

Minutes

Date: 11 July 2026

Time: 10.00 – 13.00

Venue: Matthew Henry Church

Chair: Tina Upton

Minutes taken by: Rachel Foster

Board Attendees: Tina Upton (TU), Helen Bromley (HB), Karen Crawford (KC), Russ Dean (RD), Samantha Dixon MP (SD), Councillor Carol Gahan (CG), David Stockdale (DS), Paul Wallbanks (PW)

Guest Attendees: Rachel Foster (RF) - CWC Support - minutes, Dylan Topham (DT) - MP Support

Apologies: Jack Davies (JD), Karen Smith (KS)

Item	Minutes	Action/ Owner
1. Welcome - Chair	All welcomed and thanked for their support for this important and potentially transformational programme for Blacon. Getting to know each other - all shared an introduction and an insight into skills and experience. Noted that RF not a Board Member but has been supporting Board establishment and Ministry of Housing, Communities and Local Government (MHCLG) data return co-ordination as a Senior Council Officer as a temporary measure until appropriate resource identified, RF will be undertaking secretariat role for this meeting. Noted that DT not a Board Member but has been supporting early community engagement and board establishment as part of MP office role. Chair noted that others may be asked to attend Board subject to items being covered on future Agendas. Board Information Appendix A will be shared with MHCLG and on the Proud of Blacon webpage. All agreed to share contact details with other board members, subject to those not in attendance agreeing. All agreed to have a Board WhatsApp group – channel/ community to enable efficient communication. Noted responsibilities of Board Members to follow appropriate guidelines of use and security and to note that all communications are subject to Freedom of Information regulations.	Confirm with JD and KS re approval to share contact details with Board members before circulating to all – RF wb 13.07.26 WhatsApp group to be established following approval

		above – RD by 25.07.26
2. Apologies	Jack Davies – Holiday Karen Smith - Holiday	-
3. Code of Conduct and Declarations of interest	3.1 Code of Conduct - Chair outlined Draft Code of Conduct which was circulated with Agenda. Noted Nolan Seven Principles of Public Life. Confirmed that all had read the draft Code of Conduct. No amends proposed by Board. Voted and approved to adopt, included at Appendix B. 3.2 Declarations of Interest - Brief discussion outlining draft Declaration of Interest Form that was issued with Agenda. Noted that all Board Members should declare any interests and that declarations will be published on the Proud of Blaon web page and submitted to MHCLG as per MHCLG guidance. All remaining forms should be returned no later than COP on Tuesday 14 July to RF. SD requested that personal contact details including addresses be redacted from the website. Agreed Board Member's contact details would not be published. Noted that it is the responsibility of Board Members to update their Declarations and submit updated forms should they change. Chair noted that a Register of Declarations of Interest will be added as a standing agenda item to capture any changes and to understand any potential conflicts based on the agenda for each Board meeting. Voted and approved to adopt, included at Appendix C.	All remaining Declaration of Interest forms should be returned– All Board Members, no later than COP on Tuesday 14 July to RF Maintain updated forms – all Board Members, ongoing
4. Overview of Pride in Place Programme	4.1 Objectives - The Board brings together those with a deep connection to Blaon including residents, educational institutions, elected members and community leaders to provide collective strategic leadership to improve and drive forward Blaon. The Board will be representative of Blaon and will oversee key funding and investment streams which will primarily consist of up to £20m funding allocated through the Governments Pride in Place Programme.	

	The Board will serve as a platform for collaboration, decision-making, and the development and delivery of initiatives covering three strategic themes: • To create thriving places: Focus on economic growth, sustainability and enhancing public spaces to create vibrant, inclusive neighbourhoods. • To build stronger communities: Promote social cohesion, support community-led initiatives and strengthen local networks and partnerships. • To empower people to take back control: Empower residents to influence decisions and address local priorities effectively The Blacon Pride in Place Neighbourhood Board will develop, agree, publish and deliver a ten-year Regeneration Plan for the Pride in Place area of Blacon informed by community engagement. 4.2 Frequency of meetings - Expectation of monthly meetings through to November as the 10-year regeneration plan deadline for return to MHCLG is 30 November, 2026. After November expectation meetings will be less frequent, e.g. no meeting in December. 4.3 Deputy Chair - TU would like a Deputy Chair to be appointed should there be occasions when she is unavailable or there are competing demands for the Board. TU proposed Jack Davies as her Deputy Chair. SD explained that JD got the second highest score in the Chair interviews so SD and RF, who interviewed for the chair role, recommend to TU that she consider suggesting him as a Deputy Chair. TU has met JD and both agreed with this proposal. PW asked if the Deputy Chair role could change in future depending on individuals' availability. Noted that as with all Board roles personal circumstances may affect Board composition. All Board Members in favour of Deputy Chair proposal, proposed by TU and CG and seconded by SD. 4.4 Accountable Body – role of Cheshire West and Chester Council as the accountable body was discussed. The Council must ensure the programme is compliant, delivered in-line with MHCLG guidance, legally, and in-line with procurement regulations and must submit regularly returns to MHCLG. Further information can be found via	Deputy Chair role to be confirmed with JD – TU wb 13.07.26
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	MHCLG Pride in Place Programme: governance and boundary guidance - GOV.UK. Councils are the accountable body for all Pride in Place areas initially, the guidance from MHCLG outlines: <i>Our prospectus sets out the intention to move towards community-led delivery models by year three of the Programme. This pathway will vary in different places – a Neighbourhood Board could transition into a community interest company, community benefit society or charity, or an existing community organisation could act as an anchor organisation. Unless agreed by MHCLG, the local authority will remain the accountable body, with delivery responsibility delegated to the relevant community organisation.</i> 4.5 Quorum – Boards have to have at least 66% attendance to be quorate, therefore 7 Board Members need to be present including the Chair or Deputy Chair. PW asked about the 51% quota for Blacon. TU stated the Board achieves this. RF stated the guidance is; <i>The majority (at least 51%) of members should live or work within the boundaries of the neighbourhood, ensuring that the Board is resident led.</i> 4.6 Training – Brief discussion re any immediate training needs especially for those who may not have had a Board position before. KC stated she hadn't been on a board before. TU stated Cheshire West Voluntary Action have offered to provide training where necessary. Any training needs to be considered at next meeting. 4.7 Board Name – SD raised the issue of the name of the programme. SD suggested confirming the branding to Proud of Blacon, to avoid confusion with the LGBTQ+ movement. Board discussed and agreed – Proud of Blacon Neighbourhood Board, Pride in Place. PW asked about branding/ designs. RF stated there is a Brand Guidance document covering communications from MHCLG which will be circulated to Board Members.	Consideration of training needs for next meeting – All Board Members Circulate Brand guidance – RF wb 13.07.26
5. Terms of Reference	Terms of Reference - Chair outlined Draft Terms of Reference which was circulated with Agenda. Agenda will be published in advance and board meeting minutes will be confirmed as a true record at the subsequent meeting and then published on the web page Pride in Place – Proud of Blacon Cheshire West and Chester Council	

	Chair noted likely to have sub-groups with Board Members having their own specialities. SD noted there will be times when the Board may wish to meet in public, Chair agreed and noted that this will be a board decision. PW noted that there will be engagement meetings/sessions as well. Board agreed. HB clarified mixed wording of Conflict and Declaration of interest, RF confirmed can be amended. Voted and approved to adopt, included at Appendix D.	
6. Finance Overview	Overview of financial information, included at Appendix E. Discussed funding profile over the 10 years and the rationale for the split between capital and revenue, details can be found in the guidance shared by MHCLG Pride in Place Programme: funding profiles and timelines - GOV.UK PW asked about schedules, RF stated the council operates financial years from 1 April to 31 March, but this is not Council funding, the council are hosting the funds as the current accountable body. TU explained the funding carries over into the following financial year and that Capital funding is for example for infrastructure, buildings and Revenue funding usually for running costs, e.g. staffing, events. The split of revenue and capital is not interchangeable. TU noted that can't ask the Government to bring the money forward, an option could be to utilise a short-range loan if it was deemed appropriate, depending on the priorities identified. PW asked about profile and type of spending and RF referenced list of interventions - Pride in Place Programme: list of indicative interventions - GOV.UK. RF also confirmed that this is an additional regeneration programme and that there is no dedicated existing council resource to enable this. Council capacity will have to be considered as part of potential capacity funding resource requirements by the Board. RD and SD noted we should attempt to match fund to boost funding wherever possible. Board agreed. TU explained the need for admin and co-ordination support and given challenges with recruitment timelines and the key November deadline she has requested to second someone from the Council for 6 months on Grade 10. This also enables connection with the Council to ensure the accountable body function can be undertaken effectively.	

