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NEIGHBOURHOOD BOARD • SHEPPEY EAST

Agenda: First Formal Meeting of the Neighbourhood Board

Agreeing how we work, setting our shared vision, and turning early engagement into a plan

DATE	Thursday 17 September 2026
TIME	7:00pm – 9:00pm (refreshments from 6:45pm)
VENUE	To be confirmed — details will be circulated with the meeting papers
CHAIR	Garry Ratcliffe, Chair of the Neighbourhood Board
ATTENDEES	Board Members Programme Manager Community Engagement Officer
MINUTES	Taken by an Officer from Swale CVS
STATUS	Formal meeting of the Neighbourhood Board. Decisions will be taken and formal minutes recorded.

TIME	ITEM	LED BY
6:45pm	Arrival and refreshments	Project Officers
7:00pm	1. Welcome and apologies for absence — Welcome and opening remarks from the Chair — Apologies received and noted	Chair
7:05pm	2. Disclosure of interests — Members to declare any interests relevant to items on the agenda — Reminder of the register of interests and the standards expected of Board members	Chair
7:10pm	3. Chair Update [FOR INFORMATION] — Update from the Chair on progress since the informal meeting on 28 July — Liaison with the council and central government, and any developments members should be aware of — Key dates, communications and thanks	Garry Ratcliffe
7:20pm	4. Terms of Reference [FOR AGREEMENT]	Chair

TIME	ITEM	LED BY
	— To consider and agree the Board's Terms of Reference (circulated with the agenda) — Role, remit and decision-making of the Board; relationship with the council and central government — Quorum, conduct and how the Board reaches decisions	
7:35pm	5. Appointment of a Vice Chair [FOR DECISION] — Purpose of the role and expectations — Nominations and appointment of a Vice Chair	Chair
7:45pm	6. Meeting schedule [FOR INFORMATION] — The proposed pattern, frequency and timing of future Board meetings — Venue rotation and online options — Forward calendar of key programme dates	Chair
7:50pm	7. Sheppey East Deprivation Profile and Reflections [FOR DISCUSSION] — Presentation of the deprivation profile for Sheppey East — the data on need across the area — How the area compares locally and nationally, and what the indicators are telling us — Board reflections: what stands out, what it means for our priorities, and where the evidence and lived experience meet	Danny Mays / All members
8:05pm	8. Setting our aims, vision and values [FOR DISCUSSION] — A facilitated session to shape what the Board stands for and wants to achieve — Drawing on the deprivation profile, early engagement and members' own knowledge of Sheppey East — Capturing a draft vision statement and set of values to be refined after the meeting	All members
8:25pm	9. Community Engagement Officer's report [VERBAL AND WRITTEN] — Report from Ashley Jones, Community Engagement Officer, on engagement undertaken since the start of his appointment — Key themes emerging from conversations with residents, groups and partners — Written report circulated with the agenda; questions from members — Programme Vision	Ashley Jones
8:35pm	10. Board members' engagement feedback — Members to feed back on the engagement work they have each carried out since the informal meeting — What is being heard on the ground, and from whom — Gaps, seldom-heard groups and where further effort is needed	All members
8:45pm	11. Community ideas received to date [FOR DISCUSSION] — Feedback on the ideas received so far, gathered using the pro forma issued at the informal meeting — Early patterns and priorities emerging from residents' suggestions — How ideas will be logged, sifted and taken forward	Ashley Jones

TIME	ITEM	LED BY
	— Overview of next steps and the road to the investment plan from Danny Mays, Programme Manager — Programme milestones, timescales and what is required of the Board	
8:55pm	13. Any Other Business — Items must be notified to the Chair or Project Officers before the meeting	Chair
8:58pm	14. Date of next meeting — To confirm the date, time and venue of the next meeting	Chair
9:00pm	Close	Chair

Notes for members

- This is a formal meeting of the Neighbourhood Board. Decisions will be taken and formal minutes recorded.
- Please read the enclosed papers in advance — in particular the draft Terms of Reference, the Sheppey East Deprivation Profile and the Community Engagement Officer's written report.
- Any Other Business items must be submitted to the Chair or a Project Officer before the meeting so that time can be allocated.
- If you are unable to attend, please send your apologies to the Project Officers as early as possible.
- Please bring any completed idea pro formas you have gathered, or return them to the Project Officers beforehand.
- Let us know in advance of any access or dietary requirements. Expenses incurred in attending can be reclaimed.

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AGENDA ITEM 4

Sheppey East Neighbourhood Board Meeting	
Meeting Date	17 th September 2026
Report Title	Pride in Place Programme Governance and Control Documents
Lead	Danny Mays, Programme Manager
Classification	Open
Recommendations	The Neighbourhood Board approves the: • Terms of Reference • Code of Conduct Policy • Register of Interests Policy • Neighbourhood Board Member Register of Interest • Governance Overview

1. Purpose of Report

1.1 The purpose of this report is to seek formal Neighbourhood Board approval for the adoption of the proposed Board Terms of Reference, Code of Conduct, Register of Interests, and overall Governance Overview.

1.2 Establishing these core governance frameworks at the inception of the Sheppey East Pride in Place programme ensures a clear, compliant, transparent and structured operational foundation to guide the delivery of the 10-year vision and secure alignment with central government requirements.

2. Executive Summary

- **Programme Initiation:** This suite of governance documents sets out the mandatory compliance baselines required by the Ministry of Housing, Communities and Local Government (MHCLG) to launch the Sheppey East Pride in Place programme and release critical funding streams.

- **10-Year Strategic Alignment:** Provides the structural framework necessary to sustain consistent, long-term oversight over the programme's 10-year vision, balancing long-term community transformation with high-level accountability.
- **Terms of Reference:** Establishes the remit, decision-making authority and operational parameters of the Neighbourhood Board, clarifying collective responsibilities and relations.
- **Code of Conduct:** Sets robust professional standards and expectations for individual board member conduct to ensure the highest level of community trust and integrity as local delivery begins.
- **Register of Interests:** Introduces a mechanism to proactively identify, record and manage potential conflicts of interest, securing transparency ahead of project selections and funding allocations.
- **Governance Overview:** Provides a clear strategic roadmap of control structures and reporting lines, ensuring accountability between the Board and the Accountable Body.

3. Background

3.1 The Sheppey East Pride in Place programme represents a transformative, 10-year commitment to driving local growth, regeneration, and community-led decision-making. To unlock funding and establish long-term strategic direction, the MHCLG mandates that the programme operate under a robust, community-representative governance structure.

3.2 As a newly formed Neighbourhood Board, clear operational boundaries are required to function effectively. Furthermore, as the Board is responsible for shaping a decade-long vision and overseeing significant public resource allocations, it must operate with the highest standards of transparency and accountability. Establishing these core governance documents at the outset of the programme is critical for the following reasons:

- **Securing Central Government Compliance:** MHCLG guidelines require a formalised governance framework to be in place as a prerequisite for the approval of long-term investment and the subsequent release of funding.
- **Defining Scope and Authority:** The Board must have clearly defined parameters regarding its role and relationship with Swale Borough Council acting as the Accountable Body. The Terms of Reference establish these boundaries and operational rules.

- **Upholding Public Trust and Accountability:** Given that Board members live or operate within the community, potential conflicts of interest may arise during project selection. A formal Code of Conduct and Register of Interests protect both individual members and the Board's reputation from accusations of bias, ensuring all decisions are made objectively and transparently.
- **Ensuring Structural Clarity:** A clear overview of reporting lines and committee structures ensures coordination between the Board and the Accountable Body over the 10-year lifespan of the programme.

4. Proposal

4.1 The Board is asked to consider and formally approve the suite of foundational governance documents required to operationalise the Sheppey East Pride in Place programme. To ensure a comprehensive review, the detailed frameworks and policies are set out in the attached appendices.

5. Consultation on the Proposal

5.1 The development of these foundational governance documents has been undertaken through a collaborative consultation process. This ensures that the proposed frameworks are legally robust, financially sound, and aligned with both the Board expectations and the statutory requirements of the Accountable Body. Key stakeholders consulted in the drafting and refinement of these documents include:

- **Neighbourhood Board Chair:** The Chair has been consulted to ensure the frameworks support the Board's strategic culture, leadership requirements, and 10-year vision.
- **Statutory and Legal Assurance:** Both Legal Services and the Monitoring Officer within Swale Borough Council, the Accountable Body have reviewed the documents to guarantee legal compliance, MHCLG guidance, and the Accountable Body's own constitution.
- **Financial and Operational Ingetration:** The Finance Director and Head of Place within the Accountable Body were engaged to ensure the proposed structures safeguard public funds and connect with local delivery and reporting mechanisms.

5.2 As a result of this consultation exercise, the attached documents carry the support of the Accountable Body.

6. Implications

Financial	There are no direct or immediate costs associated with the adoption of these governance documents. Programme management and secretariat support arrangements are funded from the Capacity Fund and Programme Revenue Budgets respectively until 31st March 2027. Agreeing longer term funding of programme and secretariat support from the 2027/28 financial year onwards will need to be considered by the Board as part of the Medium Term Financial Planning process. Revenue budgets are provided as part of the MHCLG funding arrangement to enable long-term programme delivery and Board support. Indirect financial implications are significant in that formal adoption of these frameworks is a mandatory requirement by the MHCLG. Approving these documents is a critical pre-requisite to unlocking the long-term funding streams required to deliver the 10-year Sheppey East Pride in Place programme.
Legal and Governance	The adoption of these documents ensures that the Neighbourhood Board operates within a legally compliant framework and in accordance with the constitution of the Accountable Body. By clearly defining the Terms of Reference, the Board ensures it acts within its permitted scope of authority and meets expectations mandated by the MHCLG. This robust framework minimises the risk of governance failure, procedural non-compliance, or potential legal challenges to Board decisions.
Risk Management	This proposal directly mitigates key operational and reputational risks for both the Neighbourhood Board and the Accountable Body: • Conflicts of Interest: The Register of Interests policy addresses the risk of perceived or actual conflicts of interests among local stakeholders, ensuring absolute transparency during project selections.

	• Reputational Risk: The Code of Conduct protects the integrity of the Board, preventing accusations of bias or mismanagement of public funds. • Programme Delay: Failure to approve these documents would create a compliance breach with MHCLG, risking delays to programme activity and the release of investment funding.
Staffing and Resource	The ongoing administration of these governance frameworks, including maintaining the Register of Interests, coordinating meetings, and publishing minutes, will be managed by the Secretariat and Programme Manager. This requirement has been factored into the 2026/27 programme operational resource plan. Ongoing staffing and resource requirements need to be considered by the Board by the final quarter of the current financial year to ensure continuity of service into financial year 2027/28 and beyond.
Professional Standards and Expectations	The Code of Conduct and Terms of Reference have been drafted to uphold the principles of Public Life (Nolan Principles) to ensure fairness, objectivity and honesty. The governance framework ensures that the Board remains accessible, transparent, and representative of the community it serves.

7. Recommendations

It is recommended that the Neighbourhood Board:

- Approve the adoption of the Terms of Reference (Appendix 1) to establish the operational remit and decision-making powers of the Board.
- Approve and sign up to the Code of Conduct Policy (Appendix 2) to affirm the professional standards and expectations of all Board members.
- Approve the Register of Interests Policy and Neighbourhood Board Member Register of Interest (Appendices 3 and 4) and note the mandatory requirement for all members to update and maintain an accurate personal record.
- Note the Governance Overview (Appendix 5) outlining the reporting lines and structural accountability between the Neighbourhood Board and the

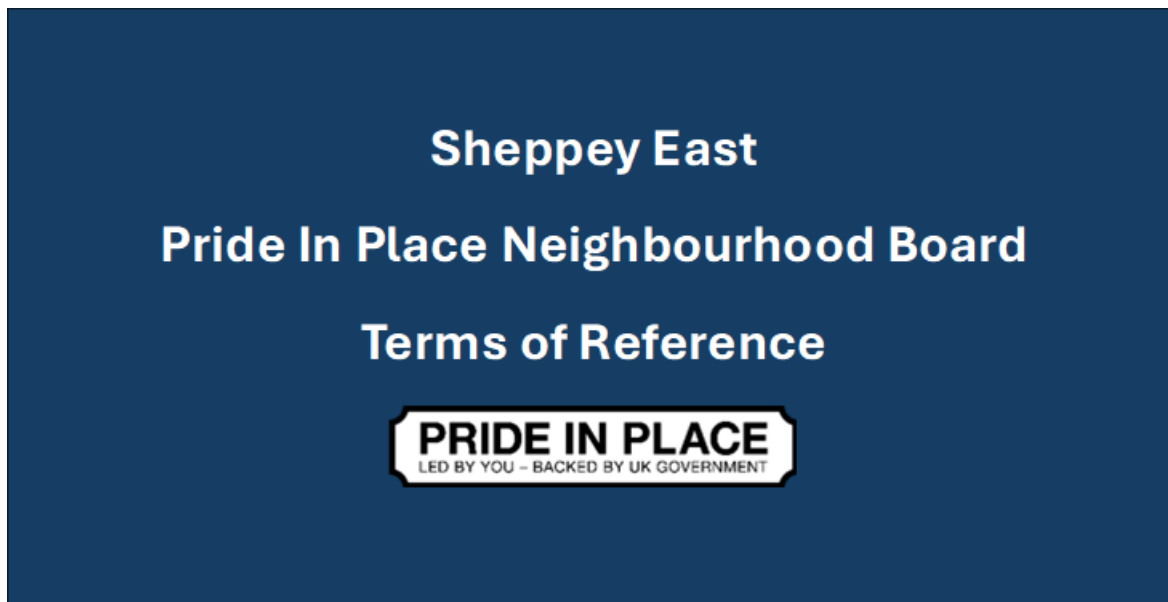
Accountable Body. Note that this is a live document that will be updated as sub, working and / or engagement groups are defined.

