

Meeting: Overview and Scrutiny Board

Date: 9 September 2026

Wards affected: Torbay-wide (Torbay Place Leadership Board) including the Pride in Place areas in Torquay and Paignton

Report Title: Annual Review of the Place Leadership Boards – Torbay, Torquay and Paignton

When does the decision need to be implemented? Not applicable (reporting and assurance item). Any recommendations arising will be progressed through the agreed governance and reporting cycles.

Cabinet Member Contact Details: Cllr Dave Thomas, Leader of the Council.
David.Thomas@torbay.gov.uk

Director Contact Details: Alan Denby, Director Pride in Place Alan.Denby@torbay.gov.uk

1. Purpose of Report

- 1.1 This report provides an update on the Torbay, Torquay and Paignton Place Leadership Boards. It updates the position reported in May 2026 and enables Overview and Scrutiny to consider progress, governance, delivery assurance and emerging risks. It includes new information on Torquay's approved projects and delivery pipeline, Paignton's governance and community-led Investment Plan, updated Government guidance, Paignton's proposed move towards greater independence, and the role of place leadership during local government reorganisation.

2. Reason for Proposal and benefits

- 2.1 Place Leadership Boards bring organisations together to agree what matters most for an area and help turn those priorities into action. Their members include community representatives, businesses, public services and elected leaders. In Torbay, the Torbay board provides the overall, Bay-wide strategic forum. The Town Boards provide a clear, place-based way to lead and deliver Pride in Place funding. The boards do not replace the Council's decision-making or existing partnerships. Instead, they bring the right people together in one forum to agree priorities for place, track progress, and turn ideas into deliverable projects by working through practical issues such as funding rules, costs, planning and buying goods and services. Torbay Council supports the boards as an enabler and, as the Accountable Body (the organisation legally responsible for receiving the grant,

paying it out, and making sure it is spent properly), has formal responsibilities for managing the £40million of funding controlled by the Torquay and Paignton boards.

- 2.2 The three Boards have different roles, depending on what they cover and where they are in the programme. For the past decade the Torbay Place Leadership Board has provided overall place leadership across the Bay. It helps align priorities across Torquay, Paignton and Brixham, and links the work of the town/place boards to wider Council and partner plans. It is also the route for identifying and resolving cross-cutting issues (for example, shared risks and things that could delay delivery). In addition, the Board supports Torbay's profile and relationships outside the Bay, including national engagement (for example, the UK Real Estate Investment and Infrastructure Forum (UKREiIF)) and inward investment and regeneration activity. It does this by helping present a clear Torbay offer through the Torbay Story and supporting a forward list of investable opportunities.
- 2.3 A revised workplan for the Torbay Place Leadership Board will be discussed at its meeting on 21 September 2026. The intention is to move the Board towards a clearer programme of strategic leadership, advocacy, partnership action and oversight, rather than relying mainly on collaborative opportunities through partner presentations. As part of this, the Board will consider the opportunities and threats that could arise from any change to Torbay's geography through local government reorganisation. This will include testing how different options could affect local identity, democratic voice, partnership arrangements, service delivery, investment, the visitor economy and Torbay's ability to make the strongest case for its communities. The Board provides a stable, partner-led forum for considering these issues, identifying shared priorities and helping to ensure that Torbay's interests and distinct needs are clearly understood as proposals develop. The Board will also be asked to consider adopting a formal Bay-wide role for culture and heritage through the proposed *Turning the Page* Place Partnership.

Through *Turning the Page*, the Board would:

- Oversee a shared Bay-wide vision and priorities for culture and heritage;
- Bring the Council, cultural organisations, communities and funders together;
- Make sure cultural activity supports wider aims such as regeneration, health, skills and the visitor economy; and
- Monitor progress and help resolve issues affecting delivery.

This would not mean the Board directly running cultural services or taking over the responsibilities of the Council or individual organisations. It would provide strategic leadership, coordination and oversight. It would make culture a standing part of the Board's workplan, connected to regeneration, participation, health and wellbeing, children and young people, skills, the visitor economy, inward investment and the Torbay Story.

