PRIDE IN PLACE
LED BY YOU – BACKED BY UK GOVERNMENT SE28

Agenda Pride in Place Inaugural Board Meeting
Tuesday 22 September 2026 at 5.30pm, in person
Moorings Social Club, London SE28 8BG

No:	Item	Papers (Att #)	Action	Led by
1.	**Welcome and Introduction** • Welcome Board Members to the meeting and receive and consider apologies for absence. • Introductions from all board members		Note	MP/Chair
2.	• **The Story So far- Pride in Place Programme – Induction Pack – Sent previously** Resident Profile	2.1	Info & Update	Officers
3.	**Adoption, Completion and Confirmation of key documents (included within Induction pack)** • Review and agree Terms of reference • Code of Conduct • Conflict of Interest • Expense Policy • Privacy notices • Frequency of meetings – Discussion	3.1 3.2 3.3 3.4 3.5	Approve	Chair / Officers
4.	**Declarations of interest Form – verbal update –** anything to declare on the agenda		Approve	Chair
5.	**Finance from MHCLG** • Funding profile • Spend to date • Future allocations	5.1	Note and discuss	Officers / Chair
6.	**Current Position, Challenges and Opportunities** • Mapping of the current investment (progress) • Identification of gaps or pressure areas – verbal discussion	6.1	Note and discuss	Officers
7.	**Communication and Engagement - Community Plan look at the submission – in the induction plan** • Commissioning Support to assist Board in engagement and plan development • Community engagement	7.1 7.2 7.3	Discuss / Approval / next steps	Officers
8.	**Priority Actions and Next Steps** • October submission on spend/allocations – by Oct 29th • Investment plan and engagement activity. • Recruitment of additional Board members		Discuss / Approval / next steps	Chair
9.	**Any Other Business**			
10.	**Date of Next meeting – to be set**			

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Resident Profile: Thamesmead Moorings & West Thamesmead

Census 2021 findings to support Governance: board member recruitment and appointments to sub-groups and panels

Economy and Skills | Royal Borough of Greenwich

A young, fast-growing and highly diverse community

Two wards, one community of around 24,000 residents

Thamesmead Moorings

12,452

4,614 households | avg. household size 2.7

West Thamesmead

11,815

~4,300 households (est.)

Both wards are markedly younger and more ethnically diverse than Royal Greenwich as a whole — and Royal Greenwich is itself far more diverse than London and England. **This is a resident base that a representative board should actively reach into, not one recruitment naturally finds.**

Source: Census 2021 (ONS/Nomis). Wards created May 2022; no comparable 2011 ward-level baseline exists.

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Ethnicity: two of Greenwich's most diverse wards

Ethnic group	West Thamesmead	Thamesmead Moorings	Royal Greenwich	London	England
White (all)	39%	38%	56%	54%	81%
of which White British / Other UK	24%	29%	–	37%	74%
Black / Black British / Caribbean / African	lower than Moorings	46%	21%	14%	4%
Asian / Asian British	higher than Moorings	7%	13%	21%	9%
Mixed / Multiple	higher than Moorings	5%	6%	6%	3%
Other ethnic group	–	4%	4%	6%	2%

Thamesmead Moorings has the highest Black African/Caribbean population of any Greenwich ward (46%, driven by a 37% Black African share). **West Thamesmead has a similar overall White share but proportionally more Asian and Mixed-heritage residents, and a smaller Black population than its neighbour — the two wards are not interchangeable.**

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Source: Census 2021, ONS ethnic group (19-category) estimates via areainsights.co.uk (Thamesmead Moorings) and Crystal Roof (West Thamesmead); Greenwich/London/England from ONS.

Age structure: notably younger than London and Greenwich

	West Thamesmead	Thamesmead Moorings	Royal Greenwich	London
Average / median age	32.8	33.9	35 (median)	35 (median)
Under 20	27%	~27%	–	–
20–39	35%	–	–	–
40–59	30%	–	–	–
60–79	7%	–	–	13%
80 and over	0.7%	0.6% (85+)	–	~3%

Thamesmead Moorings has the highest proportion of 5–15 year-olds of any Greenwich ward. **Older residents (60+) are proportionally scarce compared with London — typical civic recruitment pools, which lean older, may naturally under-represent this population.**

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Source: Census 2021, ONS age-band estimates via areainsights.co.uk (Thamesmead Moorings) and Crystal Roof (West Thamesmead); London/Greenwich from ONS.

Employment: high activity, but concentrated in lower-paid roles

Royal Greenwich vs comparators (2021, % of residents aged 16+, excl. full-time students)

	2011	2021
Royal Greenwich — in employment	55.9%	60.0%
London — in employment	58.6%	59.4%
Lewisham — in employment	59.2%	62.1%

Royal Greenwich saw England's 3rd-largest percentage-point employment rise of any local authority, 2011–2021.

West Thamesmead: an official ward-level breakdown was not available. Postcode-level data across the ward consistently shows low rates of managerial/professional occupation and predominantly social-rented housing — indicative of a broadly similar profile to Moorings.

Thamesmead Moorings

- **62.6% economically active (excl. students)**
- **6.1% unemployed — 2nd-highest of any Greenwich ward**
- Occupations skew toward caring/leisure/service, elementary and machine-operative roles (all top-2 in borough)
- Professional/managerial roles rank 22nd–23rd of 23 wards
- 46.5% of households in social rented housing (2nd-highest in borough)

Source: ONS Census 2021 area-change bulletin (Greenwich/London/Lewisham); areainsights.co.uk ward breakdown (Thamesmead Moorings); Crystal Roof postcode data (West Thamesmead).

Deprivation and life expectancy: a harder-pressed community

100% of Thamesmead Moorings' small areas (LSOAs) are in the most-deprived 40% nationally

28.8% of children in Thamesmead live in income-deprived families

16.4% of Thamesmead Moorings households are single-parent with dependent children (England: 6.9%)

76.8 / 78.5 male / female life expectancy at birth in Thamesmead Moorings, vs 79.5 / 83.2 in England

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Source: Thamesmead Health Profile, Jan 2023 (Public Health Intelligence Greenwich & Bexley), using IMD 2019, Census 2021 and OHID life-expectancy data; figures on prior (2021) ward boundaries where noted.

Household composition: family-heavy, socially rented

59%

Single-family households

of Thamesmead Moorings households — lone-parent families are the single highest-ranked household type of any Greenwich ward

46.5%

Social rented housing

of Thamesmead Moorings households; West Thamesmead shows a broadly similar tenure pattern

30%

One-person households

of Thamesmead Moorings households — in line with, not above, the borough pattern

Single-parent households with dependent children: 16.4% Thamesmead Moorings | 13.3% West Thamesmead | 7.8% London | 6.9% England

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Source: Census 2021, ONS household composition estimates via areainsights.co.uk; London/England comparators from Thamesmead Health Profile (Jan 2023) and ONS.

What this means for board and panel recruitment

Ethnicity	Weight outreach toward Black African/Caribbean representation, particularly for Thamesmead Moorings — and design separate, tailored outreach for West Thamesmead's more evenly-spread Black/Asian/Mixed population.
Age	This is a young population under-served by recruitment routes that lean on retired or long-established residents. Reach under-40s directly — schools, FE, family and children's services.
Work & time	High rates of shift and part-time work, plus elevated single-parent households, argue for evening/hybrid meeting options and genuinely accessible expenses support.
Housing & channels	Heavy weighting toward social renting means local housing providers, not just resident associations, are likely to reach a more representative recruitment pool.

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Data notes and sources

Ward boundaries: Both wards were created in the May 2022 boundary review. Census 2021 is the first census reported on these boundaries — there is no directly comparable 2011 ward-level baseline.

West Thamesmead employment detail: an official ward-level occupation/economic-activity table was not available from the sources reached; the figures shown are indicative, drawn from aggregated postcode-level data across the ward.

Primary sources: ONS Census 2021 (ward, borough, London, England); ONS "How life has changed in Greenwich: Census 2021"; Thamesmead Health Profile, Jan 2023 (Public Health Intelligence, Greenwich & Bexley); areainsights.co.uk and Crystal Roof (ward-level ONS aggregations).