	TU noted this is a good trial to determine what the board would want to do and would need in the future. PW noted that looking from the outside in, how this could be perceived. TU noted that the capacity funding is for exactly this, to enable the board to be established, be supported to enable capacity to develop effective engagement to ensure the Board can deliver a good regeneration plan in a short time. Noted that resource will need to be spent on capacity and the necessary skills and experience throughout the programme to deliver effectively. There is no existing resource or capacity in the council to enable this. SD noted the importance of needing capacity for someone to actually write the Regeneration Plan and the need for the Board to be able to articulate this if asked. CG noted the Board need to ensure the plan is the best that it can be, that a programme of this magnitude needs appropriate resource and that the programme needs to hit the ground running. Important that the foundations are right to enable longer term success. TU made the decision for the next 6 months due to the urgent need for admin and co-ordination support. Any expressions of interest in the secondment are due by 15 July. Following the discussion, the majority of the Board agreed with the decision. RF clarified that herself and DT had to date picked up the requirements voluntarily, largely in own time and at expense of existing work priorities which couldn't be sustained. RF clarified that form should follow function. Through developing the Regeneration Plan, priorities and themes will lead to better understanding of long-term resource requirements. This phase is about development the next phase will be focused on delivery. CG noted that it is important to understand what we are seeking to achieve initially, a community informed Regeneration Plan, this will take a lot of work, need expertise to lever the funding in, need to deliver it promptly. TU spoke to former colleague involved in the Cheshire West Poverty Truth Commission (PTC) and sees a potential opportunity of the Board working with this organisation to support engagement. The PTC used Community Inspirers to encourage people to speak up, a Facilitator could help the Board achieve good community engagement.	More detailed proposal to be
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	TU requested indicatively, £45,000 from the Capacity funding to employ a few PTC individuals who are trained to undertake this. SD suggested we need to push this to the next meeting with full proposals to discuss further. MHCLG have put together a Community Engagement Toolkit with IPSOS, which was received last night (10 July). TU will share with Board via email following meeting. Some discussion regarding approach with young people, PW how do we walk up to teenagers to engage them. TU noted this is the speciality of facilitators who can get into the detail. CG noted funding carries over but we need to focus on what is required to enable the Board to deliver by 30 November, a Regeneration Plan and that we need to resource that effectively. SD noted that if there are quick wins noted from the community engagement outcomes then revenue funding can be used in year to deliver. TU noted importance of meeting the MHCLG return deadlines to ensure budgets are received in a timely way. PW queried the format of the Finance information and the potential to use more Excel functionality. TU noted she had asked for a straight forward budget overview for this Board meeting. CG noted that if different formats are required in the future this can be requested but the detail is sufficient for current purposes.	brought to next Board meeting – TU for August agenda Share latest Engagement Toolkit from MHCLG with Board – RF 12.07.2026
7. Baseline Evidence	Baseline Evidence for Blacon South: reviewed slides included at Appendix F. TU pointed out indices of multiple deprivation and community needs index. Initial one focuses on economics, latter on community assets. 66% of Blacon South in 10% most deprived but 58% of all Blacon in the top 10% in terms of Indices of Multiple Deprivation. Also reviewed ACORN data which includes many of these indices.	
8. MHCLG Return	TU outlined that the first MHCLG return is required by 17 July, it requires confirmation of board membership, summary or governance arrangements and financial updates. It also requires Boundary confirmation or requests to amend boundaries in line with guidance, Pride in Place Programme: governance and boundary guidance - GOV.UK.	

	Discussed proposed changes to boundary, included at Appendix G. SD suggested the canal be used as boundary for the proposed new Boundary to exclude Parkgate Road. RD, PW, KC agreed with this suggestion. CG noted how some residents may connect to Blacon beyond the canal. HB queried if changing makes reporting any outcomes more difficult. TU agreed to check with MHCLG. DT clarified that MHCLG are also monitoring future population growth and the effect this has on the population limits. TU read out her draft narrative to MHCLG as part of the request to propose a boundary expansion. The Board Members agreed that the statement was comprehensive and covered all points. PW reiterated that the Board will be pragmatic in community engagement. It was agreed that the Canal would be the proposed new boundary requested, with an addition to the narrative that the money will be spent in this area. Board voted on proposed amendment to Boundary and all agreed, will be submitted to MHCLG by 17 July 2026.	Check any potential reporting impact of proposed boundary with MHCLG – TU wb 13.07.26. Update narrative ready for MHCLG submission – TU wb 13.07.26 Request revised map from Council Insight Team for MHCLG – RF Wb 13.07.26
9. Community Engagement	DT gave a presentation on community engagement undertaken so far, included at Appendix H. Board noted the breadth and quality of work to date and thanked DT for his work to date, KC queried how we engage those with different needs. Discussion noted challenge of reaching all people and ensuring not only hearing from the same parts of community. Acknowledged some people won't engage but need to ensure provided variety of ways and opportunities for all to contribute. HB raised the need to engage with Refugee Communities. RD noted that Chester FC Community Trust have these connections. TU asked if we have the right people on the Board to engage with the community, noted that no one is from a BAME community, it's now at 11% of the Blacon population. Noted potential use of local forums for engagement by the Board. DS noted 32 nations are represented at Blacon High School. 6% of Blacon don't have English as a first language.	

	SD stated don't think we can commission further engagement resource without reviewing data already received. HB noted that Active Cheshire could have capacity to analyse the data. HB agreed with need to identify gaps then determine a strategy/ approach to filling the gaps. SD suggests a sub-group of DT, KC and JD look in depth at the details of the data and identifying the gaps and the discuss these with HB. TU suggested idea of a Youth Forum, other groups as well will need additional engagement. PW queried how do we find the young people and what is age. TU advised it would be under-25s but also need to consider possibly older residents, those experiencing deprivation and isolation, those with disabilities and refugees. TU asked board about approach, agreed with proposal from SD above before decision on further engagement. Noted need to ensure have appropriate resource to analyse and report back on any data or engagement, may need to consider capacity funding to support this. Board confirmed they had reviewed the draft outline engagement plan shared with the agenda and voted to accept, included at Appendix I. <i>Next meeting</i> – will focus in detail on hopes for the future, what questions we want to ask and how.	Sub-group of DT, KC and JD look in depth at the details of the data/ engagement information already received and identify gaps to inform future engagement focus and then discuss these with HB ready for a discussion and action planning at August Board. DT, KC, JD & HB ready for August Agenda
10. Communications	TU noted that she had checked the website and it didn't have any information about her appointment or that of the Board. Web site checked on Sat 11 July and Chair appointment is included Pride in Place – Proud of Blacon Cheshire West and Chester Council. TU asked for a bespoke email to use via Cheshire West, still in progress. TU will hopefully have ProudofBlacon email and domain. RF noted current process for updating web page is Board draft content, send it to Council Comms team and then they upload it. SD noted that hopefully the future dedicated seconded resource should be able to do this, subject to council permissions.	