- 2.4 The Torquay Place Leadership Board has moved further into delivery. At its first funding meeting in April 2026, it allocated £215,927 of capital and £98,500 of revenue funding to priority projects, including urgent works at the Royal Lyceum Theatre, the partial reopening of the Ellacombe Community Multi-Use Facility, support for St Mags Church and Higher Union Street, and feasibility work at Barton Recreation Ground and the Windmill Centre. By

its June meeting, all six approved projects had held mobilisation meetings and draft grant funding agreements had been prepared. The Board increased the revenue award for Barton Recreation Ground Community Hub from £35,000 to £60,000, approved £50,000 capital funding for Melville Community Hub, declined the Business-Led Town Centre Improvements proposal as submitted and asked for a more joined-up, strategic proposal. Five further proposals were identified for detailed consideration. A Delivery Assurance Framework supports these decisions by bringing together finance, project delivery, governance, procurement, equality and sustainability expertise to test whether proposals are realistic, affordable and deliverable before they reach the Board. Officers provide advice and help applicants strengthen proposals, but funding decisions remain with Board members. The framework is also used to monitor progress and spending, maintain an audit trail and identify where projects need feasibility work, firmer costs or phased delivery. The June discussion highlighted the need to test scope, design stages, cost certainty and contingency earlier.

- 2.5 The Paignton Place Leadership Board is established and meeting monthly in public. Stephen Kings has been appointed independent Chair and Natasha Hippolyte Vice-Chair. Excluding the Chair, who worked across schools in the area before retirement, all Board members live or work within the boundary, exceeding the Government requirement of 51%. At its inaugural meeting on 3 July 2026, the Board approved its Terms of Reference, confirmed the programme boundary, agreed to publish papers and minutes, and established a Communications and Engagement Working Group with authority to spend up to £10,000 on summer engagement. The Board subsequently appointed two representatives for Collaton St Mary. It has agreed conflict-of-interest arrangements, supported by a Monitoring Officer dispensation that allows members to contribute to wider priority and investment-plan discussions while preventing them from voting on applications connected to themselves or their organisations. Its immediate priority is to use the engagement evidence to prepare a community-led 10-year vision and Pride in Place Plan, an initial four-year Investment Plan and supporting project business cases, setting out priorities, proposed interventions, expected benefits, costs, delivery arrangements and evidence of community support for submission to Government by 30 November 2026.
- 2.6 The Paignton Board's summer engagement included two large, free, family events: the Great Parks Summer Festival on 28 August 2026 and the Foxhole Community Event on 5 September 2026. Both combined food, entertainment and activities with simple surveys, conversations and neighbourhood mapping so residents could identify what they value, what needs to change and which improvements should be prioritised. The events were supported by online and paper surveys, school and youth engagement, Holiday Fun Fridays, community pop-ups, housing and GP networks, business and library distribution, and targeted walkabouts and door-to-door conversations in Collaton St Mary and White Rock. A time-limited operations and engagement group coordinates this activity and brings significant spending or policy decisions back to the full Board. Neighbourhood groups gather evidence and develop ideas but do not make funding decisions: the full Board remains responsible for agreeing the Vision, Investment Plan, Business Cases and Investment Decisions. This creates a clear route from local conversations to Board decisions and is intended to reach beyond those who normally attend formal meetings.
- 2.7 Over the past year, Government guidance has continued to change, including updated language for neighbourhood/town boards and clearer expectations on membership,

openness and decision-making. This has applied differently to the Torbay Place Leadership Board (the established Torbay-wide strategic board) and the Town Boards for Torquay and Paignton, which lead local Pride in Place work. Torbay Council and partners have therefore focused on keeping governance clear and compliant, while maintaining momentum and community confidence.