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Terms of Reference

Pride of Place – Thamesmead Birchmere Place

Neighbourhood Board

Version: Adopted

Date: 28 **August 2026**

Signed by the Chair of Thamesmead Birchmere Park Neighbourhood Board

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1 **Purpose -** The Thamesmead Birchmere Park Pride in Place Neighbourhood Board ("the Board") is established to provide strategic leadership and oversight for the delivery of the Pride in Place Programme in the neighbourhood. The Board will ensure that the community and local stakeholders play a central role in shaping the future of the neighbourhood and determining how Pride in Place funding is allocated and invested.

1.1 The programme provides up to £20 million over ten years to support long-term community-led regeneration and neighbourhood improvement.

1.2 The Board will act as the principal decision-making body for the programme, responsible for developing; a shared vision, identifying local priorities, approving investment decisions, and overseeing delivery against agreed outcomes.

1.3 The Board will also provide the strategic framework through which delivery of all related projects and interventions will be considered.

2 Vision - The Board will work collaboratively with residents, businesses, community organisations, public sector partners and other stakeholders to create:

2.1 A thriving, inclusive and resilient Thamesmead Birchmere Park where local people have genuine influence over investment decisions, benefit from future growth, and are empowered to shape the future of their neighbourhood.

2.2 This vision reflects the core principles of Pride in Place, namely:

2.2.1 Building stronger communities;

2.2.2 Creating thriving places;

2.2.3 Empowering local people to shape their neighbourhoods and lives.

3 **Objectives -** The Board shall provide the following core main functions;

3.1 Strategic Leadership –

3.1.1 Develop and approve a four-year Regeneration and Investment Plan.

3.1.2 Develop and oversee the delivery of a ten-year Pride in Place Vision.

3.1.3 Ensure investment decisions align with local needs and community aspirations.

3.1.4 Promote long-term social, economic and environmental improvements.

3.2 Community Leadership

3.2.1 Ensure meaningful and inclusive community involvement in decision-making.

3.2.2 Promote participation from under-represented groups.

3.2.3 Build local capacity and strengthen community leadership.

3.2.4 Foster community pride, belonging and social cohesion.

3.3 Programme Oversight

3.3.1 Monitor programme performance and outcomes, ensuring compliance.

3.3.2 Review expenditure and investment proposals.

3.3.3 Ensure funding is used effectively and transparently.

3.3.4 Manage risks and address delivery challenges.

4 Functions and Responsibilities - The Board shall undertake the following;

4.1 Planning

4.1.1 Produce a Four-Year Regeneration and Investment Plan.

4.1.2 Co-produce a Ten-Year Neighbourhood Vision.

4.1.3 Identify key priorities for funding and investment.

4.1.4 Review neighbourhood boundary proposals where appropriate.

4.1.5 Participate in discussions around project changes, Review and agree formal proposals for project adjustment request with the accountable body.

4.2 **Investment Decisions -** The Board will be responsible for recommending and approving projects funded through Pride in Place, subject to any regulatory and accountable body requirements. Investment decisions should align with locally identified priorities including, but not limited to:

4.2.1 Community infrastructure;

4.2.2 Community safety;

4.2.3 Employment and skills;

4.2.4 Health and wellbeing;

4.2.5 Public realm improvements;

4.2.6 Social cohesion and community capacity.

4.2.7 Young people and family support;

4.3 Community Engagement - The Board shall oversee a programme of community engagement which is:

4.3.1 Inclusive;

4.3.2 Accessible;

4.3.3 Representative;

4.3.4 Ongoing throughout the life of the programme.

4.4 Engagement methods could include the following;

4.4.1 Community conversations;

4.4.2 Listening campaigns;

4.4.3 Workshops;

4.4.4 Resident forums;

4.4.5 Digital engagement;

4.4.6 Stakeholder events;

4.4.7 Drop-ins

4.5 These ideas are not exhaustive and more could be added once the board is active – refer to the Pride in Place Community Engagement Tool Kit.

5 Membership - The Board shall comprise a broad representation of local stakeholders, in accordance with the Pride in Place guidance:

5.1 A minimum of 51% of Board members must live or work within the neighbourhood.

5.2 Membership should reflect the diversity of the local community.

5.3 Membership should include residents, community representatives, local organisations, businesses and public sector partners.

5.4 **Mandatory Representation** - The Board will include:

5.4.1 The local Member of Parliament (MP)

5.4.2 At least one Ward Councillor;

5.4.3 An Independent Chair and Vice Chair

5.5 **Membership -** The Board may also include representation from:

5.5.1 Residents;

5.5.2 Community and voluntary organisations;

5.5.3 Youth representatives;

5.5.4 Faith groups;

5.5.5 Local businesses;

5.5.6 Housing providers;

5.5.7 Health partners;

5.5.8 Education and skills providers;

5.5.9 Employers and regeneration partners.

5.6 A full list of members can be found at **Appendix A**

6 Appointment to the Board

6.1 Where an opportunity has been identified to appoint a new or additional Board member, unless agreed otherwise by the Board, there will normally be an open advertised process to attract applications. If the number of applications exceeds the number of positions available, the Chair, Vice Chair, and representatives from the Council and the local MP will be invited to participate in a selection process, this will be supported by the Accountable Body in arranging the process.

6.2 Upon the conclusion of this process recommendations will be made to the wider Board on suitable appointments. The Board will decide and whether to accept the recommendations.

7 Ceasing Board membership

7.1 A Board member may cease being a member of the Neighbourhood Board under the following circumstances:

7.1.1 Providing written notice to the Chair and or Vice Chair.

7.1.2 If their status changes on the body they are representing within the Board, for example change of employment, or standing down as a councillor.

7.1.3 If the Board member has breached the code of conduct and the wider Board resolves that their membership should cease.

8 Chair - The Chair shall:

8.1.1 Provide independent leadership.

8.1.2 Ensure meetings are conducted fairly and effectively.

8.1.3 Promote collaborative working.

8.1.4 Represent the Board externally.

8.1.5 Act in the best interests of the neighbourhood.

8.2 The Chair must not be an elected member and should have a strong connection to Thamesmead and the wider area.

9 **Vice Chair –** The Vice Chair shall:

9.1.1 Support the Chair and deputise when required.

9.1.2 Support the running of effective and fair meetings.

9.1.3 Uphold the collaborative working.

9.1.4 Represent the Board when required.

9.1.5 Act in the best interests of the neighbourhood.

10 **Role of the Council -** The Royal Borough of Greenwich will act as the Accountable Body and Secretariat for the Programme.

10.1 The Council shall:

10.1.1 Provide governance and administrative support.

10.1.2 Manage grant funding in accordance with government requirements.

10.1.3 Ensure compliance with public sector accountability arrangements.

10.1.4 Support delivery of community engagement activity.

10.1.5 Support preparation of plans and reporting.

10.1.6 The Council's role is to enable and support delivery, rather than to direct investment priorities. The Council will appoint a dedicated Programme Manager to facilitate this process.

11 Meetings and Attendance - The Board will meet regularly in the local area to support the programme.

11.1 During the early stages, meetings may be more frequent to maintain momentum or respond to emerging opportunities. Over time, meetings are expected to take place around every two months.

11.2 Meetings may include a mix of formal decision-making and more informal discussion or workshop-style sessions, depending on the needs of the programme.

11.3 Board members are expected to attend meetings and take part in discussions. The Board may invite people with relevant experience or expertise to join meetings or specific discussions where this would be helpful.

11.4 Training and development opportunities may also be provided to help Board members take part confidently throughout the programme.

11.5 Meetings will be organised in a way that supports inclusive and accessible participation.

11.6 Royal Borough of Greenwich Council will provide secretariat support.

12 **Notice of Meetings -** Meetings will be scheduled by the secretariat at the request of the Chair.

12.1 The Chair will approve the agenda and papers.

12.2 Unless otherwise agreed, meeting papers will be circulated **five** working days in advance to support informed discussion.

13 **Meetings – Frequency -** The Board will initially meet once a month particularly during the establishment phase, it will then meet every two months and then at least once a quarter once fully established in the third year.

13.1 Additional meetings may be convened by the Chair where required.

13.2 **Quorum -** A meeting shall be quorate when:

13.2.1 At least 50% of appointed members are present; and

13.2.2 A majority of those present are community representatives.

14 **Decision Making -** The Board will seek to reach decisions through consensus wherever possible (dependent on voting rights). Where consensus cannot be reached, decisions will be determined by a simple majority vote, and the Chair shall have a casting vote in the event of a tie. Members must declare any actual, potential, or perceived conflicts of interest before participating in decision-making, in line with the Conflict of Interest Policy.