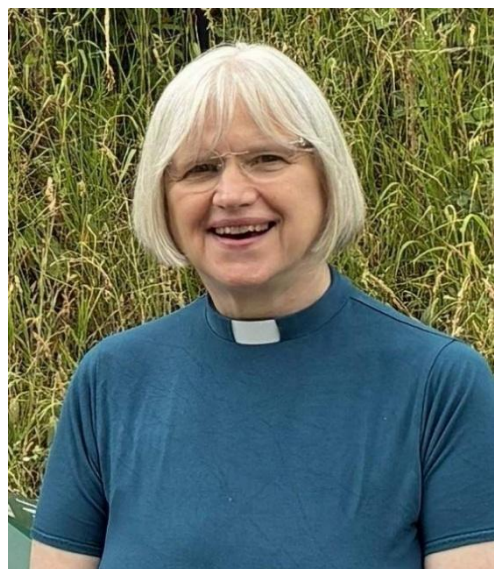
	No social media presence at this stage. PW, RD and KC discussion about admins of Facebook Page. TU need to accept Social Media protocol. Board voted and accepted social media protocol, included at Appendix J. TU, RD and PW to investigate setting up a Facebook Page, LinkedIn to help share updates, raise awareness and boost maximising funds. DT highlighted the opportunity of WhatsApp broadcasts, and this was suggested as maybe more beneficial down the line. SD queried if capacity funding could be used to hire a web developer. RF noted that it would be a legitimate capacity cost. RD noted the cost is not often prohibitive. Will be reviewed further subject to outcome of request recently made to Council digital team. TU noted need to communicate with those who aren't using digital means. PW concerned he didn't receive a leaflet for the Board. DT to follow up with distributor. PW noted issue of community boards not being updated. RD to discuss utilising the shops in the community to host posters. TU potential of utilising digital bus stops can be explored. Discussed Board Member announcement, TU to draft a Press Release that can be shared with all comms networks and community networks, will include Board Member pictures and bios, which will also be uploaded to web page and a note regarding the request to amend the boundary.	Facebook set up to be drafted and Admins agreed – TU, RD, PW in advance of August Board Review domain, web page delivery – TU, in advance of August Board. Review distribution of leaflets – DT wb 13.07.26 Shop display capacity to be explored – RD wb 13.07.26 Draft and issue Press release – RF & TU wb 13.07.26
11. AOB	TU asked that Board Members inform Chair of any AOB before the start of Board meetings. Quick wins - all need to think about quick wins for the next meeting. SD noted some quick wins may come from the data ready for analysis.	Consider quick wins for next meeting – All Board Members
12. Any immediate actions for Communication	Announcement of the Board, Board to apply for boundary change, confirm the initial meeting has occurred as outlined in item 10.	
13. Future Meeting Dates	August 8 – next meeting – apologies from SD, DS, PW. RF to check availability of other Board Members for next meeting.	Meeting date poll to be circulated, RF wb 13.07.2026

	<u>Proposed Dates:</u> 8 August, 5 September, 3 October, 31 October, 21 November <u>Venue(s)</u> Matthew Henry Church - TBC	
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Appendix A - Board Information



Revd Canon Christina Upton – Chair



Tina Upton has lived and worked in Blacon since January 2012. She is Church of England vicar at Holy Trinity Church, and over those years, she has developed close working relationships with a wide variety of organisations who work in the community, from schools to nursing homes.

Holy Trinity Church has built up a thriving Community Outreach Project under Tina's leadership, which collaborates with many organisations. Additionally, Tina helped found the food charity Pantry for Blacon (known as Blacon Beacon), which started up in 2020. She is Chair of Trustees for this charity. Through the work of Holy Trinity Church, and also of Blacon Beacon, Tina has become well known in Blacon and has earned the trust of many

local residents.

Before coming to Blacon, she lived for many years on the Wirral, and prior to ordination in the church she worked first as a doctor, and then as a teacher. Tina is married, and has three grown-up children, and also four grandchildren.

Jack Davies, Deputy Chair



Jack Davies has lived in Blacon for over thirty years. Professionally, he is Interim Head of Place Partnerships at Active Cheshire, collaborating with local authorities, health partners, and voluntary sectors. Jack also serves as a Trustee for Cheshire West Voluntary Action, bringing solid experience in governance and accountability.

Jack's values are inclusive and collaborative; he firmly believe local people should be at the heart of community decisions. Jack looks forward to using his passion for Blacon and professional experience to amplify local voices and drive positive, long-term change for Blacon.

Helen Bromley – Board Member



As Director of Public Health at Cheshire West and Chester Council, Helen leads work to improve health and wellbeing, reduce inequalities, and protect communities from public health risks. As the Council's principal adviser on health, Helen works closely with residents, partners and local organisations to create healthier places.

Helen is passionate about supporting community-led initiatives such as Pride in Place in Blacon, recognising the vital role that local pride, connection and strong neighbourhoods play in improving health, wellbeing and opportunities for everyone.

Karen Crawford - Board Member



Karen has lived in Blacon for over 13 years, where her two children are growing up attending local schools and clubs. Karen has supported community groups, built strong local connections, and works at the Countess of Chester Hospital. This gives Karen a real understanding of local families opportunities and challenges.

Professionally, Karen is a Senior Clinical Coding and AI Quality Assurance Analyst within the NHS, with experience in data analysis, evidence-based decisions, service improvement, stakeholder collaboration, and accountability. Karen is passionate about Blacon and hopes to use her skills to help shape the £20 million Investment Plan.

Russ Dean – Board Member



Russ has lived in Blacon for 37 years and is passionate about helping the community reach its full potential. Russ volunteers with Blacon Youth Football Club and Chester FC Academy, working closely with young people, families and volunteers across the area. Over the years, Russ has also supported a range of local fundraising and community initiatives.

Professionally, Russ works in a leadership role as an Ombudsman, bringing experience in governance, leadership, decision-making, stakeholder engagement and performance management. Russ is

committed to ensuring all residents' voices are heard and helping deliver lasting, positive change that benefits the whole Blacon community.

Samantha Dixon MP – Board Member



Photo credit Michelle Webster

Sam is proud to have represented Blacon for almost four years since her election to Parliament in December 2022. As the Member of Parliament for Blacon and previously as Leader of Cheshire West and Chester Council, Sam has felt the strong sense of community spirit felt by Blacon residents.

Sam wants to make sure Blacon residents are at the heart of Pride in Place and that they are involved wherever possible at Neighbourhood Board meetings.

This is a significant opportunity to make sure that the aspirations for everyone who lives here are met., Sam will make sure she uses every opportunity available to her to help maximise the benefits to Blacon from this programme.

Councillor Carol Gahan – Board Member



Carol was elected as a councillor for the Blacon Ward in May 2015 following a varied career working in the Hospitality sector, running her own business and more latterly qualifying as a CIPFA trained accountant working at Chester City Council and Cheshire Wesat and Chester Borough Council for 12 years. Carol is in her eighth year as Cabinet member for Finance and Legal with constitutional decision-making responsibilities for setting an annual Balanced budget, capital programme delivery, the property portfolio and being Shareholder representative for Council Companies including LGPS Central.

Blacon has areas of high deprivation, and Carol has worked with residents to improve lives and amenities within the ward, including supporting local organisations with roles such as volunteer, treasurer, school governor and on the Council of Governors for two local hospitals.

Carol believes she can use her experience and expertise to support the Board to develop and help deliver a regeneration plan that will improve Blacon and the lives of its residents.

Mrs Karen Smith – Board Member



Karen has lived in Blacon with her husband and family for over 43 years and has been actively involved in the local community.

11 years ago, Karen co-founded the social enterprise Here and Now with a group of dedicated volunteers. Established in response to the lack of local activities for older isolated residents, including people living with memory loss. Here and Now also works closely with local organisations and facilitates intergenerational activities for local schools.

Karen's previous roles in health, social care, housing, and the third sector have given her a varied range of skills. Karen is passionate about Blacon, the place she lives and works in.

David Stockdale – Board Member



David has worked at Blacon High School for 14 years. Joined as Head of English and has been a Senior Leader for 10 years+. Responsibilities include leading a very active Student Leadership Team (Yr 11) and Student Parliament (Yrs 7-10).

David has been responsible for lots of community activities connected with the school. For example: the BEV Democracy Group – a cross-phase initiative involving the Blacon Primary Schools, the Chester Schools Together Alliance – a collaborative working group of five Chester secondary schools. Students have developed links at local, national and international level. David's focus is always to enhance community engagement.

Paul David Wallbanks – Board Member

Paul has lived in Blacon for 21 years with his wife and 3 children. Paul successfully ran a community roller skating group for 3 years. Paul is also the author of the self-funded 'Blacon What's On Guide'



that ensures that local Community groups receive free advertising (and visibility), within the estate.

Paul is a Principal Piping / Plant Designer and has over 30 years' experience in feasibility studies, concept reports, optioneering, competitive tendering, bid analysis, basis of design, client / construction reviews etc. Paul is a professional, conscientious person always thinking of others, and has a natural talent of analysing everything, debating "how could that be done better, cheaper, safer"?

Appendix B - Code of Conduct



Proud of **Blacon**
Neighbourhood Board

BOARD MEMBER CODE OF CONDUCT

It is important that as Neighbourhood Board Members we can be held accountable and all adopt the behaviours and responsibilities associated with the role. Our conduct as an individual Neighbourhood Board Member affects the reputation of Blacon Pride in Place and its Neighbourhood Board.

We want the role of Neighbourhood Board Member to be one that people aspire to. We also want individuals from a range of backgrounds and circumstances to put themselves forward to become Neighbourhood Board Members.

As Neighbourhood Board Members, we represent local residents, building stronger communities, create thriving places and empowering people to take control to deliver local change. The public have high expectations of us and entrust us to represent our local area, taking decisions fairly, openly, and transparently. We have both an individual and collective responsibility to meet these expectations by maintaining high standards and demonstrating good conduct, and by challenging behaviour which falls below expectations.

