

Tuesday, 1 September 2026

OVERVIEW AND SCRUTINY BOARD

A meeting of **Overview and Scrutiny Board** will be held on

Wednesday, 9 September 2026

commencing at **5.30 pm**

The meeting will be held in the Banking Hall, Castle Circus entrance on the left corner of the Town Hall, Castle Circus, Torquay, TQ1 3DR

Members of the Committee

Councillor Long (Chair)

Councillor Bryant

Councillor Cowell

Councillor Douglas-Dunbar

Councillor Fellows

Councillor Johns

Councillor Law

Councillor Spacagna (Vice-Chair)

Councillor Stevens

Councillor Tolchard

A Healthy, Happy and Prosperous Torbay

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Governance Support, Town Hall, Castle Circus, Torquay, TQ1 3DR

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

OVERVIEW AND SCRUTINY BOARD AGENDA

1. **Apologies**
To receive apologies for absence, including notifications of any changes to the membership of the Board.
2. **Minutes** (Pages 3 - 8)
To confirm as a correct record the minutes of the meeting of the Board held on 12 August 2026.
3. **Declarations of Interest**
 - a) To receive declarations of non pecuniary interests in respect of items on this agenda

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.

(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. **Safer Communities Torbay Annual Review** (Pages 9 - 20)
To receive the Safer Communities Torbay Annual Review.
6. **English Riviera UNESCO Global Geopark - Terra Firma** (Pages 21 - 36)
To receive an update on the Terra Firma – English Riviera Geopark Review and the proposed creation of Community Interest Company (CIC).
7. **Interim update on Torquay and Paignton Place Leadership Boards** (Pages 37 - 54)
To receive an interim update on the work of the Torquay and Paignton Place Leadership Boards.

Minutes of the Overview and Scrutiny Board

12 August 2026

-: Present :-

Councillor Long (Chair)

Councillors Douglas-Dunbar, Fox, Law, Barbara Lewis, Maddison, Stevens and Tolchard

(Also in attendance: Councillors Chris Lewis, Jacqueline Thomas and Tyerman)

14. Apologies

The Chair thanked Councillor Spacagna for Chairing the previous meetings.

It was reported that, in accordance with the wishes of the Independent Group, Liberal Democrat Group and Conservative Group, the membership of the Board had been amended to include Councillors Maddison, Fox and Barbara Lewis in place of Councillors Cowell, Johns and Fellows respectively for this meeting only.

Apologies for absence were also received from Councillors Bryant and Spacagna and Cabinet Members: Councillors Billings, Bye and David Thomas.

15. Minutes

The minutes of the meeting of the Board held on 8 July 2026 were confirmed as a correct record and signed by the Chair.

16. Declarations of Interest

No declarations of interest were made.

17. Budget Monitoring 2026/2027 Quarter 1

The Board considered the submitted Quarter 1 Budget Monitoring Report for 2026/27. The Cabinet Member for Housing and Finance, Councillor Tyerman advised that the most significant budget pressure remained within Children's Services, with a forecast overspend of almost £3.75 million largely attributable to placement costs. It was noted that Senior Officers were meeting regularly to monitor the position and identify and implement mitigation measures.

Members were advised that treasury management arrangements continued to be closely monitored to ensure borrowing remained affordable and that Officers were planning ahead for the anticipated budget deficit in 2027/28. Directorates had been

asked to identify potential savings options and vacancy management measures were already contributing to savings.

Members asked the following questions:

- What had caused the underspend within Cemeteries and Crematorium Services?
- Whether savings targets being considered were in addition to addressing the Children's Services overspend?
- What actions were being taken to manage increasing Home to School Transport costs?
- What the Quality Assurance Programme for transport appeals involved.
- What factors were contributing to the overspend within Legal Services?
- Whether regional collaborative working was helping to address Children's Services placement pressures?
- How many appeals had been received following changes to home to school transport arrangements?

The following responses were received:

- The Cemeteries and Crematorium budget had benefited from increased income generated through arrangements with the service provider, resulting in additional payments being received.
- Savings proposals were being developed in addition to actions already underway to reduce the Children's Services overspend. Work included exploring children's homes, transition services and joint commissioning arrangements to reduce placement costs.
- Home to School Transport expenditure was being managed through independent travel training, greater challenge of requests, use of collection points instead of home pick-ups and consultation on personal transport budgets.
- The Quality Assurance Programme reviewed transport appeals to ensure decisions were consistent with the legal framework and to support improved engagement with families.
- Legal Services continued to experience recruitment difficulties and reliance on agency staff, although measures put in place had had a positive impact. Demand was likely to remain high due to major projects, Adult Social Care matters, asset disposals and Local Government Reorganisation work.
- Regional partners were working together through a sufficiency strategy, regional fostering arrangements and commissioning initiatives to address placement costs and availability.
- An increase in transport appeals had been recorded following service changes, although appeal outcomes remained broadly consistent with previous arrangements. A written response would be provided on the numbers of appeals.

