



Friday, 10 April 2026

Torquay Place Leadership Board Meeting Agenda

Monday, 20 April 2026 at 10.40 am
to be held in Banking Hall, Castle Circus entrance on the left corner of the Town Hall, Castle
Circus, Torquay, TQ1 3DR

Membership

Jim Parker
Chris Balch
Anne-Marie Bond
Tracey Cabache
Steve Darling
Callum Elliott
Emma Ellis
Vince Flower
Laurence Frewin
Peter Friend
Jess Gane
Alison Hernandez

Peter Knight
Councillor Cordelia Law
Roy Linden
Richard Marsh
Rose Millard
Steve Reynolds
Lynne Roberts
Councillor David Thomas
Alan Tilley
Lee Tozer
Mike Westcott

1. **Apologies**
To receive apologies for absence, including notifications of any changes to the membership of the Board.
2. **Minutes** (Pages 3 - 4)
To confirm as a correct record the minutes of the meeting of the Board held on 15 December 2025.
3. **Declarations of Interest**
 - a) To receive declarations of non pecuniary interests in respect of items on this agenda

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Simon Bellamy, Town Hall, Castle Circus, Torquay, TQ1 3DR

Email: governance.support@torbay.gov.uk - www.torbay.gov.uk

For reference: Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

- b)** To receive declarations of disclosable pecuniary interests in respect of items on this agenda

For reference: Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

Where the interest is for issues relating to prioritisation of topics, approval of a prioritisation matrix and where approval of Grant Funding is being discussed, the Monitoring Officer has granted a dispensation to Board Members to remain in meetings of the Torquay Place Leadership Board and take part in discussions but not to vote on any application made by themselves or their organisation.

(Please Note: If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)

- 4. Urgent Items**
To consider any other items that the Chair decides are urgent.
- 5. Reporting to Central Government** (Pages 5 - 12)
To consider reports to the MHCLG, and to delegate authority as necessary.
- 6. Funding** (Pages 13 - 18)
Chair-led discussion to consider current funding applications.
- 7. Any Other Business**



Minutes of the Torquay Place Leadership Board

15 December 2025

-: Present :-

Jim Parker (chair), Anne-Marie Bond, Tracey Cabache, Caroline Cozens, Steve Darling, Callum Elliott, Lawrence Frewing, Peter Friend, Jess Gane, Councillor Law, Richard Marsh, Rose Millard, Steve Reynolds, Lyn Roberts, Councillor D Thomas, Lee Tozer, Caroline Voaden, Chris Walsh, Michael Westcott, Nigel Yelland
(Also in attendance: Simon Bellamy, Teresa Buckley, Jon-Paul Hedge, Natalie Nolan, Elizabeth Spence)

11. Apologies

Apologies for absence were received from Vince Flower, Laura Marshall, Nathan Kiyaga, Alison Hernandez and Chris Hart.

12. Minutes

The Minutes of the meeting of the Torquay Place Leadership Board held on 27 October 2025 were confirmed as a correct record.

13. Declarations of Interest

There were no declarations raised.

14. Delivery Assurance Framework and next steps.

The Interim Place Manager outlined the steps taken since the last meeting, confirming that documentation had been submitted as agreed, and providing a timeline for the next steps as per the published report. Conversations were ongoing regarding the Delivery Assurance Framework with Council officers. Members discussed the flowchart for project approval, the application form and the scoring framework. Members raised questions on the timing of funding availability, and the potential to roll forward unused funding, risk management and risk appetite in the approval process. Members also discussed how community engagement could be integrated into the process, including use of workshops for collaboration, how the Panel might engage with unsuccessful applicants to guide and advise them on potential alternative funding routes, and the potential for adding conditions to funding agreements.

After in depth discussion, the following proposals were unanimously approved:

- 1 that the Board agree the suggested process, scoring template and monitoring methods;
- 2 that the Interim Place Manager be given delegated authority to make minor adjustments to the final document;
- 3 that process are put in place for the Board to begin to score and issue grants in its next meeting; and
- 4 that the above decisions are communicated to community groups.