- Authorise the publication of the documents on the Swale Borough Council website and inform MHCLG to satisfy the formal inception requirements for the Sheppey East Pride in Place programme.

8. Appendices

8.1 The following documents are to be published with this report and form part of the report:

- Appendix 1: Terms of Reference
- Appendix 2: Code of Conduct Policy
- Appendix 3: Register of Interests Policy
- Appendix 4: Neighbourhood Board Register of Interest, September 2026
- Appendix 5: Governance Overview



1. Purpose of Document

- 1.1. The purpose of this document is to outline the governance arrangements for Swale Borough Council Pride in Place Programme (PiPP) for Sheppey East.
- 1.2. The governance arrangements reflect the requirements as set out by the Ministry for Housing, Communities and Local Government (MHCLG), taking learning from the Town's Fund, Levelling Up Partnership and Plan for Neighbourhoods (Pride in Place Phase 1) governance arrangements.
- 1.3. The document includes Roles and Responsibilities, Code of Conduct for Board Members, decision-making arrangements, scrutiny arrangements, transparency and accountability and a list of Members of the Sheppey East Neighbourhood Board.

2. Context

- 2.1. The PiPP is the Government's flagship communities programme which empowers local people to shape the future of their neighbourhood. The key objectives of the PiPP strategy are:
 - Thriving – improving the physical, economic, and social fabric of the area;
 - Stronger communities – building trust, connection, and local leadership;

- Taking back control – putting power and decisions in the hands of local people
- 2.2. The PiPP is a long-term investment of up to £20 million over 10 years in selected deprived neighbourhoods. Sheppey East was selected as part of Phase 2 of the programme based on deprivation levels and community need.
- 2.3. Updated detailed guidance was published in March 2026 [Pride in Place Programme: governance and boundary guidance - GOV.UK](#)
- 2.4. A bespoke governance board will be established to oversee the delivery of the PiPP and bring partners together. It will be called the ‘Sheppey East Pride in Place Neighbourhood Board’ and referred to as ‘the Board’ through these terms of reference.
- 2.5. For the purposes of these Terms of Reference:
- Board Members are individuals formally appointed to the Board in accordance with section 12.7 within these Terms of Reference. Board Members are voting members and have an equal right to vote on matters within the Board’s remit, subject to conflicts of interests;
 - Advisors are individuals invited by the Board or Chair to attend meetings to provide specialist advice, insight, or support. Advisors are not Board Members and do not have voting rights;
 - Observers are individuals invited to observe meetings of the Board. Observers are not Board members and do not have voting rights.
- 2.6. The Board will operate for the benefit of the community within the agreed Sheppey East neighbourhood boundary as set out by the MHCLG¹. A copy of the boundary map is attached at Annex 1.

3. Roles and Responsibilities

- 3.1 The Board will be responsible for:
- **Pride in Place Plan:** agreeing a Pride in Place Plan and projects supported by Swale Borough Council;
 - **Leadership / Direction:** Providing strategic direction across the PiPP;
 - **Coherent Governance:** Working in partnership with Swale Borough Council as the Accountable Body. The Accountable Body will ensure that recommendations and subsequent decisions accord with governance,

¹ MHCLG Neighbourhood Profile: Sheppey East, March 2026

financial regulations and Swale Borough Council policies, procedures, and codes where relevant;

- Consistency: Ensuring projects are not competitive and act to build the local economy;
- Alignment of Strategic Priorities: Ensuring alignment of projects to Local, Regional and National strategies; and seeking to influence policy, as appropriate;
- Approve the Stakeholder Engagement approach: Ensuring that communities' voices engage in shaping design and decision-making and ensure diversity in its engagement with local communities and businesses;
- Upholding the Seven Principles of Public Life (Nolan Principles): [The Seven Principles of Public Life - GOV.UK](#)
- Ensuring compliance with the Grant Determination Agreement / other agreement issued by MHCLG;
- Informing, reviewing and approving project change requests;
- Ensuring effective scrutiny of all decisions;
- Fulfilling other duties and responsibilities required of the Board by Central Government.

3.2 The Chair of the Board will be responsible for:

- Upholding the Seven Principles of Public Life (Nolan Principles);
- Leading the Board to achieve its objectives, maintaining an overview of activity, and championing partnership working;
- Ensuring that decisions are made by the Board in accordance with good governance principles;
- Signing the submissions to Government on behalf of the Board, where applicable;
- Ensuring the core composition of the Board including having at least 8 members, to ensure a broad range of voices and perspectives; the majority (at least 51%) of members should live or work within the boundary, the Board must be resident-led; members should broadly reflect the range and diversity of people who live in the area. Beyond this, the local MP must sit on the Board; at least one ward councillor must be included, and the Board should comprise representatives from a cross-section of the local community to promote community leadership;
- Exercising discretion in postponing or rescheduling of Board meetings in the event of delays in receipt of information from government or other relevant sources, or in the absence of sufficient Board members being available to transact business.

- 3.2.1 The Chairperson must not vote on projects which benefit their organisation (or that of an immediate relative) or be in the room for that discussion.
- 3.2.2 The Chairperson must be an independent representative (e.g. community representative / business) and must not be a political appointment (Councillor / MP).
- 3.2.3 The Chairperson should be community-led and embedded within the local area. The Chairperson will normally be 'from,' living or working within the neighbourhood, or who can evidence a strong and credible local connection and standing within the community.
- 3.3 Removal of the Chair – In exceptional circumstances, the Chair may be removed from their role where there is clear evidence of:
- Sustained poor attendance or lack of participation;
 - A conflict of interests that is not properly declared or managed;
 - Persistent failure to promote a culture of community involvement in line with the programme's guiding principles;
 - Persistent failure to uphold the Seven Principles of Public Life.
- 3.4 If the 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. Removal of the Chair is a serious governance action and will be guided by clear, objective criteria to ensure fairness and transparency. Such decisions will be determined locally.
- 3.5 Where the Chair resigns from their role, written confirmation of the resignation shall be submitted to the MHCLG. The notification will be co-signed by Swale Borough Council as Accountable Body and the local MP, in accordance with programme guidance.
- 3.6 The Vice Chair of the Board will be responsible for:
- Upholding the Seven Principles of Public Life (Nolan Principles);
 - Deputising for the Chair in the event of absence or conflict of interest;
 - Supporting the Chair to lead the Board to ensure decisions are made in accordance with good governance principles;
 - Supporting the Chair in the exercise of their duties in addition to their normal responsibilities as a Board member and shall act as the first point of contact if an urgent Board matter arises whilst the Chair is not contactable.

- 3.7 Board members will be responsible for adhering to the Terms of Reference and Code of Conduct.
- 3.8 Sub- Groups / Working Groups / Engagement Groups
- 3.8.1 Occasionally, sub-groups, working groups and / or engagement groups may need to be established to complete a specific task and elements of the Board's business. Additional non-Board members may be invited to provide skills, resources, insight, and capacity to the task but must abide by the decision-making structures, Code of Conduct and Terms of Reference of the Board.
- 3.8.2 A sub-group is an official sub-set of the Neighbourhood Board focussing on specialist strategic oversight or domain such as finance and procurement.
- 3.8.3 Where sub-groups are established, they will be responsible for:
- Providing specialist knowledge and advice;
 - Supporting the programme and projects to ensure compliance;
 - Acting as a critical friend and;
 - Making recommendations, as appropriate.
- 3.8.4 A working group is a task-driven group of subject matter experts and key personnel focussing on implementing and / or problem-solving a specific matter on behalf of the Neighbourhood Board.
- 3.8.5 Groups shall consider matters within its scope and may agree actions only where the Board has expressly delegated authority to do so. Unless delegated, working groups will develop options and make recommendations to the Board for approval. Progress on tasks of working groups should be updated and reported to a schedule agreed by the Board.
- 3.8.6 Where working groups are established, they will be responsible for:
- Providing views, opinions and ideas on options and proposals;
 - Providing input and advising on proposed engagement and consultation plans to encourage and help ensure relevant, proportionate, and timely engagement with stakeholders;
 - Supporting the programme and projects;
 - Acting as a critical friend offering local knowledge and perspective;
 - Making recommendations / creating reports detailing the views to the Board / Project Leads, as appropriate.
- 3.8.7 An engagement group is a group of stakeholders focussing on providing insight to help inform Board considerations and decision-making.

3.8.8 Where engagement groups are established, they will be responsible for:

- Upholding the Seven Principles of Public Life (Nolan Principles);
- Providing insight, feedback, and constructive challenge to the Board to ensure the PiPP meets its intended goals;
- Acting as a critical friend to the Board to ensure expectations are met, dependencies are considered, and decisions are well rounded and take into consideration a broad range of perspectives;
- Identifying concerns to ensure robust and early identification of risks and issues to inform timely mitigating action;
- Acting as a champion and proactively advocating for the PiPP.

3.8.9 Each sub, working and / or engagement group should be chaired either by a Board member or a Board-approved nominated representative. The Chair of different groups should be approved by the Board members via majority vote of those present.

3.8.10 Chairs of the Board sub / working / engagement groups are responsible for:

- Upholding the Seven Principles of Public Life (Nolan Principles);
- Leading the working groups to achieve their objectives, maintaining an overview of activity and championing partnership working;
- Reporting progress to the Board;
- Acting as a champion for the programme.

3.8.11 Secretariat support to the Board will be provided by a Voluntary, Community and Social Enterprise organisation.

3.8.12 The secretariat function will include:

- Setting meeting dates in consultation with the Chair;
- Preparing and issuing agendas and papers;
- Recording and publishing minutes and maintaining the decision log;
- Maintaining the register of interest and declarations;
- Supporting compliance with transparency, data protection, and governance arrangements;
- Providing administrative and procedural advice to the Chair and Board.

3.8.13 In consultation with the Board, the Accountable Body will keep secretariat, programme support, and staffing arrangements under review, including options that support the Programme's intended transition towards more

community-led deliver by year three, subject to lawful and compliant arrangements and any required MHCLG arrangement.

3.9 Swale Borough Council – Accountable Body

3.9.1 Swale Borough Council is the Accountable Body for the Sheppey East PiPP.

3.10 Swale Borough Council is responsible for:

- Upholding the Seven Principles of Public Life (Nolan Principles);
- Upholding all terms of the Grant Determination Agreement which govern the receipt and expenditure of programme funds;
- Ensuring public funds are distributed fairly and effectively;
- Ensuring funds are managed in line with the Nolan Principles, Equality Act 2010, Public Sector Equality Duty and Managing Public Money principles;
- Ensuring compliance with legal responsibilities in relation to subsidy control;
- Ensuring that funding is managed in accordance with Public Contracts Regulations 2015 / The Procurement Act 2023;
- Ensuring assurance in accordance with Section 151 of the Local Government Act 1972, Section 73 of the Local Government Act 1985 and Section 127 of the GLA Act 1999;
- Submitting monitoring reports and statements to Government, ensuring an accurate representation of programme circumstances;
- Ensuring the decisions made by the Board comply with good governance principles;
- Providing advice and support on legal duties such as impact assessments;
- Supporting meaningful community engagement;
- Assisting in appointing an Independent Chair and supporting the recruitment of Neighbourhood Board Members
- Ensuring transparency through the publication of agendas, minutes of the Board and proportionate information on the use of programme capacity funding, including aggregate information on expenses reimbursed to Board Members.
- Working closely with the Board and local MP:
 - developing and embedding appropriate processes and controls for funding;
 - Facilitating the development of the Pride in Place Plan, recognising the role of the Neighbourhood Board as decision-making forum;
 - Keep programme governance and support arrangements under review, with a view to building local capacity and exploring opportunities for increased community-led delivery in line with the intended programme pathway;

- Ensuring programme governance and delivery arrangements reflect the PiPP governance and boundary guidance issued by the MHCLG.
- Providing support for accounting records and monitoring of grant expenditure until such time as the board is resourced to do so directly.

4. Code of Conduct

- 4.1 All Board Members shall conduct themselves in accordance with the Seven Principles of Public Life (Nolan Principles) and shall uphold high standards of probity, integrity, and transparency, consistent with the Council's role as Accountable Body.
- 4.2 Board Members shall comply with requirements relating to the declaration and management of conflicts of interest, and the declaration of gifts and/or hospitality in accordance with the arrangements determined by Swale Borough Council. Declarations shall be recorded and maintained by the Council.
- 4.3 All Board Members must, as a condition of appointment and prior to participating in decision-making, formally confirm their acceptance of these Terms of Reference, Code of Conduct and declaration of interest arrangements as determined by the Accountable Body.
- 4.4 Board members will foster a positive, inclusive and professional environment by treating other members with courtesy and respect. To ensure the physical comfort and wellbeing of all participants, members must maintain appropriate standards of personal hygiene and care.