Members noted the submitted report and updates to the Capital Investment Plan and the revised budget.

18. Performance Report 2026/2027 - Quarter 1

The Board considered the submitted Performance Report for Quarter 1 2026/27. The Cabinet Member for Tourism, Events & Culture and Corporate Services, Councillor Jackie Thomas advised that 67.5% of performance indicators were at or above target compared with 50% at the same time in the previous year, and that 96.6% of projects were either on track or completed.

Positive progress was highlighted in relation to education and children's outcomes. Areas requiring further improvement included housing, planning and Children's Services performance measures.

Members asked the following questions:

- Why were hostel placement and length of stay performance indicators below target?
- What was being done to improve planning performance and enforcement case management?
- Whether the operation and location of Leonard Stocks Hostel continued to be reviewed?
- Whether planning appeal decisions were helping improve overall planning outcomes?
- What factors contributed to high numbers of young people not in education, employment or training (NEET)?
- What challenges were affecting delivery of the Connect to Work programme?
- Whether sufficient employment opportunities existed to support programme participants?
- Why one performance indicator relating to employment support remained below target?

The following responses were received:

- Increasing complexity of need and difficulties securing suitable move-on accommodation were affecting hostel occupancy and lengths of stay. Work was continuing through housing needs assessments and delivery groups to identify solutions.
- Planning performance had improved but remained inconsistent due to staff absences and resource pressures. Enforcement caseloads continued to reduce but new cases continued to arise.
- The Leonard Stocks model continued to be reviewed, including consideration of dispersed and smaller accommodation options to meet the needs of the residents.
- Positive appeal decisions were supporting planning outcomes, although housing land supply issues remained a challenge.
- Youth unemployment remained a significant issue across Torbay. A range of initiatives were underway including the Care Experienced Hub, Parkfield support services and engagement with regional partners and Government programmes.

- The Connect to Work programme was performing broadly in line with contractual expectations, although demand significantly exceeded available funding.
- Employment opportunities remained limited in some sectors, particularly for suitable full-time roles.
- The performance target had been set as a stretch target and Officers considered the programme to be broadly performing in line with expectations.

Resolved (unanimously):

That additional information be included in the Quarter 2 Performance Monitoring Report on the work underway to reduce the number of young people who were considered not in education, employment or training (NEET).

19. Revised Destination Management Plan

The Board considered the revised Destination Management Plan as set out in the submitted report. The Cabinet Member for Tourism, Events & Culture and Corporate Services, Councillor Jackie Thomas advised that the Plan provided a partnership framework for tourism and place management within Torbay and would be supported by a detailed action plan developed alongside businesses and stakeholders.

The Board welcomed the broad approach whilst discussing opportunities around sports tourism, business tourism, visitor markets, culture, branding and alignment with other Council strategies.

Members asked the following questions:

- How opportunities relating to sports tourism and facilities such as water sports and skate parks would be reflected in the Plan?
- Whether current visitor market data remained robust and whether target markets should be reviewed?
- Whether performance data translated into economic growth and visitor spending?
- Whether the number of priority areas within the Plan was achievable.
- How resources would be identified to deliver the ambitions of the Plan?
- How governance arrangements between the various Place Boards operated?
- How the Plan aligned with the emerging Local Plan?
- How relationships with Arts Council England would support delivery of cultural ambitions?
- How the English Riviera brand would align alongside the Torbay Story narrative?

The following responses were received:

- Sports tourism opportunities would be supported through related strategies, including Active Lives and Sports Strategy work.

- Visitor market analysis should be reviewed annually using available tourism data, recognising that national tourism statistics are often reported with significant delays.
- Data collection and intelligence had been identified as a priority area within the revised Plan to better measure outcomes and opportunities.
- Business tourism and conference activity were recognised as growth sectors within the Plan.
- A detailed action plan would be developed collaboratively with businesses, with action-planning sessions commencing during September 2026.
- Delivery would require partnership working and consideration of future funding opportunities through regional and devolved bodies.
- The Plan would be overseen by the Torbay Place Leadership Board.
- The Plan had been reviewed against the revised Local Plan to ensure consistency.
- Positive relationships had been developed with Arts Council England and a shared set of priorities had been agreed.
- The English Riviera would remain the principal visitor brand, while the Torbay Story would support wider place-making ambitions for residents, businesses and visitors.

