

Pride in Place Programme
Three Towns Neighbourhood Board
Terms of Reference
July 2026

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Neighbourhood Board

1. Rationale

The Pride in Place Programme was launched by UK Government in September 2025 as a successor to the UK Government's Plan for Neighbourhoods Programme.

The Three Towns were confirmed as a beneficiary in December 2025 with the granting of approximately £20M over ten years to support local regeneration and help build stronger communities in line with the Programme's strategic objectives and list of pre approved interventions.

A key principle of Pride in Place is to empower local communities to make the decisions that will shape their future therefore the Three Towns Neighbourhood Board, led by the nominated Chair, is the decision making body working in partnership with the local authority and community.

It is the responsibility of the Board, in partnership with the Local Authority, to develop and deliver a ten-year vision for the towns. There is also a requirement for a more detailed four-year investment plan which will inform the delivery of the programme from 2027 onwards.

It was agreed by Cabinet, and subsequently at the Three Towns Locality Partnership meeting on 4th March 2026, that the Neighbourhood Board would be a sub-group of the Locality Partnership.

2. Membership

Membership requirements for the Neighbourhood Board are set out in UK Government guidance.

Each Neighbourhood Board will be led by an independent chair, appointed by the local authority acting as accountable body, and the local MP. In instances where the local authority and MP are unable to reach consensus on the appointment of a suitable chair, Ministry of Housing, Communities and Local Government (MHCLG) will intervene to facilitate and broker an agreement.

The chair should act as a champion for the place and provide leadership for the board, ensuring it is community-led and embedded within the local area. The role is voluntary, but the accountable body may choose to provide a basic payment from the Programme's dedicated capacity funding to remunerate their time. This should only be used to support a candidate who otherwise could not afford to fulfil the position. Should such an arrangement be agreed, full details of the payment must be published online.

The chair should be someone who holds a prominent role in the community and has a passion for the place, such as:

- the head of a local charity
- a local campaigner

- a community leader
- a faith leader
- a teacher
- a local GP
- a director of a football club

The chair of the Neighbourhood Board cannot be an elected representative, such as a:

- MP
- MSP
- local ward councillor

Neighbourhood Boards must include the following members:

- The local MP with the sole or largest percentage of constituency within the place boundary.
- the appropriate constituency MSP.
- At least one local ward councillor.

Boards should ensure there is greater representation from non-elected members than elected, in line with the community led principle of the programme.

Chairs will lead the recruitment of the members of the Neighbourhood Board, ensuring an inclusive and representative selection of people from across the local community. Chairs should be supported by the local authority and local MP to identify and recruit candidates for the Board.

Chairs should be guided by the following criteria in convening and agreeing their Board, working with the local MP and local authority:

- Boards must have at least eight members, to ensure a broad range of voices and perspectives.
- The majority (at least 51%) of members should live or work within the boundaries of the Neighbourhood, ensuring that the Board is resident-led.
- Members should broadly reflect the range and diversity of people who live in the area – for example, in relation to age, ethnicity, gender, faith, disability or income levels.

They should consider the following groups:

Community partners, such as:

- community groups
- faith groups
- local charities
- neighbourhood forums, neighbourhood watch or local tenancy groups
- youth groups
- social clubs
- Third Sector Interface (TSI)
- workplace representatives, for example trade unions.

Local businesses and social enterprises, such as:

- the chair or board members for the local Chambers of Commerce or Business Improvement District (BID) where these exist
- key local employers or investors in the place
- registered social housing providers
- co-operatives

Cultural, arts, heritage and sporting organisations, such as:

- local sports club directors or fan representatives
- local heritage groups
- director of a local museum

Public agencies and anchor institutions, such as:

- local schools, higher education and further education institutions
- mayors of combined authorities or their representatives
- relevant government agencies for that area, for example, Integrated Care Boards or Community Planning Partnerships in Scotland
- relevant health care providers, for example GPs from local practices or senior NHS staff
- a representative from other relevant local agencies

In line with the North Ayrshire Council Cabinet approval received in 2023, and with the membership requirements set out by UK Government, it was agreed the Neighbourhood Board will be a sub-group of the existing Three Towns Locality Partnership. Volunteers from the Three Towns Locality Partnership were requested to serve on the Neighbourhood Board.

In addition, North Ayrshire Council shall nominate a Senior Lead Officer to serve on the Neighbourhood Board in an advisory, non-voting capacity. Council officers may provide secretariat support and can sit as an observer to the Board discussions, if agreed with the Chair.

The local authority must ensure that their Neighbourhood Board membership complies in relation to their equality duties, including the Equality Act 2010, Public Sector Equality Duty, etc. Local authorities, alongside their chosen Chair, should ensure that these equalities duties are met when designing their Neighbourhood Board.

Members of the Neighbourhood Board should be permitted to claim reasonable expenses incurred through their involvement. This may include, but is not limited to, travel costs and childcare expenses.

3. Deputies

Named Deputy Members for Members may be appointed by the organisation which nominated the Member, or the Member as appropriate. The appointment of such Deputies will be subject to the same rules and procedures for Members. Deputies shall receive papers for Meetings of the Neighbourhood Board but shall be entitled to attend or vote at a Meeting only in the absence of the principal Member they represent. If the Chair is unable to attend a meeting of the Neighbourhood Board, any Deputy Member attending the meeting may not preside over that meeting. A Deputy Chair may be appointed from the existing group of members.