5. Expenses and Remuneration

- 5.1 All Board positions are voluntary.
- 5.2 Board Members may claim reasonable expenses necessarily incurred in the performance of their duties, subject to prior approval by the Chair and in accordance with the Council's expenses policies and procedures.
- 5.3 The Council, as Accountable Body, will publish appropriate and proportionate information on the use of programme capacity funding, including aggregate information on expenses reimbursed to Board Members, in accordance with transparency requirements, data protection legislation and national programme guidance.

6. Legal Status

- 6.1 The Board is not a corporate body or a legal entity.
- 6.2 Swale Borough Council shall act as the Accountable Body, retaining responsibility for the receipt, administration, financial control, and monitoring of all programme funding, and for ensuring compliance with an applicable legal, financial, governance and audit requirements.
- 6.3 The Board is the programme-level forum for PiPP neighbourhood leadership and decision-making. In accordance with programme guidance, the Board is responsible for leading the co-production of the Pride in Place Plan, including the 10-year vision and the prioritisation and selection of projects within the programme.
- 6.4 The Board does not have the authority to take decisions on behalf of Swale Borough Council or to exercise the Council's statutory functions.
- 6.5 The legal status and effect of decisions taken by the Board are determined by the governance arrangements of Swale Borough Council, as Accountable Body.
- 6.6 Decisions of the Board shall be implemented by the Accountable Body only where they meet the Council's Constitution, Financial Regulations, Contract Procurement Rules, and any other applicable governance arrangement, including requirements relating to procurement, subsidy control, and equalities.

7. Decision Making

- 7.1 The Board is the forum for PiPP decision-making at the neighbourhood level, including priorities and the Pride in Place Plan.
- 7.2 The Board will take decisions within its remit in accordance with these Terms of Reference.
 - 7.2.1 Board decisions shall be taken in accordance with the Council's Constitution, Financial Regulations, Contract Procurement Rules, policies, procedures , and codes. A table setting out financial thresholds and procedures is attached at Annex 3.
- 7.3 The Board will meet quarterly as a minimum. Additional meetings may be convened where required to support timely Board mobilisation activity and

initial taskings, decision-making and programme delivery. Cadence shall be kept under review to ensure business need is met.

7.4 Quorum – The Board will be considered quorate with one third of voting members present, including either the Chair or Vice Chair, rounded up to the nearest whole number. For any decision involving a material financial commitment (as defined in section 7.4.1), the Board will be quorate only where at least 50% of voting members are present. An alternate Chair can be voted in at a meeting if both the Chair and Vice Chair in the extreme case of both being incapacitated.

7.4.1 For the purposes of these Terms of Reference, a material financial commitment means any single decision committing expenditure of £100k or more.

7.4.2 This definition of quorum and material financial commitment is for Board governance purposes only.

7.5 Voting

7.5.1 Any matter will be decided by a majority of voting Board Members present and eligible to vote. For the purposes of these Terms of Reference, a member is ‘present’ where they are either physically present at the meeting venue or attending remotely via an audio/visual link. In the event of an equality of votes, the Chair (or Vice Chair if presiding) will have the casting vote.

7.5.2 Where a Board Member is attending remotely, the Chair may require the member to confirm their identity at the start of the meeting. Where confidential or exempt items are being considered, the Chair may require the member to confirm that no other person is present off-camera. If the remote connection is lost during an item, the member will be treated as not present. Members are required to be present for all an item’s presentation and discussion to vote on it.

7.5.3 Where a deputy is attending in accordance with sections 12.7.5 (and 12.7.6 where applicable), the deputy shall exercise the voting rights of the appointed Board Member for the meeting only and shall be treated as a Board Member for the purposes of the quorum, voting, declarations of interest and confidentiality.

7.5.4 Any representative attending in an advisory or observational capacity cannot cast a vote.

8. Meeting Procedure

8.1 **Confirmation of minutes** – The Chair presiding will put the question that the minutes submitted to the meeting be approved as a correct record.

8.2 Declaration of Interest

8.2.1 A Board Members must declare any actual, potential, or perceived conflicts of interest (including financial, commercial, or organisational interest) and any gifts and/or hospitality, in accordance with the Board's conflict of interest arrangements as determined by Swale Borough Council as Accountable Body. Declarations will be recorded in a register maintained by the Council.

8.2.2 Any Board Member that has declared a conflict of interest in a matter, either pecuniary or non-pecuniary, will be required to withdraw from the meeting for that item.

8.2.3 Members serving on the Board must comply with the statutory requirements and the Council's Members' Code of Conduct relating to interests.

8.2.4 Where a Board, or an organisation they represent, may seek funding, a contract, or any other financial benefit from the programme, the Accountable Body, may apply enhanced conflict management measures, including restricting involvement in early project design, specification development, assessment, shortlisting, or recommendation processes.

9. Scrutiny

9.1 The Accountable Body will not implement any Board decision that cannot be delivered lawfully or compliantly. Critical friend challenge will be provided through the board and sub / working / engagement groups.

10. Transparency and Accountability

10.1 Board Agenda and Minutes

10.1.1 The Council is required to publish Board meeting agendas and associated board papers five working days before the meeting.

10.1.2 Approved minutes of the Board meetings will be published within ten working days of the formal approval by the Board. Any conflicts of interest reported will be included and published within the minutes.

- 10.1.3 The Board will operate in the spirit of openness. The Board is not a committee or sub-committee of the Council. However, in determining whether an item is confidential or exempt, the Accountable Body will apply equivalent standards to those applicable to the Council. Where an item is treated as confidential or exempt, the agenda and/or minutes will record this and provide a reason.
- 10.1.4 The Council, as Accountable Body, will maintain a decision log recording all formal decisions taken by the Board. The decision log will be published alongside Board agendas and minutes, subject to confidentiality and data protection requirements.
- 10.1.5 Nothing in these Terms of Reference prevents the disclosure of information where required by law, including under the Freedom of Information Act 2000, the Environmental Information Regulations 2004, or pursuant to a court order or regulatory requirement. Decisions on disclosure will be taken by the Accountable Body in accordance with applicable legislation.

10.2 Conflicts of Interest

- 10.2.1 Conflicts of Interest and gifts / hospitality declarations will be managed in accordance with section 8.2 of these Terms of Reference. The Council will maintain and publish (where appropriate) the register of interests for the Board.
- 10.2.2 It is the personal responsibility of Board Members to declare their interests before any decisions are considered. These will be noted within the minutes including action taken in response to any declared interest. If any Member has any queries about their interests and disclosure requirements, they should seek advice from the Monitoring Officer.
- 10.2.3 Raising Concerns, Complaints and Governance Challenges
- 10.2.4 The Board will welcome feedback and constructive challenge. Concerns or complaints about the Board's processes, governance, transparency, conduct, decision-making procedure, or the handling of conflicts of interest will be managed by Swale Borough Council as Accountable Body in accordance with the appropriate policy and process.
- 10.2.5 Where a concern relates to standards, probity, Board member conduct, conflicts of interest or other governance matters, it may be referred by the Accountable Body to the Council's Monitoring Officer for consideration.
- 10.2.6 This route is not intended to provide an alternative appeal mechanism on the merits of an investment choice. The Board may, however, consider whether any

complaint identifies learning to improve future engagement, transparency, or decision-making.

11. The Board's relationship with Swale Borough Council

- 11.1 Swale Borough Council is the Accountable Body for any PiPP funding that is received.
- 11.2 These Terms of Reference do not change or replace the statutory powers or duties or other responsibilities of any of the people or organisations represented on the Board.
- 11.3 The procurement policies of Swale Borough Council will apply. Where external professional advice is required, consultants will be identified using the procurement policies of the Council and contracts will be entered into between Swale Borough Council and the relevant organisation on behalf of the board.
- 11.4 Swale Borough Council Policy and Resources Committee will receive an annual update on progress of activities for noting purposes.

12. Membership

- 12.1 Swale Borough Council has responsibility for supporting the Chair in establishing the Board in line with Government guidelines, together with the local MP.
- 12.2 Mandatory members for the Board include the local MP, at least one Ward Councillor and the Chair. The Board must consist of at least eight members.
- 12.3 The local MP is a full member of the Neighbourhood Board. In line with programme guidance, all Board members have an equal right to vote on Board issues, subject to conflicts of interest. The local MP's role is to act as a champion and enabler for the neighbourhood, supporting the Chair and Board to engage residents, stakeholders, and Government. The local MP does not take decisions on behalf of the Board outside of the Board's formal decision-making processes and does not exercise any executive or statutory decision-making powers in relation to Council approvals, procurement, contract award, or delivery activity.
- 12.4 The majority of Board members (at least 51%) must live or work within the Sheppey East neighbourhood boundary. The Board must have a minimum of

eight members in total to ensure a broad range of local voices and perspectives.

12.5 Provision may be made for young people's representation in Board governance as part of the commitment to inclusive participation. There is no minimum age limit on Board governance.

12.6 In line with the Accountable Body's due-diligence responsibilities under the PiPP governance guidelines, the appointment of the Chair and members will be subject to a Basic Disclose and Barring (DBS) check.

12.7 **Appointments and Recruitment**

12.7.1 Recruitment to the Board will be managed in accordance with the PiPP governance requirements, ensuring transparent, open, and competency-based recruitment which reflects the neighbourhood-level focus of the programme.

12.7.2 The Accountable Body will publish information on recruitment for Board roles, including role descriptions/criteria and how to apply to support transparency.

12.7.3 **Chair** - The Chair will be appointed through an open and competitive process. Expressions of interest will be invited publicly and assessed against published role criteria. Shortlisted candidates will be interviewed by a panel including the local MP and representation from Swale Borough Council.

12.7.4 **Interim Chair** - In the event of a vacancy in the Chair's position, the Vice Chair will assume the position of Chair on an interim basis whilst an open call for expressions of interest and recruitment process is taken forward.

12.7.5 **Vice Chair** – The Vice Chair will be appointed to support the Chair in leading the Board and to provide continuity, resilience, and succession within the programme. The Vice Chair will be appointed as part of the Board member appointments or from within the existing Board membership. The appointment route will be determined by the Chair, Swale Borough Council as Accountable Body and the local MP, having regard to the needs of the programme. Where the Vice Chair is appointed through an open recruitment process, the appointment will be made by the local MP and Accountable Body. Where the Vice Chair is appointed from within the Board membership, nominations will be sought from eligible Board members, and a selection process will be agreed by the Chair, local MP and the Accountable Body.

- 12.7.6 **Interim Vice Chair** – Should the occasion arise where an Interim Vice Chair is required, the Board may nominate an interim appointment from within its existing membership, subject to agreement by the Accountable Body and consultation with the local MP.
- 12.7.7 The appointed Chair and local MP will work together to appoint the remaining Board Members, supported by the Accountable Body. This may include the appointment of a Vice Chair alongside Board members to support effective leadership, succession planning or delivery of the programme.
- 12.7.8 **Mandatory Members** – The mandatory members of the Board include the local MP, at least one Ward Councillor and the Chair. Mandatory members will be appointed in line with the governance procedure of the Accountable Body.
- 12.7.9 **Community Representatives** – Community representative board places will be filled through an Expression of Interest process as agreed by the local MP and Chair. Regard may be given to community engagement findings, emerging thematic priorities and relevant lived experience, expertise, or local leadership to support. A panel agreed by the Chair and local MP will be convened to consider applications. The Board will make appointments following the completion of due diligence checks by the Accountable Body.
- 12.7.10 **Elected Members** – Swale Borough Council, as the Accountable Body, will nominate at least one Ward Councillor to serve on the Board. Such appointments will be made in accordance with the Council's constitutional governance arrangements and shall be reviewed on an annual basis. Where the number of Ward Councillors expressing an interest in serving on the Board exceeds the number of available seats, the Council shall determine the appointments. This determination shall be made having regard to governance requirements, the need for equitable representation and the local focus.
- 12.7.11 The Ward Councillors appointed to the Board shall be responsible for reporting progress and ward-related activity to other ward Councillors.
- 12.7.12 The Chair has the discretion to invite parish councillors to join the Board, noting that numbers of elected representatives should be limited to promote community leadership.
- 12.7.13 The Chair has the discretion to invite County councillors to join the Board if they believe the councillor brings valuable experience.
- 12.7.14 Board approval is required via a vote to establish a sub, working or engagement group, determine its scope, and approve its membership. If elected members

are brought into a sub, working or engagement group, the group itself must still be chaired by an existing main board member or a representative approved by a majority board vote. Participation must accord with the Terms of Reference.

12.7.15 Young Peoples' Representatives - Vacancies for young peoples' representation on the Board or engagement groups will be filled through an open Expression of Interest process to enable participation from local young people, including those engaged through schools, youth organisations, or community groups. Any young representative must be supported by an appropriate youth worker or responsible adult in line with safeguarding requirements. All organisations participating in the programme remain responsible for their own safeguarding arrangements. Swale Borough Council, as Accountable Body, will ensure appropriate safeguarding considerations are reflected within programme governance arrangements and that safeguarding concerns arising through programme activity are referred through the appropriate organisational and statutory safeguarding procedures.