- 2.8 Taken together, the three Boards provide complementary levels of Place Leadership: Torbay offers Bay-wide strategic continuity and advocacy, while the Torquay and Paignton Boards make community-led funding decisions and oversee local delivery. The priority for the next year is to keep these roles distinct but connected, with common standards for transparency, conflicts of interest, assurance, performance reporting and escalation of shared risks.
- 2.9 In August 2026, MHCLG consolidated and updated its Pride in Place prospectus, delivery and monitoring guidance for both Phase 1 (Torquay) and Phase 2 (Paignton). The guidance confirms that Neighbourhood Boards are the funding decision-makers, led by an independent Chair and supported by the local MP and local authority, with the local authority acting as Accountable Body at the start of the programme. It places continued emphasis on visible community involvement, open and transparent governance, appropriate capacity and capability, clear management of funding and income, safeguarding, proportionate assurance and public reporting. For Phase 1, the focus is now on delivery against approved plans, grant compliance and six-monthly monitoring. For Phase 2, the immediate requirements are to complete the community-led 10-year vision and four-year Investment Plan, supported by clear interventions, payment profiles and declarations, for submission by 30 November 2026.
- 2.10 In parallel, the Paignton Place Leadership Board intends to move at pace towards greater operational independence. Subject to legal, financial and governance advice, this is expected to include exploring and establishing an appropriate charitable organisation or Community Interest Company (CIC), with its own governing document, directors or trustees, financial controls, policies and delivery capacity. A phased transition will be needed so that the Board can build capability and take on functions safely, while Torbay Council continues to meet its Accountable Body duties and protect public funds until any future transfer of responsibilities is formally agreed and demonstrably compliant with MHCLG requirements.

3. Recommendation(s) / Proposed Decision

- 3.1 Overview and Scrutiny notes the progress made by the Torbay Place Leadership Board, Torquay Place Leadership Board and Paignton Place Leadership Board, including the steps taken to strengthen governance, transparency and delivery assurance; the emerging role of the Torbay Board in considering the implications of local government reorganisation; and Paignton's proposed phased move towards greater operational independence, subject to legal, financial and governance assurance.
- 3.2 Given the independence of the Boards and Torbay Council's important, and sometimes statutory, role in supporting them, Overview and Scrutiny requests an interim update if there are material changes to Government guidance, the funding profile or Board arrangements.

Otherwise, the next annual review will be presented in line with the established reporting cycle.

4. Appendices

4.1 None

5. Background Documents

5.1 Pride in Place Programme: prospectus - GOV.UK

6. Options under consideration

- 6.1 The principal option is to continue with the current arrangements while strengthening the Boards' workplans, assurance and public reporting. For Paignton, a further option is to develop a phased route towards an independent charitable organisation or Community Interest Company, subject to legal, financial, governance and capacity advice. Any transition would need clear gateways, with Torbay Council continuing as Accountable Body until it is satisfied that public funds, programme compliance and delivery continuity are protected. A decision not to explore greater independence would retain the present governance model but may limit the Board's longer-term capacity to attract funding, employ staff, hold assets or commission delivery directly.

7. Financial Opportunities and Implications

- 7.1 Pride in Place funding is time limited and subject to fixed profiles and grant conditions. Approved projects are now being managed through grant funding agreements with defined scopes, milestones, evidence requirements, monitoring and clawback provisions. In Paignton, £117,604 had been received for 2026/27 by the August meeting, with a further £138,462 expected once governance and boundary arrangements are approved. The Board had approved around £7,000 of engagement activity at that point, with further commitments subsequently agreed for school, targeted community and digital engagement.
- 7.2 The split between capital and revenue funding, and the way funding is phased over time, affects what can be delivered in any given year. Early years are likely to focus more on engagement, feasibility, project development and smaller-scale activity, while larger capital projects come forward as later-year funding becomes available. This means the Boards need to balance visible early progress with realistic delivery planning and ensure that any commitments made are affordable within the profiled budgets.

- 7.2.1 As Accountable Body, Torbay Council is responsible for receiving the grant, administering payments, and ensuring that projects and spending comply with the funding conditions. This includes maintaining an audit trail, putting appropriate agreements in place, and carrying out due diligence before funding is released. The Council is also exposed to financial and reputational risk if projects overspend or do not deliver the agreed outputs, so the approach to approvals and grant agreements needs to remain proportionate but robust.

8. Legal Implications

- 8.1 Further legal advice would be required before Torquay or Paignton establishes or moves towards a charitable organisation or Community Interest Company. Any proposal requiring a formal Council decision will be brought through the appropriate governance route.