15 **Voting Rights -** Currently, the Board has voting places and non-voting advisory sector places within the following specific aspects;

15.1 Four mandated places (voting members, one vote per category or member):

15.1.1 Independent Chair

15.1.2 MP

15.1.3 Ward Councillor for Thamesmead Moorings

15.1.4 Independent Vice Chair

15.2 Community member spaces (voting members, one vote per member)

15.3 Three advisory sector places (non-voting members):

15.3.1 Housing Association

15.3.2 Education Representative

15.3.3 Local Authority Representative

16 **Standards of Conduct** – All Board members shall:

16.1.1 Act in the interests of the neighbourhood as a whole.

16.1.2 Respect differing views.

16.1.3 Operate transparently and accountably.

16.1.4 Promote equality, diversity, and inclusion.

16.2 Adhere to the **Seven Nolan Principles of Public Life**:

16.2.1 Selflessness

16.2.2 Integrity

16.2.3 Objectivity

16.2.4 Accountability

16.2.5 Openness

16.2.6 Honesty

16.2.7 Leadership.

17 **Working Groups -** The Board may establish task and finish groups or thematic working groups to support delivery, including, but not limited to:

17.1 Community Engagement;

17.2 Employment and Skills;

17.3 Monitoring and Evaluation.

17.4 Public Realm and Community Safety;

17.5 Regeneration and Investment Planning;

17.6 Youth and Families;

17.7 Working groups will report directly to the Board and can be facilitated by the Local Authority

18 Review - These Terms of Reference shall be reviewed:

18.1 Following establishment of the Board;

18.2 Annually thereafter;

18.3 Or sooner if required by changes in Government guidance or local circumstances.

19 Initial Priorities (2026–2027) - The Board's first priorities will be to:

19.1 Confirm Board membership.

19.2 Review neighbourhood boundaries if appropriate.

19.3 Deliver an inclusive community engagement programme.

19.4 Develop a Ten-Year Vision.

19.5 Prepare and submit the Four-Year Regeneration and Investment Plan.

19.6 Establish governance and delivery arrangements.

20 Signatures

20.1 By accepting a position on the Pride in Place Neighbourhood Board, members agree to uphold the principles and standards set out in these Terms of Reference and to contribute positively to a culture of trust, collaboration, and accountability. Together, we can ensure that the Board operates effectively and delivers meaningful benefits for the Thamesmead Birchmere Park Community.

Name:

Role:

Signature:

Date:

APPENDIX A

Neighbourhood Board in September 2026

Name	**Organisation**	**Type of Governor**	**Voting or non-voting**
John Okungbaiye	Pride in Place	Chair	Yes
Derek Sewell	Pride in Place	Vice Chair	Yes
Abena Oppong-Asare	MP Erith and Thamesmead	Parliamentary Representative	Yes
Averil Lekau	Royal Borough of Greenwich	Ward Councillor	Yes
Deborah Frimpong	Moorings Neighbourhood Forum	Community Member	Yes
Kemi Madumere	Brighter Futures	Community Member	Yes
Tom Lawrence	Woolwich Polytechnic School for Boys	Education	No
Matthew Foulis	Peabody Trust	Housing Association	No
Michelle Rankin	Royal Borough of Greenwich	Local Authority Rep	No

PRIDE IN PLACE

LED BY YOU – BACKED BY UK GOVERNMENT SE28

Code of Conduct

Pride of Place – Thamesmead Birchmere Place

Version: Adopted

Date: 28 August 2026

Signed by Chair of Thamesmead Birchmere Park Neighbourhood Board

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1 **Introduction -** The Pride in Place Neighbourhood Board brings together residents, community representatives and partners who share a commitment to improving Thamesmead Birchmere Park and ensuring local people have a meaningful voice in shaping its future.

1.1 This code of conduct sets out the standards of behaviour expected of all board members. It is designed to promote a culture of respect, integrity, accountability and inclusion, ensuring that members work collaboratively and in the best interest of the community.

1.2 By adhering to this code board members demonstrate their commitment to fostering positive relationships making fair and transparent decisions and supporting the aims and the values of the Pride In Place Programme.

1.3 The programme provides up to £20 million over ten years to support long-term community-led regeneration and neighbourhood improvement.

2 **Acting in the Community's Best Interests –**

2.1 Board members will:

2.1.1 Treat everyone with dignity, courtesy and respect.

2.1.2 Value differing opinions and experiences.

2.1.3 Promote equality, diversity and inclusion in all activities and decisions.

2.1.4 Challenge discrimination, bullying, harassment or inappropriate behaviour.

2.1.5 Put the interests of the local community above personal interests.

2.1.6 Support the aims and objectives of the Pride in Place programme.

2.1.7 Make decisions fairly, transparently and based on evidence.

3 Integrity and Honesty

3.1 Board members will:

3.1.1 Always act honestly and ethically.

3.1.2 Declare any actual, potential or perceived conflicts of interest. Adhering to the Board's Conflict of Interest policy.

3.1.3 Not use their position for personal gain or to benefit family, friends or organisations with which they are connected.

4 Participation and Accountability

4.1 Board members will:

4.1.1 Attend meetings regularly and contribute constructively.

4.1.2 Prepare for meetings by reading papers in advance.

4.1.3 Take responsibility for actions and commitments made.

4.1.4 Respect **collective** decisions once agreed.

5 Confidentiality

5.1 Board members will:

5.1.1 Respect confidential information shared through the Board.

5.1.2 Not disclose sensitive information unless authorised or legally required to do so.

5.1.3 Handle personal data in accordance with relevant data protection requirements.

6 Communication and Representation

6.1 Board members will:

6.1.1 Communicate honestly and respectfully with residents, partners and stakeholders.

6.1.2 Not claim to speak on behalf of the Board unless authorised to do so.

6.1.3 Use social media responsibly and avoid bringing the Board or programme into disrepute.

7 Compliance

7.1 Board members will:

7.1.1 Comply with relevant policies, procedures and legislation.

7.1.2 Report any concerns regarding misconduct or breaches of this Code.

7.1.3 Accept that persistent breaches may result in removal from the Board.

8 Signatures

8.1 By accepting a position on the Pride in Place Neighbourhood Board, members agree to uphold the principles and standards set out in this Code of Conduct and to contribute positively to a culture of trust, collaboration and accountability. Together, we can ensure that the Board operates effectively and delivers meaningful benefits for the Thamesmead Birchmere Park community.

Name: _____

Role: _____

Signature: _____

Date: _____

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Conflict of Interest Policy

Pride of Place – Thamesmead Birchmere Place

Neighbourhood Board

Version: Adopted

Date: 28 August 2026

Signed by Chair of Thamesmead Birchmere Park Neighbourhood Board

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1 Background

1.1 The Pride in Place – Thamesmead Birchmere Park programme places a major emphasis upon an effective Neighbourhood Board entrusted with the local decision-making for the successful application of up to £20 million over ten years. This requires the Board and its members to operate with full transparency and to avoid actual, and perceived conflicts of interest through the process of Board activity and decision-making. This policy and an associated register of Board member interests will support the clarity and transparency.

2 Purpose of this Policy

2.1 This policy explains how conflicts of interest will be identified, declared and managed for the Neighbourhood Board ("the Board").

2.2 It aims to

2.2.1 make sure decisions are fair and in the best interests of the neighbourhood

2.2.2 help Board members understand what to do if a conflict arises

2.2.3 support openness, transparency and trust in the Board's work and decision-making

3 Scope

3.1 This Policy applies to:

3.1.1 all members of the Neighbourhood Board;

3.1.2 the Chair and any Vice-Chair;

3.1.3 any deputies attending on behalf of Board members.

3.2 This Policy should be read alongside:

3.2.1 the Board's Terms of Reference;

3.2.2 the Code of Conduct; and

3.2.3 the Nolan principles

4 What is a Conflict of Interest?

4.1 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.

4.2 Conflicts may be:

4.2.1 actual – a direct conflict exists;

4.2.2 potential – a conflict could arise in the future; or

4.2.3 perceived – a reasonable person could believe a conflict exists, even if it does not.

4.3 Conflicts may include, but are not limited to:

4.3.1 financial or commercial interests;

4.3.2 employment or consultancy roles;

4.3.3 positions held in community, voluntary or private organisations;

4.3.4 involvement in project delivery funded by the Programme;

4.3.5 receipt of gifts or hospitality related to Board business.