15. Capacity Funding – existing requests, seed funding,

The Interim Place Manager described current ideas for utilising capacity funding to allow applicants to undertake works which may allow projects to develop such as surveys and feasibility studies. Members made suggestions regarding digital engagement and innovative non-traditional engagement methods. Officers outlined a timeline for a proposed technical support funding package from Central Government, likely to be rolled out in the financial year 2026-2027. The Board was generally supportive of the indicative spend outlined in the reports.

16. Paignton Pride in Place funding update.

The proposed Paignton Pride in Place project was discussed, with Officers outlining that the funding package was likely to be geared toward hyper-local, community-led projects, with a focus on sustainability. The Board discussed the proposed boundaries for this project, with representatives from the Ministry for Housing Communities and Local Government outlining the rationale behind the boundaries and selection criteria currently under, discussion.

17. Finance update

The Interim Place Manager advised of the latest financial position for the board.

- Plan for Neighbourhood capacity spend to date (2025-2026) is £46,633.
- Long Term Plan for Towns spend (2024-2025) totalled £11,668 and is held in a designated reserve.
- As of September £238,332 is held in reserve plus £153,367
- This totals **£391,699 of capacity funding remaining**

Phase 1 Monitoring Return | April 2026

Pride in Place Programme

Draft

Final version to be submitted to: MHCLG (Ministry of Housing, Communities and Local Government)

Prepared by: Torbay Council (Accountable Body) to be updated following decisions made at the Torquay Place Leadership Board meeting April 20th 2026.

The first submission for Phase 1 monitoring returns is in April 2026. The form will open on the morning of Wednesday 1 April and close to submission at 23:59 on Thursday 30 April 2026. Phase 2 place's first submission will be in October 2026 when Phase 1 will submit their second return.

From then on, every April all places will be required to submit their 12-month return, supplemented by a 6 month return every October.

Source: [Pride in Place Programme: monitoring guidance - GOV.UK](#)

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2 Context

Torquay's Pride in Place programme sits within a long-term, community-driven regeneration framework developed jointly by the Torquay Place Leadership Board (operating as the Neighbourhood Board) and Torbay Council as the accountable body. The formal submission approved on 27 October 2025 sets out a 10-year vision and a four-year investment plan, shaped by extensive community engagement, data-led prioritisation, and collaborative co-production.

Torquay has been allocated £19,537,000 over the programme period, with funding split 75% of the capital / 25% revenue, unevenly profiled across 10 years. The April 2026 monitoring return reflects the foundational year of programme implementation, translating the Submission's strategic framework into early operational activity, capacity building, and preparations for delivery.

[Pride In Place Torquay Submission report.pdf](#)

3 Responsibilities

As the accountable body, Torbay Council is responsible for completing the monitoring return and ensuring:

- Compliance with governance and financial management requirements.
- Oversight by the S151 Officer, confirming proper administration of funds.
- Sign-off by the Torquay Place Leadership Board, reflecting its statutory decision-making role in project selection.
- Public transparency following submission.

The monitoring return is aligned with the governance principles agreed in the submission report, including:

- Partnership-led decision making.
- Light-touch but responsible and data-informed public spending.
- Active community involvement throughout programme evolution and delivery.

4 Monitoring Information Required

The April 2026 return provides:

- Capacity funding activity completed since allocation.
- Forward-looking detail on planned projects aligned with Torquay's approved four-year priorities.
- Board membership updates reflect the formal governance structure.
- Forecasts spend for both capacity funding and delivery funding against the priorities endorsed by the Board.
- Output indicators relevant to the early-stage pipeline.

As Phase 1 areas have not yet delivered projects using programme delivery funding, "delivered projects" remains not applicable.

