



Paignton Leadership Board – Terms of Reference and Operation

Agreed at the Inaugural Meeting of the Paignton Place Leadership Board on 3 July 2026
For submission to MHCLG by 17 July 2026

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Developed in partnership with

TORBAY COUNCIL

1. Introduction and Background

- 1.1 The Paignton Place Leadership Board has been established to act in partnership to lead the coproduction, oversight and delivery of the Pride in Place Plan for Blatchcombe and Blagdon. The Paignton 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 [Pride in Place Programme: governance and boundary guidance - GOV.UK](#))
- 1.2 The Board's primary role is to create a bespoke and targeted 10-year Pride in Place Plan and an initial 4-year Investment Plan for the areas known as Blatchcombe and Blagdon (as set out in the attached map) that channels funding to local priorities and reflects the needs, aspirations, and voices of local residents. Ensuring that the funds address the right local issues at the right time and that the community is involved in decision-making and giving the confidence that funding is spent effectively, efficiently and compliantly.

2. Membership

Membership Requirements

- 2.1 The MHCLG guidelines define the Membership of Neighbourhood Boards and this has been developed in consultation with the Paignton Place Leadership Board.
- 2.2 The Paignton Place Leadership Board will be led by an independent Chair. The Independent Chair 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 Chair and noting the importance of consistency and the long-term nature of the programme, there is no term limit to the role. The Chair should act as a champion for the Blatchcombe and Blagdon areas of Paignton and provide leadership for the Board, ensuring it is community-led and embedded within the town. The Chair should be someone who holds a prominent role in the community, is from, living or working within the area 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 Torbay Council has the power to remove the Chair where they fail to undertake their duties as expected, with the agreement of the local Member of Parliament (MP) and subject to approval by MHCLG. The Grounds for removal include any of the following:
 - Sustained poor attendance or lack of participation in Board meetings (e.g. 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.
- 2.4 Should the Chair wish to resign, a written confirmation of their intent must be submitted to MHCLG and co-signed by the local MP and Torbay Council.
 - 2.5 The appointment of Deputy Chair(s) will aid succession planning and will deputise for the Chair where required.
 - 2.6 The Chair will work with Torbay Council and the local MP to consider the appropriate Membership of the Board, which must include at least eight Members, ensuring an inclusive and representative selection of people with relevant expertise from across the Blatchcombe and Blagdon areas of Paignton. At least 51% of the Members should live or work within the boundaries of the Board, ensuring that the Board is resident led.
 - 2.7 MHCLG guidance stipulates that the MP for the Paignton (South Devon) Constituency must sit on the Board.
 - 2.8 One Councillor from Torbay Council will also be included in the Board's Membership (this must be a Ward Councillor from the area covered by the Board 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 Chair may wish to invite parish, town, or community Councillors, noting that numbers of elected representatives should be limited to promote community leadership.
 - 2.9 The Board should comprise of representatives from a cross-section of the local community, including health, education, local businesses and social enterprises, the voluntary and community 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. Other Torbay Council Officers may provide secretariat support and can sit as an observer or an advisor at Board meetings, if agreed with the Chair. Members will normally serve a three-year term of office, renewable once.
 - 2.10 The Chair, supported by Torbay Council, must ensure the right people are included in the Board's Membership to fully reflect the priorities of the Blatchcombe and Blagdon areas of Paignton. Torbay Council should ensure that the Board's Membership complies with their equality duties, and alongside the Chair, ensure that equalities duties are met.
 - 2.11 The Board may establish time-limited Sub-Groups for specific areas of work. Remits, Membership and reporting arrangements will be agreed by the Board.

- 2.12 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.
- 2.13 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.
- 2.14 The Board will move to a community lead delivery model within a maximum of three years, which could include transitioning into a community interest company, community benefit society or charity or an existing community organisation could act as an anchor organisation. Torbay Council will remain the Accountable Body unless agreed otherwise by MHCLG. At this point these terms of reference will be reviewed.

