

Torquay Place Leadership Board – Terms of Reference and Operation

Draft for consideration by the Inaugural Meeting of the Torquay Place Leadership Board on 9 April 2025
For submission to MHCLG by 22 April 2025 and endorsement by Torbay Council's Cabinet meeting on 13 May 2025

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1. Introduction and Background

- 1.1 The Torquay Place Leadership Board brings together those with a deep connection to Torquay to work in partnership with Torbay Council as the secretariat and accountable body to develop a community led plan for Torquay and distribute funding to the projects to deliver on this vision. The Torquay Place Leadership Board's role is to act as a 'neighbourhood board' as defined by Ministry of Housing, Communities and Local Government (MHCLG) guidelines (see Plan for Neighbourhoods: governance and boundary guidance - GOV.UK and <https://www.gov.uk/government/publications/plan-for-neighbourhoods-prospectus-and-tools/plan-for-neighbourhoods-prospectus>).
- 1.2 The Board's primary role is to create a bespoke and targeted 10-year Regeneration Plan for a geographically designated area of Torquay around key themes in order to improve lives of residents. This includes an initial four-year Investment Plan ready for delivery from April 2026. The Board is accountable for the delivery of that Plan. In total Torquay has been allocated £19,537,000 of funding (75% capital, 25% revenue) over 10 years.

2. Membership

Membership Requirements

- 2.1 The MHCLG guidelines define the membership of neighbourhood Boards and this has been developed in consultation with the Torbay Place Leadership Board.
- 2.2 Torquay Place Leadership Board will be led by an independent Chairperson. The independent Chairperson shall not be an elected representative. To ensure transparency and accountability, the Board will undertake a competitive process. Giving due consideration to the length of tenure for the Chairperson and noting the importance of consistency and the long-term nature of the programme, there is no term limit to the role. The Chairperson should act as a champion for Torquay and provide leadership for the Board, ensuring it is community-led and embedded within the town. The Chairperson should be someone who holds a prominent role in the community and has a passion for the place. MHCLG guidelines stipulate the role is voluntary, "analogous to that of a school governor or charity trustee and should not be compensated".
- 2.3 The appointment of Deputy Chairpersons will aid succession planning and will deputise for the Chairperson where required.

- 2.4 The Chairperson will work with Torbay Council to consider the appropriate membership of the Board, ensuring an inclusive and representative selection of people with relevant expertise from across Torquay.
- 2.5 MHCLG guidance stipulates that Torquay's MP must sit on the Board.
- 2.6 Two Councillors from the authority will also be included in the Board's membership (these include the Leader of the Council and a Torquay Ward Councillor or their nominated representatives, who will be appointed by Torbay Council in accordance with their outside bodies procedures). Within the context of the potential impact of Local Government Reorganisation, in event of the future development of any towns and parishes which sit within the area covered by the Board, the Chairperson may wish to invite parish, town, or community Councillors, noting that numbers of elected representatives should be limited to promote community leadership.
- 2.7 The Torquay Place Leadership Board shall include a senior representative from the Police, namely the Devon, Cornwall and Isles of Scilly's Police and Crime Commissioner (PCC) or a delegated representative, agreed between the Chairperson and the PCC. Should the Board require further contribution from the Police, noting particularly the different skills and input that could be provided by an operational representative, they may invite any member they deem appropriate to sit on the Board.
- 2.8 The Board should comprise of representatives from a cross-section of the local community, including health and the education sector, to promote community leadership, and the Board should ensure there is greater representation from non-elected Members than elected, in line with the 'community-first' principle of the programme. Torbay Council's Chief Executive will be a member of the Board. Other Torbay Council officers may provide secretariat support and can sit as an observer or an advisor at Board meetings, if agreed with the Chairperson.
- 2.9 The Chairperson, supported by Torbay Council, must ensure the right people are included in the Board's membership to fully reflect the priorities of Torquay. Torbay Council should ensure that the Board's membership complies with their equality duties, and alongside the Chairperson, ensure that equalities duties are met.
- 2.10 The Board may review its Membership at any stage and will formally do so at the end of its first 4-year investment cycle in accordance with MHCLG guidance.
- 2.11 MHCLG will also review the Board Membership and governance arrangements to provide assurance that the community and key stakeholders are appropriately represented in line with guidance.

