosing whether to either reject a project or require adjustments to be made such that funding the project will not contravene subsidy control
 - Ensuring that any project deliverers manage subsidy control or state aid in line with their agreed approach and take steps to monitor this
 - Ensuring that project agreements are designed to enable the recovery of subsidy or state aid if it has been misused
 - Ensuring the recovery of any funding from project deliverers where subsidy control or state aid law has not been complied with

- Being responsible for ensuring that all projects and the funding for them are managed in accordance with the Public Contracts Regulations 2015
- Supporting the Board to develop and implement the Pride in Place Plan
- Developing mechanisms to empower the board in their decision-making capacity and delivery of a community-led vision, whilst ensuring duties as the Accountable Body as set out in the guidance are met
- Working with the Board and local Member of Parliament to develop and embed appropriate processes and controls for the funding which may include:
 - Providing advice and support on legal duties (e.g. impact assessments)
 - Supporting meaningful community engagement or helping Board members navigate those requirements
- Ensuring monitoring and evaluation of the Plan are undertaken according to published guidance
- Providing secretariat support to the Board including ensuring governance arrangements and minutes are published in accordance with government guidance
- Managing and publishing Board members' declarations of interest as required as part of the Code of Conduct for Board members
- Supporting the transition of the Board to a community-led delivery model

5. Membership of the Board

5.1 Role of the Chair of the Board

The Chair is an independent position, appointed and approved by the Accountable Body and the local Member of Parliament. It cannot be held by an elected representative. The Chair should be engaged, collaborative and committed to driving the Pride in Place Programme forward in line with the wishes of the local community.

The Chair shall:

- Ensure the Board operates in line with the Code of Conduct for Board members
- Provide leadership for the Board
- Act as champion for Lakenheath
- Ensure the Board is community led and embedded within Lakenheath
- Build strategic relationships between the board and local communities, statutory bodies and business sectors.
- Bring the community together to share ideas in a collaborative way and ensure decision making is community led
- Provide strategic leadership to deliver lasting improvements

- Convene and lead Board meetings effectively and fairly ensuring governance standards are met. Facilitate informal discussions as required.
- The Chair may nominate a Vice-Chair who can act as a substitute

5.2 Role of Board Members

- The Board 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.
- The relevant local MP must sit on the Board to act as a champion and enabler of their local community.
- The Board should include at least one ward councillor. As Board members, ward councillors can play a key role in convening and leading local partnership working with the community to shape local priorities.
- Members of the board are expected to:
 - Lead the development and implementation of the Plan, in consultation with the Lakenheath community
 - Collectively provide the range of skills, experience and knowledge required to develop and implement the Plan, that achieves the ambitions of the Pride in Place Programme and Lakenheath community
 - Act in accordance with the Code of Conduct for Board members
 - Attend and contribute constructively to Board meetings including being briefed and prepared in advance
 - Declare any conflicts of interest prior to commencement of a Board meeting
 - The Board is not a political body; Board members are expected to act collaboratively and serve the best interests of the Lakenheath community.
- Membership will be reviewed at the end of the first 4-year investment period cycle and updates will be communicated to MHCLG according to the published guidance.
- A Board member shall cease to be a member of the board in the following circumstances:
 - By written notice to the Chair of their resignation
 - Such Board member breaches the Code of Conduct for Board members and the Board resolves that the appropriate sanction should be removal as Board member
 - Bankruptcy, making of any arrangement or composition with creditors, or liquidation.

- Such Board member commits a criminal offence which attracts a custodial sentence in excess of three months; is awaiting trial for a serious offence; is subject to sex offender notification requirements; or is subject to an anti-social behaviour sanction that has been issued by the court.