12.8 Ongoing membership management

12.8.1 Membership will be reviewed annually and will seek to retain representation of a diverse range of sectors, skills, and interests in Sheppey East for this to be drawn on at all stages of the programme implementation. If a different skill requirement is identified and / or a need arises to recruit board members, the relevant recruitment process set out in these Terms of Reference will be followed.

12.8.2 In line with programme guidance, Board membership may be refreshed at the end of the first four-year investment period cycle and at the end of subsequent investment cycles, having regard for continuity, skills retention, and community representation. Any updates will be undertaken in collaboration with the Chair, the local MP, and the Accountable Body (in terms of due diligence). Any membership changes will be communicated to MHCLG and the appropriate conflicts of interest checks completed.

12.8.3 All Board Members are expected to attend at least 75% of scheduled board meetings in any rolling 12-month period unless exceptional circumstances have been agreed by the Chair.

12.8.4 Board membership may change over time. A Board member may be considered for removal where there is clear evidence of one or more of the following:

- Failure to adhere to these Terms of Reference or the Code of Conduct;

- Persistent non-attendance, including failure to attend two or more meetings in succession without agreed exceptional circumstances;
- A conflict of interest that is not properly declared or managed;
- Material or repeated breach of confidentiality;
- Conduct which undermines the effective functioning, reputation, or objectives of the Board or PiPP

12.8.5 A Board member will cease to be a member of the Board in the following circumstances:

- The member gives written notice of resignation to the Chair;
- Death or incapacity or ill health such that the member is no longer able to continue in the role;
- The member becomes bankrupt, makes any arrangement with creditors, enters liquidation or in the case of an organisation is wound up, dissolved or enters administration;
- The member is removed in accordance with sections 12.8.4 and 12.8.6 of these Terms of Reference

12.8.6 Any proposal to remove a Board member shall be managed as follows:

- The member will be informed in writing of the proposed removal and the reasons for it;
- The member will be given an opportunity to make representations to the Chair before a final decision is taken;
- The final decision will be taken by Chair and local MP. Swale Borough Council as Accountable Body, would act if there is a move to remove the Chair;
- The outcome will be documented and communicated to the member in writing, with reasons provided

12.8.7 Where there is a credible safeguarding concern, an allegation of serious misconduct, a material risk to the reputation or unlawful operation of the programme, or a significant unresolved conflict of interest, Swale Borough Council as Accountable Body may, after consultation with the Chair and local MP (where appropriate) temporarily suspend a Board member from attending and/or voting pending investigation and determination. Any suspension will be proportionate, time-limited, kept under review and confirmed in writing to the member with reasons (subject to confidentiality and data protection requirements).

12.8.8 Where a Board member holding the position of Chair or Vice Chair is removed from Board membership, their appointment as Chair or Vice Chair will

automatically cease. Where appropriate, a new Chair or Vice Chair will be appointed in accordance with these Terms of Reference.

12.9 Safeguarding and suitability

- 12.9.1 All Board members will be subject to a Basic Disclose and Barring (DBS) check in accordance with section 12.6 of these Terms of Reference.
- 12.9.2 All Board members must comply with safeguarding expectations, including ensuring that any engagement involving children or vulnerable adults takes place only in appropriate, supervised settings.
- 12.9.3 All Board members are required to disclose to the Chair and/or Accountable Body any unspent criminal convictions, cautions or other matters that may be considered relevant to their role on the Board. Such information will be handled confidentially and in accordance with data protection legislation.
- 12.9.4 A relevant conviction or failure to disclose relevant information will not automatically preclude membership of the Board but may be considered when determining suitability, and when assigning specific roles or responsibilities, including participation in delivery activity.
- 12.9.5 Any information relating to Disclosure and Barring Service checks, criminal convictions or cautions will be treated in accordance with the Accountable Body's safeguarding and data handling policies.

12.10 Other attendees and substitutes

- 12.10.1 **Advisors** – Advisors can be invited by the Board or the Chair to participate in the meetings but will have no voting rights or ability to make decisions on behalf of the Board. Advisors may be invited to participate in issue-specific discussions.
- 12.10.2 **Observers** – The Board is a programme governance body and not a formal decision-making committee of the Council. The Board will operate on a default open basis through the publication of agendas, papers, and minutes, with items treated as confidential or exempt only where there is a lawful basis and appropriate officer advice. The Board may invite observers where appropriate. Non-participating observers may be allowed to attend Board meetings with prior agreement of the Chair. Any observers in attendance will be permitted to address the Board or speak on a matter only with prior agreement with the Chair.

12.10.3 Deputies – In the event that a Board member (other than the Ward Councillors appointed by the Accountable Body) is unable to attend a meeting, a pre-named deputy may attend and cast their vote provided that the deputy is a representative from the same organisation / sector as the appointed Board member. Notification of a named deputy must be received in writing not less than one working day prior to the meeting. Where a deputy is to attend frequently, a named deputy should be agreed. All deputies will be subject to the same confidentiality and conflict of interest requirements as Board Members. A deputy may attend and vote in place of, not in addition to, the appointed Board Member.

12.10.4 Where the Ward Councillor(s) appointed to the Board are unable to attend, any substitution can be arranged from the political representative's engagement group.

13. Respecting confidentiality

13.1 Statutory transparency requirements will apply. This includes obligations under the Freedom of Information Act 2000, the Environmental Information Regulations 2024 and the Local Government Act 1972.

13.2 On occasions the Board may wish to discuss matters where confidentiality is required. Confidentiality will only apply where the Chair, having taken appropriate officer advice, determines that the item is confidential or exempt due to commercial sensitivity, personal data, legal privilege or other lawful basis and the Board has formally agreed that the item should be treated as confidential. Decisions to exempt an item will give consideration to the public interest test and state in broad terms why the public interest in exempting the information outweighs that in disclosure (paragraph 10 of Schedule 12A). All Board Members are expected to respect confidentiality in respect of those matters, subject to any overriding legal duty of disclosure.

13.3 Where having taken appropriate officer advice, the Chair determines that a matter should be treated as confidential or exempt, it may be included in a private section of the agenda.

13.4 All Board Members are required to comply with confidentiality requirements in line with the Code of Conduct and the Seven Principles of Public Life (Nolan Principles).

13.5 Any breach of confidentiality will be treated seriously, and it may result in action being taken in accordance with the Code of Conduct, which may include removal from the Board.

14. Communications, Press and Media Protocol

- 14.1 Press and media enquiries relating specifically to the PiPP should be co-ordinated through the Chair to ensure accuracy, consistency, and alignment with agreed decisions. The Chair should consider advising the Accountable Body on communications that are being worked on to align messaging.
- 14.2 All Board Members should act as a champion of the Board and the programme. Any communication regarding the Board and programme should reflect agreed Board decisions, be accurate and constructive, and avoid undermining the objectives or reputation of the programme.
- 14.3 Nothing in this Terms of Reference prevents Board Members from expressing personal views, political opinions or representing their communities, provided it is clear when they are not speaking on behalf of the Board and confidentiality requirements are respected.
- 14.4 All communications, publications, publicity materials, and digital content relating to the programme must comply with Government branding and guidance.

15. Financial and Procurement Management

- 15.1 Neighbourhood Board financial and procurement considerations and decision-making will operate in accordance with the Council's constitution, Financial Regulations and Contract Procedure Rules.
- 15.2 **Written / Urgent Procedure**
 - 15.2.1 The written / urgent procedure may be used only where a quorate Board meeting cannot be convened within the timescale required to meet external deadlines or to avoid material risk to programme or project delivery. The written / urgent procedure is not intended to replace routine decision-making at scheduled Board meetings.
 - 15.2.2 The decision to invoke the written / urgent procedure shall be taken by the Chair or Vice Chair where the Chair is unavailable, and the reason for urgency shall be clearly recorded.
 - 15.2.3 Voting Board Members will be asked to submit their vote in writing within a timeframe specified by the Chair (or Vice Chair), having regard for the urgency of the decision and need to allow reasonable opportunity for consideration.

The response period will not normally exceed five working days unless a longer period is justified and recorded. Where a decision is required more urgently, the Chair (or Vice Chair) may specify a shorter response period, provided that the reason for doing so is recorded and communicated to all Board Members.

15.2.4 A decision under the written / urgent procedure will be carried by a majority of votes received, provided that more than one third of all voting Board Members have responded.

15.2.5 Where the decision involves a material financial commitment (as defined in Section 7.4.1), a decision will only be valid where at least half of all voting Board Members have responded. Board members who do not respond within the stated timeframe will be treated as abstaining. Abstentions will be recorded but will not count as votes cast.

15.2.6 For transparency and accountability, the recorded reasons for urgency, the voting outcome and the decision taken will be presented to, and noted, at the next scheduled Board meeting and recorded in the Board's decision log.

16. Representations following project consultations

16.1 Project Leads will present any representations received following consultation on PiPP projects to the Board, including objections, comments and supporting feedback. The Board will consider the representations and any alternative options prior to deciding.

16.2 The project will not be taken forward into delivery until a decision has been made and the Accountable Body has confirmed it can be delivered lawfully and compliantly.

17. Review of Terms of Reference

17.1 These Terms of Reference may be reviewed and modified at any time in consultation with the Council's Monitoring Officer and should in any event be reviewed annually by the Board.

Annex A: Boundary Map



Annex 2: Board Membership List

East Sheppey Neighbourhood Board – Membership

Group	Position	Name
Chair	Independent Chair*	Garry Ratcliffe
Political Representatives	MP* Ward Councillor Rep*	Kevin McKenna Lee-Anne Moore
Community and Business Representatives	Community and Business Voices	Nathan Wood Jamie Woodrow Bobbie Taiano Tracy Rogers Serena Williams Gary Hunt Nicola Waghorne Dean Grace-Hicks Peter Constant Lee Jarman
Voting Positions: 13		
Swale Borough Council	Programme Manager	Danny Mays
Swale Borough Council	Community Engagement Officer	Ashley Jones

Notes:

- The Board is required by government to include an Independent Chair, MP and at least one Ward Councillor. These positions are marked with an *

Annex 3: Table setting out financial thresholds and procedures

Total value (including VAT) (£)	Type of Contract	Procedure to be Used
£0 - £5,999	Works, supplies and services	At least one quotation in advance b) All purchases however small to be in writing, on an official order; c) Approved by the relevant Board Member or authorised officer; d) Board Members should be able to provide a rationale for why they selected the provider used. e) All consultancy spend should be in agreement with the Chair of the Neighbourhood Board
£6000 - £29,999	Works, supplies and services	a) At least one quotation in advance b) One off, non-routine spend should be agreed by the Neighbourhood Board Chair; c) Swale Borough Council (Accountable Body) Commissioning and Procurement Department need to be made aware of any procurement where the <u>whole life value</u> is >£6,000; d) All purchases however small to be in writing, on an official order; e) Approved by the relevant Neighbourhood Board Member or authorised officer; f) Board Members should be able to provide a rationale for why they selected the provider used; g) Contract award details need to be provided to Swale Borough Council (Accountable Body) Commissioning and Procurement Department for publication on the contract register, but recognised as being on behalf of the neighbourhood board, for transparency purposes at award stage.
Procedure to be used £30,000 to £119,999	Works, supplies and services	a) Request for quotation advertised on www.swale.gov.uk, the Council's E-procurement System and the Central Digital Platform b) Spend should be agreed by the Neighbourhood Board Chair; c) Consideration should be given to Purchasing Scheme's e.g. to provide better value for money; d) Financial appraisals shall be carried out by Swale Borough Council (Accountable Body) Financial Services prior to award; e) Approved by the relevant Neighbourhood Board Member or authorised officer;

		f) Contracts in writing using the standard clauses and to include the core clauses as set out within the Swale Borough Council (Accountable Body) Contract Standing Orders document or other terms and conditions approved in advance by Swale Borough Council (Accountable Body) Legal Services and Finance Services; g) Records maintained to demonstrate probity and value for money has been obtained. h) Contract award details provided to Swale Borough Council (Accountable Body) Procurement Services for publication on the contract register, but recognised as being on behalf of the neighbourhood board, for transparency purposes at award stage.
Procedure to be used £120,000 to £207,720**	Works, supplies and services	a) At least three electronic tenders; b) Spend should be agreed by relevant Neighbourhood Board Chair; c) Risk assessment conducted (in writing) and kept on the file maintained by the Secretariat Officer; d) As a minimum to be advertised on www.swale.gov.uk, the Council's E-procurement System plus the Central Digital Platform; e) Tenders opened at the same time by Swale Borough Council (Accountable Body) Democratic and Electoral Services Manager (or nominee), in the presence of the Responsible Officer (or nominee) and a suitable person from Legal Services (or Nominee); f) Financial appraisals shall be carried out by Swale Borough Council (Accountable Body) Financial Services prior to award; g) Approval required from the Neighbourhood Board for award of contract, waiver from Swale Borough Council (Accountable Body) Contract Standing Orders and extensions to contracts; h) Contracts in writing using the standard clauses and to include the core clauses as set out within the Swale Borough Council (Accountable Body) Contract Standing Orders document or other terms and conditions approved in advance by Swale Borough Council (Accountable Body) Legal Services and Finance Services; i) Record to be entered on the Council's Contract Register at award stage, but recognised as being on behalf of the neighbourhood board.