Resolved (unanimously):

1. that the Cabinet be advised that the Overview and Scrutiny Board supports the revised Destination Management Plan; and
2. that the Overview and Scrutiny Board monitors marketing opportunities and receives an update from the English Riviera Business Improvement District Company (ERBID Co) in twelve months' time.

Chair

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Meeting: Overview and Scrutiny Board

Date: 27 August 2026

Wards affected: ALL

Report Title: Overview report for Safer Torbay (Community Safety Partnership)

When does the decision need to be implemented? n/a

Cabinet Member Contact Details: Cllr Hayley Tranter, Cabinet Member for Adult and Community Services, Public Health and Inequalities. Email: hayley.tranter@torbay.gov.uk

Director Contact Details: Anna Coles, Director of Adults and Community Services Email: anna.coles@torbay.gov.uk

1. Introduction

- 1.1 The purpose of this report is to provide the O&S Board with an update on key work areas for Safer Torbay, covering headlines of progress from the last 12 months, and key focus areas for the next year.

2. Strategic Assessment 25/26 – and current crime data

- 2.1 The most recent Strategic Assessment was reviewed in August 2025 to inform decision-making and prioritisation by Safer Torbay. It involves risk assessing and scoring each community safety issue.
- 2.2 The following highlights were identified:
- Overall recorded crime in Torbay increased by 16.1% (compared to the previous year 24/25)
 - 46% of recorded crime was violent crime (including sexual offences, violence against the person, and robbery)
 - 40% of violence against the person offences was flagged as domestic abuse
 - The overall level of domestic abuse (including DA incidents and DA crimes) increased by 11%
 - The number of sexual offences reported increased by 10% compared to the previous year
 - There was a decrease in police reported ASB incidents of 7.4% compared to the previous year
 - Alcohol and drug related harm continues to present the highest risk to communities.

In addition, community feedback is gathered throughout the year, in the form of structured surveys or more informal intelligence gathering via, for example, community engagement and complaints received. These surveys have identified that antisocial behaviour continues to be a key issue for the local community, particularly in public spaces.

Snapshot of current crime data:

Crime / incident type	23/24	24/25	25/26	Change	Trend	Q1 25/26	YTD
All Crime	11538	13391	13057	-2.5%	▼	3595	3595
All ASB*	3007	2783	2375	-14.7%	▼	573	573
Violent Crime							
Violence with injury	1659	1736	1639	-5.6%	▼	411	411
Violence with no injury (inc stalking and harassment)	3262	3756	4477	19.2%	▲	1123	1123
Homicide	1	1	0	-100.0%	▼	0	0
Domestic abuse and sexual offences							
Domestic abuse Incidents	1374	1456	1331	-8.6%	▼	327	327
Domestic Abuse Crime Related	2339	2665	2629	-1.4%	▼	570	570
Other sexual offences	314	379	404	6.6%	▲	95	95
Rape	193	179	207	15.6%	▲	48	48
Acquisitive Crime							
Domestic Burglary	275	286	241	-15.7%	▼	79	79
Non domestic burglary	155	148	144	-2.7%	▼	53	53
Shoplifting	984	1473	1161	-21.2%	▼	472	472
Other theft	862	1092	1023	-6.3%	▼	291	291
Vehicle Crime	575	555	369	-33.5%	▼	141	141
Robbery	106	100	92	-8.0%	▼	23	23
Drug offences							
Drug trafficking	114	265	194	-26.8%	▼	20	20
Possession of drugs	329	430	291	-32.3%	▼	70	70
Anti-Social Behaviour							
Criminal Damage	1301	1421	1246	-12.3%	▼	333	333
Arson	41	32	36	12.5%	▲	11	11
Public Order	741	860	823	-4.3%	▼	223	223
Possession of Weapons	171	150	170	13.3%	▲	41	41
ASB Incidents*	3007	2783	2375	-14.7%	▼	573	573

Table 1: Police data by incident type for Torbay

*D&C Police that recording practices for ASB have changed. Once this has been rectified data will be updated.