9. Engagement and Consultation

- 9.1.1 Engagement is active across both programmes. In Torquay, Torbay Communities continues to support applicants, maintain the project pipeline and help organisations respond to Board and assurance feedback. In Paignton, evidence from public events, surveys, schools, online activity, community groups, housing and GP networks, walkabouts and targeted work in Collaton St Mary and White Rock will inform the community's 10-year vision, initial four-year Investment Plan and supporting project business cases for submission by the end of November.
- 9.1.2 There is also an opportunity to strengthen Bay-wide engagement through a more people-led Torbay Story, grounded in residents' lived experience, and through a refreshed Champions Network. Local meetings and pop-up activity could make it easier for people to take part and help partners communicate priorities and progress consistently.

10. Procurement Implications

- 10.1 Procurement needs will increase as the programme moves from planning into delivery, especially for larger capital projects. Torbay Council must make sure that any goods, works or services funded through Pride in Place follow the Council's Contract Procedure Rules. It also needs to be clear whether something is being funded as a grant (with delivery by a partner) or procured by the Council (buying a service), so the right route is used. For projects delivered by external partners, funding agreements should set clear requirements on procurement approach, reporting and evidence of spend. Social value, equality and sustainability should also be built in early and reflected in specifications and evaluation.

11. Protecting our naturally inspiring Bay and tackling Climate Change

- 11.1 Pride in Place investment provides an opportunity to support Torbay's climate and nature ambitions alongside regeneration. Sustainability considerations are built into the way projects are developed and assessed, including through community engagement,

business case templates and the Delivery Assurance Framework (for example, considering carbon impact, energy use, climate resilience, biodiversity and sustainable travel). As the programme moves into delivery, projects will be expected to demonstrate how they minimise environmental impact.

12. Associated Risks

- 12.1 Local government reorganisation creates a strategic risk for the Place Leadership Boards. As arrangements for the new authority develop, Torbay's maturing Bay-wide partnership could lose momentum or a clear position within the future structure. This could weaken Torbay's collective voice, blur accountability and make it harder to align investment and partnership activity around the Bay's distinct needs. At the same time, the Council and its partners will need to manage competing demands arising from reorganisation while continuing to support the Torquay and Paignton Boards to strengthen their governance, capacity and delivery arrangements over the next 12 months. If sufficient support is not maintained, the town Boards may be slower to develop the capability needed to operate effectively. These risks will be managed through a clear Torbay Place Leadership Board workplan, early engagement on the design of the new authority, continued coordination between the Bay-wide and town Boards, and regular review of the officer and partner capacity needed to support them.
- 12.2 There are several key risks and issues. The programme needs enough officer and partner capacity (including the Torbay Communities support contract) to help groups develop funding-ready proposals, run meaningful engagement and complete the assurance checks as demand grows. The Boards also need to manage delivery pace and expectations, because budgets are fixed and phased over time (meaning different amounts are available in different years), and the capital/revenue split affects what can be delivered each year.
- 12.3 The Council must ensure grant compliance (making sure spending follows the grant rules and can be evidenced). Spending must be lawful, properly agreed and supported by a clear audit trail. As Accountable Body, the Council is exposed if projects overspend, do not deliver what was agreed, or break the MoU and grant conditions. This can include having to cover overspends or repay funding.
- 12.4 It is important to keep a clear separation between officer advice (including assurance checks) and the independent funding decisions made by the Boards. Projects also have practical dependencies and lead-in times (such as planning, procurement, building control, land ownership and consents). These need to be identified early so projects can meet decision cycles and delivery timetables.
- 12.5 Governance and public-confidence risks remain important. Both Boards are using declarations of interest and voting restrictions. A consistent adviser model is being developed for consideration by both Boards. Paignton also faces a tight programme: it must complete the summer engagement, securely bring together and analyse paper and digital evidence, agree a credible community vision, prioritise projects, develop proportionate business cases and secure Board approval of the 10-year Plan and first four-year

Investment Plan before the 30 November 2026 Government deadline. Moving at pace towards an independent charitable organisation or Community Interest Company introduces additional risks.