4.4 Board members should seek to avoid situations that could give rise to conflicts of interest wherever reasonably possible.

5 Declaration

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

5.2 Board members must declare any conflicts:

5.2.1 when they join the Board

5.2.2 when their circumstances change

5.2.3 at the start of a meeting where a conflict is relevant or could arise.

5.3 All declared interests will be recorded in the minutes and the Register of Interests by the Secretariat (Accountable Body).

5.4 Board members are responsible for ensuring their declared interests are accurate and kept up to date.

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

6 Elected Members

6.1 Elected Members serving on the Board must also comply with:

6.1.1 statutory requirements relating to interests; and

6.1.2 the Local Authority Members' Code of Conduct.

6.2 Where an Elected Member has a disclosable pecuniary interest in a matter being considered, they must withdraw from the meeting for that item unless a dispensation has been granted through the Council's process.

7 Managing Conflicts During Meetings

7.1 If a conflict of interest relates to a specific item:

7.1.1 the member must not take part in the discussion or decision;

7.1.2 they may be asked to leave the meeting for that item.

7.2 In some cases, the Chair may allow the member to stay to provide factual information only, but they must not take part in discussion or decisions. This should be managed transparently and without influencing the discussion or decision.

7.3 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, in line with the Terms of Reference.

8 Project Delivery and Dual Roles

8.1 Where a Board member is nominated as a lead officer, project sponsor, or is otherwise involved in the delivery of a project funded through the Programme, this must be declared as a conflict of interest.

8.2 This is particularly important where Board members or organisations they are connected to may benefit from programme funding or delivery opportunities.

8.3 In such cases, the member may attend the Board meeting for the relevant item only to:

8.3.1 present factual updates or information; and

8.3.2 answer questions of clarification.

8.4 The member must not:

8.4.1 participate in deliberations;

8.4.2 influence recommendations; or

8.4.3 be present for any decision-making relating to that project.

9 Gifts and Hospitality

9.1 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

10 Breaches of this Policy

10.1 Failure to declare or appropriately manage a conflict of interest will be treated seriously.

10.2 Examples of a breach may include:

10.2.1 not declaring a relevant interest

10.2.2 taking part in a discussion or decision where a conflict exists

10.2.3 attempting to influence a decision where there is a conflict

10.2.4 failing to withdraw from a meeting when require

10.3 Where a breach occurs, this may be addressed through:

10.3.1 advice or guidance from the Chair

10.3.2 removal from the discussion or decision

10.3.3 referral to the Code of Conduct process

10.3.4 in serious or repeated cases, removal from the Board, and

10.3.5 in line with the Board's governance arrangements and, where appropriate, in partnership with Royal Borough of Greenwich removal from the programme.

10.4 All actions will be fair, proportionate and consistent with the Board's wider governance arrangements.

11 Review of the Policy

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

Register of Interests Form

Register of Interests - Pride in Place Neighbourhood Board

Board Member Name: _____

Role on Board: _____

Date of Appointment: _____

Date Register Completed/Updated: _____

Employment and Professional Interests

Please declare any current employment, self-employment, consultancy work, directorships, partnerships, or other professional appointments.

Organisation	
Role or Position	
Date employed from	
Nature of potential Interest **(if any)**	

Membership of Organisations

Please declare membership of any boards, committees, charities, voluntary organisations, political organisations, or professional bodies that may be relevant to the work of the Board.

Organisation	

Role or Position	
Date from	
Nature of potential Interest **(if any)**	

Organisation	
Role or Position	
Date from	
Nature of potential Interest **(if any)**	

Add more if necessary

Financial Interests

Please declare any financial interests that could reasonably be perceived as influencing decisions made by the Board.

Organisation	
Nature of Financial interest	
Organisation	

Nature of Financial interest	

Property and Land Interests

Please declare ownership, leasehold, or significant interests in land or property within the Pride in Place area or where there may be a connection to Board decisions.

Land or Property Interest	
Address or Location	
Land or Property Interest	
Address or Location	

Contracts, Grants and Funding

Please declare any organisation with which you are associated that may seek or receive funding, grants, contracts, or other support connected to Pride in Place activities.

Organisation	
Relationship to you	
Potential connection to Board activities	
Organisation	

Relationship to you	
Potential connection to Board activities	

Close Family or Personal Connections

Please declare any close family members, partners, or household members who may have interests relevant to the Board's work.

Name	
Nature of Connection	
Potential Interest	
Name	
Nature of Connection	
Potential Interest	

Other Interests

Please declare any other interests that a reasonable person might consider relevant to your role on the Board.

Description of Interest	

Possible connection to Board activities	

Declaration

I declare that the information provided in this Register of Interests is, to the best of my knowledge, accurate and complete. I understand that I must update this register promptly if my circumstances change and that I must declare any conflicts of interest at Board meetings.

Name: _____

Signature: _____

Date: _____

PRIDE IN PLACE
LED BY YOU – BACKED BY UK GOVERNMENT SE28

Expense Policy

Pride of Place – Thamesmead Birchmere Park

Neighbourhood Board

Version: Draft

Date: XX **September 2026**

Review Date:

Signed by the Chair of Thamesmead Birchmere Park Neighbourhood Board

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1 **Purpose -** The Thamesmead Birchmere Park Pride in Place Neighbourhood Board ("the Board") is committed to ensuring that no Board Member, volunteer, community representative, or approved participant is financially disadvantaged by taking part in the governance and the delivery of the Programme.

1.1 This policy sets out the expenses that may be reimbursed when incurred whilst undertaking approved Pride in Place (PiP) activities on behalf of the Neighbourhood Board.

1.2 The policy supports equality of access and seeks to remove barriers that may prevent local residents and community representatives from participating in decision making.

2 Scope – This Policy applies

2.1.1 The Independent Chair

2.1.2 Vice Chair

2.1.3 Approved Advisory Members

2.1.4 Community representatives invited to participate in Board-approved activities

2.1.5 Volunteers undertaking approved Pride in Place activities

2.1.6 Residents participating in engagement activities where reimbursement has been agreed in advance.

2.2 The policy does not provide payment for participation, attendance, services, or loss of earnings.

3 **Definition of Expenses -** Expenses are reimbursements of reasonable costs personally incurred whilst carrying out approved pride in place duties.

3.1 The claims should normally be supported by the receipts, invoices tickets or other appropriate evidence.

3.2 All claims must represent actual expenditure incurred and provide value for money.

3.3 Expenses may, in exceptional circumstances, be paid in advance where this would support participation and has been authorised in accordance with this policy.

4 Eligible Expenses – The following expenses may be reimbursed where they have been approved in advance:

4.1 **Travel**.

4.1.1 Public transport cost.

4.1.2 Rail, bus, tube and tram fares

4.1.3 Mileage for the use of a private vehicle at HMRC approved rates

4.1.4 Parking charges where necessary

4.1.5 Taxi fares only in exceptional circumstances and where agreed beforehand

4.1.6 Travel must be for:

4.1.6.1 Board meetings

4.1.6.2 Sub-group meetings

4.1.6.3 Community engagement activities

4.1.6.4 Training and development

4.1.6.5 Government, accountable body or programme meetings

4.1.6.6 Other authorised Pride in Place business

4.2 Subsistence

4.2.1 Reasonable refreshments and meals incurred whilst attending approved activities of significant duration.

4.3 Childcare and Dependent Care – Reasonable cost for:

4.3.1 Registered childcare

4.3.2 Babysitting

4.3.3 Care for elderly or dependent relatives.

4.3.4 Payments will not be made to a spouse, partner, household member or immediate family member.

4.4 **Accessibility and Inclusion Costs –** The Programme is committed to removing barriers to participation. Reasonable costs may include:

4.4.1 Interpretation and translation services

4.4.2 British Sign Language support

4.4.3 Hearing or visual assistance services

4.4.4 Accessible transport

4.4.5 Personal support workers

4.4.6 Alternative format documents

4.4.7 Other agreed accessibility requirements

4.5 **Training and Development -** Reasonable costs associated with approved:

4.5.1 Conferences

4.5.2 Workshops

4.5.3 Training events

4.5.4 Learning materials

4.5.5 Publications relevant to the programme

4.6 **Accommodation -** Where attendance at an approved event requires an overnight stay, reasonable accommodation and subsistence costs may be reimbursed with prior approval.