3. Safer Torbay headline activities in last 12 months

3.1 Prevent The Prevent Duty was established via the Counter Terrorism and Security Act 2015 with the aim of stopping people from becoming terrorists or supporting terrorism. Prevent also extends to supporting the rehabilitation and disengagement of those already involved in terrorism. It sits alongside long-established safeguarding duties on professionals to protect people from a range of other harms, such as substance abuse, involvement in gangs, and physical and sexual exploitation. The duty helps to ensure that people who are susceptible to radicalisation are supported as they would be under safeguarding processes.

This year much of the focus of Prevent nationally has been responding to the tragic events in Southport in July 2024 and considering how the Prevent framework currently responds to violence fixated individuals where there is no identifiable ideology. The Southport Inquiry has published its Phase 1 report which examined the years, months and days leading up to the attack. It looked specifically at how decisions were taken, info was shared, and existing policies and guidance. Five fundamental failings were identified:

- 1) The failure of any organisation or multi-agency arrangement to take ownership of the risk
- 2) Poor information management and sharing
- 3) Excusing the perpetrator's behaviour because of his perceived or diagnosed ASD
- 4) Failure to oversee and intervene in the perpetrator's online behaviour
- 5) The role of the perpetrator's parents

The report made 67 recommendations - 30 for central government, 27 at other organisations, and 10 for Phase 2 of the Inquiry. The Government has agreed with all the recommendations and formed a new taskforce to establish a clearer picture of the threat of Non-Ideological Extreme Violence. Phase 2 of the Inquiry will examine the adequacy of arrangements in England and Wales for managing the risk from violence fixated individuals (VFIs) and how effective are multi-agency arrangements at identifying, assessing and managing risk posed by VFIs.

The Devon and Torbay Prevent Partnership has pre-emptively started considering these findings and our existing responses within local safeguarding, social care and education to manage risk from VFIs.

Home Office Benchmarking for Prevent found that Torbay has met or exceeded all of the benchmarking areas with one exception. The benchmarking recommended that there needs to be a clearer communication and engagement plan for Prevent with more proactive engagement.

Locally our approach has been increasingly on communications regarding hate crime and community cohesion rather than Prevent specifically and the Home Office have supported this approach as proportionate given the level of risk in Torbay. We will continue to strengthen how we gauge community sentiment and emerging themes by sharing intelligence regarding community tensions and understanding local risk levels.

The Prevent Partnership have supported SPACE Youth Services to apply and successfully secure Home Office Preventing Radicalisation funding to deliver 'Navigating the Web' project which will work with young people identified at risk of online radicalisation across Devon and Torbay. This is an exciting new project which will work with schools to deliver face to face sessions with young people over an 18-month period.

Areas of focus for this year

- Progress development of work to respond to the Phase 1 findings of the Southport Inquiry ensuring close alignment with safeguarding and education partners.
- Continue to build engagement and proactive communication activity regarding hate crime and community cohesion, and development of a partnership problem-solving plan for hate crime and incident reporting.

3.2 Antisocial Behaviour – Town Centre ASB & Youth ASB

Town Centre ASB: Addressing and responding to antisocial behaviour as a partnership was agreed as a priority for Safer Torbay in the 25/28 Strategy. Via the Torbay Town Action Group collaborative activity has progressed in Torquay Town Centre building on the success of the Street Focus project. The partnership has continued to exploit legislative enforcement tools such as Criminal Behaviour Warnings and Orders; and joint problem solving in regular weekly huddles. Progress is being made on the Environmental Visual Audit with a focus on identifying private building owners to gain permission for graffiti removal. Ongoing discussions have taken place to explore options for improving safety in Town Centre Car Parks; and strengthening the partnership response to abandoned buildings.

During 25/26 the 'This is Our Circus' event took place which was supported by various teams involved in the Castle Circus area and delivered a range of community engagement activities, artistic displays in vacant shops and murals in Factory Row. In addition, CSAS Accreditation has been obtained for SWISCO Enforcement Officers and Town Centre Officers giving additional enforcement powers.

The ENTE working group has been successfully established which is focusing on improving safety specifically in the evening and night-time economy. A partnership nighttime walkabout used the Purple Flag assessment criteria to identify priority areas for improvement which forms the basis for activity this year, these include improving lighting and signage but also highlights longer term improvements which has been fed into wider regeneration planning. This also has provided an evidence base for consideration of funding bids for Home Office Funding.