5 Capacity Funding Activities

Capacity funding has been utilised to mobilise the programme in accordance with the Submission's governance and development expectations, including:

- Supporting co-production workshops exploring themes of town centre renewal, neighbourhood improvement, safety, work and skills.
- Coordinating the open call for proposals, which generated 63 applications for the long-list.
- Commissioning analytical and strategic work (e.g., alignment with the Torquay Town Deal Investment Plan, identification of gaps, baseline intelligence).
- Core programme management to prepare governance processes and delivery assurance mechanisms.

Capacity Funding Summary Table

Category	Description	Alignment with Submission	Estimated Beneficiaries	Spend (£)
Training	Champions events and room hire	Strengthens Board-led governance and community capacity	Board, community groups	£965.10
Transport	Transportation to and from MHCLG events	Strengthens Board-led governance and community capacity	Board, community groups	£538.45
Community Outreach & Engagement	Workshops, proposal development, neighbourhood engagement	Core principle of community-driven project selection	Board, community groups	£46,233
Other	Champions event room hire awaiting invoice	Ensures low-barrier community participation	Board, community groups	£400

6 Projects Delivered Using Programme Funding

No projects have yet been delivered using programme delivery funding, consistent with the programme's phased roll-out and the requirement for MHCLG approval of the Vision and indicative spending before committing capital.

7 Projects Planned Using Programme Funding (Next 6 Months)

Planned activity reflects the four strategic themes agreed by the Board:

1. Physically improving the town centre
2. Reducing crime and improving safety
3. Improving neighbourhoods, including affordable housing
4. Work and skills

Planned projects emerging from the long-list and expected to enter early feasibility, scoping or pre-delivery preparation include examples such as:

- Town centre public realm activation
- Community safety and harm-reduction initiatives
- Neighbourhood-based community hubs
- Early-stage workforce and youth development programmes

Following the completion of the final project approvals by the Torquay Place Leadership Board, confirmed through a majority vote in accordance with the established governance framework, the programme now transitions into the delivery phase. All approved schemes will progress to detailed design, mobilisation, and implementation, ensuring alignment with the agreed spend profile and Torquay's long-term regeneration vision.

If any approved scheme becomes unviable during delivery, an alternative proposal—drawn from the community co-design process and consistent with the programme's objectives—will be brought forward for consideration. This approach ensures continuity of delivery, maintains momentum across the programme, and safeguards full utilisation of the allocated funding.

8 Neighbourhood Board Details

Updates reflect:

- Any changes in membership since October 2025.
- Maintaining the cross-sector, capped political representation model.
- The independent community chair role.

Board composition remains central to governance and transparent decision making, as articulated in the submission.

Name	Exited/Joined	Comments
Chris Balch	Exit	To be replaced by Caroline Cozens
Caroline Cozens	Joined	As a replacement for Chris Balch
Stuart Elford	Exit	Replaced by Richard Marsh
Richard Marsh	Joined	As a replacement for Stuart Elford
Peter Friend	Joined	
Nick Powe	Exit	
Hayley Costar	Exit	
Peter Knight	Joined	

9 Forecast Capacity Funding Spend (2026-2027)

The forecast reflects continued momentum in:

- Co-design, engagement and open rounds
- Business case development (up to £40,000 annually, as approved in 3.5 of the submission)
- Monitoring and evaluation capacity building
- Delivery Assurance Framework support

Forecast Table — Capacity Funding

Activity Type	Forecast Spend (£)	Comments
Training	£ TBC	
Management Costs	£ TBC	
Contracts	£40,000	Contract to support community groups with preparing business cases
Community Engagement	£ TBC	
Other	£ TBC	

10 Forecast Programme Delivery Spend (2026–27)

Consistent with Recommendation 3.2 of the submission, Torquay's maximum 4-year spend profile includes:

- 2026–27: £360,000 capital / £232,000 revenue

- Total four-year allocation: £6,658,000

The April 2026 return reflects only Year 1 forecasts:

Intervention Theme	Capital (£)	Revenue (£)	Comments
Town Centre & Safety	£TBC	£TBC	
Neighbourhoods & Housing	£TBC	£TBC	
Work & Skills	£TBC	£TBC	
Community Infrastructure	£TBC	£TBC	

11 Outputs

Outputs at this stage focus on expected indicators associated with early-stage projects, including:

- Physically improving our town centre, including crime and safety
- Physically improving our neighbourhoods, including crime and safety
- Work and skills

12 Use of Monitoring Data

Monitoring data will:

- Support MHCLG's light-touch assessment approach.
- Demonstrate alignment with the ten-year vision and four-year spend plan.
- Inform the Delivery Assurance Framework's evaluation of feasibility, risk, and dependencies.
- Shape iterative improvements to community engagement and future rounds of proposals.

13 Performance management

Torbay Council and the Neighbourhood Board will continue to work jointly with MHCLG, supported by the Delivery Assurance Framework Committee approved in the submission report. Monitoring data is used for:

- Risk management
- Governance strengthening
- Adjusting spending plans where necessary
- Supporting viability assessments for Board decision making

A programme-level review will be carried out at the end of the first investment period.

14 Project Change Process

Consistent with the Submission:

- Any project becoming unviable will be replaced by a substitute drawn from the long-list, ensuring adherence to the agreed spend profile.
- All project approvals require a majority Board vote.
- All changes must remain within the spirit, data and rationale, and community intent of the programme.

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Report to the Torquay Place Leadership Board on Pride in Place activities April 2026

1. Introduction

Torbay Communities continued to support the development of Pride in Place initiatives during January and February 2026. This report outlines the activities that have taken place and their outcomes, some guidance for the decision-making at the April Board meeting and an independent reflection on immediate priorities.

By the close of 2025 a long list of 30 potential projects had been identified by the Board for further development. These projects were considered to have the potential to meet the aims of the Pride in Place funding which are:

Thriving places - People take immense pride in their local areas but too many of our high streets and estates have become neglected and left behind. Town centres and neighbourhoods must evolve and regenerate to better reflect the needs and habits of their community, and residents should have a greater say in how they're designed.

Stronger communities - Resilience in some of the most disadvantaged communities has been eroded over time...we want to empower boards to tackle the root causes, rebuild relationships, and restore a collective sense of belonging to their community, bringing people together so they can feel proud of their area and safe in their neighbourhood.

Taking back control - Talent is spread equally but opportunity is not. We want to make sure children have the best start in life and that adults can live the life they want to....We will empower people to enter the workplace, workers to progress, and businesses to grow. This will in turn help kickstart local economic growth. Empowered people will also have more of a say in how their local area is shaped, a central component of this programme and this government's vision for communities.

These projects were also considered to have the potential to meet the priorities identified by the Board, informed by public engagement:

- Physically improving our town centre, including crime and safety
- Physically improving our neighbourhoods, including crime and safety
- Work and skills.

2. February Workshops

In early January 2026 relevant groups were invited to submit business cases for the 30 shortlisted projects. This process was initiated through 4 thematic workshops in February bringing together applicant groups, members of the Torquay Place Leadership Board and additional stakeholders. The aim of the workshops were to:

- Provide an update on the Pride in Place process
- Explore collaboration between the shortlisted projects
- Identify any gaps which might prevent us achieving our aims
- Briefing on the available business planning support and capacity building funding

Workshops were held on the three priorities outlined above, plus a specific session was held on creative, culture and heritage initiatives. While culture was not identified as a priority in the public engagement a significant number of the shortlisted projects were seeking to use cultural approaches to deliver against the above priorities, so applicants were given the opportunity to meet to look at collaborations in this area.