Procedure to be used £207,720 ** plus	Works, supplies and services	a) The Procurement Act 2023 and The Procurement Regulations 2024 apply – full competitive process with tenders following advertisement on the Central Digital Platform for supplies and services, there is a presumption in favour of advertising and a competitive process. This will also be advertised on the Swale website and the Council’s e-procurement system ; b) Points a; b; c; d; e; f; g; h and i as above for works, supplies and Services for £120,000 to £207,720**
Procedure to be used £207,720 to £5,193,000**	Works, supplies and services	a) Points a – i as above for works, supplies and services for £120,000 to £207,720**
Procedure to be used £5,193,000** Plus	Works, suppliers and services	a) The Procurement Act 2023 and The Procurement Regulations 2024 apply – full competitive process with tenders following advertisement in Find a Tender Service. b) Points a; b; c; d; e; f; g; h; and i as above for supplies and services for £207,720 plus**

** or relevant threshold in force at the time under the Procurement Act 2023.

Appendix 2

Code of Conduct for the Sheppey East Neighbourhood Board members, managing the Pride in Place Programme.

You are a Board Member of the Sheppey East Pride in Place Neighbourhood Board and hence you shall have regard to the Seven Principles of Public Life (the Nolan Principles) in your conduct at all times. The principles are:

- Selflessness;
- Integrity;
- Objectivity;
- Accountability;
- Openness;
- Honesty;
- Leadership.

When acting in your capacity as a Board Member of the Sheppey East Neighbourhood Board:

- You must act in a manner consistent with the Swale Borough Code of Conduct Policy and Guide and treat your fellow Board Members, members of staff and others you encounter, when always working in this role with respect and courtesy.
- You must act solely in the public interest and should never improperly confer an advantage or disadvantage on any person or act to gain financial or other material benefits for yourself, your family, a friend or close associate.
- You must not place yourself under a financial or other obligation to outside individuals or organisations that might be reasonably regarded to influence you in the performance of your official duties.
- When carrying out your Pride in Place Neighbourhood Board duties you must make all choices, such as making appointments, awarding contracts or recommending individuals for rewards or benefits, based on evidence.
- You are accountable for your decisions, and you must co-operate fully with whatever scrutiny is appropriate to your position. You must be as open as possible about both your decisions and actions and the decisions and actions of the Sheppey East Pride in Place Neighbourhood Board. In addition, you should be prepared to give reasons for those decisions and actions.

- You must declare any private interests, both pecuniary and non-pecuniary, that relate to your Sheppey East Pride in Place Neighbourhood Board duties. Furthermore, you must take steps to resolve any conflicts arising in a way that protects the public interest. This includes registering and declaring interests in a manner conforming with the procedures set out in the Sheppey East Pride in Place Programme Conflict of Interest Policy.
- You must, when using or authorising the use by others of the resources of the Sheppey East Pride in Place Neighbourhood Board, ensure that such resources are not used improperly.
- You must promote and support high standards of conduct when serving in your Sheppey East Pride in Place Neighbourhood Board role.

Registering and Declaring Pecuniary and Non-Pecuniary Interests

You must, within 28 days of taking office as a Board Member or co-opted, notify the Sheppey East Pride in Place Board members and Accountable Body's S151/S73 Officer via the Secretariat Officer of any disclosable pecuniary interest, where the pecuniary interest is yours, your spouse's or civil partner's or person with whom you are living as spouse or civil partner.

Furthermore, you must, within 28 days of taking office, notify the Sheppey East Pride in Place members and Accountable Body's S151/ S73 Officer via the Secretariat Officer of any non-pecuniary interest listed within the Register of Disclosable Pecuniary Interests and Other Registerable Interests Form.

Board members should review their individual register of interest before each board meeting and decision-making committee meeting. They must declare any relevant interest(s) at the start of the meeting. If an interest has not been entered onto the Sheppey East Pride in Place Neighbourhood Board's register, then the member must disclose the interest at any meeting of the Sheppey East Pride in Place Neighbourhood Board at which they are present, where they have a disclosable interest in any matter being considered and where the matter is not a 'sensitive interest'.

Following any disclosure of an interest not on the Sheppey East Pride in Place Neighbourhood Board register or the subject of pending notification, you must notify the Sheppey East Pride in Place members and Accountable Body's S151/S73 Officer via the Secretariat Officer of the interest within 28 days beginning with the date of disclosure. Unless dispensation has been granted, you may not participate in any discussion of, vote on, or discharge any function related to any matter in which you have a pecuniary interest.

Additionally, you must observe the restrictions your Sheppey East Pride in Place Neighbourhood Board places on your involvement in matters where you have a pecuniary

or non-pecuniary interest as set out in the Sheppey East Neighbourhood Board Terms of Reference.

NOTES:

1. For the purposes of this guidance, the definition of a pecuniary interest as set out in the Localism Act 2011 and The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012.
2. A non-pecuniary interest is any interest which is not listed in the Schedule to The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 (No.1464).
3. A 'sensitive interest' is described in the Localism Act 2011 as a member or co-opted member of an authority having an interest, and the nature of the interest being such that the member or co-opted member, and the authority's monitoring officer, consider that disclosure of the details of the interest could lead to the member or co-opted member, or a person connected with the member or co-opted member, being subject to violence or intimidation.

Appendix 3



Sheppey East Pride in Place Programme Conflict of Interest Policy

Purpose

This policy explains how conflicts of interest will be identified, declared and managed for the Sheppey East Neighbourhood Board.

It aims to:

- Make sure decisions are fair and in the best interests of the neighbourhood;
- Help Board members understand what to do if a conflict arises and;
- Support openness, transparency and trust in the Board's work and decision making.

Scope

This policy applies to all Neighbourhood Board members, the Chair and Deputy Chair and any deputies attending on behalf of board members.

This policy should be read alongside the Board's Terms of Reference, the Code of Conduct and any relevant Swale Borough Council policies or statutory requirements, where these apply through Swale Borough Council's role as Accountable Body.

Conflict of Interest

A conflict of interest arises where a Board member's personal, professional, financial or organisational interests could, or could be seen to, influence their role on the Board. Conflicts may be actual – a direct conflict exists; potential – a conflict could arise in the future; or perceived – a reasonable person could believe a conflict exists, even if it does not.

Conflicts may include but are not limited to financial or commercial interests; employment or consultancy roles; positions held in the community, voluntary or private organisations; involvement in project delivery funded by the Programme and receipt of gifts or hospitality related to Board business. Board members should seek to avoid situations that could give rise to conflicts of interest.

Declaration

All Board members must declare any actual, potential or perceived conflicts of interest, including gifts and hospitality, in accordance with this Policy. Board members must declare any conflicts:

- When they join the Board;
- When their circumstances change and;
- At the start of a meeting where a conflict is relevant, including any sub / working / engagement group meetings.

All declared interests will be recorded in the minutes and the Register of Interests maintained by the Secretariat Officer. Board members are responsible for ensuring their declared interests are accurate and kept up to date.

Board minutes and the Register of Interests will be made available in line with the conflicts of interest arrangements set out in the Terms of Reference.

Managing Conflicts During Meetings

During meetings, if a conflict of interest relates to a specific item, the member must not take part in the discussion or decision and may be asked to leave the meeting for that item. In some cases, the Chair may allow the member to stay to provide information only, but they must not take part in discussion or decisions. This should be managed transparently and without influencing the discussion or decision. Where a member withdraws due to a conflict of interest, they will not be counted as present for quorum or voting purposes for that item.

If the Neighbourhood Chair has a conflict of interest, they must declare the interest at the start of the meeting and recuse themselves from the discussion and voting process to ensure decisions remain impartial and in the best interests of the community. They must temporarily handover leadership of the meeting to the Deputy Chair or a designated non-conflicted board member for the duration of the affected agenda item. The Chair must leave the room or refrain from speaking so their position does not unduly influence the board's decision.

Gifts and Hospitality

Board members must not accept gifts or hospitality that could influence, or be seen to influence, their role on the Board. Any such offers must be declared in line with this Policy.

Breaches

Failure to declare or appropriately manage a conflict of interest will be treated seriously. Examples of a breach may include:

- Not declaring a relevant interest;

- Taking part in a discussion or decision where there is a conflict;
- Failing to withdraw from a meeting where required.

Where a breach occurs, this may be addressed through:

- Advice or guidance from the Chair;
- Removal from the discussion or decision;
- Referral to the Code of Conduct process;
- In serious or repeated cases, removal from the board.

Policy Review

This policy will be reviewed regularly to make sure it remains clear, proportionate and fit for purpose.

Sheppey East Pride in Place Neighbourhood Board

REGISTER OF DISCLOSABLE PECUNIARY INTERESTS AND OTHER REGISTERABLE INTERESTS

I.....

(Please print full name in capital letters)

a Member of the.....**Sheppey East Pride in Place Neighbourhood Board** give notice that I have set out below my disclosable pecuniary interests and my disclosable non pecuniary interests which I am required to register under the Code of Conduct, the Localism Act and the SI No. 1464, the Relevant Authorities (Disclosable Pecuniary Interests Regulations) 2012 and the local arrangements that my authority has decided should be included in the register. **The law requires you to list all of your own interests and those of your husband/wife/civil partner or person with whom you are living as husband/wife/civil partner.** However, you are not required to disclose their name.

This record is available for public inspection in the Members' Register of Interests and will be published on the Swale Borough Council's website as well as any relevant Parish Council website.

DISCLOSABLE PECUNIARY INTERESTS

Subject and Prescribed description

Employment, office, trade, profession or vocation

Any employment, office, trade, profession or vocation carried on for profit or gain - please refer to the explanatory note on registerable interests

You and your partner as defined in bold above

Sponsorship

Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards the election expenses of yourself. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992 ⁽²⁾

Contracts

*Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority—
(a) under which goods or services are to be provided or works are to be executed; and
(b) which has not been fully discharged.*

You and your partner as defined in bold above

⁽²⁾ 1992 c. 52.

Land

Any beneficial interest in land which is within the area of the relevant authority (including your home address).

You and your partner as defined in bold above

Licences

Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.

You and your partner as defined in bold above

Corporate tenancies

Any tenancy where (to your knowledge)—

(a) the landlord is the relevant authority; and

(b) the tenant is a body in which the relevant person has a beneficial interest.

You and your partner as defined in bold above

Securities

Any beneficial interest in securities of a body where—

(a) that body (to your knowledge) has a place of business or land in the area of the relevant authority; and

(b) either—

(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class

You and your partner as defined in bold above

IMPORTANT:

It is a criminal offence to fail to notify the monitoring officer of any disclosable pecuniary interests. This requirement arises in each of the following circumstances:

- (a) before the end of 28 days beginning with the day on which you become a member or co-opted member of the authority (*s30(1) Localism Act 2011*);
- (b) where the disclosable pecuniary interest is not entered in the authority’s register and is not the subject of a pending notification, but is disclosed at a meeting of the authority (or any committee, sub-committee, joint committee or joint sub-committee) as required by s31(2) of the Localism Act, within 28 days beginning with the date of the disclosure (*s31(3) Localism Act 2011*);
- (c) where the disclosable pecuniary interest is not entered in the authority’s register and is not the subject of a pending notification, within 28 days beginning with the date when you become aware that you have a disclosable pecuniary interest in any matter to be dealt with, or being dealt with, by your acting alone in the course of discharging a function of the authority (*s31(7) Localism Act 2011*).

It is also a criminal offence to knowingly provide information that is false or misleading (or being reckless as to whether the information is true and not misleading).

In addition to the above, your Authority has adopted a Code of Conduct for Members which requires you to notify the Monitoring Officer of any disclosable non-pecuniary interests before the end of 28 days beginning with the day on which the Code takes effect. Failure to comply with this requirement would not of itself be a criminal offence but could render you liable to action being taken against you under the Code.

OTHER REGISTERABLE INTERESTS

<i>Subject and Prescribed description</i>
Unpaid Directorships <i>Name of the body for which you serve as a Director.</i>
You and your partner as defined in bold above

--

Appointments and nominations by the Authority

Name the outside body and the position you are appointed or nominated to e.g. member, trustee, director, observer etc. and name the Authority which appointed you e.g. Swale Borough Council.

You and your partner as defined in bold above

--

Any other body:

- i) Exercising functions of a public nature*
- ii) Directed to charitable purposes or;*
- iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)*

of which you are a member or in a position of general control or management

You and your partner as defined in bold above

--

To the best of my knowledge, the information given in this form is complete and correct.

Signed

Date:

Received by the Monitoring Officer of Swale Borough Council

Signed

Date:

NOTE: If your town/parish council chooses to adopt the NALC Code you must ensure that you provide any additional disclosable non-pecuniary interests, and use this space as a continuation sheet or, if necessary, attach another sheet of paper.