General principles of Neighbourhood Board Member conduct

Everyone in public office at all levels; all who serve the public or deliver public services, including ministers, civil servants, Neighbourhood Board Members and local authority officers; should uphold the Seven Principles of Public Life, also known as the Nolan Principles outlined in the Terms of Reference for Blacon Pride in Place Neighbourhood Board.

Building on these principles, the following general principles have been developed specifically for the role of Neighbourhood Board Member:

In accordance with the public trust placed in me, on all occasions:

- I act with integrity and honesty
- I act lawfully
- I treat all persons equally, fairly and with respect
- I lead by example and act in a way that secures public confidence in the role of Neighbourhood Board Member.

In undertaking my role:

- I impartially exercise my responsibilities in the interests of the local community
- I do not improperly seek to confer an advantage, or disadvantage, on any person
- I avoid conflicts of interest
- I do not accept gifts or offers of hospitality which could give a reasonable suspicion of influence on my part to give favour
- I promote equalities and do not discriminate unlawfully against any person or group
- I exercise reasonable care and diligence
- I ensure that public resources are used prudently in accordance with Blacon Pride in Place requirements and in the public interest.

Application of the Code of Conduct

1. This Code of Conduct applies to you as soon as you sign your acceptance of the office of Neighbourhood Board Member and continues to apply to you until you cease to be a Neighbourhood Board Member.
2. This Code of Conduct applies to you when you are acting in your capacity as a Neighbourhood Board Member, which may include if:
 - you misuse your position as a Neighbourhood Board Member
 - your actions would give the impression to a reasonable member of the public with knowledge of all the facts that you are acting as a Neighbourhood Board Member
3. The Code applies to all forms of communication and interaction, including:
 - at face-to-face meetings
 - in online or telephone meetings
 - in written communication
 - in oral communication

- in non-verbal communication
 - in electronic and social media communication, posts, statements and comments
4. You are also expected to uphold high standards of conduct and always show leadership when acting as a Neighbourhood Board Member.

Declaring interests

Whenever Board Members are in a meeting and a matter is being considered that relates to their personal, non-pecuniary interest then they must declare the interest to the meeting. Declaration of Interest forms will be available at each Board meeting or via the Chair.

Whenever Board members are in a meeting and have a disclosable pecuniary interest that is not already registered, they must disclose these.

Once a non-pecuniary interest has been declared, the Board Member can fully participate in the meeting provided that they are satisfied that they are able to approach the matter with an open mind.

However, if the Board Member declares a pecuniary interest, then they must not take any further active part in the debate/ decision, must not vote and may be asked to leave the room.

Predetermination

When making a decision, Board Members must consider the matter with an open mind and on the facts before the meeting at which the decision is to be taken.

Board Members should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their Board duties.

General requirements of the Code of Conduct

The Code requires that all members:

- Must not conduct themselves in a manner which is contrary to the Neighbourhoods Board's duty to promote and maintain high standards of conduct by Board Members
- Must not disclose any information given to them in confidence, or prevent anyone from getting information to which they are entitled by law

Neighbourhood Board members are expected to adhere to the **Seven Principles of Public Life**, known as the Nolan Principles, as defined by the Committee for Standards in Public Life. They are:

a. Selflessness: Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

b. Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

c. Objectivity: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

d. Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

e. Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.

f. Honesty: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

g. Leadership: Holders of public office should promote and support these principles by leadership and example.

Board members are obliged to declare any pecuniary or non-pecuniary interests which could give rise to a conflict of interest at the start of each meeting.

Pecuniary Interests

Pecuniary interests include the following:

- Any employment or vocation carried out for profit or gain
- Any sponsorship or financial benefit in respect of expenses incurred in carrying out their duties as a Board Member
- Beneficial interests in land/ assets/ resources within the Pride in Place area of the relevant authority, and any licence to occupy land/ assets/ resources in the Pride in Place area
- Tenancies where the Council is the landlord and the tenant is a body in which the Board Member has a beneficial interest
- Beneficial interests in securities of bodies that have a place of business in the Pride in Place area and set limits (£25,000 or share capital of more than 1%) are exceeded

Appendix C - Declaration of Interest Form

Neighbourhood Board

Declaration of Interests Form



Proud of **Blacon**
Neighbourhood Board

Before completing this form, you should read the Code of Conduct. Where you are not sure if there is a conflict or potential conflict, you should discuss it with the Chair and if still in doubt, make the declaration along with details of the discussion. Interests which must be declared include:

- Personal interests (close family or personal relationships, including from a work and voluntary context) that could influence objectivity
- Financial interests - where the board member stands to gain financially from the work they are undertaking in or they can use their status to deliberately prevent someone else from gaining financially. This could also include where an individual has been declared bankrupt or their general financial status makes them more vulnerable to situations that could be seen to compromise their position.
- Political interests - where the board member has undertaken relevant political activities which could affect their impartiality or could be perceived to impact their impartiality.
- Private shareholdings - where an individual holds shares in a business that the programme may support
- Other commitments – All other commitments including employment and appointments should be declared where it may generate financial advantage by engaging with this programme
- Voluntary roles - in some cases these roles may create a conflict with an individual's role on the board
- Previous employment, appointment or other outside roles - where an individual has previously held roles, or formed close working relationships, that might be relevant to their board position
- Business interests - where an individual holds an interest in any organisation (including directorships) which they could use their board position to benefit
- Insider dealing - Insider dealing is a serious criminal offence under the Criminal Justice Act 1993. If during an individual's work they come into possession of information that could be used for financial gain (or other types of gain) this must be treated in the strictest of confidence. It may be necessary to declare any interests that put an individual in a position where they could benefit from holding certain information.
- Procurements - where relevant board members have direct or indirect financial, economic or other personal interest which might be perceived to compromise their impartiality and independence in any procurement process.
- Any other relevant interests - individuals should include any other interests they hold which might reasonably be perceived as relevant to their responsibilities as a Board Member.

1. Member Details

Full Name:

Board Role / Position:

Representing Organisation (if applicable):

Local Authority Area:

Email Address:

Contact Number:

2. Declarations

This form is required under local authority governance arrangements aligned with the Localism Act 2011 and Nolan Principles.

Disclosable Pecuniary Interests (DPIs)

Employment, Office, Trade, Profession or Vocation

Contracts with the Local Authority

Interests in Land and Property within the Authority Area

Licences to Occupy Land

Corporate Interests / Shareholdings

Other Registerable Interests

Directorship or Company Secretary

Partnerships

Sponsorships

Memberships/ Associations with Voluntary Bodies

Membership of Political Parties or Trade Unions:

Other Organisations:

Non-Registerable Interests / Conflicts

3. Interests Relating to Specific Meetings

Meeting Date:

Agenda Item(s):

Nature of Interest:

4. Declaration

☐ I confirm that I have read and understood the requirements

☐ I declare the information is accurate

☐ I will notify changes within 28 days

☐ I will declare interests at meetings

5. Signature

Signed:

Print Name:

Date:

6. Data Protection

Information will be processed in accordance with UK GDPR and Data Protection Act 2018.

7. For Local Authority Use Only

Date Received:

Officer Name:

Register Updated: ☐ Yes ☐ No

Date Published:

Appendix D - Terms of Reference

Terms of Reference

These Terms of Reference set out how the Blacon Pride in Place Neighbourhood Board operates, how decisions are made and the procedures that are followed to ensure that the Board operates efficiently, effectively and is both transparent and accountable.

This document reflects the governance requirements as set out in guidance from the Ministry of Housing,



Proud of **Blacon**
Neighbourhood Board

Communities and Local Government (MHCLG) and should be read alongside other associated documents including the Code of Conduct.

1. Purpose

The Board brings together those with a deep connection to Blacon including residents, local businesses, educational institutions, elected members and community leaders to provide collective strategic leadership to improve and drive forward Blacon.

The Board will be representative of Blacon and will oversee key funding and investment streams which will primarily consist of up to £20m funding allocated through the Governments Pride in Place Programme. The Board will serve as a platform for collaboration, decision-making, and the development and delivery of initiatives covering three strategic themes:

- To create thriving places: Focus on economic growth, sustainability and enhancing public spaces to create vibrant, inclusive neighbourhoods.
- To build stronger communities: Promote social cohesion, support community-led initiatives and strengthen local networks and partnerships.

