The Highland Council

Agenda Item	**10**
Report No	**ECI/43/26**

Committee: **Economy and Infrastructure**

Date: **12 November 2026**

Report Title: **Community Regeneration Fund – Allocation of HCCF Tranche 8 & Strategic Fund Framework**

Report By: **Assistant Chief Executive - Place**

1 Purpose/Executive Summary

1.1 This report advises Members of the 2026/27 Scottish Crown Estate Net Revenue allocation awarded to The Highland Council and seeks agreement to the distribution of Tranche 8 of the Highland Coastal Communities Fund (HCCF).

1.2 The report also seeks agreement to a Strategic Fund Framework which will guide the future use of the Community Regeneration Fund (CRF) strategic allocation.

1.3 The Council has retained a proportion of Scottish Crown Estate revenues for strategic purposes over a number of years. Together with previous uncommitted balances carried forward, this has created a Strategic Fund currently standing at approximately £1.283m. Together with the proposed strategic retention from Tranche 8, the available Strategic Fund balance would increase to approximately £1.768m.

1.4 The purpose of the framework is to provide greater clarity regarding the role of the Strategic Fund, the types of investment it may support, the relationship between local and strategic funding, and the arrangements for future investment decisions.

1.5 The proposed framework is based on the principle that funding should be retained and invested at Highland level where doing so can achieve greater impact, leverage or value than would reasonably be achieved through distribution solely through Area Committees.

1.6 The framework is intended to support investment of the current Strategic Fund balance, together with future strategic allocations, during the remainder of the current Council term.

2 Recommendations

2.1 Members are asked to:-

i. **Note** the allocation of £3,635,982 to The Highland Council from Scottish Crown Estate Net Revenues for 2026/27;
ii. **Agree** the distribution of Tranche 8 funding as detailed within Appendix 1;
iii. **Agree** that a proportion of funding continues to be retained for strategic investment purposes;
iv. **Approve** the Strategic Fund Framework set out in Sections 6 and 7 of this report;
v. **Agree** that Council-led projects seeking CRF support will normally be considered through the Strategic Fund; and
vi. **Agree** the proposed governance arrangements for Strategic Fund investment decisions

3 Implications

3.1 **Resource** - The Highland Council has received a 2026/27 Scottish Crown Estate Net Revenue allocation of £3,635,982 for coastal community benefit.

The proposed allocation includes provision for Area Committee allocations, programme administration and a retained strategic allocation.

Members should note that Scottish Crown Estate revenue remains the principal source of Community Regeneration Fund resources available for distribution following the cessation of Place Based Investment Programme allocations to local authorities.

3.2 **Legal** - When managing external funding it is essential that appropriate governance, financial and contractual arrangements are in place. Future investment decisions will require appropriate legal, financial and technical advice, proportionate to the nature and scale of the proposal.

3.3 **Risk** - The absence of an agreed framework risks inconsistency in strategic investment decisions and uncertainty regarding the purpose of the Strategic Fund. The proposed framework seeks to address this by establishing clear principles, priorities and governance arrangements.

3.4 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** – There are no direct Health and Safety implications arising from this report.

3.5 **Gaelic** - Consideration will continue to be given on a project-by-project basis in accordance with Council policy.

4 Impacts

4.1 In Highland, all policies, strategies or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken.

4.2 Considering impacts is a core part of the decision-making process and needs to inform the decision-making process. When taking any decision, Members must give due regard to the findings of any assessment.

4.3 A separate screening for impact for each application is not required, however consideration of impacts for equalities, socio-economic impact and consideration of the impact on the individual community is part of the assessment criteria and included within the assessment report. This supports the decision-making process.

5 Background

5.1 The Highland Council receives an annual allocation of Scottish Crown Estate Net Revenues for coastal community benefit.

5.2 Within Highland, this funding is administered through the Highland Coastal Communities Fund as part of the wider Community Regeneration Fund programme.

5.3 The Scottish Government has confirmed a 2026/27 allocation of £3,635,982.

5.4 In previous years, a proportion of available funding has been distributed to Area Committees, with a proportion retained for strategic purposes. This approach has enabled support for both locally identified priorities and wider opportunities which may not be achievable through individual Area Committee allocations.

5.5 The Strategic Fund has accumulated over a number of years through the annual retention of a proportion of Scottish Crown Estate revenues together with the carry forward of previously uncommitted balances. As a result, approximately £1.283m is currently available for strategic investment.