Appendix 4 - Sheppey East Neighbourhood Board Register of Interests	
I Bobbie Taiano a Member of the Sheppey East Neighbourhood Board give notice that I have set out below my disclosable pecuniary interests and my disclosure able non-pecuniary interests:	
1. DISCLOSEABLE PECUNIARY INTERESTS	
1. Please state your employment, office, trade, profession or vocation.	
You	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
2. Sponsorship	
You	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
3. Contracts	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
4. Land	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
5. Licences	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
6. Corporate Tenancies	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
7. Securities	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
2. OTHER REGISTERABLE INTERESTS	
8. Unpaid Directorships - Name of the body for which you serve as Director	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
9. Appointments and nominations made by the Local Authority	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
10. Bodies which exercise functions of a public nature	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
11. Bodies which influence public opinion or policy (including any political party or Trade Union)	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
12. Date	
Date:	
10th July 2026	

I Dean Grace-Hicks a Member of the Sheppey East Neighbourhood Board give notice that I have set out below my disclosable pecuniary interests and my disclosure able non-pecuniary interests:

1. DISCLOSEABLE PECUNIARY INTERESTS

1. Please state your employment, office, trade, profession or vocation.

You	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
Oxleas NHS Foundation Trust	Milton Keynes College

2. Sponsorship

You	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

3. Contracts

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

4. Land

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

5. Licences

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

6. Corporate Tenancies

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

7. Securities

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

2. OTHER REGISTERABLE INTERESTS

8. Unpaid Directorships - Name of the body for which you serve as Director

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

9. Appointments and nominations made by the Local Authority

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

10. Bodies which exercise functions of a public nature

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

11. Bodies which influence public opinion or policy (including any political party or Trade Union)

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

12. Date

Date:
13th July 2026

I Gary Hunt a Member of the Sheppey East Neighbourhood Board give notice that I have set out below my disclosable pecuniary interests and my disclosure able non-pecuniary interests:

1. DISCLOSEABLE PECUNIARY INTERESTS

1. Please state your employment, office, trade, profession or vocation.

You	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
Minster Leigh Academy	None

2. Sponsorship

You	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

3. Contracts

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

4. Land

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
Sensitive information held under Section 32 of the Localism Act	Sensitive information held under Section 32 of the Localism Act

5. Licences

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

6. Corporate Tenancies

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
I am a 'Shared Ownership' tenant of Moat Homes Limited; Mariner House, Galleon Boulevard, Crossways Business Park, Dartford, Kent, DA2 6QE. I am just a tenant, I am NOT a director of the company, a partner in the firm, nor do I own shares in it.	None

7. Securities

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

2. OTHER REGISTERABLE INTERESTS

8. Unpaid Directorships - Name of the body for which you serve as Director

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
I am an unpaid Chairperson and Trustee of an astronomical society and charity. Crayford Manor House Astronomical Society Dartford: Charity Number – 1156678	N/A

9. Appointments and nominations made by the Local Authority

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

10. Bodies which exercise functions of a public nature

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

11. Bodies which influence public opinion or policy (including any political party or Trade Union)

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

12. Date

Date:
9th July 2026

I Jamie Woodrow a Member of the Sheppey East Neighbourhood Board give notice that I have set out below my disclosable pecuniary interests and my disclosure able non-pecuniary interests:

1. DISCLOSEABLE PECUNIARY INTERESTS

1. Please state your employment, office, trade, profession or vocation.

You	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
Site Manager - Nore/Estuary Academy Island employed by Alternative Learning Trust	Senior Leadership Team - Alternative Learning Trust

2. Sponsorship

You	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

3. Contracts

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

4. Land

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

5. Licences

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

6. Corporate Tenancies

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

7. Securities

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

2. OTHER REGISTERABLE INTERESTS

8. Unpaid Directorships - Name of the body for which you serve as Director

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

9. Appointments and nominations made by the Local Authority

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

10. Bodies which exercise functions of a public nature

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

11. Bodies which influence public opinion or policy (including any political party or Trade Union)

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

12. Date

Date:
14th July 2026

I Nathan Wood a Member of the Sheppey East Neighbourhood Board give notice that I have set out below my disclosable pecuniary interests and my disclosure able non-pecuniary interests:

1. DISCLOSEABLE PECUNIARY INTERESTS

1. Please state your employment, office, trade, profession or vocation.

You Director and Managing Director, Farmwood Mechanical & Electrical Services Ltd, A4 St Georges Business Park, Castle Road, Sittingbourne, Kent, ME10 3TB Founding Partner, AtmosField	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners Teaching Assistant , ISP School, Teynham
--	--

2. Sponsorship

You None	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
--------------------------------	--

3. Contracts

You and your partner as defined above Farmwood Mechanical & Electrical Services Limited carries out ad hoc maintenance work at Swale Borough Council's headquarters. Works are instructed as required and may remain ongoing or not fully discharged.	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
---	--

4. Land

You and your partner as defined above Sensitive information held under Section 32 of the Localism Act No other land or property interests within the Swale Borough Area declared.	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners Sensitive information held under Section 32 of the Localism Act
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5. Licences

You and your partner as defined above None	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
--	--

6. Corporate Tenancies

You and your partner as defined above None	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
--	--

7. Securities

You and your partner as defined above Farmwood Mechanical & Electrical Services Limited (company number 04355696), Sittingbourne: beneficial shareholding above 1% of issued share capital. Exact holding currently under review. No other qualifying securities declared.	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
--	--

2. OTHER REGISTERABLE INTERESTS

8. Unpaid Directorships - Name of the body for which you serve as Director

You and your partner as defined above Director, World Ventil8 Day CIC, company number 17090189. No other unpaid directorships declared.	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
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9. Appointments and nominations made by the Local Authority

You and your partner as defined above Member, Sheppey East Pride in Place Neighbourhood Board, appointed by Swale Borough Council.	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
--	--

10. Bodies which exercise functions of a public nature

You and your partner as defined above Building Engineering Services Association (BESA), Council Member and London and South East Regional Chair. Environmental Industries Association (EIA): Chair, Air Quality Working Group. World Ventil8 Day CIC: Director GO AQS: Advisory Board Member Healthy Homes Hub: Member Future Homes Hub Ventilation Implementation Group: Member Sheerness East Youth Football Club: Volunteer football coach No other qualifying memberships or management roles declared for the member or spouse/partner.	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
---	--

11. Bodies which influence public opinion or policy (including any political party or Trade Union)

You and your partner as defined above None	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
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12. Date

Date:

10th July 2026

I Nicola Waghorne a Member of the Sheppey East Neighbourhood Board give notice that I have set out below my disclosable pecuniary interests and my disclosure able non-pecuniary interests:	
1. DISCLOSEABLE PECUNIARY INTERSESTS	
1. Please state your employment, office, trade, profession or vocation.	
You	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
Sheppey Matters	Mechanical Engineer for G & P Site Maintenance
Eastchurch Village Hall	
Grandscape	
2. Sponsorship	
You	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
3. Contracts	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
4. Land	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
Sensitive information held under Section 32 of the Localism Act	Sensitive information held under Section 32 of the Localism Act
5. Licences	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
6. Corporate Tenancies	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
7. Securities	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
2. OTHER REGISTERABLE INTERSESTS	
8. Unpaid Directorships - Name of the body for which you serve as Director	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
9. Appointments and nominations made by the Local Authority	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
Eastchurch Village Hall - Trustee	
Grantscape - Member	None
10. Bodies which exercise functions of a public nature	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
11. Bodies which influence public opinion or policy (including any political party or Trade Union)	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
12. Date	
Date:	
10th July 2026	

I Serena Williams a Member of the Sheppey East Neighbourhood Board give notice that I have set out below my disclosable pecuniary interests and my disclosure able non-pecuniary interests:

1. DISCLOSEABLE PECUNIARY INTERSESTS

1. Please state your employment, office, trade, profession or vocation.

You	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
Sensitive information held under Section 32 of the Localism Act	Sensitive information held under Section 32 of the Localism Act

2. Sponsorship

You	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

3. Contracts

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

4. Land

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
Sensitive information held under Section 32 of the Localism Act	Sensitive information held under Section 32 of the Localism Act

5. Licences

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

6. Corporate Tenancies

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

7. Securities

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

2. OTHER REGISTERABLE INTERSESTS

8. Unpaid Directorships - Name of the body for which you serve as Director

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	N/A

9. Appointments and nominations made by the Local Authority

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
N/A	SBC Ward Councillor, MPC Parish Councillor - Partner

10. Bodies which exercise functions of a public nature

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
New Leaf Domestic Abuse Service Volunteer (Register Charity Number 1150552)	Island Forum Chair - Partner

11. Bodies which influence public opinion or policy (including any political party or Trade Union)

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
PCS Trade Union Membership	Sensitive information held under Section 32 of the Localism Act

12. Date

Date:
10th July 2026

I Tracy Rogers a Member of the Sheppey East Neighbourhood Board give notice that I have set out below my disclosable pecuniary interests and my disclosure able non-pecuniary interests:	
1. DISCLOSEABLE PECUNIARY INTERESTS	
1. Please state your employment, office, trade, profession or vocation.	
You	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
Eastchurch Parish Council - Vice Chair - Cllr Rogers	Engineer for Jerome Engineering
Retired Housewife	
2. Sponsorship	
You	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
3. Contracts	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
4. Land	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
Sensitive information held under Section 32 of the Localism Act	Sensitive information held under Section 32 of the Localism Act
5. Licences	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
6. Corporate Tenancies	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
7. Securities	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
2. OTHER REGISTERABLE INTERESTS	
8. Unpaid Directorships - Name of the body for which you serve as Director	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
9. Appointments and nominations made by the Local Authority	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
Cllr Tracy Rogers Vice Chair of Eastchurch Parish Councillor	None
10. Bodies which exercise functions of a public nature	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
11. Bodies which influence public opinion or policy (including any political party or Trade Union)	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
12. Date	
Date:	
12th July 2026	

I Peter Constant a Member of the Sheppey East Neighbourhood Board give notice that I have set out below my disclosable pecuniary interests and my disclosure able non-pecuniary interests:	
1. DISCLOSEABLE PECUNIARY INTERSESTS	
1. Please state your employment, office, trade, profession or vocation.	
You	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
2. Sponsorship	
You	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
3. Contracts	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
4. Land	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
Sensitive information held under Section 32 of the Localism Act	Sensitive information held under Section 32 of the Localism Act
5. Licences	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
6. Corporate Tenancies	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
7. Securities	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
2. OTHER REGISTERABLE INTERSESTS	
8. Unpaid Directorships - Name of the body for which you serve as Director	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
9. Appointments and nominations made by the Local Authority	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
10. Bodies which exercise functions of a public nature	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	Co-opted to Warden Parish Council in August 2024 and is Vice Chair
11. Bodies which influence public opinion or policy (including any political party or Trade Union)	
You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None
12. Date	
Date:	
12th July 2026	

I Garry Ratcliffe a Member of the Sheppey East Neighbourhood Board give notice that I have set out below my disclosable pecuniary interests and my disclosure able non-pecuniary interests:

1. DISCLOSEABLE PECUNIARY INTERESTS

1. Please state your employment, office, trade, profession or vocation.

You	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
Golden Thread Alliance as CEO, September 1 2016 to August 31 2026. The Golden Thread Alliance, Dartford Road, Dartford, Kent, DA1 3DZ.	Employed at Curly's Legacy, registered charity number 1182633, Curly's Legacy, The Courtyard, Elmley Road, Minster on Sea, Kent, ME12 3SS as Head of Charity, September 2018
Taking up employment at Curly's Legacy, registered charity number 1182633, Curly's Legacy, The Courtyard Elmley Road, Minster on Sea, Kent ME12 3SS as Head of Provision, September 1 2026.	
Sole Director of Limited Company, Garry Ratcliffe Advisory, Companies House Number 17097626, Registered Address 71-75 Shelton Street, London WC2H 9JQ since March 2026.	

