



Greenstead Community Board – Pride in Place

GOVERNANCE FRAMEWORK

1. Purpose

This document sets out the governance arrangements for the delivery of the Pride in Place Programme in the Greenstead MSOA,¹ Colchester in accordance with national programme guidance provided by the Ministry of Housing, Communities & Local Government (MHCLG).²

The governance framework ensures:

- effective partnership working
- community-led decision-making
- appropriate accountability for public funds

2. Governance Model

The programme will operate through a **four-part partnership structure** comprising:

- **Greenstead Community Board**
- **The Greenstead Community**
- **Colchester City Council** (the ‘Accountable Body’)
- **Member of Parliament (MP)**

This partnership is integral to delivery, ensuring that funding addresses local priorities effectively and that communities are actively involved in decision-making.

3. Roles and Responsibilities

3.1 Greenstead Community Board

The Greenstead Community Board is established as a community-led, decision making body to provide leadership, oversight and accountability for the delivery of the Pride in Place programme in Greenstead.

3.1.1 Leadership and Vision

- Provide clear, collective leadership for Pride in Place activity within Greenstead.
- Develop and maintain a shared vision and priorities for the community, reflecting local needs, opportunities and aspirations.

¹ Middle Layer Super Output Area

² MHCLG Pride in Place Programme: governance and boundary guidance, Updated 20 March 2026
<https://www.gov.uk/government/publications/pride-in-place-programme-prospectus/pride-in-place-programme-governance-and-boundary-guidance>

3.1.2 Decision-Making and Funding Allocations

- Agree priorities and coproduce **Pride in Place Investment Plan** (a 10-year vision and 4-year investment plan) for Greenstead in accordance with Pride in Place programme requirements and guidance.
- Make decisions on the allocation of Pride in Place funding, ensuring that investments deliver value for money and contribute to agreed outcomes.
- Ensure that all funding decisions are evidence based, transparent and consistent with programme objectives and any conditions set by government.

3.1.3 Partnership with the Accountable Body

- Work collaboratively with the Council in its role as accountable body for Pride in Place funding.
- Recognise the Council's statutory and financial responsibilities, including assurance, compliance and reporting requirements.
- Support the Council in ensuring that all activity is delivered in accordance with applicable legal, financial and governance frameworks.

3.1.4 Community Representation and Resident Voice

- Ensure that the views, priorities and lived experience of residents are central to all decision-making.
- Act as a representative forum that reflects the diversity of the Greenstead community, including seldom heard groups.
- Promote meaningful community engagement and participation in shaping the investment plan and delivering Pride in Place activity.
- Establish and facilitate subgroups or task and finish groups as may be required to support inclusive and effective participation in the development, delivery and oversight of the programme.

3.1.5 Delivery Oversight, Monitoring and Impact

- Oversee programme resourcing, delivery of approved projects and programmes, holding delivery partners to account for performance.
- Monitor progress against agreed milestones, outputs and outcomes.
- Review evidence of impact and use this to inform future decisions, continuous improvement and direction.

3.1.6 Accountability, Transparency and Governance

- Operate in accordance with the Principles of Public Life and good governance practice expected of place-based partnerships.
- Ensure that decisions, processes and use of public funding are open, transparent and properly recorded.
- Identify, manage and mitigate risks associated with programme delivery.
- Maintain appropriate arrangements for managing conflicts of interest and ensuring collective responsibility for decisions.

In carrying out these roles, the Board will apply a proportionate and effective approach to governance, consistent with MHCLG expectations for community-led boards, while recognising that it is not a statutory committee of the Council.

3.2 Local Authority (Accountable Body)

Colchester City Council acts as the Accountable Body for Pride in Place funding in Greenstead. In carrying out these responsibilities, the Council will adopt a proportionate and enabling approach, consistent with MHCLG expectations for accountable bodies supporting community-level governance, ensuring that robust oversight is balanced with genuine local leadership and community influence.

3.2.1 Statutory and Financial Accountability

- Receive, hold and administer Pride in Place funding on behalf of government.
- Ensure that all expenditure complies with applicable legislation, government guidance and agreed programme conditions.
- Maintain proper financial management, accounting and audit arrangements.
- Support the Board to undertake due diligence on projects and delivery partners prior to the release of funds.

3.2.2 Assurance and Compliance

- Establish and maintain appropriate assurance frameworks to ensure that decisions and expenditure provide value for money and that all activity complies with procurement, subsidy control, equalities and other relevant statutory requirements.
- Retain the authority to withhold or recover funding where assurance requirements are not met.

3.2.3 Support to Board Decision-Making

- Provide Executive representation and sponsorship for the programme working collaboratively with and advising the Greenstead Community Board to enable effective and informed decision-making.

- Provide professional and specialist advice and guidance to the Board on financial, legal, governance, risk management and delivery matters.
- Ensure that Board decisions are implemented, subject to meeting assurance and compliance requirements.