5.6 Approval of the proposed Tranche 8 distribution would add a further £485,397 to the Strategic Fund, increasing the available balance to approximately £1.768m before any future investment decisions are taken.

5.7 The current balance reflects a period of accumulation rather than the value of any single tranche of funding. Annual additions to the Strategic Fund are significantly lower and will vary depending on the value of the allocation received. By way of comparison, the strategic retention from Tranche 7 was £522,968, compared to the proposed Tranche 8 retention of £485,397.

5.8 This distinction is important when considering future investment decisions. If the current balance were committed over a relatively short period, future strategic investment capacity would be dependent upon annual allocations and would be replenished at a much slower rate than the accumulated balance currently available.

5.9 The current position therefore presents an opportunity to invest a strategic resource which has been built up over several years, while recognising that the scale of funding available in future may be considerably more modest.

5.10 The cessation of Place Based Investment Programme (PBIP) funding has significantly altered the Community Regeneration Fund landscape. Scottish Crown Estate revenues now represent the principal source of regeneration funding available for direct distribution through Area Committees.

5.11 This has implications for both local and strategic investment. While retaining funding at Highland level provides the opportunity to support significant strategic priorities and opportunities, Crown Estate revenues have become increasingly important to Area Committees, particularly those with relatively modest formula allocations. The future balance between local and strategic investment should therefore continue to be kept under review in the context of the wider funding environment rather than historic arrangements alone.

6 Tranche 8 Allocation

6.1 It is proposed that Tranche 8 funding continues to be distributed using the approach applied in previous funding rounds.

6.2 This includes:-

- Area Committee allocations;
- retention of a strategic allocation;
- a £50,000 de minimis provision for those Area Committees receiving only limited formula allocations; and
- programme administration costs

6.3 The proposed distribution is detailed within **Appendix 1**.

6.4 Area Committee allocations remain an important mechanism for supporting locally identified priorities, community-led regeneration activity and projects delivering direct local benefit.

6.5 The retention of a strategic allocation enables the Council to support investment opportunities where retaining and investing funding at Highland level can achieve greater impact, leverage or value than would reasonably be achieved through Area Committee allocations alone.

6.6 Approval of the proposed Tranche 8 allocation would increase the Strategic Fund balance to approximately £1.768m. This represents a significant strategic resource which has accumulated over several years and provides the Council with an opportunity to support a relatively small number of priorities or opportunities capable of delivering substantial and lasting benefit. Unlike Area Committee allocations, the Strategic Fund is not intended to operate as an annual grant budget distributed in full each year and should instead be considered in the context of longer-term investment priorities capable of delivering substantial and lasting benefit for Highland's communities and economy.

7 Strategic Fund Framework

7.1 The Strategic Fund exists to support investment where retaining and deploying funding at Highland level can achieve greater impact, leverage or value than would reasonably be achieved through distribution through Area Committee allocations.

7.2 The purpose of the Strategic Fund is not to create a second grant programme or a general challenge fund. Rather, it provides the Council with the ability to invest deliberately in priorities and opportunities capable of delivering significant regeneration outcomes, including economic growth, social benefit and physical transformation.

7.3 The Council itself is a key partner in the development and regeneration of Highland's communities. Investment in Council-led infrastructure, regeneration and service priorities can often deliver benefits at a scale which would be difficult to achieve through community-led investment alone. The Strategic Fund should therefore be capable of supporting both Council-led and community-led investment where there is a clear strategic case, demonstrable community benefit and alignment with agreed priorities.

7.4 The Strategic Fund should complement rather than compete with Area Committee funding. Projects whose benefits are primarily local should normally be considered through the relevant Area Committee process.

7.5 A project should not transfer to the Strategic Fund simply because local funding is unavailable or insufficient. Likewise, the Strategic Fund is not intended to operate as an appeal mechanism, supplementary funding route or overflow budget for oversubscribed Area Committee allocations.

7.6 Conversely, the physical location of a project should not in itself determine the funding route. A project located within a single Area Committee area may still warrant strategic investment where the significance, impact or wider benefits extend beyond the immediate locality.

7.7 Area Committee allocations are intended primarily to support local priorities and community-led regeneration activity. As Council-led projects will not normally be eligible for Area Committee funding, the Strategic Fund provides the principal mechanism through which strategic Council investment can be considered where there is a clear case for intervention and demonstrable community benefit.