4.7 **Community Engagement Activities -** Reasonable expenses associated with approved engagement activities, including:

4.7.1 Volunteer travel

4.7.2 Community ambassador travel

4.7.3 Resident participation costs

4.7.4 Venue-related expenses where not paid directly by the accountable body.

5 **Non-Reimbursable Costs -** The following will not normally be reimbursed:

5.1.1 Loss of earnings

5.1.2 Compensation for time spent volunteering

5.1.3 Attendance allowances

5.1.4 Honoraria or gifts

5.1.5 Personal clothing

5.1.6 Alcohol

5.1.7 Fines or penalties

5.1.8 Personal membership subscriptions unless specifically approved

5.1.9 Costs incurred without prior approval except in emergency situations

6 **Approval Process -** To ensure transparency and appropriate use of public funds:

6.1.1 Expenses must be agreed in advance wherever possible.

6.1.2 Board Members must obtain approval from the Independent Chair.

6.1.3 The Independent Chair must obtain approval from the Accountable Body Lead Officer or designated representative.

6.1.4 Officers supporting the programme must follow their organisation's expenses procedures.

6.1.5 Claims should be submitted within four weeks of expenditure.

7 **Claims Process -** Claimants must:

7.1.1 Complete the Pride in Place Expenses Claim Form.

7.1.2 Attach relevant receipts or supporting evidence.

7.1.3 Submit claims within four weeks of the expense being incurred.

7.1.4 Confirm that the expense relates to approved Pride in Place activity.

7.2 Claims will be reviewed and approved before reimbursement is made.

7.3 **Financial Controls -** The Accountable Body will:

7.3.1 Maintain records of all approved claims.

7.3.2 Ensure payments comply with financial regulations and grant conditions.

7.3.3 Undertake periodic monitoring and audit.

7.3.4 Investigate any claim that appears excessive, unusual or inconsistent with this policy.

7.3.5 False or misleading claims may result in reimbursement being refused and may be referred for further investigation.

8 **Equality and Inclusion -** The Neighbourhood Board recognises that participation costs can present barriers to involvement. The Board is committed to supporting diverse participation and encouraging involvement from residents who may otherwise be unable to participate because of:

8.1.1 Caring responsibilities

8.1.2 Disability

8.1.3 Accessibility requirements

8.1.4 Income constraints

8.1.5 Language barriers

8.2 All reasonable requests for support will be considered on a case-by-case basis.

PRIDE IN PLACE
LED BY YOU – BACKED BY UK GOVERNMENT SE28

Pride in Place Expenses Claim Form:

Name: _____
Role: _____
Claim Period: _____

Expense Type	Amount (£)	Supporting Evidence
Accessibility Support		
Accommodation		
Childcare		
Community Engagement		
Dependent Care		
Subsistence		
Training		
Travel		
Other (please specify)		
Total Claimed		

Description of Activity:

Date of Activity:

Prior Approval Given By:

Office Use Only

Approved By: _____

Position: _____

Date: _____

Payment Date: _____

Date Approved:

Claimant Signature:
Date:

Thamesmead Pride in Place Neighbourhood Board

Privacy Notice for Board Members

1. Who we are

The Thamesmead Pride in Place Neighbourhood Board ("the Board") has been established to support delivery of the Pride in Place Programme in Thamesmead.

The Royal Borough of Greenwich is responsible for administering the programme and supporting the operation of the Board. The Council is the data controller for the personal information described in this notice.

2. Why we collect your information

We collect and use personal information so that we can:

- administer Board membership;
- arrange and manage Board meetings, workshops and events;
- maintain contact with Board members;
- manage governance processes including declarations of interest;
- maintain registers of interests and attendance records;
- support programme delivery and reporting requirements;
- communicate Board decisions and activities;
- meet legal, audit and accountability requirements;
- provide information to the Ministry of Housing, Communities and Local Government (MHCLG) and other authorised government bodies where required.

3. What information we collect

We may collect and process:

Basic personal information

- Name
- Job title or role
- Organisation represented
- Postal address
- Email address
- Telephone number

3.1 Board governance information

- Declaration of interest forms
- Register of interest's information
- Conflict of interest declarations
- Attendance records
- Appointment and membership information
- Correspondence relating to Board business

3.2 Public profile information

Where agreed, we may publish:

- Board member biographies or pen portraits
- Photographs
- Organisation details
- Role on the Board

3.3 Meeting information

We may collect:

- Meeting notes
- Minutes
- Action logs
- Decision logs
- Meeting recordings
- Meeting transcripts where meetings are recorded or transcribed

3.4 Equality and engagement information

Where appropriate and lawful, we may collect demographic information to:

- monitor participation;
- support equality duties;
- assess whether engagement activity is representative of the community.

This information will only be collected where there is a legitimate purpose for doing so.

4. Our lawful basis for processing

We process personal information under the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018.

The lawful bases relied upon are:

4.1 Public task

Processing is necessary for the performance of tasks carried out in the public interest and in the exercise of official authority vested in the Council.

4.2 Legal obligation

Some information may be processed to comply with statutory, regulatory, audit or funding requirements.

4.3 Consent

Where photographs, videos, case studies, testimonials or other promotional materials are used, we will obtain consent where required.

5. How your information is used

Your information may be used to:

- administer Board appointments and membership;
- prepare meeting papers and agendas;
- record attendance and decisions;
- maintain governance records;
- manage conflicts of interest;
- communicate programme updates;
- evaluate the effectiveness of the programme;
- support monitoring and reporting obligations;
- demonstrate compliance with Pride in Place programme requirements.

6. Who we may share your information with

We will only share information where there is a lawful basis to do so.

Information may be shared with:

- Royal Borough of Greenwich officers supporting the programme;
- authorised Board members where necessary for governance purposes;

- MHCLG and its appointed programme management or evaluation partners;
- external consultants appointed to support programme delivery;
- auditors, inspectors or regulators where required;
- organisations providing IT, meeting administration or document management services on behalf of the Council.

Where meeting minutes, attendance records, Registers of Interests or Board decisions are intended to be publicly available, only the information necessary for transparency and accountability purposes will be published.

7. Meeting recordings and transcripts

Some meetings may be recorded or transcribed for administrative, governance, accessibility or minute-taking purposes.

Where this occurs:

- attendees will be informed;
- recordings will only be used for the stated purpose;
- access will be restricted to authorised individuals;
- retention periods will be applied in accordance with Council records management requirements.

8. How long we keep your information

Personal information will be retained in accordance with the Royal Borough of Greenwich's records retention policies and any applicable programme requirements.

Information will not be retained for longer than is necessary for the purposes for which it was collected.

9. Your rights

Under UK GDPR you have the right to:

- access your personal information;
- request correction of inaccurate information;
- request erasure where appropriate;
- restrict processing in certain circumstances;
- object to processing carried out under public task;
- withdraw consent where consent is relied upon.

Some rights may be limited where exemptions apply.

10. Data security

The Royal Borough of Greenwich takes appropriate technical and organisational measures to protect personal information from unauthorised access, loss, misuse or disclosure.

11. Further information

For information about how the Royal Borough of Greenwich processes personal information or to exercise your data protection rights, please contact the Council's Data Protection Officer.

You also have the right to complain to the Information Commissioner's Office (ICO) if you are dissatisfied with how your information is handled.

12. Recommended Board Resolution

"The Board adopts the Thamesmead Pride in Place Neighbourhood Board Privacy Notice and authorises officers to make minor amendments required to ensure consistency with Royal Borough of Greenwich corporate privacy notices, records retention schedules and MHCLG programme requirements."