Equality Impact Assessment

Protected characteristics under the Equality Act and groups with increased vulnerability	Data and insight	Equality considerations (including any adverse impacts)	Mitigation activities	Responsible department and timeframe for implementing mitigation activities
Age	18% of Torbay residents are aged under 18 years old. 55% of Torbay residents are aged between 18 to 64 years old. 27% of Torbay residents are aged 65 and older.	There is no direct service change proposed in this report, but there is potential differential impact if engagement or funded projects do not reflect the needs of different age groups. Children and young people may be less likely to take part in standard consultation, and older residents may face barriers linked to mobility, transport or digital access.	Use a mix of engagement methods (in-person and online) and targeted outreach. Continue to include young people and seldom-heard groups in engagement (as in Torquay Phase 1), and consider accessible venues/times and community-based approaches for older residents. Check age-related accessibility needs when developing and assessing business cases (e.g., access, safety, inclusive design).	Pride in Place team / Torbay Communities / Place Leadership Boards – ongoing through engagement, business case development and funding decisions (2026 onwards).

Carers	- At the time of the 2021 census there were 14,900 unpaid carers in Torbay. 5,185 of these carers provided 50 hours or more of care.	Carers may have less time and flexibility to take part in meetings and consultation, and may experience additional barriers linked to transport, cost and caring responsibilities. There is a risk that engagement is skewed towards those with more free time and capacity.	Offer different ways to engage (short surveys, pop-ups, online options and smaller local sessions). Consider meeting times and locations that work for carers and promote opportunities through carers' networks. Encourage funded projects to consider carers' needs (e.g., accessible community provision, timing, facilities).	Pride in Place team / Torbay Communities / Place Leadership Boards – ongoing (2026 onwards).
Care experienced	As of January 2026, there were 277 former care experienced young people aged 18-24 in Torbay.	Care experienced young people may be less likely to engage through traditional forums and may have specific needs linked to housing, education, employment and wellbeing. There is a risk that plans and projects do not fully reflect their priorities unless engagement is designed to reach them.	Use targeted engagement with youth services and partners that work with care experienced young people, and offer safe, supportive ways to contribute. Build equality prompts into business case development so projects consider access to opportunity and inclusion. Monitor who is taking part and adjust engagement if gaps are identified.	Pride in Place team / Torbay Communities / Place Leadership Boards – ongoing (2026 onwards).

Disability	In the 2021 Census, 23.9% of Torbay residents answered that their day-to-day activities were limited a little or a lot by a physical or mental health condition or illness.	People with disabilities (including physical, sensory and mental health conditions) may face barriers to taking part in engagement and decision-making, particularly if information is not accessible or venues are not inclusive. There is also a risk that funded projects unintentionally create or worsen accessibility barriers if inclusive design is not considered early.	Ensure engagement and meetings are accessible (venues, step-free access, hearing loops where available, and alternative formats on request). Provide information in plain English and accessible formats. Use the business case and assurance process to test accessibility and inclusion (including compliance with the Equality Act and inclusive design standards) before funding is released.	Pride in Place team / Torbay Communities / Place Leadership Boards – ongoing (2026 onwards).
Gender reassignment	In the 2021 Census, 0.4% of Torbay's community answered that their gender identity was not the same as their sex registered at birth.	There is potential for differential impact if engagement spaces are not experienced as welcoming and safe for trans people, or if communications and behaviour do not meet expected standards. This could reduce participation and confidence in the process.	Apply clear standards of behaviour, respectful language and inclusive engagement practices. Provide routes for confidential feedback and concerns. Ensure funded projects and engagement activity consider safety and inclusion for all users of spaces and services.	Pride in Place team / Place Leadership Boards – ongoing (2026 onwards).