2. Sponsorship

You	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

3. Contracts

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

4. Land

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
Sensitive information held under Section 32 of the Localism Act	Sensitive information held under Section 32 of the Localism Act

5. Licences

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

6. Corporate Tenancies

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

7. Securities

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

2. OTHER REGISTERABLE INTERESTS

8. Unpaid Directorships - Name of the body for which you serve as Director

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

9. Appointments and nominations made by the Local Authority

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

10. Bodies which exercise functions of a public nature

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

11. Bodies which influence public opinion or policy (including any political party or Trade Union)

You and your partner as defined above	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners
None	None

12. Date

Date:
9th July 2026

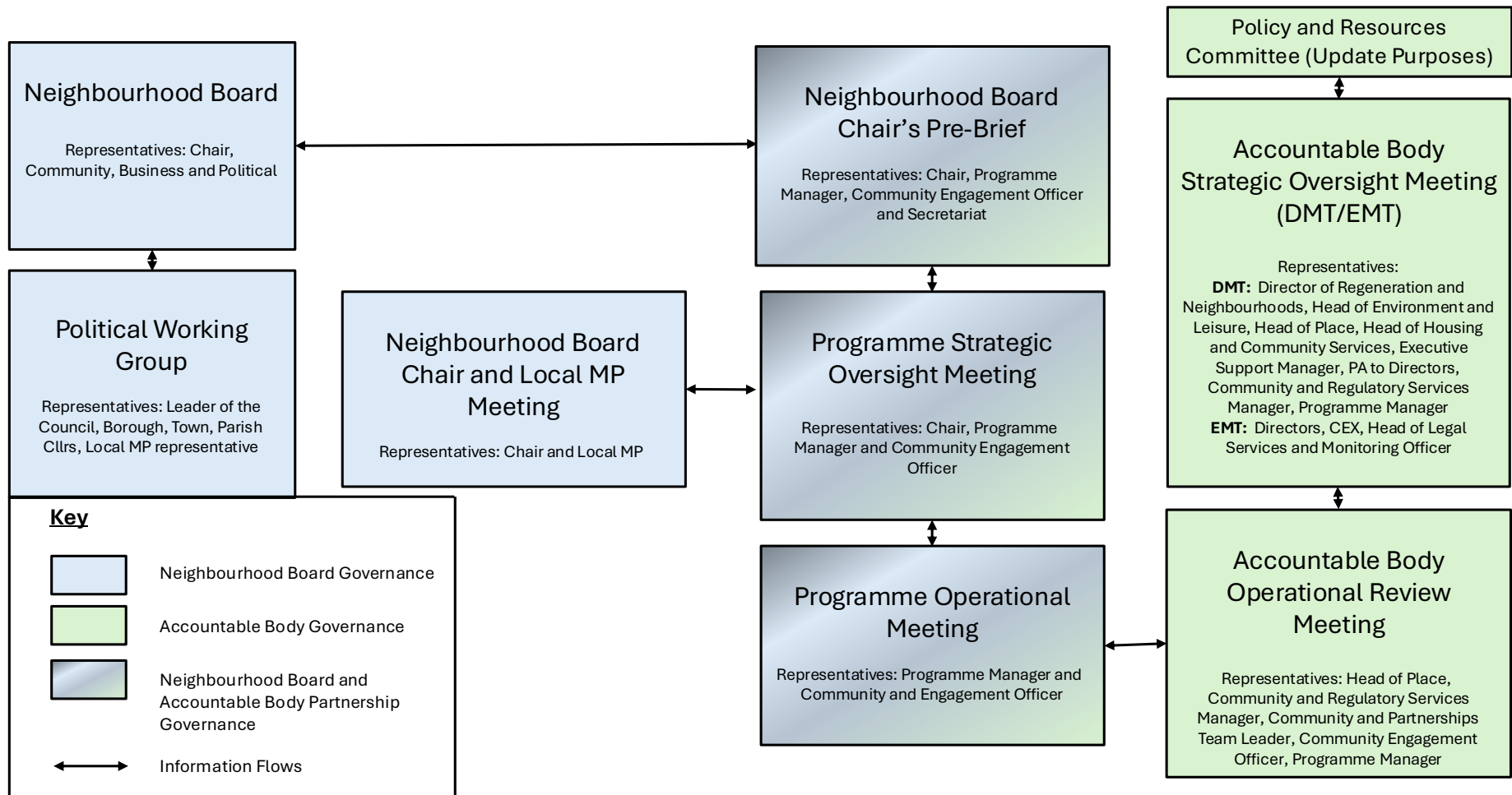
I Lee Jarmain a Member of the Sheppey East Neighbourhood Board give notice that I have set out below my disclosable pecuniary interests and my disclosure able non-pecuniary interests:	
1. DISCLOSEABLE PECUNIARY INTERSESTS	
1. Please state your employment, office, trade, profession or vocation.	
You The Pyramid Project CIC - Business Development Manager	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
2. Sponsorship	
You None	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
3. Contracts	
You and your partner as defined above None	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
4. Land	
You and your partner as defined above Sensitive information held under Section 32 of the Localism Act	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners Sensitive information held under Section 32 of the Localism Act
5. Licences	
You and your partner as defined above None	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
6. Corporate Tenancies	
You and your partner as defined above None	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
7. Securities	
You and your partner as defined above None	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
2. OTHER REGISTERABLE INTERSESTS	
8. Unpaid Directorships - Name of the body for which you serve as Director	
You and your partner as defined above None	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
9. Appointments and nominations made by the Local Authority	
You and your partner as defined above Sheppey Light Railway Greenway. Charity No: 1216304 -Trustee	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
10. Bodies which exercise functions of a public nature	
You and your partner as defined above None	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
11. Bodies which influence public opinion or policy (including any political party or Trade Union)	
You and your partner as defined above None	Husband/wife/civil partner or a person with whom you are living as husband/wife or as if you are civil partners None
12. Date	
Date: 21st July 2026	

Sheppey East Pride in Place Programme

Draft Programme
Governance Arrangements



Sheppey East Pride In Place Programme Governance - Overview



The Seven Principles of Public Life – Nolan Principles

- 1. Selflessness:** Holders of public office should act solely in terms of the public interest
- 2. Integrity:** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships
- 3. Objectivity:** Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
- 4. Accountability:** Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
- 5. Openness:** Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
- 6. Honesty:** Holders of public office should be truthful.
- 7. Leadership:** Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

AGENDA ITEM 6



NEIGHBOURHOOD BOARD • SHEPPEY EAST

Schedule of Meeting Dates For 2026:

- **Thursday 17th September**
7pm
Venue : The Clubhouse, Little Groves Leisure Park
- **Thursday 8th October**
7pm
Venue TBC
- **Thursday 5th November**
7pm
Venue TBC
- **Thursday 19th November**
7pm
Venue TBC
- **Thursday 10th December**
7pm
Venue TBC

AGENDA ITEM 7

Neighbourhood Profile – Sheppey East

Purpose

The purpose of this report is to analyse data from the Index of Multiple Deprivation (IMD) and the Community Needs Index (CNI) to establish a data-driven foundation for our future community engagement activity. By considering the data that led Sheppey East to be selected as part of Phase 2 of the Government's Pride in Place Programme, this report highlights critical areas of unmet needs and identifies the most vulnerable communities. These insights are aimed to help inform conversations with the community and ultimately help shape priority themes, interventions and allocation of funding.

Why Sheppey East was included in Phase 2 of the Pride in Place Programme

The government combined two key data sets into a single 'Index of Need' to identify neighbourhoods for investment. The selection looked for the highest national deprivation scores set out in the Index of Multiple Deprivation (IMD). The findings for Sheppey East are set out in figure 1 below.

Figure 1: Index of Multiple Deprivation (IMD) Data - Sheppey East

Lower Layer Super Output Area Code	Area	Overall IMD	Crime	Employment	Education, Skills and Training	Health	Income	Housing	Living Environment
Swale 006A	Leysdown-On-Sea and Warden	D1	D1	D1	D1	D1	D1	D1	D1
Swale 006B	Eastchurch	D2	D3	D3	D1	D3	D2	D1	D8
Swale 006C	Minster Cliffs, Isle of Harty and the Harty Marshes	D3	D6	D4	D2	D3	D5	D3	D1
Swale 006E	HM Prison Complex Cluster (including nearby rural residential pocket)	D2	D3	D1	D1	D2	D2	D1	D4
Swale 006F	Eastern Edge of Minster towards Bay View	D4	D3	D4	D1	D3	D5	D3	D1
Swale 006D	Inactive due to boundary redistribution								

Key

D1	Decile 1: Top 10% most deprived. Among the worst affected areas in England
D2	Decile 2: Top 20% most deprived. Highly challenged; well above the national average
D3	Decile 3: Top 30% most deprived. Notable issues; worse off than most of the country
D4	Decile 4: Top 40% most deprived. Slightly below average, but stable
D5	Decile 5: Top 50% most deprived. Right on the national average line
D6	Decile 6: Top 50% most deprived. On the national average line
D7	Decile 7: Top 40% least deprived. Doing slightly better than the national average
D8	Decile 8: Top 30% least deprived. Good performance; low levels of disadvantage
D9	Decile 9: Top 20% least deprived. Very strong performance; highly advantaged
D10	Decile 10: Top 10% least deprived. Amongst the best performing areas in England

This was considered alongside insights set out in the Community Needs Index (CNI) that looked at a lack of community spaces, connectedness and levels of community cohesion. The findings for Sheppey East are as follows:

The CNI classifies Sheppey East as a 'left behind' neighbourhood experiencing a double disadvantage of high socio-economic deprivation alongside a severe lack of local social infrastructure:

- **Double Disadvantage:** The area ranks poorly on both traditional economic deprivation scales (as outlined in figure 1 above) and the CNI which measures the 'absence of good stuff' such as community spaces, local resources and social capital³. This is supported by the net social trust metric. Net social trust is defined as the estimated proportion of people who say they generally trust others. Sheppey East has a social trust score of -6.8%, which is lower than the England average of -3%⁴
- **Lowest Educational Asset Density:** Sheppey East has one of the lowest densities of educational assets of any 'left behind' neighbourhood across England⁵
- **Poor Social Infrastructure:** The index indicates a scarcity of accessible local spaces, leisure assets, and connected transport compared to the national averages

To effectively unlock the £20m Pride in Place funding, our strategic response will need to demonstrate effective community-led interventions that will make a positive, sustainable and measurable impact on the current levels of socio-economic deprivation that has been highlighted.

Reflections

- **Education, Skills and Training:** Sheppey East ranks within the top 10% of most deprived areas in England for Education, Skills and Training. It features across the whole Sheppey East region as a particular domain contributing to levels of deprivation. Local youths face severe educational barriers driven by low academic attainment, high school absenteeism and limited Post-16 progression into higher education. Furthermore, there is an historic lack of qualifications within the current working-age population. This presents an opportunity to treat education, skills and training as a priority theme. To invest in young people and people of working-age, their skills and futures through targeted interventions, activities and clear pathways to skills, work experience, connections and employment.
- **Health:** Leysdown-on-Sea and Warden in particular rank within the top 10% of most deprived in terms of health. Furthermore, public health assessments consistently highlight villages such as Eastchurch as having the highest risk of premature death and lowest life expectancy across Kent. The area has high volumes

³ Social capital is the value derived from social networks, relationships, trust, and shared norms that enable individuals and groups to collaborate effectively and achieve common goals.

⁴ Source: Ministry of Housing, Communities & Local Government Neighbourhood Profile: Sheppey East, March 2026 document

⁵ All party parliamentary group report on the strength of community and charitable giving in 'left behind' neighbourhoods

of residents living with limited long-term illness and exceptionally high levels of adults requiring mental health support. This is aggravated by social isolation and low connectivity. This presents an opportunity to connect health, support services in social spaces so no one is left behind.

- **Crime:** Leysdown-on-Sea and Warden feature among the worst affected areas in England with respect to crime. There is a pattern of high volume of anti-social behaviour and violent and sexual offences. This is exacerbated by a large influx of holiday populations during seasonal peaks and darker, physically isolated public spaces. This presents an opportunity to address safety and accessibility issues by designing safer, brighter streets and considering crime prevention interventions.
- **Employment and Income:** Sheppey East ranks among the most deprived 10% of neighbourhoods in England. A significant portion of the working-age population is out of work due to involuntary unemployment, permanent sickness, or disability. The physical isolation limits residents' ability to easily commute. This employment shortfall heavily mirrors and drives the area's high scores in income, education, skills and training deprivation, creating a compounding cycle of local disadvantage. This presents an opportunity to think end-to-end and break the compounding cycle by linking employment and income with Education, Skills and Training interventions; working collaboratively with the local business community.
- **Housing and Services:** Sheppey East is flagged as one of the most structurally isolated rural neighbourhoods in England. Severe geographical barriers heighten isolation with physical distance between residents and vital frontline amenities. Residents must travel significant distances to access healthcare, education and retail facilities. This compounds the sense of social exclusion. The area features a disproportionately high density of park homes, chalets and holiday caravans. This contributes to a 'hidden community' of individuals that live in accommodation all year round breaching local planning permission and site licenses. This presents the opportunity to break down barriers and consider ways in bringing vital services to the community.
- **Living Environment:** There is an opportunity to improve the living environment by creating cleaner, greener social spaces to engender civic pride in areas that feature in the top 10% most deprived areas namely; Leysdown-on-Sea and Warden, Minster Cliffs, Isle of Harty and the Harty Marshes; and the Eastern edge of Minster towards Bay View.

Recommendations

It is recommended that the Neighbourhood Board consider:

- Aligning elements of community engagement around the subject matter that heavily contributes to the highest levels of deprivation to explore targeted themes and intervention ideas.
- Giving board members portfolio responsibly for high profile / high impact deprivation domains to make best use of their skills, experience and connections.

AGENDA ITEM 9

Sheppey East Pride in Place Programme Board Report: Developing a Community-Led Vision Statement

Report By: Danny Mays, Programme Manager

Report to	Sheppey East Pride in Place Neighbourhood Board
Subject	Approach to developing a community-led vision statement
Purpose	To seek the Board's steer on the preferred approach to developing a community-led vision statement for inclusion in the Sheppey East Pride in Place Plan.
Decision required	The Board is asked to agree the proposed approach set out in this report or provide an alternative steer.