7.8 This recognises the Council's role as a key partner in the economic, social and physical development of Highland's communities. While community organisations make an important contribution to local regeneration, there are many strategic opportunities and infrastructure investments that communities cannot reasonably be expected to deliver alone. The Strategic Fund should therefore be capable of supporting Council-led investment where this represents an effective means of delivering wider community benefit, place-based regeneration or agreed Council priorities.

7.9 The purpose of the framework is not to create a new funding programme. Rather, it is intended to ensure that a strategic resource accumulated over several years is invested deliberately, transparently and in a manner capable of delivering greater impact, leverage and long-term benefit than would reasonably be achieved through Area Committee allocations alone. Given the scale of the current Strategic Fund balance and the rate at which future strategic resources are likely to accumulate, the Council should seek wherever possible to concentrate investment on a relatively small number of priorities and opportunities capable of delivering substantial and lasting economic, social or community benefit.

7.10 In considering competing proposals, priority should generally be given to investment capable of delivering the greatest strategic impact and long-term community benefit. Particular consideration should be given to opportunities that secure additional investment, unlock delivery of otherwise undeliverable projects, overcome barriers to investment and deliver outcomes that would be difficult to achieve through Area Committee funding alone.

7.11 The Strategic Fund Framework establishes the principles, priorities and governance arrangements for investment rather than identifying specific projects at this stage. Individual opportunities will be developed and considered within the agreed framework as proposals mature and funding requirements become clearer. This approach provides sufficient flexibility to respond to future opportunities while ensuring that investment decisions remain consistent with the agreed framework and priorities.

8 Development of Investment Opportunities

8.1 The Strategic Fund will not operate as a recurring open application programme. The purpose of the Fund is to support strategic investment rather than create an additional competitive grant scheme.

8.2 In the first instance, investment opportunities should be developed in response to agreed Council priorities, Area Place Plans, Local Place Plans, major strategic opportunities and emerging investment requirements capable of delivering significant community benefit.

8.3 Potential opportunities will be subject to an initial assessment to determine whether they align with the agreed purpose and priorities of the Strategic Fund before further development work is undertaken.

8.4 The intention is not to invite a continuous flow of competing bids into the Strategic Fund. Rather, opportunities should be developed in response to agreed priorities and outcomes, allowing investment propositions to be considered within a coherent strategic framework rather than on a purely reactive basis.

8.5 This approach is intended to ensure that resources are directed towards a relatively small number of strategic opportunities capable of delivering significant and lasting benefits, rather than being dispersed through a broad application-based process.

8.6 Proposals brought forward for consideration should be supported by proportionate information relating to strategic fit, expected benefits, deliverability, value for money, availability of alternative funding and any significant financial or delivery risks.

8.7 The level of information required should reflect the scale, complexity and nature of the investment being proposed.

9 Governance and Decision Making

9.1 The Economy and Infrastructure Committee will continue to determine:-

- the overall purpose of the Strategic Fund;
- strategic priorities and investment principles;
- the balance between Area Committee and strategic funding;
- significant changes to allocation methodology; and
- governance arrangements

9.2 Individual investment decisions will normally be considered by the CRF Strategic Sub Group within the framework agreed by Committee.

9.3 Investment proposals will be supported by a proportionate officer assessment based upon the Strategic Fund Investment Assessment Framework set out within **Appendix 3**. This includes an initial Strategic Gateway Assessment to determine whether a proposal aligns with the agreed purpose and priorities of the Strategic Fund and should proceed for further consideration. The Strategic Gateway Assessment will be undertaken under delegated authority by the Assistant Chief Executive - Place in consultation with the Chair and Vice Chair of Economy and Infrastructure. This is intended to provide a proportionate mechanism for determining whether a proposal demonstrates sufficient strategic fit to proceed to detailed assessment and consideration by the CRF Strategic Sub Group. Detailed assessment will normally consider:-

- Strategic fit and contribution to agreed priorities;
- Community benefit and expected outcomes;
- Additionality and the extent to which investment unlocks activity that would not otherwise proceed;
- Leverage of other funding or investment;
- Deliverability and readiness;
- Value for money;
- Long-term impact; and
- Significant financial, legal or delivery risks

9.4 The level of assessment required should reflect the nature, scale and complexity of the proposal.

9.5 The Strategic Fund will not operate through a recurring open application process. Proposals will normally be developed or identified in response to agreed priorities and emerging opportunities.