- To empower people to take back control: Empower residents to influence decisions and address local priorities effectively

The Blacon Pride in Place Neighbourhood Board will develop, agree, publish and deliver a ten-year Regeneration Plan for the Pride in Place area of Blacon.

2. Membership

The Blacon Pride in Place Neighbourhood Board will have cross sector representation with a focus on the local community. The representation includes:

- Chair
- Member of Parliament
- Local Authority Representative – Senior Executive Officer / Director
- Nominated Ward Councillor
- 51% Board Members with local connection

An up-to-date list of members will be held and reviewed annually by the Board including monitoring of attendance. Board members should attend at least 75% of meetings, substitutes are not permitted. Named individuals (not organisations) hold seats on the board unless otherwise agreed.

Board Membership term is initially 3 years. If a Board member wishes to resign, they should do so in writing to the Chair.

For a new member to be recruited to the Board, they should be interviewed by two members of the Board (at least one is Chair or Deputy Chair), two independent references obtained, and the Board should agree with the appointment.

Board Members are also required to participate in a range of sub-groups whose Terms of Reference will be determined on establishment.

All Board members will be expected to attend relevant training, development and awareness sessions. What that training will be is to be determined once the Board is established.

To maintain high standards for the operation of the Board, members will act in accordance with the agreed governing documents including the Code of Conduct and Declaration of Interest guidance (*to be adopted when the Board is created*).

Each member will also adopt the Nolan Principles of Public Life and the principles of Civic Leadership:

- Selflessness - Holders of public office should act solely in terms of the public interest.
- Integrity - They should not place themselves under any obligation to people or organisations that might try to influence them improperly.
- Objectivity - Decisions should be made impartially, fairly, and on merit.
- Accountability - They are accountable to the public for their decisions and must submit themselves to scrutiny.
- Openness - They should be as open as possible about decisions and actions, giving reasons where appropriate.
- Honesty - They must declare any private interests and take steps to resolve conflicts.
- Leadership - They should promote and support these principles by leadership and example

3. Governance Structure

Members of the Blacon Pride in Place Board will be expected to share the views of the community in the context of being community representatives and should not only represent personal or professional views.

Members will be expected to have a reach into the community and to communicate within their respective relevant organisations and networks to ensure they can provide effective representation on the Board.

The positions of Chair and Deputy will be appointed in collaboration with the MP and the Board. The Board will be supported by relevant Cheshire West and Chester Council (CWC) officers as necessary in its role as the accountable body.

4. Responsibilities and Duties

Board Members have a responsibility to uphold high standards of integrity. Their responsibilities and duties will be further developed throughout the operation of the Blacon Pride in Place Neighbourhood Board.

- Develop, oversee and deliver the implementation of a 10-year Regeneration Plan and initial 4-year Investment Plan
- Bring the local community agenda to the forefront and respond to any changes or challenges that the communities of Blacon face
- Engage with the community to co-produce plans and empower local action
- Demonstrate engagement with the community and stakeholders, keeping them informed about the Blacon Pride in Place Neighbourhood Board's activities and progress
- Allocate resources to agreed priorities and monitor progress
- Report outcomes in a timely way and maintain transparency
- Inform the Council and partner organisations by sharing insights, to influence and support future investment and interventions
- Enable CWC to meet its responsibility as accountable body by meeting deadlines and providing information in a timely manner
- Monitor the progress of the Blacon Pride in Place Neighbourhood Board's initiatives and projects, ensuring they are on track and achieving desired outcomes
- Encourage and facilitate training and development opportunities for board members to enhance their capabilities
- Lead investment efforts and pursue additional opportunities for investment and resources
- Mediate conflicts and disputes that may arise among board members or between the board and other parties
- Ensure that all conflicts are resolved fairly and transparently, maintaining a positive and collaborative board environment
- Facilitate and encourage more local Community Inspirers to influence change across Local Government, academia and other spheres
- Recruit additional Board members as and when required

By fulfilling these responsibilities, the Board plays a crucial role in guiding the delivery of priorities and activities associated with Pride in Place and ensuring that it operates effectively and in the best interests of the community.

These principles serve as a solid foundation for the Blacon Pride in Place Neighbourhood Board to operate as a dynamic and effective local strategic partnership, driving positive change and development within the community.

5. Meeting Protocols

In the first 6 months, meetings of the Blacon Pride in Place Board will be held at least monthly and will usually be held face to face. With the board's permission, a member may on occasions be able to attend meetings virtually.

The quorum for any meeting of the Board will be 66% of the membership and needs to include either the Chair or Deputy Chair.

Members will endeavour to attend all meetings of the Blacon Neighbourhood Board. However, if they are unable to attend any meeting then they should submit their apologies to the Chair at least 24 hours in advance of the meeting.

Actions and minutes of each meeting will be tracked and the headline discussion points captured which will then be circulated after each meeting, once approved by the Chair. Once minutes of a previous meeting have been agreed by the Board, they will be published on the relevant Board webpage, for public view and transparency.

Each Board member shall have one vote with the details of decisions presented to members and agreed on a majority vote of the members present. In the event of an equal number of votes the Chair shall have a casting vote.

Meetings will be held in private unless determined otherwise by the board members with the agreement of the Chair. Any public meetings held by the board will be deemed extraordinary.

Members will declare any conflict of interest at the beginning of each meeting and cannot vote on matters of conflict but may present their perspective as a community representative able to articulate the needs of communities. The Code of Conduct and Declaration of Interest guidance will set out the expectations of all members on the Blacon Pride in Place Neighbourhood Board.

Organisations that have representatives on the board should still be allowed to be involved in specific projects; from providing meeting space, or volunteering opportunities, through to applying for funding. This assumes that declarations are submitted, and voting may be restricted if conflicts of interest arise.

With the Board's permission, and by invitation of the Chair, individuals who are not members of the Board may at times attend a meeting for specific items of relevance to them.

6. Communication and Reporting

In line with the principles of public life, it is important that there is transparency around the operation of the Blacon Pride in Place Neighbourhood Board.

Wherever possible, the agenda will be circulated digitally to each board member no later than five days before the date of the meeting and any supporting reports and/or papers will be sent to board members at the same time. They should not be circulated beyond Board Members.

Board Members, and any non-members permitted to attend, are required to keep exempt papers confidential. The proceedings and resolutions of meetings of the Board, including the names of those present and in attendance, will be recorded.

The draft notes of each meeting, once approved by the Chair, will be circulated promptly to all members of the Board. The meeting notes will remain in draft until approved by the next meeting of the Board, at which point they will be published on the relevant website.

Additional reporting will be required for the governance of specific funding and investment streams in accordance with relevant grant conditions for the Pride in Place Programme.

As the Accountable Body, the Council must ensure that public funds are used effectively and comply with requirements relating to procurement, subsidy control, audit, transparency and managing public money. The Board must fully comply with providing any information required to ensure that annual expenditure profiles and

updated forecasts are submitted. Robust financial controls, clear appraisal processes and ongoing risk management will be essential.

7. Subgroups

At the discretion of the Board, thematic subgroups may be established to expedite particular matters, which require focused activity or where a more specialist membership is required. These subgroups could include people and organisations outside of the membership of the Blacon Pride in Place Neighbourhood Board as agreed by the Board members.

The Board will nominate a lead for each subgroup. This will allow for wider engagement outside of the Board to support the on-going development and delivery. The subgroups will not require voting mechanisms and are advisory to the Board on specific matters. Sub-groups will be approved by and report to the Board, and members of the sub-groups will adhere to the Code of Conduct set out in these Terms of Reference.

. Monitoring and Evaluation

Any KPI's, programme outputs and outcomes will be decided by the Board and will be defined as part of the development of the Investment Plan and Board development during 2026/27. Reports to MHCLG (Ministry of Housing, Community and Local Government) will be required and Council Officers will update the Neighbourhood Board when these are needed.

9. Review and Revision

Membership will be reviewed annually by the Board. The Terms of Reference will be reviewed annually or by exception should circumstances change or at the request of the Board.

10. Chairs Working Relationship with Accountable Body Cheshire West and Chester Council

MHCLG have at the outset stated that Local Authorities will act as the accountable body for Pride in Place funding programme in each town. Cheshire West and Chester Council role is to act as the accountable body, and it has a key role in establishing the Neighbourhood Board alongside the Local MP.

Capacity funding can be used to enable sufficient capacity from Cheshire West and Chester Council to fulfil the accountable body role, this will be agreed with Chair, MP, Board as appropriate.