3.3.4 Partnership Working

- Work in partnership with the Greenstead Community Board to support the delivery of the agreed vision and priorities for the community.
- Respect and enable the Board's role as the community-led decision-making body, within the parameters of the programme and assurance requirements.
- Facilitate collaboration between local partners, Council teams and services and stakeholders to maximise the impact of Pride in Place investment.

3.3 Member of Parliament (MP)

The MP for Colchester plays an important supporting and advocacy role in relation to the Pride in Place programme in Greenstead.

3.3.1 Strategic Advocacy and Alignment

- Champion the vision and priorities of the Greenstead community at a national and regional level.
- Support alignment between Pride in Place activity and relevant national policy, funding opportunities and government priorities.
- Advocate for the needs and opportunities of Greenstead within Parliament and to relevant government departments.

3.3.2 Support to Place-Based Leadership

- Act as a constructive partner to the Greenstead Community Board, recognising its role as the community-led decision-making body.
- Provide strategic insight and advice, where appropriate, to support the delivery of the Board's agreed vision and priorities.
- Respect the Board's autonomy in relation to funding decisions and programme oversight.

3.3.3 Partnership Working

- Work collaboratively with the Council, the Community Board and local partners to support the effective delivery of Pride in Place activity.
- Facilitate connections with national stakeholders, agencies and initiatives that may enhance local delivery and impact.
- Promote coordinated working across public, private and voluntary sectors.

3.3.4 Community Representation and Engagement

- Represent the interests and concerns of constituents in Greenstead in relation to the programme.
- Support and encourage community engagement, ensuring that local voices are recognised in wider policy discussions.
- Act as a conduit for raising local issues at an appropriate national level.

In carrying out this role, the MP will contribute to strengthening the link between local priorities and national policy, supporting the effectiveness and visibility of the Pride in Place programme while respecting the governance arrangements of a community-led, place-based partnership i.e. The MP is not the formal decision-maker.

3.4 Local Community

The Community (comprising residents, local groups and stakeholders) plays a central role in shaping, informing and supporting the Pride in Place programme. This involvement is essential for local insight and to ensure effective and legitimate decision-making. The local community:

- Provides lived experience, insight and local knowledge to inform the Board's vision, priorities and decision-making.
- Contributes to the identification of priorities and development of the Pride in Place Plan.
- Holds the Board to account through local engagement events and subgroups of Board.

4. Decision-Making Framework

- Strategic and investment decisions are **led by the Greenstead Community Board** (as set out in section 3.1 above)
- Financial and legal assurance is provided by the **Local Authority** (as set out in section 3.2)
- Decisions must reflect **community priorities** and be insight and evidence led.

5. Pride in Place Plan

The Greenstead Community Board will produce a **Pride in Place Plan**, which will:

- Set out a **10-year vision** and **priorities**
- Include a **4-year indicative investment programme**
- Be co-produced with the community

This plan forms the basis for programme delivery and funding.

6. Accountability and Assurance

- The Local Authority ensures compliance and proper use of funds as set out in section 3.2
- The Community Board is accountable to the community as set out in section 3.4
- Programme arrangements are subject to MHCLG review processes

7. Boundary and Representation

- The programme will operate within the boundaries of the Greenstead MSOA plus the grounds of Colchester Academy, Hazelmere Infant School and Hazelmere Junior School.
- Boundaries and Board arrangements must be confirmed to MHCLG
- The Board must represent the community within that geography

8. Principles

The governance framework is underpinned by:

- Community leadership
- Partnership working
- Transparency and accountability
- Effective and compliant use of public funds

Community Board Terms of Reference

1. Purpose

The Greenstead Community Board is established to:

- Lead the development and delivery of the Pride in Place Plan
- Make decisions on the use of programme funding
- Represent the interests of the local community

2. Status

The Board is the **primary decision-making body** for the programme, operating within the governance framework and subject to financial and legal oversight by the Local Authority.

3. Functions

The Board will:

1. Coproduce and agree a vision and local priorities for the programme
2. Develop and agree the Pride in Place Plan that reflect the above
3. Make investment decisions
4. Ensure that the views, priorities and lived experience of residents are central to all decision making.
5. Oversee programme resourcing, delivery, monitoring and evaluation of funded project investments.
6. Work in partnership with the Local Authority and MP
7. Establish and facilitate subgroups or task and finish groups as may be required to support inclusive and effective participation in the development, delivery and oversight of the programme.

4. Membership

The Board will:

- Be composed of at least eight local stakeholders
- Represent and have a strong connection to the community within the defined boundary as set out in MHCLG guidance
- Include a Chair and vice chair
- Have a minimum of 6 members to be quorate including either the Chair or Vice Chair. If the quorum has not been reached, then the meeting may proceed if those attending agree, but no decisions may be taken.
- Board membership will be kept under review and be agile and appropriate to respond to the need and requirements of the Pride in Place programme.
- If a decision cannot be made due to quoracy then a decision can be made offline by agreement with the Chair, with a full record made, or a further meeting of the Board can be convened to make a decision.