Youth ASB: During this year it has been recognised that there are improvements that can be made in how the partnership collectively responds to antisocial behaviour by children and young people. Gaps have been identified in how young people are identified at an early stage and how we ensure we are coordinating and directing the limited resources available towards early intervention rather than when behaviour has escalated to require warnings or enforcement action. There are also numerous voluntary sector organisations working with young people in Torbay, and there are opportunities to work more closely with these partners to make a collective difference by sharing

information earlier and coordinating a response. Within the Local Authority we have mapped the existing structures and services who are working with young people – and identified where we can make improvements. This will be widened to capture policing processes within the Child Centred Policing Team. In addition to this work, the Safer Communities Team have been engaging with Torquay Academy to introduce some peer-to-peer work to Year 10s focused on antisocial behaviour. We have also been exploring how we can gain young people's voices in how they perceive ASB and what they think should be done in response.

Areas of focus for this year

- Antisocial Behaviour Strategic Partnership Workshop September 2026 – to bring together wider partners who can also contribute to reducing to ASB (adults and young people) and supporting victims; and strengthen strategic governance
- Strengthening information sharing between internal local authority teams working with young people to ensure early intervention and prevention of ASB with outreach or direct support.
- Continue to develop links with local businesses and stakeholders to build trust and confidence.

3.3 Serious Violence

Over the last year the focus has been on continuing to focus on Violence Against Women and Girls, with an emphasis on improving safety on public transport and embedding the successful mentors in violence prevention approach with peer-to-peer work in schools. The Home Office Serious Violence Grant has continued for 26/27 which has allowed Safer Torbay to fund several test-and-learn initiatives with young people to prevent serious violence which are summarised in Appendix 1.

SWAN (Safety of Women at Night Charter) – the SWAN charter has been running for several years and is about supporting businesses and organisations to take practical steps together to make Torbay safer at night for women. 200 organisations are currently signed up to SWAN and we have continued to engage with local businesses to increase engagement. SWAN has widened to encourage businesses outside of the night-time economy to sign up such as gyms; grocery shops and B&Bs. Engagement work is also ongoing with Hackney cab drivers who have committed to sign up as an association with plans developing to do a specific joint awareness campaign on taxi safety and using licensed taxis later in the year. As part of the training offer for SWAN signatories the partnership can now provide a tiered offer including DA Friends training which is an online basic introduction to domestic abuse; which can be enhanced with the DA Champion training. Active Bystander Training have been secured for September and October 2026. SWAN and IMABI Travel Guardian are now being promoted together – with SWAN signatories involved in raising awareness of the safer travel app as part of their commitment. Travel Guardian is continuing to be grown in Torbay and now includes a variety of resources – a focused comms campaign is due to launch from September to push up sign up and engagement on the platform.

Mentors in Violence Prevention (MVP): as Home Office funding was not a sustainable way of funding the MVP, funding was secured from DASVEG underspend to recruit a Partnership Delivery

Manager for Young People and Healthy Relationships. The priority for this post holder is to fully embed the learning from MVP into mainstream youth provision and within schools. In the last six months work has been ongoing with the Torbay Council youth hub team to train youth workers in how to use peer to peer approaches; continued engagement with schools to embed the role of Active Bystander and also planning for an 'Adults Stand Back' day to highlight MVP which will be led and delivered by young people.

Home Office Serious Violence Funding: for 26/27 Safer Torbay was allocated £109K from the Home Office to fund serious violence prevention projects. Unfortunately, the Home Office were only prepared to commit to a single year funding proposal, although the funding will potentially be available until 2029 which significantly restricted the scope of what could be realistically delivered. In addition, there was a delay of almost two months in the Home Office agreeing delivery plans which has resulted in projects only starting in June 26. There were also much stricter criteria for delivery plans in which at least 30% of the interventions had to be 'high impact' according to Youth Endowment Fund evidence; and 15% match funding was required, although this was 'in kind'. Further details of the delivery plan can be seen in Appendix 1.

Serious Violence Duty (SV) requires 'specified authorities'¹ to work together to identify and respond to the kinds of violence that occur in their area. This means sharing multi-agency data to fully understand local issues; and using this data, alongside the lived experience of communities, to inform the development and implementation of a local serious violence strategy. The strategy should be reviewed at least on an annual basis using the most recent data and insight. Although not mandatory, updated national templates have been developed recently to assist partnerships in producing the Strategic Needs Assessment (SNA) and resulting strategy. Although Safer Torbay does have an SNA and Strategy this has not been updated since it was first published in 2023 primarily due to limited capacity and resources within the partnership. The significant lack of strategic analytical capacity for this work has been escalated internally, and to the Safer Torbay Partnership but due to the short-term nature of grant funding and lack of available funding within statutory organisations this gap has not been addressed. This is considered a risk for the Partnership and statutory partners if expected at any point to demonstrate to the Home Office they are meeting the requirements of the Duty. At Peninsula level this has been highlighted and discussions taken place to explore how we may better collectively share resources including commissioning of a Peninsula police-led SV strategic assessment; and from existing capacity there will be a light-touch review of the local SNA and Strategy completed by the end of 26/27 using the new templates as much as possible.