Marriage and civil partnership	Of those Torbay residents aged 16 and over at the time of 2021 Census, 44.2% of people were married or in a registered civil partnership.	This report is not expected to create differential impacts related to marriage or civil partnership. Decisions will be based on place priorities and deliverability, not marital status.	There is no specific mitigation required. Continue to ensure engagement opportunities are open and accessible to all residents and community groups.	Pride in Place team / Place Leadership Boards – ongoing (2026 onwards).
Pregnancy and maternity	- Between 2013 and 2024, the rate of live births (as a proportion of females aged 15 to 44) has been slightly but significantly higher in Torbay (average of 56.0 per 1,000) than the Southwest (53.4) and broadly in line with England (56.3). - For the period 2022 to 2024, rates in Torbay (44.6) have been significantly below England (50.0).	People who are pregnant or have caring responsibilities for very young children may face barriers to attending meetings or events, particularly where venues, times or formats are not family-friendly. Some projects (e.g., community facilities and public realm) may have different usability impacts depending on inclusive design.	Offer flexible ways to engage (including online and short-form options) and consider family-friendly venues/timings where appropriate. Encourage projects to include inclusive design features (e.g., step-free access, toilets and safe access/lighting) and to consider impacts on families in business cases.	Pride in Place team / Torbay Communities / Place Leadership Boards – ongoing (2026 onwards).
Race	In the 2021 Census, 96.1% of Torbay residents described their ethnicity as the following: 1.6% as Asian, Asian British or Asian Welsh 0.3% as Black, Black British, Black Welsh, Caribbean or African 1.5% as being of Mixed or Multiple ethnic groups	Minoritised ethnic communities may be under-represented in engagement activity if approaches rely on existing networks, written English, or venues/times that exclude some people. There is a risk that priorities and funded projects do not reflect lived experience of all communities, particularly in areas of higher deprivation.	Use targeted outreach and trusted community connectors, and provide accessible, culturally appropriate engagement. Where needed, offer translation/interpretation and avoid over-reliance on digital channels. Monitor engagement	Pride in Place team / Torbay Communities / Place Leadership Boards – ongoing (2026 onwards).

	• 96.1% as White • 0.4% described their ethnicity another way. • Black, Asian and minoritised ethnic communities are more likely to live in areas of Torbay classified as being amongst the 20% most deprived areas in England.		reach and representation and adjust approaches if gaps are identified.	
Religion and belief	The 2021 Census showed that the residents in Torbay identify their religion and/or belief as the following; • 48.5% are Christian • 0.4% are Buddhist • 0.2% are Hindu • 0.6% are Muslim • Less than 0.1% are Sikh • 0.1% are Jewish • 0.7% have another religion • 43.2% have no religion • 6.3% did not answer	There is potential for differential impact if engagement activity does not recognise different cultural or faith needs (e.g., timing around religious observance) or if behaviour standards are not consistently applied. Some community facilities linked to faith groups may be involved in proposals, which may increase sensitivities around fairness and perception.	Plan engagement to avoid excluding people due to timing and ensure venues are welcoming. Apply clear governance, declarations of interest and transparent decision reporting for all proposals, including those linked to faith-based organisations.	Pride in Place team / Place Leadership Boards – ongoing (2026 onwards).
Sex	• 51.3% of Torbay's population are female. • 48.7% of Torbay's population are male.	There is potential for differential impact if engagement or decision-making is not inclusive and participation skews towards one gender, or if funded projects have different safety and accessibility impacts for women and men (for example, lighting, safe routes and design of public spaces).	Monitor participation and membership diversity and use targeted outreach where gaps are identified. Encourage projects to consider safety and inclusive design (e.g., lighting, natural surveillance, accessible	Pride in Place team / Place Leadership Boards – ongoing (2026 onwards).

			routes) through business cases and assurance checks.	
Sexual orientation	In the 2021 Census, residents described their sexuality as follows; • 89% as Straight or Heterosexual • 1.7% as Gay or Lesbian • 1.1% as Bisexual • 0.1% as Pansexual • 0.1% described their sexuality another way • 7.4% of people didn't answer the question	There is potential for differential impact if engagement spaces are not experienced as welcoming and safe for LGBTQ+ people, or if communications do not reflect different communities. This could reduce participation and confidence in the process.	Apply inclusive engagement practices, clear standards of behaviour and routes for feedback. Use a mix of engagement approaches and promote opportunities through a wide range of channels and community partners.	Pride in Place team / Place Leadership Boards – ongoing (2026 onwards).
Armed Forces Community	• In 2021, 3.8% of residents in England reported that they had previously served in the UK armed forces. • In Torbay, 5.9% of the population have previously served in the UK armed forces.	Members of the Armed Forces community may have specific needs linked to health and wellbeing, employment, housing, and access to support. There is a risk of under-representation in engagement unless opportunities are promoted through relevant networks.	Promote engagement opportunities through Armed Forces and veterans' networks and partners. Encourage business cases to consider access and inclusion for veterans and their families where relevant.	Pride in Place team / Torbay Communities / Place Leadership Boards – ongoing (2026 onwards).
Additional considerations				
Socio-economic impacts (Including impacts on child poverty and deprivation)	• Torbay is ranked as the 39th most deprived upper tier local authority in England in the Index of Multiple Deprivation 2025.	There is potential for differential impact by socio-economic status. People experiencing poverty or deprivation may face barriers to taking part (time, cost, digital access), they may be	Continue to provide hands-on support to develop proposals (Torbay Communities), simplify processes	Pride in Place team / Torbay Communities / Place Leadership