PRIDE IN PLACE
LED BY YOU – BACKED BY UK GOVERNMENT SE28

Item 5.1: Pride in Place Phase 2 Funding Profile

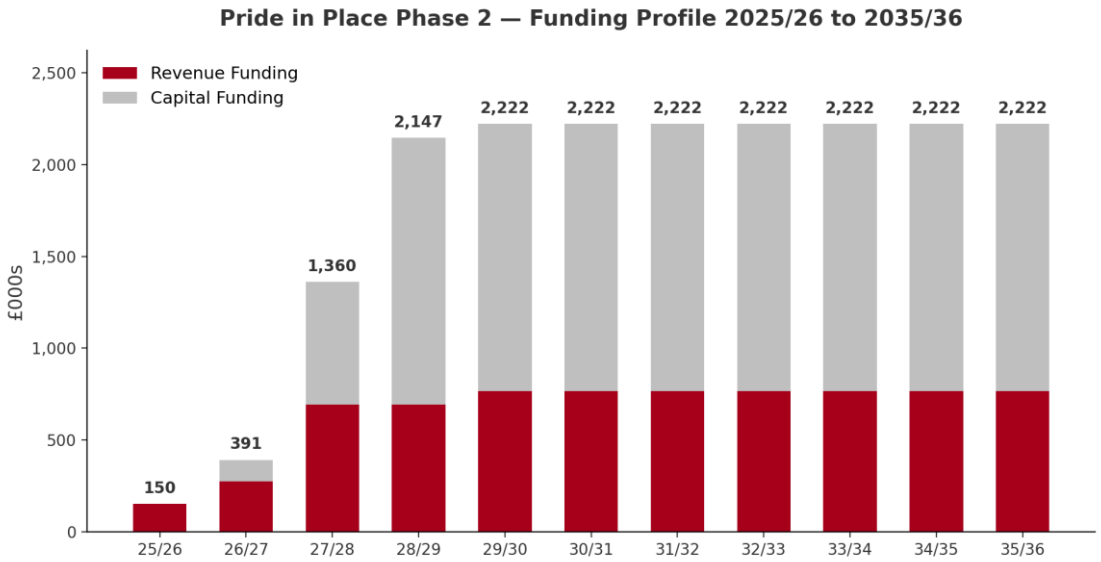
Briefing for the Neighbourhood Board (17th September 2026)

Headline

Pride in Place Phase 2 brings £19,600,000 of confirmed government funding into the borough over 11 years (2025/26 to 2035/36), made up of £7,174,000 revenue funding and £12,426,000 capital funding. Annual funding builds up over the first four years and then holds at a steady £2,222,000 a year from 2029/30 onwards, giving the Board a stable long-term platform to plan and commission against.

Funding profile

Grant type (£000s)	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	Totals
Revenue Funding	150	273*	692	692	767	767	767	767	767	767	767	7,174
Capital Funding	0	118	668	1,455	1,455	1,455	1,455	1,455	1,455	1,455	1,455	12,426
Total	150	391	1,359	2,147	2,222	2,222	2,222	2,222	2,222	2,222	2,222	19,600



Points to note

- Funding beyond 2028/29 will be reviewed at the next Spending Review, so the steady-state £2,222,000/year from 2029/30 is indicative rather than fully confirmed.
- Year 1 (2026/27) revenue funding of £273,000 is paid in two tranches: 50% at the start of the financial year, and the remaining 50% only once the Chair is approved, board membership is confirmed, and any boundary change (if applicable) is agreed.
- All figures are rounded to the nearest £1,000.

This grant funding should be used to support:

- establishing and running the Neighbourhood Board, including any process to establish the board as a charity, community interest company, or other bottom up organisational model, to sustain long-term investment

- performing high quality community engagement, which could include passporting money directly to voluntary and community sector groups to assist with engagement, to inform the Pride in Place Plan
- developing a Pride in Place Plan
- securing advice and expertise for Neighbourhood Boards for the technical elements of plan development and delivery, noting that support is available from the department and the guidance to curb public sector use of consultants
- capital and infrastructure interventions to hit the ground running, for example, by kickstarting the planning application process, securing architectural plans and obtaining legal advice, or any other activity that local authorities and Boards consider will progress their plans
- Capital funding must be used solely for capital expenditure, in accordance with the applicable local government capital finance legislation and proper accounting practices in the relevant UK jurisdiction.

Expenditure to date

The expenditure to date has supported the early development and preparations including the processes to recruit Chair, Board and initial communications.

From the capacity building allocation, a total of £48,421.87 has been spent or committed to date. The majority of this is staff time, along with some publicity materials. Note staff time (multiple officers) has only been included since June 2026.

In the August MHCLG submission the return included that the balance of the capacity building was available to cover the first six months of a Programme Officer role along with funds to support Board and engagement activity.

Future allocation of budgets

The Board is encouraged to consider high level allocation of funds to key activities in the next period. MHCLG will expect some information during October indicating spending and identified commitments these could include:

- Board and management costs – staffing, secretariat, training & development, equipment, venues
- Community engagement plans and costs – activities, events, materials, consultancy
- Development of Investment Plan costs – facilitation, consultancy and capacity to support the board in completing investment plan
- Planned Projects – considered under themes (prior to full plan there may be some early projects to demonstrate delivery/progress)

For example, the consultancy on working with the Board on putting a plan together could be in the region of £40-£60K. That is separate to any engagement alongside which would be additional.

Recommendations

The Board is asked to note the confirmed funding profile and expenditure and commitments to date

The Board is recommended to discuss and consider allocating funds towards progressing engagement and development of an investment plan, alongside continuing to establish the programme and the work of the Board. Officers will support the Board on identifying suitable allocations.

PRIDE IN PLACE
LED BY YOU – BACKED BY UK GOVERNMENT SE28

Thamesmead Birchmere Park - Neighbourhood Board

Item 6.1: Asset Ownership, Existing Investment and Additionality

Purpose

This paper sets out asset ownership across the Pride in Place area, existing and planned investment by the Royal Borough of Greenwich and Peabody, and funding already secured through the Greenwich Neighbourhood Growth Fund (GNGF). It confirms the principle that Pride in Place funding must add value to, not substitute for, existing commitments, and provides a baseline for future decisions on investment priorities and the ten-year Neighbourhood Vision and Action Plan.

1. Asset Ownership and Mapping

A proposed approach to asset mapping is set out for the Board's endorsement, covering:

- **Public sector assets** :– parks and open spaces, highways and public realm, community centres, schools, libraries, sports and leisure facilities, children's centres and youth facilities.
- **Peabody assets** :– housing estates, open space and landscape infrastructure, community facilities, commercial premises, development sites and strategic regeneration land.
- **Community and voluntary sector assets :** – faith buildings, community-managed facilities, cultural venues, sports clubs and local organisations.

Peabody Trust has already shared initial information and maps on asset ownership, which will form a starting point for this work. Once complete, the mapping will clarify ownership and maintenance responsibilities, identify partnership and quick-win opportunities, and support the assessment of future capital projects.

2. Existing Community Investment (GNGF)

Borough-wide, the Greenwich Neighbourhood Growth Fund has awarded more than £3.5 million to over 200 projects since 2017. Within Thamesmead Moorings specifically, a review of funding rounds 3 to 7 identified 13 applications, of which 10 were successful, totalling approximately £131,500:

Organisation	Funding Awarded
Our Heritage UK (Kids Moonlighting)	£9,373
Champions 4 Change	£5,500
Greenwich Leisure Limited	£18,718
Charlton Athletic Community Trust	£5,250
Windrush Primary School (Thamesmead Site)	£9,770
The Black Tri-Tribe	£9,600
TACO! (Thamesmead Art and Culture Office)	£9,984
Woolwich Polytechnic School for Boys	£35,000
Power Mobile Gym	£18,100
ASG Community Gymnastics Club	£10,221

Funded projects span youth activities, community safety and mentoring, play and sports infrastructure, health and wellbeing, arts and culture, and public realm improvements – including the Hawksmoor Youth Hub, Waterways Children's Centre play area, the TACO! Community Print Studio, youth boxing and mentoring, and the Thamesmead Community 3G Football Hub. This demonstrates a strong track record of local delivery capacity.

3. Potential Pipeline Projects

The GNGF review also surfaced schemes that were not funded but may align with emerging Pride in Place priorities, including a Community Eco-Hub and Pocket Park, a Cultural Community Kitchen, and community-based SEND activity proposals. These may offer useful options for future Community Chest funding or partnership investment.

4. Council and Peabody Investment

Officers are compiling a single investment schedule covering Council capital and revenue programmes (public realm, highways, parks, education and community facilities) and Peabody's estate investment, regeneration and community infrastructure programmes. This also includes a previous £130,000 of UKSPF capital investment and a contribution toward festive lighting in Arnott Close. The schedule will give the Board a clear, transparent baseline of current and planned commitments.

5. Principle of Additionality

Pride in Place funding should:

- Accelerate delivery of community priorities and fill identified gaps.
- Enable projects that would not otherwise happen, and unlock further external investment.

- Enhance existing programmes and support community-led, capacity-building solutions.

It should not replace existing approved investment, substitute for statutory responsibilities, offset agreed Council or Peabody spending, or duplicate funded activity.