Support may include:

- Support recruitment of board members for Neighbourhood Board.
- Support Neighbourhood Boards to develop plans and build capacity
- Co-ordinate Training for Chair and all Board Members (i.e. Operating Boards, Conduct at Boards, Finance, Procurement, Communications) also sharing information and possible visits from other Pride in Place areas to share learning and good practice.
- Help co-ordinate Neighbourhood Board meetings - secretariat.
- Assist the Chair and Neighbourhood Board with their report submissions to ensure MHCLG return deadlines are met.
- Provide relevant financial, legal and procurement guidance and advice to ensure that the board operates in a compliant and transparent manner.
- Work with Boards to embed community-led decision making

See also

Code of Conduct, Declaration of Interest Form and Register, Social Media Guidance

Appendix E - Finance Overview

Descripti on	Budg et (£)	Spent to Date (£)	Fore cast(£)	Com mitt ed (£)	Remaining Balance (£)
Capacity Funding	150,0 00	1,38 1.48	£31, 013	32,3 94.6 4	-117,605.36

** see
list
tab*

Funding Type	Recei ved to date (£)	Appr oved to date (£)	Fore cast Spent (£)	Varia nce (£)
Revenue	135,0 00	0	0	- 135, 000
Capital	117,6 04	0	0	- 117, 604
Total	252, 604. 00	-	-	- 252, 604. 00

Funding profile

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	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	19.6

Appendix F - Baseline Evidence Slides

Why Blacon ?

- 146 neighbourhoods across England selected for Pride in Place Programme Phase 2 funding
- Neighbourhoods with **greatest challenges in both deprivation and community need**
- Doubly disadvantaged
- Robust metrics – based methodology

Indices of Multiple Deprivation (2019)
Lack of material resource and access to opportunities

Community Needs Index (2023)
Poor access to services, limited community infrastructure, low civic participation

- Neighbourhoods (PIPP funding) = 2021 Middle Layer Super Output Areas (MSOAs)
(5,000 to 15,000 population)

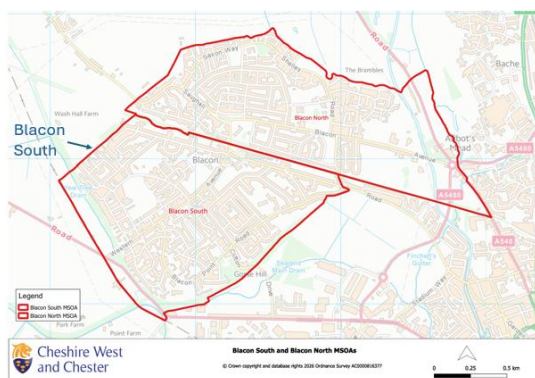
Key facts

Selected = Blacon South MSOA

- Blacon South and North split by cycle path

Blacon South:

- 7,400 residents (2024 estimates)
- 3,200 households (2021 Census)
- 66% live in top 10% most deprived areas in England (IMD 2025)
- 84% live in top 10% areas for community need (Community Needs Index 2023)
- Male Life expectancy is 5 yrs below borough average at 74.1 years.
- Female Life expectancy is 3.2 yrs below borough average at 80.3 years. (2019-2023 Life Expectancy Fingertips PHE)

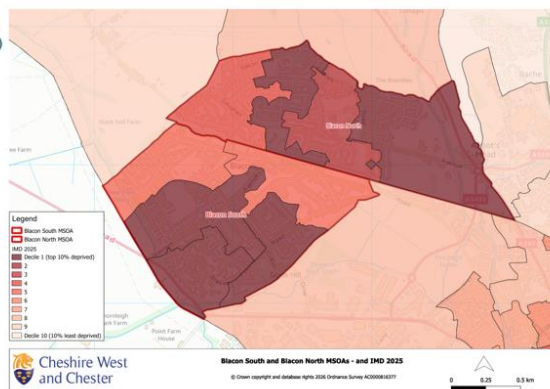


Sources: Office for National Statistics. Contains public sector information licensed under the Open Government Licence v3.1. Index of Multiple Deprivation 2025, MHCLG. Community Needs Index 2023, OCSI. Office for Health Improvement and Disparities. Public health profiles. 2020. <https://profiles.phn.org.uk/> © Crown copyright 2020

Proposed new boundary = Blacon South MSOA + Blacon North MSOA

Key facts (Blacon South & Blacon North MSOAs)

- 13,700 residents (2024 estimates)
- 5,800 households (2021 Census)
- Map shows 58% live in top 10% most deprived areas in England (8% in CW&C) (IMD 2025)
- 68% live in top 10% areas for community need (Community Needs Index 2023)
- 24% disabled (18% in CW&C) (2021 Census)
- 32% of households do not have a car or van (17% in CW&C) (2021 Census)
- 52% of households rent their homes (30% in CW&C) (2021 Census)

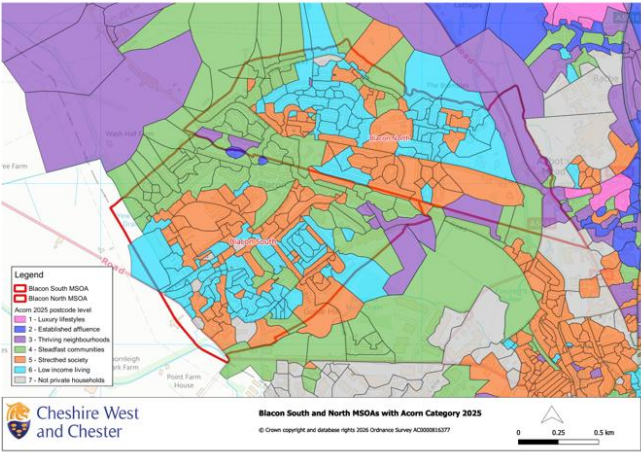


Sources: Office for National Statistics. Contains public sector information licensed under the Open Government Licence v3.1. Index of Multiple Deprivation 2025, MHCLG. Community Needs Index 2023, OCSI.

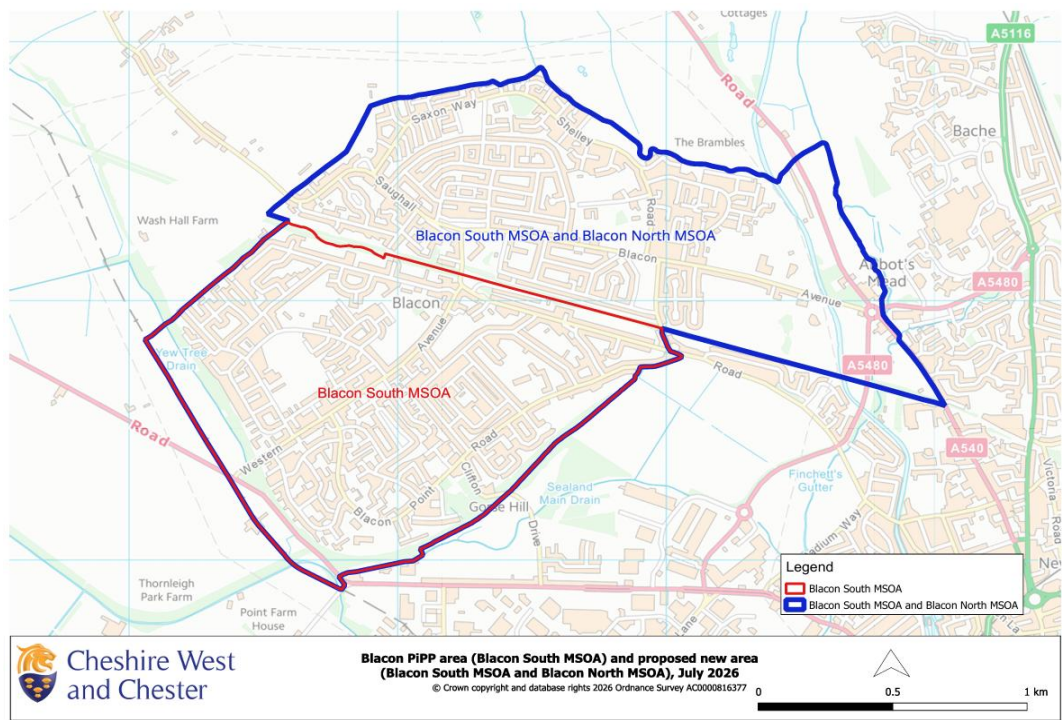
Proposed new boundary = Blacon South MSOA + Blacon North MSOA

Acorn data
(Blacon South & North MSOAs)

- Customer segmentation data – postcode level
 - Stretched society
 - Low income living
- 73% live in 'Stretched society' or 'Low income living' postcodes (30% in CW&C)



Appendix G - Boundary Proposal Map



Appendix H – Community Engagement Update



Dear Resident(s)
Address
Town
Postcode

Good news for Blacon - The Government has chosen our area to receive £20 million in funding through their **Pride in Place Programme** over the next ten years.