Membership must be confirmed to MHCLG as part of programme requirements.

5. Chair

The Board will be led by an independent Chair, appointed and approved by the local authority and the MP. The Chair will:

- Lead the Board
- Be a visible, trusted local figure with the community
- Facilitate constructive discussion, consensus building and conflict resolution
- Act impartially
- Recruit, appoint and convene Board members
- Work with the MP, Local Authority, community groups and businesses
- Support effective engagement and delivery ensuring local needs and lived experience are central to the programme.

The Chair will have a tenure of 2 years but could be renewed at the discretion of the Board member appointment panel.

6. Decision-Making

- The Board will lead decision-making on strategy and investment
- Decisions to be informed by community engagement, insight and evidence
- Decisions must be deliverable within the requirements of the Accountable Body
- To finalise a decision a vote will be taken whereby a majority is required to pass motion, if required the Chair will have the casting vote.

7. Meetings

- The Board will meet regularly (**frequency to be determined by the Board**)
- Meetings should support effective decision-making and oversight
- Meeting will be held in private but minutes and summaries will be made available to members of the public.
- Sub-groups will provide an opportunity for direct engagement with board and members to help support and inform decision making of the board.
- Board meetings will have standing agenda items for the following – Project Resource, Comms & Engagement, Potential Project Discussions

8. Community Engagement

The Board must:

- Engage the community in shaping priorities
- Ensure decisions reflect local needs
- Enable community scrutiny by sharing and communicating the activity and decisions of Board
- Establish, agree and keep under review all Terms of Reference for any subgroups or task and finish groups ensuring these groups support inclusive and effective participation in the development, delivery and oversight of the programme with and alongside Board.

9. Conflicts of Interest

Board members must act at all times in the best interests of Pride in Place and avoid situations where personal, professional, or financial interests could conflict, or be perceived to conflict, with their duties.

All members are required to declare any actual, potential, or perceived conflicts of interest at the earliest opportunity and at the start of each meeting in relation to agenda items. A register of interests will be maintained and kept up to date.

Where a conflict arises, the affected member may be required to withdraw from discussions and decision-making on the relevant matter, as determined by the Chair. The Chair has the right to refer the matter for advice to Accountable Body representative for advice. Failure to declare a conflict of interest may result in appropriate action being taken in accordance with governance procedures.

10. Relationship with Local Authority

- The Local Authority provides support and acts as Accountable Body as set out in the Governance Framework.
- The Board works collaboratively with the Local Authority

11. Accountability

The Board is accountable to:

- The local community
- MHCLG (through programme requirements and review processes)
- The Local Authority (for delivery compliance)

12. Review

These Terms of Reference will be:

- Reviewed after a period of 6 months, after which at least annual reviews will be undertaken.
- Updated as required to reflect programme guidance

Greenstead Residents Panel Terms of Reference

1. Purpose

The Greenstead Residents Panel is established to hold the Greenstead Community Board to account through regular review of its work

2. Status

The Panel is convened by the Community Board. It is not a decision-making body.

3. Functions

The Panel will:

1. Review the Pride in Place Plan
2. Scrutinise the implementation of the Pride in Place Plan
3. Contribute to the development of the Pride in Place Plan

4. Membership

The Panel will:

- Be composed of local Greenstead residents
- Represent the community within the defined boundary of the Greenstead MSOA
- Include one or more convenors

5. Convenor(s)

The Convenor(s) will:

- Be appointed by the Community Board
- Ensure regular meetings of the Panel
- Convey the views of the Panel to the Chair of the Community Board

Greenstead Business Panel Terms of Reference

1. Purpose

The Greenstead Business Panel is established to advise the Greenstead Community Board in its work

2. Status

The Business Panel is convened by the Community Board. It is not a decision-making body.

3. Functions

The Business Panel will:

1. Review the Pride in Place Plan
2. Scrutinise the implementation of the Pride in Place Plan
3. Contribute to the development of the Pride in Place Plan

4. Membership

The Panel will:

- Be composed of representatives of businesses active in, or with a connection to, Greenstead
- Include one or more convenors

5. Convenor(s)

The Convenor(s) will:

- Be appointed by the Community Board
- Ensure regular meetings of the Business Panel
- Convey the views of the Business Panel to the Chair of the Community Board

Greenstead Youth Panel Terms of Reference

1. Purpose

The Greenstead Youth Panel is established to advise the Greenstead Community Board in its work

2. Status

The Youth Panel is convened by the Community Board. It is not a decision-making body.

3. Functions

The Youth Panel will:

4. Review the Pride in Place Plan
5. Scrutinise the implementation of the Pride in Place Plan
6. Contribute to the development of the Pride in Place Plan

4. Membership

The Panel will:

- Be composed of young people aged up to 19 who live or study in Greenstead
- Include one or more convenors

5. Convenor(s)

The Convenor(s) will:

- Ensure regular meetings of the Youth Panel
- Convey the views of the Youth Panel to the Chair of the Community Board