Paignton Place Leadership Board Membership

Stephen Kings – Chair

Natasha Hippolyte – Vice-Chair – Head of local charity SHAAQ (Sharing Hardships and Answering Questions)

Councillor Jackie Thomas – Kings Ash Ward – Torbay Council

Caroline Voaden MP – South Devon Constituency

Matt Harbour – Deputy CEO of South Devon College and Chair of Trustees at Paignton Academy

Matt Blay – CEO of Superb Media – multinational software and marketing company based at the EPIC Centre

Jon Oliverio – Director Cycle Torbay CIC

Sarah Greener – Community Builder Kings Ash and Foxhole

Lynne Roberts – Neighbourhood Partnerships Manager at Torbay for Sanctuary Housing

Sally Anna Renshaw - Founder & Facilitator of Women's Circles/Devon Rape Crisis/Great Parks Community Centre Lead

Trevor Shepherd-Burridge – Foxhole Community Centre

Collaton St Mary - TBC

3. Terms of Reference

- 3.1 Acting as a partnership 'Neighbourhood Board' and working with Torbay Council (as defined by Ministry of Housing, Communities and Local Government (MHCLG) guidelines) to:
- a. create and deliver a bespoke and targeted 10-year Pride in Place Plan for a geographically designated area of Paignton (the Blatchcombe and Blagdon areas) around the following key objectives in order to order improve lives of residents;
 - building thriving places;
 - strengthening communities: and
 - empowering people to take back control.
 - b. create and deliver an Investment Plan;
 - c. ensure sustained community involvement, including co-design and continuous engagement throughout programme delivery;
 - d. promote transparency and compliance, including adherence to the [Nolan Principles](#), the [Equality Act 2010](#), subsidy control, public procurement law, and [Managing Public Money](#);
 - e. champion local pride and strengthen the physical and social infrastructure to improve community wellbeing;
 - f. provide strategic leadership so the programme delivers on time, on budget, and with demonstrable benefits; and
 - g. 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 Paignton Place Leadership Board

- 4.1 Funding allocated to each place should be spent for the benefit of the community within the Blatchcombe and Blagdon area of Paignton. 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);
 - have a clear rationale; and
 - be submitted by 17 July 2026.
- 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 Paignton 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 Chair (whether or not they voted) will have a casting vote. There will be no restriction on how the Chair 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 the prescribed area, and/or involve a key community asset used by residents from the prescribed area.
- 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 must be held and published. 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 Paignton Place Leadership Board. These shall initially be sent to governance.support@torbay.gov.uk who will liaise with the Council's Monitoring Officer to ensure they are correctly registered. If the secretariat function is changed as the Board moves to a fuller community model, an appropriate equivalent transparent registration should be put in place.

7. Operation

- 7.1 It is intended that the Board will be community lead and that Torbay Council will have a more limited role in supporting the Board, whilst remaining the Accountable Body. The Board will agree at its first meeting the Secretariat arrangements and this will be reviewed once the formal community led arrangements have been established. Torbay Council will provide Governance Support and advice and Quality Assurance oversight to ensure that the Board operates within its approved remit.
- 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 as a minimum;
 - b. will be held in public;
 - c. Chaired by the Independent Chair or in his/her absence the Deputy Chair;

- d. Board papers will be circulated within 5 working days in advance of the meeting – excluding the initial meeting of the Board which will decide the format and any support requirements for Board Members;
- e. draft minutes of meetings will be published within 10 working days of the meeting and will be submitted to the next meeting for approval;
- f. final minutes, once approved by the Board, will be published within 10 working days of the approval;
- g. any declaration of conflicts of interest reported, within the published Minutes;
- h. feedback and Actions to be agreed by the Board and recorded in the Minutes;
- i. will initially follow Torbay Council's governance and finance arrangements, as required and in accordance with the Standing Orders, 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 Chair 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 Chair. 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 Chair and Secretariat (contact details to be provided to the Board Members) prior to the meeting. Their Substitute Member will not be able to vote on any decisions taken at the meeting.

7.6 The following information will be published on the most appropriate website:

- 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