9.6 The Strategic Sub Group will also continue to maintain oversight of wider CRF performance, commitments, delivery and programme risks.

9.7 Terms of Reference for the CRF Strategic Sub Group are provided within **Appendix 2**.

9.8 The proposed Terms of Reference are intended to formalise arrangements previously agreed in principle by Committee and establish a clearer distinction between strategic oversight and individual investment decisions.

9.9 Under the proposed arrangements, the Economy and Infrastructure Committee would retain responsibility for the overall purpose of the Fund, investment priorities, funding distribution methodology, strategic retention and de minimis arrangements.

9.10 The Strategic Sub Group would operate within that framework, considering individual investment opportunities and exercising delegated authority in relation to strategic funding decisions.

9.11 Individual investment decisions will be taken by the Strategic Sub Group within the framework approved by Committee and following completion of the Strategic Gateway Assessment described at paragraph 9.3. The Sub Group will not have authority to change the purpose of the Fund, the balance between Area Committee and strategic allocations, or the investment priorities agreed by Committee. Its role will be to consider individual opportunities and determine whether they represent an appropriate use of the Strategic Fund within the agreed framework.

9.12 Importantly, the proposed Terms of Reference reinforce the principle that Strategic Fund investment should complement rather than replace Area Committee funding and should not operate as an alternative route for projects which would ordinarily fall to be considered locally.

9.13 The proposed Terms of Reference also allow investment opportunities to be developed in response to agreed priorities without requiring a recurring open application process, while retaining sufficient flexibility to respond to significant opportunities as they arise.

10 Conclusion

10.1 Members are asked to agree the recommendations set out in this report

Designation:	Assistant Chief Executive - Place
Date:	15 October 2026
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Background Papers:	None
Appendices:	Appendix 1 – Tranche 8 Funding Distribution Appendix 2 – CRF Strategic Sub Group Terms of Reference Appendix 3 – Strategic Fund Investment Assessment Framework

Appendix 1 – Tranche 8 Funding Distribution

HCCF Tranche 8

	% Share	Strategic	Allocation	Allocation with de minimis
Badenoch & Strathspey	0		£0.00	£50,000.00 *
Inverness	0.47		£10,847.06	£60,847.06 *
Dingwall & Seaforth	0.08		£1,846.31	£51,846.31 *
Black Isle & Easter Ross	4.96		£114,471.15	£114,471.15
Nairn	0.47		£10,847.06	£60,847.06 *
WRSL	13.47		£310,872.25	£310,872.25
Lochaber	17.91		£413,342.39	£413,342.39
Skye & Raasay	19.61		£452,576.45	£452,576.45
Sutherland	27.15		£626,591.06	£626,591.06
Caithness	15.88		£366,492.30	£366,492.30
Strategic		£485,397.30		

Total Allocation	£3,635,982.00
Corporate Saving	£400,000.00
Strategic (15%)	£485,397.30
Admin (7.5)	£242,698.65
	£2,507,886.05
	*-
De minimis	£200,000.00
	£2,307,886.05

Appendix 2 – CRF Strategic Sub Group Terms of Reference

1 Status and Background

1.1 The Economy and Infrastructure Committee agreed the remit of the Community Regeneration Fund (CRF) Strategic Sub Group on 2 May 2024. That remit covers:

- shortlisting projects for submission to national funding programmes;
- decisions on strategic projects and project funds, and local projects where necessary, for example where a conflict of interest arises;
- the strategic approach to fund management and distribution, including strategic and Area Committee allocations, programme criteria, priorities and decision-making arrangements;
- monitoring CRF expenditure against commitments and expected project outputs and outcomes; and
- oversight of programme monitoring and evaluation to demonstrate the impact of the funding

1.2 Formal Terms of Reference have not previously been agreed. These Terms of Reference are intended to provide a clear framework for the Group's role, responsibilities and delegated authority, taking the Committee-approved remit as the starting point.

1.3 The Terms of Reference also clarify the respective roles of the Economy and Infrastructure Committee and the Strategic Sub Group in relation to fund governance, investment decisions and programme oversight.

1.4 References to the Economy & Infrastructure Committee also should be taken to mean any subsequent parent committee that is established.