This Programme is about learning what gives local people pride in their area and empowering them with funding to deliver improvements to boost that pride.

Blacon has a great sense of community spirit and individuals who go above and beyond for local people. Tell us about these people and what you'd like from the programme.

The survey deadline is 31 January 2026 - have your say by:

1) **Completing the survey online** at the following link <https://forms.office.com/e/vaVUBsYrd>

or
By scanning this QR code



2) **Completing the survey overleaf & return by post to:**

Samantha Dixon MP, House of Commons, London SW1A 0AA

or
Drop the survey off at the shared Reception Desk at Blacon Parade Enterprise Centre, CH1 5HN

If more than one person lives at your address, please ask them to complete a survey too - we'd like to hear the views of all residents (please get in touch if you need extra paper copies). We want to meet with you to discuss Blacon's future. Event dates will be announced in the coming weeks on mywebsite (samantha-dixon.co.uk) and social media channels.

Best wishes,

Signed:

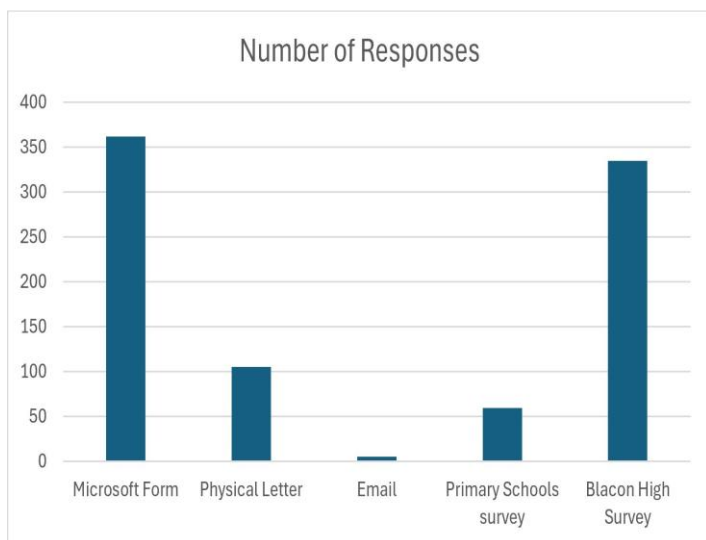
Samantha Dixon MBE, Member of Parliament for Chester North & Neston

01244 582222

Chief of this letter & postage paid by House of Commons

You can view the election notice online here: <https://www.electionnotice.gov.uk>

Pride in Place – Blacon Community Engagement November 2025 - Present



MP Letter sent to all Households in Blacon Ward

Dylan + colleague visited various community groups

Dylan + colleague tried knocking on doors to test if that boosted response

Posters left in shops

Social media posts in local Facebook group

In-person event held at Matthew Henry Church

Story in MP Monthly Newsletter

7. Looking back over time, what made you most proud of living in Blacon?

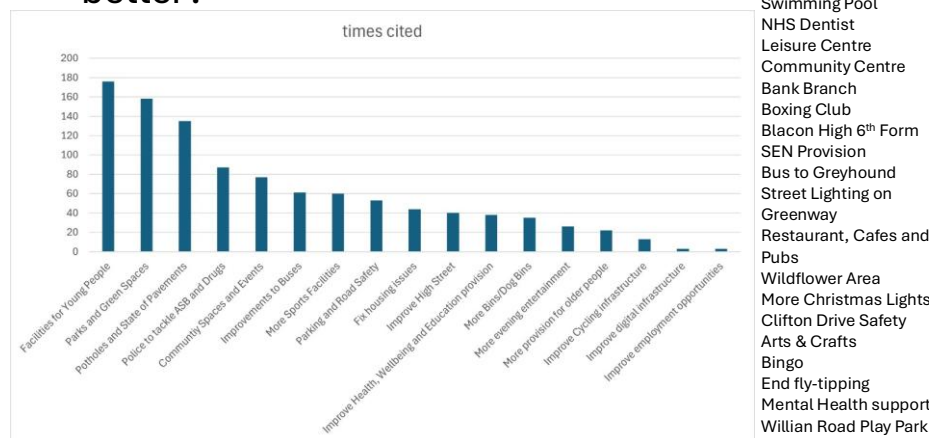


8. What do you enjoy most about living here?



Non-Community answers: Proximity and quality of local shops, green spaces and greenway, Feeling of safety, quiet, price of housing, accessibility for disabled residents, Bus services, quality of gardens.

What 3 things would make living in Blacon better?



Appendix I – Communications and Engagement Plan



Proud of **Blacon**
Neighbourhood Board

COMMUNITY ENGAGEMENT PLAN 2026

CONTEXT AND PRINCIPLES

Purpose of this plan is to:

- Strengthen residents' sense of pride, belonging, and identity
- Encourage active participation in local spaces and decision-making
- Improve trust and relationships across the community
- Promote shared responsibility for investment and engagement
- Celebrate local stories, assets, and diversity
- Build real engagement and communication channels across the community

Key Objectives

- Increase awareness of local initiatives and opportunities
- Amplify community voices and lived experience
- Improve engagement with underrepresented groups
- Build long-term community ownership and stewardship

Target Audiences

- **Core Audiences**
 - Residents (by neighbourhood, age, and demographics)
 - Community groups, charities, and voluntary sector
 - Local businesses and traders

- Schools, colleges, and youth organisations
- **Underrepresented Groups – examples, review to ensure reflects Blacon**
- Young people (11–25)
- Older residents
- People experiencing deprivation or isolation
- Disabled residents
- Global majority communities

Develop consistent messaging aligned to Pride in Place:

- “This is *your* place – your voice matters”
- “Together we can improve and care for our local areas”
- “Small actions make a big difference”
- “Celebrate what makes our communities unique”
- “Get involved, shape your neighbourhood”

Tone:

- ✓ Inclusive and positive
- ✓ Authentic and local
- ✓ Action-oriented
- ✓ Accessible and jargon-free

Engagement Principles

- **Place-based** – focus on neighbourhood identity
- **Co-production** – involve residents in decisions, not just consultation
- **Inclusive & accessible** – remove barriers (language, digital, mobility)
- **Visible impact** – show how feedback leads to change
- **Continuous engagement** – not one-off campaigns

Possible Communication Channels

- **Digital Channels**
 - Formal website
 - Social media (Facebook, Instagram, LinkedIn, TikTok for youth)
 - Email newsletters
 - Online engagement platforms (e.g. surveys, mapping tools)
- **Traditional Channels**
 - Local press and community radio
 - Posters, flyers, banners in community hubs
 - Noticeboards, libraries, GP surgeries, schools
 - Direct mail in targeted areas
- **Face-to-Face Engagement**
 - Community events and festivals
 - Pop-up stalls in high streets, markets, parks
 - Workshops, focus groups, listening events
 - Door-to-door engagement where appropriate

Possible Engagement Activities

- **Awareness & Inspiration**
 - Launch campaign: “Proud of Blacon”
 - Storytelling campaign (resident stories, local champions)
 - Before/after showcases of improvements
 - Visual campaigns celebrating neighbourhoods
- **Participation & Co-creation**
 - Community forums and neighbourhood panels
 - Participatory budgeting or voting initiatives
 - Co-design workshops (public spaces, services)
 - Youth councils and school projects
- **Action & Ownership**
 - Community clean-up days
 - Volunteering programmes
 - “Adopt a space” schemes
 - Local ambassador or champion programmes
- **Feedback & Accountability**
 - Regular “You Said, We Did” updates
 - Public dashboards showing progress
 - Transparent reporting on outcomes

Partnerships and Collaboration

Work in partnership to extend reach and credibility:

- Voluntary, Community & Faith Sector (VCFS)
- Housing associations
- Local businesses and BID groups
- Schools and colleges
- Health partners (NHS, social prescribing)
- Cultural organisations and libraries

Inclusion & Accessibility

Ensure engagement is equitable and inclusive:

- Provide materials in multiple formats and languages
- Offer both digital and offline engagement options
- Schedule events at varied times/days
- Use trusted community intermediaries
- Provide incentives where appropriate (e.g. vouchers, meals, childcare)