Key Observation

Thamesmead Birchmere Park already has a strong network of community organisations with a proven delivery track record. Pride in Place should build on this existing capacity and investment rather than starting from scratch – supporting quick wins now while informing the longer-term ten-year vision.

Recommendations

- **Note the existing investment secured through the Greenwich Neighbourhood Growth Fund.**
- **Endorse the proposed approach to asset ownership mapping, noting that Peabody has already shared initial information and maps to support this.**
- **Agree the principle that Pride in Place funding must be additional to, and not a substitute for, existing Council and Peabody investment commitments.**
- **Receive a further report setting out completed asset mapping, Council and Peabody investment (completed and planned), and opportunities for Pride in Place to add value.**

PRIDE IN PLACE
LED BY YOU – BACKED BY UK GOVERNMENT SE28

Thamesmead Birchmere Park - Neighbourhood Board

Item 7.1: Commissioning Support for the Development of the 10-Year Vision and 4-Year Investment Plan

Decision Required

Background

The Pride in Place programme requires the development of a long-term vision and investment plan that is community-led, evidence-based and deliverable. The programme places significant emphasis on co-production, resident participation and neighbourhood governance through the Neighbourhood Board.

Early engagement has already identified strong community interest in shaping future investment, with priorities including community safety, culture and leisure, green spaces, community facilities, opportunities for young people and employment support. Residents have consistently highlighted the importance of remaining at the centre of decision-making.

The Board has also approved a Community Engagement Plan which includes resident engagement, neighbourhood conversations, youth engagement, Community Researchers and a Community Engagement Panel. Delivering these activities alongside strategy development, evidence gathering and investment planning within a four-month period is likely to exceed existing Council and Board capacity.

Proposed Scope

The commission would support:

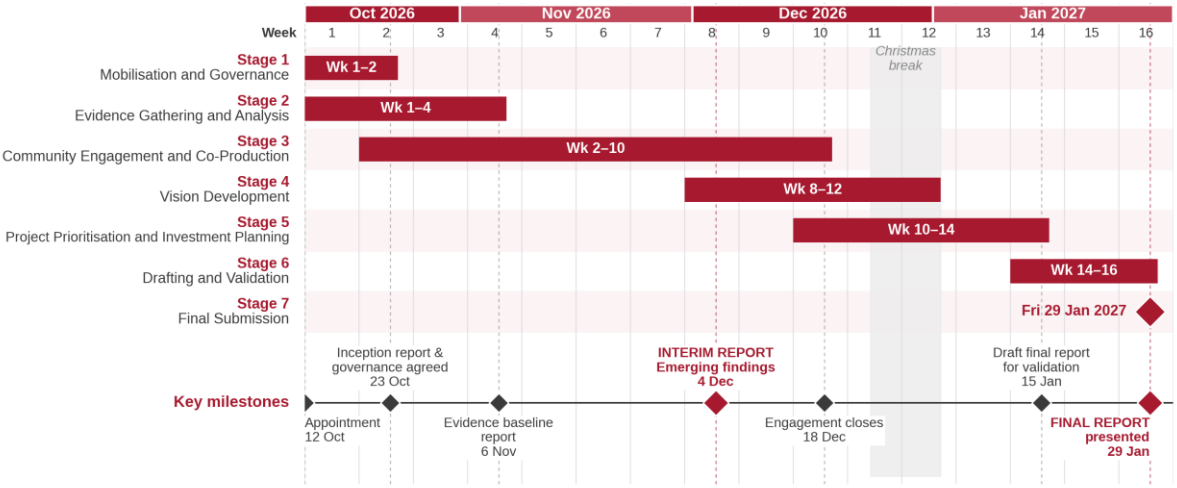
- Mobilisation and governance support.
- Socio-economic baseline and evidence development.
- Community engagement and co-production activity.
- Development of a shared 10-Year Vision.
- Project identification and prioritisation.

- Preparation of the 4-Year Investment Plan.
- Production of final submission documents.

Indicative Delivery Programme

Programme Timeline

Appointment mid-October 2026 • Interim report early December • Final report presented end of January 2027



Commissioning Options

Low Co-Production Model (£25k–£50k)

External support focused on evidence gathering, facilitation and plan preparation. The Council and Board would lead most engagement activity, including management of Community Researchers and resident engagement.

Medium Co-Production Model (£60k–£100k) – Recommended

External support delivers the evidence base, engagement programme, facilitation, vision development and investment planning whilst the Council and Board provide strategic leadership and governance oversight. This model enables meaningful co-production whilst remaining achievable within the delivery timetable.

High Co-Production Model (£120k–£180k+)

External provider manages the full programme, including extensive resident engagement, Community Researchers, governance support and investment planning, with the Council and Board providing strategic direction and decision-making only.

Recommendation

Given the requirement to produce a high-quality submission within a four-month period, alongside the ambition to deliver meaningful community co-production through the Neighbourhood Board, Community Engagement Panel and Community Researchers Programme, it is recommended that the Board endorse a Medium Co-Production Model and authorise officers to develop a procurement specification and budget proposal for approval.

Proposed Resolution

1. Notes the requirement to develop a 10-Year Vision and 4-Year Investment Plan and project brief attached.
2. Agrees in principle to commission external specialist support.
3. Endorses the Medium Co-Production Model as the preferred approach.
4. Delegates authority to officers to prepare a detailed specification, procurement route and budget for Board approval. route and budget for Board approval.

PRIDE IN PLACE
LED BY YOU – BACKED BY UK GOVERNMENT SE28

Project Brief (Draft)

Pride in Place: Thamesmead Birchmere Park 10-Year Vision and 4-Year Investment Plan

1. Background

The Pride in Place Programme provides an opportunity to secure up to £20 million over ten years to support community-led neighbourhood renewal. A key requirement of the programme is the development of a locally owned 10-Year Vision and 4-Year Investment Plan that is evidence-based, community-led and deliverable. Residents, businesses and community organisations are expected to play a central role in shaping priorities through the Neighbourhood Board and an ambitious programme of engagement and co-production. Early engagement activity across Thamesmead Birchmere Park has identified strong community support for the programme and highlighted priority themes including crime and anti-social behaviour, culture and leisure facilities, green spaces, community centres, opportunities for young people, health provision and employment opportunities. Residents consistently emphasised that local people should remain at the heart of decision-making. The Board has adopted a Community Engagement Plan based on co-production rather than consultation, supported by a Community Engagement Panel, Community Researchers Programme, youth-led engagement, thematic workshops and neighbourhood conversations. Delivering this level of engagement alongside the development of the Vision and Investment Plan will require specialist support and additional capacity.

2. Purpose of the Commission

- A 10-Year Vision for Thamesmead Birchmere Park.
- A 4-Year Investment Plan.
- A robust socio-economic evidence base.
- A prioritised programme of interventions and investment.
- Community-supported delivery priorities.

- A framework for implementation and future investment decisions. This commission should adopt the recommended Medium Co-Production Model, balancing meaningful resident involvement with the limited capacity of the Council and Neighbourhood Board.

3. Objectives

The commission will:

- Produce a compliant and deliverable Vision and Investment Plan.
- Ensure investment priorities are shaped through co-production with residents.
- Build capacity within the Neighbourhood Board and community networks.
- Establish a strong evidence base to support investment decisions.
- Identify short, medium and long-term investment priorities.
- Develop a pipeline of deliverable projects aligned to community priorities and Pride in Place objectives.

4. Scope of Work

Workstream 1: Mobilisation and Governance

- Establish project governance arrangements.
- Support Board development and decision-making processes.
- Support establishment and operation of the Community Engagement Panel.
- Develop project and delivery plans.
- Provide programme management support.

Workstream 2: Evidence and Place Analysis

- Prepare a socio-economic baseline.
- Analyse local strengths, challenges and opportunities.
- Review existing strategies and regeneration activity.

- Develop a neighbourhood evidence report.
- Identify investment needs and opportunities.

Workstream 3: Community Engagement and Co-Production

The commission should support delivery of the Community Engagement Plan through:

- Community workshops and neighbourhood conversations.
- Stakeholder interviews and focus groups.
- Digital engagement and surveys.
- Community events and pop-up engagement.
- Youth engagement activity involving the eight schools within the programme area.
- Business, voluntary sector and faith group engagement.
- Support for the Community Researchers Programme.
- Facilitation of Community Engagement Panel activity.