At each workshop there were a key set of questions on how to deliver against the priorities and time was also allocated to test the business plan template with applicants, and describe the next stage of the process. The workshops were well attended and very interactive. Feedback indicated that participants welcomed the opportunity to discuss how their project might fit into the wider delivery of the priorities and they also appreciated the opportunity to provide feedback on the business plan template and clarify the next stages.

Main recommendations from the workshops:

2.1 Improving the Town Centre including crime and safety

Presentations from the Council's ASB Team and the Devon and Cornwall Police Designing Out Crime Officer indicated that in enforcement terms all that can be done is being done in the Town Centre. There has been a reduction in crime over the past 12 months, but this has not yet changed the perceptions of the Town Centre as not being safe. Action now needs to focus on environmental improvements, safe access to the Town Centre, increasing the level of activity in the Town Centre to provide natural surveillance, creating a greater sense of ownership and better management and maintenance.

All present agreed there needs to be a 4 part approach to the Town Centre challenges:

1. Long term regeneration
2. Improving the current appearance of the Town Centre
3. Providing alternatives for the street-attached community

4. Re-utilising spaces in the Town Centre for non-retail use asap to increase the footfall.

Those present felt that the Pride in Place funding should focus on 2,3 and 4 as substantial investment has already been allocated through Levelling Up funding for long-term regeneration, and that all 2, 3 and 4 all needed to happen simultaneously. The business community were very willing to lead on the physical improvements of the Town Centre, but it was agreed they needed additional capacity to deliver these improvements as they are busy with their own businesses. They were aware the Council was hoping to recruit a Town Centre Manager, but that post was to cover all 3 Town Centres in the Bay. All present felt that what was needed was a full time Torquay post to pull together all of the initiatives and that post needed to be outside of the Council.

2.2 Improving our neighbourhoods, including crime and safety

The shortlisted projects in this area mainly focused on Community Centres and Community Hubs all of whom are aiming to improve the opportunities and the quality of life of the local residents in areas of deprivation. Applicants were very supportive of each others initiatives and areas of cross over and ways that they could support each other were discussed. Applicants recognised that the Place Leadership Board would have a difficult choice to make in this area as there was not enough funding for all of the initiatives. Three main lines of questioning emerged:

- Is there a benefit to creating a network of hubs? In short yes – but this would take time to develop. This has obvious links with the NHS 10 Year Plan and aspirations for Integrated Neighbourhood Teams bringing health and wellbeing support closer to people’s homes. It has strong linkages with the work Children’s Services originally did regarding Family Hubs – where a local Hub and Spoke model had been developed. Sadly this model was abandoned when Government legislation required a different offer. Interestingly the staff from the 3 Family Hubs in Torbay are finding they have to move out into community venues to reach the families they really want to support, indicating the original plan was probably better. Does Pride in Place offer an opportunity to invest in these neighbourhood based hubs that the community do trust and hence reach the most vulnerable residents in our community.
- How can neighbourhood hubs support the aims of Pride in Place eg work and skills, physical improvements in the neighbourhood etc. All were committed to extending a skills offer if there is Pride in Place investment into work and skills. It was recognised that Community Centres and Hubs can galvanise local residents and businesses to improvement the local area and this sits at the core of the Pride in Place aims.
- How to sustain hubs in the long term? Some Centres are able to generate income from their assets, if this was complemented by statutory commissions to deliver

services through the centres and hubs eg via public health, children's services, NHS etc this could make for improved viability.

2.3 Work and Skills

This workshop focused on current needs in light of new funding streams such as Connect to Work. Need for support is still high in the 25-49 group (DWP Figures), and also young people. While new funding has come into these areas there is already indication that referrals for support will be vastly oversubscribed, leaving many without help. It was concluded that while some projects will come forward for the April Board meeting that have elements of work and skills support, a focused work and skills proposal needed come back slightly later when we have a clearer sense of the impact of the new funding streams.