2 Purpose

2.1 The purpose of the CRF Strategic Sub Group is to provide oversight of the Community Regeneration Fund programme and, within the authority delegated to it by the Economy and Infrastructure Committee, take decisions on strategic investment and programme delivery.

2.2 In carrying out this role, the Group will:-

- consider and determine proposals for investment from the strategic CRF allocation within the agreed framework and priorities;
- agree the submission of projects to national funding programmes where this falls within its delegated authority;
- provide oversight of delivery of the CRF programme; and
- report or make recommendations to the Economy and Infrastructure Committee where a matter requires a change to the agreed policy, priorities, funding framework or delegation

2.3 The Group will exercise only those powers delegated to it by the Economy and Infrastructure Committee. Matters falling outside that authority, or materially outside the agreed framework and priorities, will be referred to the Committee.

3 Strategic CRF Allocation

3.1 The strategic allocation is intended to support investment where retaining and using funding at Highland level can achieve greater impact, leverage or value than would reasonably be achieved through individual Area Committee allocations.

3.2 Strategic investment will normally be developed or identified in response to the priorities and framework agreed by the Economy and Infrastructure Committee. The strategic allocation will not operate as a general or recurring open call for applications.

3.3 Strategic CRF should complement rather than provide an alternative to Area Committee CRF. Projects whose benefits are primarily local should normally be considered through the relevant Area Committee. A project should not transfer to the strategic allocation simply because the relevant Area Committee allocation is insufficient or oversubscribed.

3.4 This does not prevent a project located within a single Area Committee area from being considered for strategic investment where it demonstrates a clear wider strategic benefit and aligns with the agreed purpose, priorities and framework.

3.5 The framework should retain sufficient flexibility to respond to significant opportunities which were not anticipated when the priorities were agreed, provided these clearly align with the agreed purpose and priorities for strategic investment.

4 Area Committee Allocations

4.1 The Group will maintain oversight of Area Committee CRF allocations, commitments, spend, delivery and any emerging programme risks. This will allow issues such as significant underspend, slippage or delivery pressures to be identified and considered at programme level.

4.2 Decisions which would change the basis on which funding is distributed between Area Committees, the minimum level of funding provided to an Area Committee, or the proportion of available funding retained for strategic purposes will be matters for the Economy and Infrastructure Committee.

4.3 The Strategic Sub Group may consider these matters and make recommendations to the Economy and Infrastructure Committee where appropriate, informed by programme performance, available funding and changing circumstances.

5 Strategic Investment Decisions

5.1 The Group will consider and determine proposals for investment from the strategic CRF allocation which have been developed or identified within the agreed framework and priorities.

5.2 Proposals will be supported by proportionate officer assessment appropriate to the nature, scale and risk of the investment. This would normally cover the strategic case, expected benefits, deliverability, value for money, other funding available and significant financial or delivery risks.

5.3 The Group may:-

- approve a proposal within its delegated authority;
- approve a proposal subject to appropriate conditions;
- seek further information or development before reaching a decision;
- decline a proposal; or
- refer a matter to the Economy and Infrastructure Committee where it falls outside the agreed framework or delegated authority

5.4 A standard expression of interest and full application process will not be required in every case. The information and assessment required should be proportionate to the proposed investment and sufficient to support a transparent and accountable decision.

6 Programme Oversight

6.1 The Group will provide wider oversight of the CRF programme by:-

- monitoring financial performance, commitments and spend;
- monitoring progress against agreed milestones;
- considering project and programme outcomes and benefits;
- monitoring significant programme, financial and delivery risks;
- ensuring appropriate action is taken where significant delivery, or governance issues arise;
- considering the overall performance of Area Committee and strategic CRF; and
- escalating significant matters to the Economy and Infrastructure Committee where appropriate

7 Membership

7.1 The Group will consist of the Chair and Vice Chair of the Economy and Infrastructure Committee and the Chair of each Local Area Committee. Where a Chair is unable to attend, the relevant Vice Chair may deputise.

7.2 Relevant Council officers will attend meetings to provide professional advice, programme information and administrative support. Officers will not have voting rights.

8 Chair and Vice Chair

8.1 The Chair and Vice Chair of the CRF Strategic Sub Group will be the Chair and Vice Chair respectively of the Economy and Infrastructure Committee.