Torquay Place Leadership Board Membership

Jim Parker - Chair of Torbay Leadership Place Board
Vince Flower - Chair of Torquay Town Deal Board
Steve Darling - Torbay Member of Parliament (MP)
Councillor David Thomas - Leader of Torbay Council
Vacant – Torquay Ward Councillor
Anne-Marie Bond - Chief Executive Torbay Council
Carolyn Custerson - Chief Executive English Riviera BID Company
Nick Powe - Chair of the English Riviera UNESCO Global Geopark
Laurence Frewin - Chief Executive South Devon College
Rev Nathan Kiyaga OBE - Torbay Area Dean
Alison Hernandez - Devon and Cornwall Police and Crime Commissioner
Chief Superintendent Roy Linden - Devon and Cornwall Police
Superintendent Hayley Costar - Devon and Cornwall Police
Lee Tozer - Partnership Manager, Department of Work and Pensions Torquay
Chris Hart - Chair English Riviera Business Improvement District (BID) Company
Steve Reynolds - Chair Torbay Business Forum
Stuart Elford - Chief Executive Devon Chamber of Commerce
Peter Knight - Managing Director Stagecoach South West
Professor Chris Balch - Chair Torbay and South Devon NHS Foundation Trust
Nema Hart - Director, South West, Arts Council England
Mike Westcott - Joint Chair, Torquay United
Tracey Cabache - Director, Torbay Communities

Further representatives for the Board to consider for its membership include:

Young leadership
Education/Schools
Operational health – GP etc.
Nighttime economy (voluntary or professional)
Regeneration Partner
Retail
Growth economic development sector (high tech, marine etc.)

3. Terms of Reference

Acting as a partnership 'neighbourhood board' and working with Torbay Council (as defined by Ministry of Housing, Communities and Local Government (MHCLG) guidelines) to:

1. create and deliver a bespoke and targeted 10-year Regeneration Plan for a geographically designated area of Torquay around key themes in order to order improve lives of residents;
2. create and deliver an Investment Plan; and

3. allocate grant funding using the funding provided by the MHCLG (which will be ratified by Torbay Council's Chief Finance Officer, as the accountable body).

4. Geographic Area of Torquay Place Leadership Board

- 4.1 Funding allocated to each place should be spent for the benefit of the community within an agreed geographic area. The Board may make representations to the MHCLG to alter their default boundary. Should the Board wish to lodge a request to either amend their default boundary or make further changes to a revised boundary agreed by the previous administration, any alteration must:
 - remain within the spirit of the programme;
 - retain the place that was originally selected;
 - remain contiguous;
 - not introduce additional, separate population centres into the agreed area (for example, different communities or neighbourhoods); and
 - have a clear rationale.
- 4.2 For participatory interventions such as creative workshops and community initiatives, it is not essential that all attendees and beneficiaries are from communities within the agreed boundary, provided the primary benefit of the intervention is felt within the intended area.
- 4.3 A map of the boundary covered by the Torquay Place Leadership Board can be found at Appendix 1 to this document.

5. Decision Making

- 5.1 Each Board Member has one vote. If there are equal numbers of votes for and against the Chairperson (whether or not they voted) will have a casting vote. There will be no restriction on how the Chairperson chooses to exercise a casting vote.
- 5.2 The Board can choose to fund interventions across its geographic area or to target funding towards areas depending on the priorities identified in their engagement. Activity should be able to evidence how it is targeted into the most deprived neighbourhoods within Torquay.
- 5.3 The Board will consider a detailed business case for any grant funding to be allocated and will approve or reject the application by a majority vote. Business cases shall be in accordance with the MHCLG pre-approved interventions (see [Plan for Neighbourhoods: pre-approved interventions - GOV.UK](#)). If funding is approved by the Board, the Council's Chief Finance Officer will ratify the Board's decision and approve the draw down of the Grant

Funding from the MHCLG Grant Pot, and will publish a Record of Decision for each grant.