2.4 Creative, culture and heritage initiatives

A considerable amount of collaborative work had already taken place since the September workshops amongst the applicants proposing creative related projects. This workshop brought everyone up to speed on the new joint applications and focused on how the projects could help deliver the improvements needed in the Town Centre, in neighbourhoods and in the area of work and skills.

3. Where we are now?

Of the 30 shortlisted projects 16 have come forward for consideration for the April Place Leadership Board. These have been reviewed by the Council quality assurance panel. Two additional projects are at a 2nd draft stage on their business plans and hope to have these ready for the June Place Leadership Board. The remaining 12 projects require some further project development before completing a business case.

3.1 Pipeline

Pride in Place is a long-term initiative which is a space we do not often find ourselves in. While we want to show progress on the ground as soon as possible, we have also advised groups to make sure they take the time to get their projects right. We also need to be able to respond to the external environment as we progress. The work that has been done over the last 6 months has strengthened the project ideas that originally came forward and they are beginning to become greater than the sum of their parts. We believe this is the overarching aim of Pride in Place. It seeks to achieve a major shift forward in Torquay. It is not a simple grant funding pot to support individual initiatives. With this in mind we would recommend that the pipeline remains open, that each application is considered not only on its own merits, but also in what it contributes to other initiatives and the overall aims of Pride in Place. We would therefore also recommend that not all of the 4 years of funding is allocated at the April meeting.

3.2 Considerations for decision-making at the April Place Leadership Board

The current priorities were identified for the first 4 years of Pride in Place funding. The funding available is:

Grant Type	2026-27	2027-28	2028-29	2029-30
Capacity Building	tbc	0	0	0
Revenue	£232,000	£256,000	£432,000	£432,000
Capital	£360,000	£1,736,000	£1,605,000	£1,605,000
Total	£742,000	£1,992,000	£2,037,000	£2,037,000

The majority of the applications are asking for a mix of revenue and capital, some are also asking for capacity building funding, and some are only asking for capacity building funding.

At the April Board meeting we will be looking for the Board to identify the projects that they feel should be funded, but there are a number of options.

The Board could:

- Agree to support a project in its entirety as costed
- Agree to support a project with an element of the amount costed
- Agree to support a project but in recognition of the relatively small amount of funding in year 1, defer that support to a future year.
- Request more information on the project before making a decision
- Agree not to support a project – but refer to the commissioned community support organisation to identify an alternative source of funding.

The allocation of funding to one project will obviously have an impact on that available for another.

Some business cases have outlined costings for a number of options, some have not. We therefore suggest that the Board indicates a level of monetary support at the April meeting, but this be discussed with the relevant groups following the meeting and final figures are confirmed at the June Board meeting. This allows us the opportunity to maximise the spend, understand the implications for initiatives that cannot be fully funded and keep within the revenue and capital allocations.

Funds are expected to be received by Torbay Council in June.

3.3 Independent opinion

Torbay Communities has welcomed the opportunity to support this Pride in Place process, and Torbay has been recognised nationally for its good partnership and engagement work which we can all be proud of. The support role we have provided has afforded us a unique position in running the public engagement activities, liaising with

all applicants, facilitating 7 workshops and setting this work in the context of wider funding opportunities and challenges and changes in the external environment. We support all of the projects that coming to the Board for assessment in April. We are also aware that there is not enough money to fund all of the projects.

Our independent opinion is that to build pride in place and get the community on board with this initiative so that it can be truly community led, we need to bring about some very obvious changes to our town. The most universal call from the public through the engagement activities last year was to improve our Town Centre – this was the number one priority identified and 56% of the people identifying this as a priority live in an area of deprivation. Our discussions have shown that to improve our Town Centre we need to do 3 things simultaneously –

- Improve the current appearance of the Town Centre
- Provide alternatives for the street-attached community
- Re-utilise spaces in the Town Centre for non-retail use asap to increase the footfall.

This is a complex piece of work and not all of the applications have been received yet in support of Town Centre improvements. We would hope that this can be born in mind when assessments are made at the April meeting.