Workstream 4: Vision and Strategy Development

- Develop a shared neighbourhood vision.
- Identify long-term outcomes and priorities.
- Develop strategic themes and investment objectives.
- Align local ambitions with wider regeneration and economic priorities.

Workstream 5: Project Prioritisation and Investment Planning

- Develop a project appraisal framework.
- Identify, assess and prioritise projects.
- Support development of Community Chest and quick-win opportunities.
- Prepare a phased four-year investment programme.
- Assess deliverability and impact.

Workstream 6: Final Plan Development

- Draft the 10-Year Vision.
- Draft the 4-Year Investment Plan.
- Test and refine proposals with residents and stakeholders.
- Produce final submission documentation.

5. Community Engagement Outcomes and Success Measures

The commissioned provider will be expected to demonstrate meaningful co-production and support delivery of the outcomes set out within the Community Engagement Plan.

Governance and Participation

- Support a representative Neighbourhood Board.
- Establish and support a Community Engagement Panel.
- Recruit and support a Community Researchers Programme.
- Deliver a youth-led engagement programme.
- Ensure participation from residents, businesses, voluntary organisations, faith groups and local stakeholders.

Indicative Engagement Metrics

Measure	Indicative Target
Residents engaged	500-1,000+
Community Engagement Panel members	30-40
Community Researchers recruited	10-20
Community workshops and conversations	15-20
Stakeholder workshops	6-8
Youth engagement sessions	Minimum 8
Community pop-up events	10+

Schools engaged	Up to 8 schools
Survey responses	250-500
Community priorities identified	Agreed by Board and community
Quick-win projects identified	Minimum 5-10 opportunities

These metrics are intended as a guide for bidders and may be refined during mobilisation. They reflect the ambition set out within the approved Community Engagement Plan.

6. Programme Timeline

Stage	Activity	Indicative Timing
Stage 1	Mobilisation and Governance	Weeks 1-2
Stage 2	Evidence Gathering and Analysis	Weeks 1-4
Stage 3	Community Engagement and Co-Production	Weeks 2-10
Stage 4	Vision Development	Weeks 8-12
Stage 5	Project Prioritisation and Investment Planning	Weeks 10-14
Stage 6	Drafting and Validation	Weeks 14-16
Stage 7	Final Submission	End of Month 4

7. Deliverables

The successful provider will produce:

- Project Inception Report.
- Community Engagement and Participation Framework.
- Socio-economic Baseline and Evidence Report.
- Community Engagement Findings Report.
- Vision and Strategic Framework.
- Project Prioritisation Framework.
- Draft and Final 10-Year Vision.

- Draft and Final 4-Year Investment Plan.
- Delivery Roadmap and Recommendations.

8. Risks and Dependencies

Key Risks

Risk	Mitigation
Compressed delivery timescale impacts quality and engagement reach.	Early mobilisation, clear milestones and dedicated programme management.
Insufficient community participation.	Delivery of Community Researchers, Community Engagement Panel, youth engagement and neighbourhood conversations.
Limited Council and Board capacity.	Medium Co-Production Model provides external specialist support.
Community expectations exceed available funding.	Transparent communications and project prioritisation framework.
Weak evidence base or project selection process.	Robust baseline analysis and structured appraisal framework.

Key Dependencies

- Timely procurement and mobilisation.
- Active participation from the Neighbourhood Board.
- Establishment of the Community Engagement Panel.
- Recruitment of Community Researchers.
- Availability of local data and intelligence.
- Participation from local schools, businesses, faith organisations, VCS partners and residents.

9. Officer Recommendation

It is recommended that the Board approve commissioning based on a Medium Co-Production Model, providing specialist support for engagement, evidence gathering, vision development and investment planning whilst retaining Board ownership and community leadership throughout the process.

Thamesmead Birchmere Park - Neighbourhood Board

ITEM No. 7.3 Pride In Place Programme Thamesmead Birchmere Park – Community Engagement Plan (28.08.26)

Purpose

The Pride in Place Community Engagement Plan will support the development of a resident-led neighbourhood vision and investment programme for Thamesmead Birchmere Park. The approach is based on co-production rather than consultation, ensuring local people play a meaningful role in shaping decisions, priorities and investment throughout the programme. This reflects Government guidance and local feedback gathered through MP engagement, neighbourhood forums, community events and stakeholder discussions. Pride in Place empowers residents, businesses, partners and community groups to co-create vibrant, inclusive neighbourhoods where local people feel connected, valued and able to influence positive change.

Context

Feedback from MP surveys, the Thamesmead Festival, stakeholder engagement and the Moorings Neighbourhood Forum highlights common priorities: cleaner, safer and better-maintained neighbourhoods, stronger accountability, and greater resident influence over investment decisions. Alongside this, there is clear evidence of strong community spirit and active volunteering. The engagement plan seeks to harness this energy while ensuring seldom-heard voices are fully represented.

Community Engagement Principles

Engagement activity will be guided by five principles:

1. Community-led decision making through a resident-led Neighbourhood Board.

2. Deep listening and co-production, moving beyond traditional engagement approaches.
3. Inclusive participation, ensuring young people, multilingual communities and underrepresented groups are involved.
4. Visible action, demonstrating that community feedback is leading to change.
5. Building long-term community capacity alongside physical investment.

Engagement Structure

The Neighbourhood Board will remain the formal decision-making body. To support wider participation, a Community Engagement Panel will be established as an advisory group to the Board. The Panel will provide oversight of engagement activity and support the development of community-led priorities and projects. Membership of the Panel will be drawn from the local community and recruited through ongoing engagement activity and promotion of the Pride in Place programme. Residents, local businesses, community organisations and other stakeholders will be encouraged to express an interest in participating.

Alongside this, the programme will support the development of:

- A youth-led engagement programme.
- Community Researchers programme.
- Thematic engagement activity linked to health, wellbeing, employment and skills.
- Community-led workshops and neighbourhood conversations.

The youth-led engagement programme will be delivered working closely with local schools and youth organisations. With eight schools within the proposed boundary, schools will play a central role in engaging young people and families and ensuring their voices help shape future neighbourhood priorities.

Community Researchers Programme

Building on successful approaches used in other Pride in Place areas, the programme will seek to establish a cohort of local Community Researchers working in partnership with Volunteers Centres Greenwich. Researchers will be recruited from within the local community and supported to undertake structured conversations with residents, businesses, community organisations and faith groups.

The programme will:

- Reach a diverse and representative cross-section of the community.
- Gather ongoing community intelligence.
- Support participation from young people and diverse communities.
- Identify priorities for future investment.
- Generate ideas for quick-win projects and Community Chest funding.

Engagement Activity

Engagement will utilise a combination of:

- Community events and neighbourhood pop-ups.
- Attendance at existing forums, including the Moorings Neighbourhood Forum.
- Stakeholder workshops.
- Digital engagement and surveys.
- Engagement with faith, community and voluntary sector networks.
- Engagement with schools, youth organisations and local businesses.
- Targeted communications across all potential channels.

The programme will also align engagement with wider discussions about the future of Thamesmead, including regeneration and long-term

neighbourhood planning, ensuring local people help shape both immediate improvements and future opportunities.

Quick Wins and Community Chest

Residents consistently highlighted concerns around lighting, cleanliness, fly tipping, maintenance, safety and accountability. Early engagement activity will therefore focus on identifying highly visible "quick wins" capable of demonstrating that Pride in Place is responding to local concerns.

The Neighbourhood Board will shortly bring forward, a Pride in Place Community Chest to support small-scale community-led projects and initiatives emerging from engagement activity. Potential areas may include:

- Community clean-up initiatives.
- Greening and community garden projects.
- Youth activities.
- Community safety initiatives.
- Small neighbourhood improvement projects.

Outcomes

By February 2027, the engagement programme will have:

- Supported recruitment and development of a representative Neighbourhood Board.
- Begun delivery of a comprehensive programme of community engagement.
- Reached diverse and underrepresented groups.
- Established a Community Researchers Programme.
- Identified community priorities and early investment opportunities.
- Supported development of the ten-year Pride in Place Vision and 4-year investment plan.

- Built trust through visible action and meaningful participation.

Through this approach, Pride in Place will help ensure that Thamesmead's future growth is shaped by the people who live and work there today, creating stronger communities, greater local influence and neighbourhood improvements that reflect local priorities