		disproportionately affected if investment does not reach the most deprived neighbourhoods or does not address local priorities. There is also a risk that project benefits are captured mainly by groups with more capacity to bid for funding.	where possible, and use targeted engagement in deprived areas. Use the assurance and decision process to test who benefits, affordability for users, and whether equality and inclusion have been considered. Monitor take-up and adjust support if some communities are under-represented.	Boards – ongoing (2026 onwards).
Public Health impacts (Including impacts on the general health of the population of Torbay)	For the five-year period 2020 to 2024, data shows there is a 6-year life expectancy gap between males who live in Torbay's least and most deprived areas and, a 3-year gap for females.	Place-based investment can affect health and wellbeing differently across communities. There is potential for positive impact if projects improve community facilities, access to services, safety, social connection and the local environment. There is a risk of uneven benefits if projects do not reach areas with the poorest health outcomes or if accessibility is not considered.	Use engagement and business cases to understand local health and wellbeing needs and who will benefit. Encourage projects to consider accessibility, affordability and inclusion. Monitor the overall pipeline to ensure it supports priorities that can reduce inequalities in health over time.	Pride in Place team / Place Leadership Boards – ongoing (2026 onwards).
Human Rights impacts	Not applicable (reporting and assurance item). Human rights considerations will be relevant at project level (e.g., fair access, non-discrimination)	No direct human rights impacts arise from the annual review report itself. Potential impacts will arise through delivery decisions and should be considered through governance, transparency, safeguarding where	Use the business case and assurance process to check legal compliance, inclusion and (where relevant) safeguarding	Pride in Place team / Place Leadership Boards – ongoing (2026 onwards).

	and safeguarding in public-facing services).	relevant, and inclusive access to services and spaces.	arrangements at project level before funding is released. Maintain transparent decision-making and clear routes for complaints and feedback.	
Child Friendly	Torbay has a significant population of children and young people. In Torquay Phase 1, engagement included targeted work with young people and groups less likely to take part.	There is potential for positive impact if projects improve safe, welcoming places for children and families and increase access to activities and services. There is a risk that children and young people are not heard if engagement relies mainly on adult-focused channels.	Continue to include youth-focused engagement in Torquay and build it into Paignton mobilisation activity. Encourage projects to consider child-friendly design and safety (e.g., inclusive play, safe routes, accessible facilities) through business cases and assurance checks.	Pride in Place team / Torbay Communities / Place Leadership Boards – ongoing (2026 onwards).

13. Cumulative Council Impact

- 13.1 The report does not create an immediate additional budget commitment. However, delivery activity and the proposed development of an independent structure for Paignton will create additional demand across finance, legal, governance, procurement, human resources, data protection, insurance and capital delivery. This work will need to be scoped, prioritised and resourced so that the transition does not weaken the Council's Accountable Body controls or delay delivery across the wider Pride in Place programme.

14. Cumulative Community Impacts

- 14.1 None identified at this stage (reporting and assurance item). However, as Pride in Place moves into delivery there is a potential cumulative impact if pressures in other public services and partner organisations increase (for example, reduced capacity in the voluntary and community sector, cost-of-living pressures, and constraints in health, social care and community provision). These pressures could reduce the ability of local groups to take part in engagement, develop proposals and deliver funded projects, and could increase demand for the programme to fund "urgent" support for community assets. This will be managed through continued engagement, targeted support to groups through Torbay Communities, and by using the assurance process to test deliverability and ongoing running cost implications before funding is committed.