- 5.4 Torbay Council act as the accountable body for the funds has responsibility for ensuring that public funds are distributed fairly and effectively, and that funds have been managed in line with the [Nolan Principles](#) and [Managing Public Money](#) principles. Torbay Council is also responsible for compliance with legal responsibilities in relation to subsidy control, state aid and procurement.

6. Code of Conduct and Registration of Interests

- 6.1 Members of the Board are required to sign up to and will work within the Local Government Association's Model Code of Conduct (see [Local Government Association Model Councillor Code of Conduct 2020 | Local Government Association](#)), based on the Seven Principles of Public Life (the Nolan Principles). This includes clear processes for managing conflicts of interests (commercial, actual, and potential) in decision making, which apply to all involved with the work of the Board.
- 6.2 As vested members of the community, it is reasonable that many will have interests that may indirectly benefit from the Board's work. This does not preclude individuals from joining the Board, but interests must be declared, and Members should recuse themselves from relevant decisions where appropriate.
- 6.3 All Board Members are required to complete a register of interests within 28 days of taking up their role, which Torbay Council will hold and will be published on the website. This will be in a format used by Torbay's Councillors. Board Members are responsible for declaring their interests before the Board makes any decisions.
- 6.4 Any declarations made will be noted in the Minutes of the meeting and also recorded on the website together with actions taken in response to any declared interest.
- 6.5 Board Members must declare and register any gifts or hospitality given to them or refused by them with an estimated value of at least £50 in accordance with the Model Code of Conduct in connection with their role as Member of the Torquay Place Leadership Board. These shall be sent to governance.support@torbay.gov.uk who will liaise with the Council's Monitoring Officer to ensure they are correctly registered.

7. Operation

- 7.1 Building on the success of the Torbay Place Leadership Board and with the Chairperson's agreement, Torbay Council will act as the secretariat to the Board. Being a community focussed Board, once resilience and capacity are

in place, the secretariat will be encouraged to transition to a community/partner held role over the 10 years of funding.

7.2 The secretariat for the Board is responsible for operation of the Board, ensuring there is an established Terms of Reference and that it follows the associated governance and transparency requirements.

7.3 Board meetings:

- a. will be held quarterly and will normally be held at the rising of the Torbay Place Leadership Board;
- b. Chaired by the independent Chairperson or in his/her absence the Deputy Chairperson;
- c. Board papers will be circulated within 5 working days in advance of the meeting;
- d. draft minutes of meetings will be published within 10 working days of the meeting and will be submitted to the next meeting for approval;
- e. final minutes, once approved by the Board, will be published within 10 working days of the approval;
- f. any declaration of conflicts of interest reported, within the published minutes;
- g. feedback and Actions to be agreed by the Board and recorded in the Minutes;
- h. will follow Torbay Council's governance and finance arrangements when considering private reports, with the default position being that all papers are open to the public. These are set out in the Standing Orders – Access to Information (see - [Browse - Torbay Council's Constitution](#))

7.4 The quorum of the Board is one third of its membership. During any meeting if the Chairperson counts the number of members present and declares there is not a quorum present, then the meeting will adjourn immediately. Remaining business will be considered at a time and date fixed by the Chairperson. If they do not fix a date, the remaining business will be considered at the next ordinary meeting.

7.5 Where an appointed Member of the Board is unable to attend, they may appoint a substitute for the meeting to attend in their place, by written notification (including via email) to the Chairperson and Governance Support prior to the meeting. Their Substitute Member will have one vote on any decisions taken at the meeting.

7.6 The following information will be published on Torbay Council's website and/or <https://torbaystory.co.uk/>

- Membership and governance arrangements (including minutes of meetings); and
- Profiles of Board Members.

- 7.7 The Ministry of Housing, Communities and Local Government (MHCLG) is the data controller for all Plan for Neighbourhoods programme-related personal data collected with the relevant forms submitted to MHCLG, and the control and processing of personal data.

Appendix 1 – Boundary Map