9 Quorum, Voting and Interests

9.1 A quorum will consist of a quarter of the membership subject to a minimum of 3 in accordance with the council's standing orders.

9.2 Decisions will normally be reached by consensus. Where a vote is required, each member will have one vote. In the event of an equality of votes, the Chair will have a casting vote.

9.3 Members will declare any actual, potential or perceived conflicts of interest in accordance with the Council's requirements. Where appropriate, a member may be required to withdraw from consideration of the relevant item.

10 Meetings

10.1 The Group will normally meet on a quarterly basis, following the cycle of Area Committee meetings, with additional meetings arranged where required to consider time-sensitive funding opportunities or other urgent business.

11 Reporting

11.1 The Group will report to the Economy and Infrastructure Committee.

11.2 Matters requiring a change to the agreed CRF framework, strategic priorities, funding distribution arrangements or delegated authority will be referred to the Economy and Infrastructure Committee for consideration.

12 Review

12.1 The Terms of Reference will be reviewed annually, or earlier where changes to the CRF programme, funding arrangements or governance require this.

Appendix 3 – Strategic Fund Investment Assessment Framework

1. Purpose

The Strategic Fund is intended to support investment where retaining and deploying funding at Highland level can achieve greater impact, leverage or value than would reasonably be achieved through Area Committee allocations.

This framework provides a consistent basis for the assessment of investment opportunities brought forward for consideration by the CRF Strategic Sub Group. It is intended to support transparent and evidence-based decision-making while retaining sufficient flexibility to respond to emerging opportunities and changing circumstances.

The framework is not intended to operate as a formal scoring system or competitive bidding process. Officer assessment and professional judgement will remain important in determining whether a proposal represents an appropriate use of Strategic Fund resources.

2. Strategic Gateway Assessment

Before proceeding to detailed assessment, a proposal should demonstrate that:

- it aligns with the agreed purpose of the Strategic Fund;
- it can demonstrate clear community benefit;
- it supports one or more agreed Council priorities;
- it is strategic in nature or capable of delivering wider benefits beyond a single local funding requirement; and
- it would not ordinarily be more appropriately considered through an Area Committee allocation.

Proposals that do not satisfy these tests would not normally proceed for further consideration.

3. Strategic Investment Assessment

Proposals will normally be assessed against the following considerations:

<u>Strategic Contribution</u>

- Alignment with Council priorities.
- Contribution to Community Regeneration Fund objectives.
- Relationship to Area Place Plans, Local Place Plans and other relevant strategies.

<u>Community and Regeneration Impact</u>

- Community benefit.
- Economic and social outcomes.
- Contribution to place-based regeneration.
- Sustainability of outcomes.

Additionality and Leverage

- Extent to which Strategic Fund investment is required.
- Ability to secure additional investment.
- Contribution to overcoming barriers to delivery.
- Opportunities unlocked by intervention.

Deliverability and Readiness

- Governance arrangements.
- Organisational capacity.
- Readiness to proceed.
- Delivery confidence.

Value for Money and Risk

- Anticipated return on investment.
- Long-term benefits.
- Financial, legal and delivery risks.

Assessment:

Strong / Moderate / Limited

4. Categories of Strategic Investment

For monitoring and reporting purposes, proposals should normally fall within one of the following categories:

Strategic Council Priorities

Investment supporting agreed Council priorities, infrastructure, regeneration initiatives, place-based investment, strategic asset acquisition or other Council-led interventions capable of delivering significant community benefit.

Investment Leveraging External Funding

Projects requiring Strategic Fund support to secure substantial external investment or funding which would otherwise be unavailable.

Strategic Community-Led Investment

Community-led projects capable of delivering transformational outcomes, wider strategic benefit or significant long-term impacts.

Emerging Strategic Opportunities

Exceptional opportunities that arise during the life of the programme and demonstrate a strong strategic fit with the purpose of the Fund.

5. Officer Recommendations

All proposals presented for consideration should be supported by a proportionate officer assessment which sets out:

- the strategic rationale for investment;
- anticipated outcomes and community benefits;
- the extent to which the proposal aligns with agreed Council priorities and the Strategic Fund Framework;
- value for money and any leverage of additional investment;
- deliverability and key implementation considerations;
- principal financial, legal or delivery risks; and
- any proposed conditions attached to funding.

Recommendations should normally be presented as:

- **Support**
- **Support subject to conditions**
- **Further development required**
- **Do not support**