5.3 Role of Observers

5.3.1 RAF Lakenheath

- A representative of RAF Lakenheath command will be invited to attend Board meetings as an Observer.
- They will act as a key channel of communication between the Board and the RAF Lakenheath community and will offer expertise, advice and contribute to discussions as requested.
- The Observer will not have the right to vote in Board decisions or influence decision making processes.
- The Observer is expected to adhere to the Code of Conduct for Board members, maintain confidentiality of the Board and declare any actual or potential conflicts of interest in advance of any Board meeting.
- The Observer may nominate a substitute with agreement from the Chair

5.3.2 The Accountable Body

- The Accountable Body will be represented at the Board by an officer attending as an Observer to offer guidance on legal and financial matters
- The Accountable Body Officer will provide secretariat support to the Board
- The Accountable Body Officer will not have the right to vote in Board decisions
- The Accountable Body Officer is expected to adhere to the Code of Conduct for Board members, maintain confidentiality of the Board and declare any actual or potential conflicts of interest in advance of any Board meeting.
- The Accountable Body Officer may nominate a substitute

6. Meetings

- The Board will meet a minimum of 10 times per year
- Additional meetings may be convened by the Chair if required
- Meetings may be held in person, virtually, or in hybrid format at the discretion of the Chair (with the view to maximise participation).
- Any Board member can suggest an item of business and could do so by notifying the Chair and secretariat in advance of the meeting.
- Papers will be circulated at least five working days in advance where possible

- A meeting will be quorate when at least a third of members are present plus a representative of the Accountable Body
- If the Chair, or their nominated Vice-Chair, cannot attend, those Board members present will vote to elect a vice-chair to act in the Chair's absence
- The Board will aim to make decisions by consensus. If a vote is necessary, it will be determined by simple majority. In the event of a tied vote, the Chair (or the vice-chair in their absence) may exercise a casting vote. If the casting vote is not exercised, the decision will fail.
- The Board shall delegate to the Chair the authority to make urgent decisions, where a Board cannot be convened in a timely manner to consider a matter. Unless it is impossible to do so, the Chair shall consult in advance with Board members by way of email. The decision shall be published as soon as practically possible once taken and reported at the next Board meeting.
- Board meetings will not be open to the public
- The Board may invite individuals or organisations to attend a Board meeting who can make a positive contribution as it sees fit. This may include Board meetings designed to discuss a specific issue, or to take a specific action forward. Invited attendees are expected to maintain confidentiality of the Board and declare any actual or potential conflicts of interest prior to the commencement of the Board meeting.
- Minutes of the Board meetings will be approved in draft form by the Chair and circulated promptly to all Board members. Minutes will remain in draft form until approved by the Board at the next Board meeting.

7. Sub-Groups

The Board may establish time-limited or thematic sub-groups to support delivery of specific priorities (e.g. sport and recreation, skills and education). Members of sub-groups will adhere to these Terms of Reference and the Code of Conduct for Board members. Each sub-group will report back to the Board. Members of sub-groups will not have voting rights on the Board unless they are a Board member, they will act in an advisory capacity on specific matters.

8. Conflict of Interest

Any conflicts of interest should be declared to the Appropriate body using the Register of Interests Form provided before officially joining the Board. The Accountable Body will maintain a register of Board member interests which will be published on the Board website.

Board members must keep the entries in their Register of Interests Form up to date by notifying the Accountable Body of any changes within 28 days of the change occurring. The following provisions shall apply to all Board members should they be faced with conflicts of interest:

- Should a Board member be faced with a pecuniary conflict of interest the Board member shall immediately declare the nature of the conflict/potential conflict and must withdraw from any business where the conflict would be relevant. That Board member will not be:
 - Entitled to remain present at any meeting or included in any email correspondence during discussions of the matter in which the conflict of interest is engaged
 - Counted in the quorum in relation to the matter.
 - Entitled to vote on the matter.
- Whenever a Board member has a conflict of interest in a matter other than a pecuniary interest to be discussed at a meeting, the Board member shall immediately declare the nature of the conflict/potential conflict. If the Board member considers themselves conflicted, they should leave the meeting or remove themselves from the Board's business. If they do not consider themselves conflicted but the 'reasonable person' might, the Board may authorise the Board member to remain in the meeting however the Board member shall not be entitled to vote on the matter under consideration.

For the avoidance of doubt, the above provisions do not prevent a Board member declaring an interest to be noted for the record where they consider no conflict of interest arises. In such circumstances, no further action is required

9. Review of Terms of Reference

These Terms of Reference will be amended in accordance with any updated guidance provided by MHCLG. They will be reviewed annually, or sooner if required, to ensure they remain fit for purpose.

10. Adoption

These Terms of Reference were adopted by the Lakenheath Pride of Place Neighbourhood Board on:

Date: 15.05.26

Chair: _____

Date: _____ **Section 151 Officer:** _____