4. Period of Membership

The term of office of local councillors shall be until the earlier of the date of the next ordinary elections for local government councillors or the date on which that local councillor ceases to hold office. The term of office of MPs and MSPs shall be until the earlier of the date of the next election or the date on which the MP or MSP ceases to hold office. The term of office of all other members shall be a period of four years from the date of appointment, unless, in the case of volunteers from the Locality Partnership, they cease to be a member of the Locality Partnership, whereby their membership of the Neighbourhood Board shall end.

5. Chair

To ensure transparency and accountability, places are encouraged to undertake a public competition to recruit to the role. As the accountable body at the start of the Programme, the local authority is responsible for conducting due diligence when appointing Chairs.

The Neighbourhood Board Chair is appointed by North Ayrshire Council and the local MP. The Chair should act as a champion for the place and provide leadership for the Board, ensuring it is community-led and embedded within the local area. They can be anyone who holds a prominent role such as:

- a. A head of a local charity, or a local charitable organisation
- b. A local campaigner, or a philanthropist
- c. A community leader, or the head of a Further Education College
- d. A faith leader or a director for the NHS Board or Trust
- e. A teacher
- f. a local GP
- g. a director of a football club

The role of the Chair is to:

- Lead the Neighbourhood Board to achieve its objectives, maintain an overview of activity and champion and support partnership working in relation to the Plan for Neighbourhood programme.

- Ensure that the Neighbourhood Board operates in line with these Terms of Reference, associated Neighbourhood Board policies and conduct the business of the Neighbourhood Board accordingly.
- Ensure that decisions of the Neighbourhood Board are in accordance with good governance principles.
- Sign, as required, any relevant documents as advised by the Secretariat to the Neighbourhood Board.

The Chair, in partnership with North Ayrshire Council, may appoint a Vice Chair. In the absence of the Chair, the Vice Chair will assume the responsibilities.

If a Board Chair fails to undertake their duties as expected, the local authority has the power to recommend the removal of the Chair, with the agreement of the local MP and subject to approval by MHCLG. Removal of the Neighbourhood Board Chair is a serious governance action that should be guided by clear, objective criteria to ensure fairness and transparency. Grounds for removal may include:

- Sustained poor attendance or lack of participation in Board meetings (eg absence for 3+ months)
- Conflict of interest not properly disclosed or managed
- Persistent failure to promote a culture of community involvement in line with the programme's guiding principles.
- Evidenced failure to abide by the Nolan Principles

Should the chair wish to resign, a written confirmation of their intent must be submitted to MHCLG and co-signed by the MP and local authority.

6. Code of Conduct

Members shall subscribe to and comply with the Model Code of Conduct for Members of Devolved Public Bodies.

7. Standing Orders

Standing Orders will be prepared for meetings of the Neighbourhood Board, which will incorporate the relevant parts of the Terms of Reference.

8. Quorum

The quorum will be one quarter of the members of the Neighbourhood Board.

9. Voting

As more particularly detailed in the Standing Orders of the Neighbourhood Board, every effort shall be made by members to ensure that as many decisions as possible are made by consensus. If such consensus is not possible, then members shall be entitled to vote. In the case of equality of votes the Chair shall have a second or casting vote.

10. Delegated Powers

In common with North Ayrshire Community Planning Partnership, the Neighbourhood Board will normally make recommendations, which will be referred for consideration to the body responsible for exercising the function which is the subject of the recommendation. Alternatively, an officer of bodies attending the Neighbourhood Board may have authority delegated by their parent organisation to implement the recommendation without further decision by their parent organisation. In addition, Community Planning Partners or other organisations may, in due course, delegate specific powers to the Neighbourhood Board.

11. Minutes and Meetings

The Neighbourhood Board will meet at least quarterly and publish:

- a documented decision-making process outlining the voting rights of the Board
- profiles of board members
- all board papers in advance of the meeting within 5 working days
- final minutes, once approved by the board within 10 working days
- any conflicts of interest reported, within the published minutes
- full use of capacity funding, including amount of remuneration and/or expenses reimbursed, if applicable

Draft minutes of meetings shall be shared with members within 10 working days of the meeting.

The Neighbourhood Board will follow North Ayrshire Council governance and finance arrangements when considering private reports, with the default position being that all papers are open to the public.

The local authority or an alternative organisation, such as a community group if agreed by the Chair and local authority, should act as secretariat to the Board.

Where the local authority is fulfilling this role, council officers may provide secretariat support and can sit as an observer to discussions, if agreed with the Chair, however, the Board may consider whether an alternative organisation, such as a local community group, could act or support in this role to build capacity and capability. This will support Boards in moving towards community-led delivery by year three of the programme, as set out in the prospectus.

12. Functions Referred

The Three Towns Neighbourhood Board should drive priorities for investment and steer the long-term vision for their area, in conjunction with the local community. It will do this through developing the Regeneration Plan (the Plan) for the Three Towns, comprising:

- A 10-year vision.
- A 4-year investment plan.

The Three Towns Neighbourhood Board shall use the funding available to it to ensure that the Plan should reflect local priorities and be co-designed with communities, businesses and residents, drawing on available evidence and data and thereafter to review and monitor the milestones and outcomes of the Plan and roll forward the investment plans. Together, the Neighbourhood Board, local MP and local authority should ensure that monitoring and evaluation are undertaken according to the published guidance.

The local authority is the accountable body, responsible for ensuring public funds are distributed fairly and effectively, and that funds have been managed in line with the Nolan Principles, Equality Act 2010, Public sector Equality Duty and Managing Public Money principles. They will also be responsible for compliance with legal responsibilities in relation to subsidy control, state aid, and procurement.

The Neighbourhood Board and the accountable body will continue to be led by the investment plan and vision, and subject to the ongoing guidance of the relevant UK Government department.