Campaign Phasing

- **Phase 1: Launch & Awareness (Months 1–3)**
 - Develop brand and identity
 - Launch communications campaign
 - Promote opportunities to get involved
- **Phase 2: Engagement & Co-creation (Months 3–9)**

- Deliver local engagement activities
 - Gather insight and ideas
 - Build community networks
- **Phase 3: Action & Delivery (Months 6–18)**
 - Implement community-led projects
 - Support volunteering and ownership
 - Maintain visibility of activity
 - **Phase 4: Sustain & Embed (Ongoing)**
 - Celebrate success stories
 - Embed Pride in Place into services and policy
 - Continue dialogue with communities

Measurement & Evaluation

- **Quantitative Metrics**
 - Engagement numbers (events, surveys, digital reach)
 - Participation from priority groups
 - Social media and campaign performance
 - Volunteer numbers and hours
- **Qualitative Metrics**
 - Resident satisfaction and sense of pride
 - Perception of local area
 - Trust in Board
 - Case studies and community stories
- **Methods**
 - Surveys and polls
 - Focus groups
 - Community feedback sessions
 - Data dashboards and reporting

Risks & Mitigation

Risk	Mitigation
Low engagement	Use trusted partners, targeted outreach
Consultation fatigue	Focus on action and visible outcomes
Lack of trust	Be transparent and consistent
Exclusion of key groups	Tailored engagement methods
Resource constraints	Leverage partnerships and volunteers, capacity funding

Governance & Delivery

- **Lead:** TBC
- **Delivery partners:** TBC
- **Community role:** Co-design and delivery
- **Reporting:** Regular updates to Board, community and stakeholders

Example Campaign Ideas

- “Love Where You Live” seasonal campaigns
- “Hidden Gems” highlighting local assets
- Community storytelling (video/photo series)
- Youth-led digital campaigns
- Annual Pride in Place celebration event

ACTION PLAN - Blacon Pride in Place Neighbourhood Board

Blacon Pride in Place Neighbourhood Board plan to host a wide variety of Community Engagement Events throughout 2026 to develop a Regeneration Plan and ensure regular communication and engagement with those who live, work or visit the Pride in Place area.

There are multiple assets we can utilise to host events or advertise them via posters and social media subject to availability, the board may wish to consider an **Asset Mapping Exercise**.

Within the Neighbourhood Board we have a wide variety of networks. We will utilise our networks to not only spread the word regarding Blacon Pride in Place but also to gain feedback from those that live, work and visit the area. We also have some well-established boards including XXXXX which have a wealth of expertise we can draw on and networks we can utilise to share key messages.

There is a generic Pride in Place webpage that has been used to advertise the Neighbourhood Board roles, this can be used to communicate with people alongside social media sites of key Board Members (MP, Chair, Councillor, Board Lead for Comms) and local press, [Pride in Place – Proud of Blacon | Cheshire West and Chester Council](#). Alternatively, the Board may wish to commission a more dynamic web page.

The Board will need to consider most appropriate Communication channels to help with press releases and social media posts/videos etc. As an area we can also utilise local well used sites inc XXX to update people and gain their feedback and the Neighbourhood Board will be using these sites as well.

The Board may want to map schools, groups, organisations, community spaces and businesses to ensure over time that as many existing communities are engaged and communicated with effectively.

Engagement will ensure as many voices from the community are heard and will endeavour to reach a broad demographic to ensure a balanced and comprehensive representation of the community are engaged.

Engagement will be strength based, building on the many strengths of the community and area, enabling feedback to bring positive opportunities, outcomes and ideas for ongoing improvement.

The Board will have a clear idea of the engagement activity that will work best in Blacon, here are just some ideas to spark discussion, consideration re how any can be taken forward and resourced will need to be agreed by the Board, may want to consider bringing in capacity from experienced local relevant VCS/ organisation to support engagement, evaluation and delivery.

To spark discussion:

- Monthly drop in with Board reps
- Establish a Youth Panel that could build engagement with young people
- A mini project fund to invest in and around the area based on agreed priorities/ outcomes
- BIG BREW – chat and engage groups what’s good about living here, what would improve the area
- Digital Bus Stop screens/ Noticeboards - QR code linked to a feedback form
- Memory Days engage with local history groups for a session with a BIG BREW and engage attendees

- Walk About Wednesday with walking buddies
- Temporary Bench/ inflatable sofa in a popular space- encourage residents or passersby to sit chat/ share what matters to them
- Social Night – for small groups and residents – groups give overview of what they need money for and all present vote if they should get funding of minimal amounts, example £50-£500 for peoples panel is more up front and challenging on what benefit the funds will provide for the community
- Community Funday inviting groups and local community whilst at this with circus skills and cake decorating and rides we can engage the community with a wish tree asking people to hang a tag with their wish for their area – after the event the tree can be planted locally.
- Gold Coins attach on a map to show where you would spend the money in your community and why
- Spin the Wheel for example £50-£500 to work out where people would spend the money on what projects. Gathered all the £500 projects cards and ask people to vote on them the top 5 get the funding allocated to them that day
- Primary OR High School students design new PIP Neighbourhood Board logo competition – all participating schools get £50 to invest in their school garden
- Residential, Care Home, Day Centre sessions
- Business breakfasts
- Creative sessions – feedback through art, craft
- 5 key words activities – about future/ changes want to see and ensure they are in the vision – share via a word cloud on web page
- If had XXX amount of funding what one thing would you spend it on – Board review and select X no, do it in first year and build trust

BLACON PRIDE IN PLACE COMMUNITY ENGAGEMENT EVENT PLAN

Green Complete/ Confirmed, Amber TBC

DATE & TIME	VENUE	TYPE OF EVENT – audience, outcome	BOOKED	BOARD MEMBERS/ SUPPORT ATTENDING	Groups engaged	Comms undertaken
JULY						
AUG						
SEPT						
OCT						

Appendix J - Social Media Protocol



Proud of **Blacon**
Neighbourhood Board

Social Media Guide for Blacon Pride in Place Neighbourhood Board

July 2026

Announcing your appointment:

Congratulations on your Pride in Place role. It's now time to communicate this news to your local residents to raise awareness of the programme and encourage their involvement.

It's key that your content communicates that:

- You are a trusted local voice, shaping how funding is spent.
- This programme is about community input and collaboration.
- You are there to listen, represents and bring people from the area together.

Example announcement post (to be used as inspiration for your own post, please do not copy):

I'm proud to have been appointed as an Independent Chair/ Board member for (area name) as part of the Pride in Place programme.

This role is about working with local people to help shape how investment is used in our neighbourhood over the next 10 years.

I'm committed to listening, bringing people together, and making sure community voices are at the heart of decisions.

I'd love to hear your thoughts. Please get in touch or follow along for updates.

How to behave on social media

As a Chair and Board member, you are seen as a public face of the Neighbourhood Board, so your approach should reflect this.

Be:

1. Inclusive

You need to reflect the diverse voices and perspectives of your local community.

2. Balanced and fair

Avoid appearing biased in any way.

3. Respectful and constructive

Even when in disagreement.

4. Open and transparent

Explain decisions and processes clearly.

Do not:

- Engage in arguments or political debates
- Promise outcomes you can't guarantee
- Speak on behalf of others without agreement
- Be aggressive to others with a different point of view
- Share things the Board haven't agreed can be shared

Using social media to engage with communities:

Your role includes prioritising community engagement, and social media is a key tool for that.

Suggestions on what to post regularly:

- Updates on meetings, progress, and project milestones
- Questions and polls to gather local views

- Highlights of community voices and feel-good stories
- Opportunities to get involved

Simple engagement tactics:

- Ask open questions such as “What matters most to you locally?”
- Use plain, accessible language
- Tag local groups, organisations, and partners where relevant
- Share photos from community events

Using social media to connect with others:

The role involves bringing together different voices. This means you should also use your social platforms to:

- Amplify underrepresented voices
- Link residents with opportunities and information
- Promote collaboration between groups
- Encourage constructive conversation

Tone of voice:

You want your posts to build conversations with local residents, as well as trust. This means you should:

- Be human and authentic. Speak as you would a local resident, don’t be overly corporate.
- Keep posts clear and jargon free by using simple language.
- Show you are listening, not just broadcasting information.
- Celebrate local successes and positivity.

Quick checklist before sharing content:

Before you hit post, do one final check to see:

- If content reflects community priorities
- Is this something the Board agree with?
- Is it inclusive and respectful?
- Am I encouraging participation?
- Is this clear and easy for others to understand?