1. Recommendations

1. That the Neighbourhood Board notes the requirement for the Sheppey East Pride in Place Plan to include a community-led vision statement for submission to the Ministry of Housing, Communities and Local Government by 30 November 2026.
2. That the Board agrees that a structured visioning process should be added to the community engagement plan.
3. That the Board supports an asset-based workshop approach, supplemented by targeted engagement with young people and seldom-heard groups, to develop a draft 10-year vision and a shortlist of local priorities.
4. That the draft vision and priorities are subsequently tested with the wider community before being finalised for inclusion in the Sheppey East Pride in Place Plan.

2. Executive Summary

The Sheppey East Pride in Place Plan must include a vision statement that is demonstrably community-led. The current community engagement plan does not yet set out how that vision will be developed with residents and stakeholders. This report summarises best practice and learning from other Pride in Place areas and recommends a practical approach for Sheppey East.

The recommended approach is to convene facilitated community visioning workshops following early listening activity, using asset-based methods, local mapping, future-vision exercises and simple prioritisation tools. This should be supported by focused

engagement with young people, children and seldom-heard groups, and followed by wider community testing of the draft vision and priorities.

3. Background

A vision for the Pride in Place Plan needs to be submitted to the Ministry of Housing, Communities and Local Government by 30th November 2026. The vision statement should reflect the aspirations, priorities and lived experience of the Sheppey East community.

The Pride in Place Community Engagement Toolkit includes guidance on developing a vision and setting priorities. It recommends using this approach after early listening activity, when there is a need to examine initial views in more depth and turn evidence from surveys, previous consultations and listening events into a coherent vision and shortlist of priorities.

4. Best Practice Principles

- Use workshops after early engagement has identified initial issues, opportunities and themes.
- Recruit a mixed group of residents and stakeholders that reflects the local area, including seldom-heard groups.
- Take an asset-based approach by starting with what is strong in the community, not only what is wrong.
- Use practical materials such as local maps, dot stickers, priority buckets, tokens, flipcharts and Post-it notes.
- Ask participants to imagine the area in 5 to 10 years and describe what they would want to see, feel and experience.
- Use facilitated small-group discussions to allow different voices to be heard.
- Translate workshop outputs into a draft vision statement and 3 to 5 draft priorities for wider testing.

5. Learning from Other Pride in Place Areas

Research has been undertaken into how other Pride in Place areas have approached the development of community-led visions. The key learning is summarised below.

5.1 Sheffield

Sheffield used imaginative, facilitated workshops to explore near-term priorities and a longer-term vision. Participants were asked to imagine their neighbourhood 10 years into the future and describe what they would want it to be like.

Two 3-hour workshops were held in a church hall, each involving around 30 participants, with tables of up to six people and refreshment breaks. Participants used local maps, sticky dots, pictorial prompts and discussion to identify assets, aspirations and quick wins.

5.2 Liverpool

Liverpool focused on creative engagement with young people, using short, trusted sessions in youth and school settings to understand priorities and aspirations.

The approach included a 1.5-hour youth hub workshop with young people aged 13 to 16, supported by a known youth worker, refreshments and a small voucher. Activities included traffic-light prioritisation, a gold-bar investment game to prompt trade-offs, and a simple exercise on the qualities required for decision-making board members.

Liverpool also worked with primary school pupils through a 60-minute classroom workshop co-hosted with a teacher. Pupils considered what they liked about their area, what they wished existed, and what the area could be like in 10 years. This demonstrates the value of adapting engagement methods for different age groups and trusted settings.

5.3 Grimsby

Grimsby used a creative narrative approach, beginning with a poem by a local poet that captured the hope and ambition of the town. The themes were then tested against wider engagement activity, including community-led projects, social media and working group discussions.

The process involved eight working groups and over 100 members of the public. The resulting vision statement was based on local views and included a narrative description of how the vision would be brought to life.

5.4 Maidstone

Maidstone adopted a deliberative engagement process, using a broadly representative panel of 24 residents selected through a lottery process. Participants spent extended time reviewing evidence, considering trade-offs and forming recommendations.

Four workshops were used to develop a roadmap for Board consideration, supplemented by professionally facilitated workshops, an online ideas hub, and planned engagement with Voluntary, Community and Social Enterprise groups. This demonstrates the value of combining depth, representation and broader open engagement.

5.5 Ramsgate

Ramsgate's approach was to write the vision directly from resident statements, wants and needs gathered through workshops, surveys and community sessions. This highlights the importance of using residents' own words wherever possible.

6. Options Considered

Option	Description	Assessment
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Option 1: Light-touch consultation	Use existing survey and engagement feedback to draft the vision.	Quick to deliver but may be less clearly community-led and may not provide sufficient depth.
Option 2: Facilitated visioning workshops	Bring together mixed groups of residents and stakeholders to develop a draft vision and priorities.	Provides depth, structure and clear evidence of community leadership. This is the recommended option.
Option 3: Deliberative resident panel	Recruit a representative resident panel for a series of structured sessions.	Strong in terms of depth and representation, but likely to require more time, budget and specialist support.
Option 4: Creative narrative approach	Use resident stories, creative writing or local artists to express the future vision.	Useful as an additional method but should be supported by structured engagement and wider testing.

7. Recommended Approach

It is recommended that Sheppey East adopts Option 2: facilitated visioning workshops, supplemented by targeted engagement with young people, children and seldom-heard groups. This approach balances practicality, inclusivity and the need for a clear evidence trail showing that the vision has been shaped by the community.

The proposed process is to use early listening activity to identify initial issues and opportunities, then hold structured workshops to test and deepen those themes. Participants would map local assets, consider what Sheppey East could feel like in 10 years, identify quick wins, and prioritise a short list of longer-term ambitions.

Outputs from the workshops should be used to prepare a draft vision statement and 3 to 5 draft priorities. These should then be taken back to the wider community through community events, existing local groups, schools, youth settings, online engagement and partner networks before the final wording is agreed.

8. Proposed Delivery Steps

1. Confirm the intended output: a 10-year vision statement and 3 to 5 priorities.
2. Identify key groups to involve, ensuring a mix of residents, local stakeholders, young people and seldom-heard voices.
3. Prepare workshop materials, including local maps, asset prompts, future-vision exercises and prioritisation tools.

4. Recruit participants through trusted local routes and partner organisations.
5. Deliver facilitated workshops, working in small groups with sufficient facilitators to support participation.
6. Analyse workshop outputs and draft the proposed vision statement and priorities.
7. Test the draft vision with the wider community using accessible feedback routes.
8. Present the final proposed vision to the Neighbourhood Board for agreement.

9. Risks and Mitigations

Risk	Mitigation
The vision is not seen as genuinely community led.	Use resident-led workshops, record clear evidence of participation, and test the draft vision with the wider community.
Seldom-heard groups are under-represented.	Recruit through trusted local organisations and use targeted sessions where appropriate.
Engagement produces too many priorities.	Use structured prioritisation tools to identify a manageable shortlist of 3 to 5 priorities.
Timescales become compressed ahead of submission.	Agree the approach early and build the visioning process into the community engagement plan.

10. Indicative Timeline

Stage	Activity
Stage 1	Complete early listening activity and identify emerging themes.
Stage 2	Recruit participants and prepare workshop materials.
Stage 3	Deliver facilitated visioning workshops and targeted engagement sessions.
Stage 4	Analyse outputs and draft the vision statement and priorities.
Stage 5	Test draft wording with the wider community.

Stage 6	Present the final proposed vision to the Board for approval and inclusion in the Pride in Place Plan.
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11. Decision Required

The Neighbourhood Board is asked to confirm whether it supports the recommended approach of facilitated visioning workshops, supplemented by targeted engagement and wider community testing, to develop the Sheppey East Pride in Place vision statement.

AGENDA ITEM 12

Sheppey East Pride in Place Programme Dashboard		RAG: GREEN
Capacity Budget 2025/26 shown separately Total Programme Budget comprises Revenue 2026/27 and Capital 2026/27		
PROGRAMME HIGHLIGHTS - SEPTEMBER 2026		
The programme has been mobilised. The Neighbourhood Board Chair and members have been recruited. Phase 1 of community engagement activity has commenced. The programme and boundary submission was made to the Ministry of Housing, Communities and Local Government (MHCLG) to the 17th July 2026 deadline. Approval of the submission is expected by the end of the summer together with the release of the second tranche of 2026/27 Revenue Budget (135k, totalling £270k). Arrangements are in hand to produce and submit the Pride in Place Plan to the MHCLG by 30th November 2026.		
RISKS & MITIGATIONS		
RISKS	MITIGATION	
Risk 1: Timescales become compressed ahead of submission.	Agree the community engagement approach and build activity into the community engagement plan.	
Risk 2: Priority themes and projects are not agreed.	Give over 8th October Neighbourhood Board time to approve themes based on community feedback.	
Risk 3: Stakeholder views are not sufficiently sought on the draft plan.	Neighbourhood Board agree the stakeholders to consult at the 8th October Neighbourhood Board Meeting.	
KEY MILESTONES		
DESCRIPTION		DATE
1. Complete Phase 1 community engagement activity, including vision statement		30 September 2026
2. Neighbourhood Board approve priority themes and emerging projects under each theme		08 October 2026
3. First draft of the Pride in Place Plan		16 October 2026
4. Pride in Place Plan consultation (9 working day consultation period)		29 October 2026
5. Finalise amendments to the Pride in Place Plan		06 November 2026
6. Neighbourhood Board approve the Pride in Place Plan		19 November 2026
7. Submitted Pride in Place Plan to MHCLG		30 November 2026

FUNDING PROFILE AND TIMELINE												
GRANT TYPE (£ms)	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	TOTAL
Capital Funding	0.00	0.12	0.67	1.46	1.46	1.46	1.46	1.46	1.46	1.46	1.46	12.43
Revenue Funding	0.15	0.27	0.69	0.69	0.77	0.77	0.77	0.77	0.77	0.77	0.77	7.17
Total	0.15	0.39	1.36	2.15	2.23	2.23	2.23	2.23	2.23	2.23	2.23	19.60

Data Source - MHCLG Guidance, Pride in Place Programme: Funding Profiles and Timelines, Updated 20th March 2026

£390,000 TOTAL PROGRAMME BUDGET 2026/27	£0 ACTUAL 2026/27	£6,000 COMMITTED 2026/27	£384,000 REMAINING 2026/27
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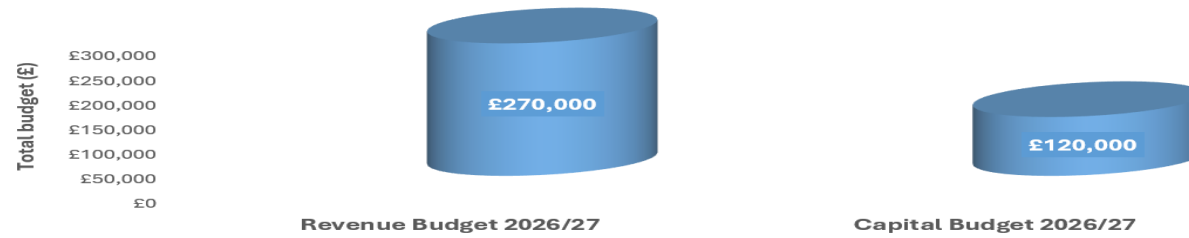
2026/27 FINANCIAL STORY IN BRIEF
The Total Programme Budget is £390,000, comprising Revenue and Capital only. £0 has been spent, £6,000 is committed and £384,000 remains available. The separate Capacity Budget is £150,000, of which £24,363 is actual and £125,637 is committed.

Note: VAT must be factored into budgets as it is not recoverable.

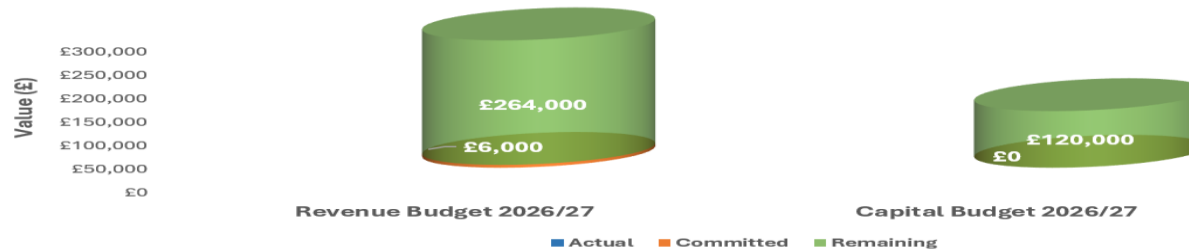
Budget	Actual	Committed	Remaining	Total
Capacity Budget 2025/26	£24,363	£125,637	£0	£150,000
Revenue Budget 2026/27	£0	£6,000	£264,000	£270,000
Capital Budget 2026/27	£0	£0	£120,000	£120,000
Total Programme (Rev + Cap)	£0	£6,000	£384,000	£390,000

FINANCIAL DEPLOYMENT METRICS	
Spent	0.0%
Committed	1.5%
Available	98.5%

2026/27 Revenue and Capital Budget Totals



2026/27 Total Programme Budget: Revenue and Capital Status



2025/26 Capacity Budget by Activity