¹ Torbay Council, Devon and Cornwall Police, Torbay Youth Justice Service, Devon and Torbay Probation Service, Devon and Somerset Fire & Rescue Service, Devon Integrated Care Board

Areas of focus for this year

- Successfully deliver all Home Office funded Serious Violence projects and ensure all have an evaluation framework
- 'Adults Stand Back' event with schools in November 2026
- Review the Serious Violence Strategic Needs Assessment and Strategy and utilise new national templates.
- Continue to work to address gaps in partnership data and analytical capacity.

4. Safer Torbay

- 4.1** The new Community Safety Strategy highlighted several areas of development relating to identified gaps in strategic delivery, governance and engagement.

Community engagement and building resilient communities: the Safer Communities team has increased its engagement with existing community groups, Community Builders and the CVS over the last year to raise awareness of Safer Torbay and re-establish relationships, networks and capture community voices. The Connecting Narratives event was held in December 25 which brought together partners across Torbay to explore the interconnected realities behind community safety priorities, using lived-experience narratives, interactive theatre ("On the Edge"), and system-wide reflection. The event focused on intersectionality, multiple disadvantage, and trauma-informed practice to better understand how services touch real lives. The learning from this event was fed back to service commissioners, it received positive feedback from participants and was described as an informative and innovative event. There are ongoing efforts to increase communication in relation to community safety initiatives particularly using opportunities to raise awareness around under reporting of hate crimes and domestic abuse. There are regular joint social media posts between the Local Authority and the police to highlight positive outcomes, particularly in the Town Centres. There have also been several neighbourhood community drop-ins attended by police and local authority representatives.

Reducing reoffending – A draft Reducing Reoffending Strategy has now been completed which will be signed off by Safer Torbay in October. The Policing & Crime Act 2009 places a statutory duty on CSPs to have reducing reoffending strategy for adults and young people. The strategy pulls together all the relevant strategic workstreams that contribute to reducing reoffending and highlights where Safer Torbay members can influence existing efforts that address drivers of reoffending. It also identifies areas where the drivers of offending should be specifically considered in wider strategic decision making outside of the community safety context. The principles of the strategy are:

- **We collaborate** – reducing reoffending is a shared responsibility. We work together to provide coordinated support; and remove barriers that can increase the likelihood of reoffending. We provide through-the-gate continuity with seamless custody to community support.

- **We are trauma informed** – we recognise that many people involved in the CJS have experienced trauma, abuse, neglect or significant life challenges. We take a strength's-based person-centred approach that recognises individuals' skills, resilience and potential for change.
- **We take a population approach** – we understand and address the underlying factors that contribute to offending and reoffending. We use evidence, data and local intelligence to understand patterns of need and target interventions where they can have the greatest impact. We focus on prevention, early intervention and rehabilitation.
- **We are community focused** – we listen to the experiences of individuals with lived experience of the CJS victims, families, and communities. We seek to address stigma and create opportunities for people to contribute positively to their communities.

Safer Torbay Workshop series – to develop a partnership delivery plan to respond to the emerging contextual challenges included in the Community Safety Strategy, Safer Communities has developed a series of workshops led by nationally recognised experts. The workshops will be delivered during October 26 and supported by the Cynefin Company who will capture feedback and insight throughout the series to consider in the final sensemaking session. The online workshops will be available for any practitioners, and members involved in community safety and will cover the following:

- **The mainstreaming of the far-right** explores how divisive narratives become normalised and affect community cohesion and safety.
- **AI, algorithms and online harm** examines how emerging technologies, such as Artificial Intelligence (AI), and social media create challenges opportunities and disinformation. It also looks at how technology affects our relationships, wellbeing and community safety.
- **Climate change and community safety** explores climate change as a "threat multiplier". It looks at how climate change affects community safety and focuses on its psychological impact on us and our communities.
- **Social cohesion and societal resilience** explores the connection between social cohesion and societal resilience. It also considers how community safety and its wider partners fit into this connection.
- **Collective Sensemaking** is the closing session which will help participants reflect on the workshops and topics covered to identify actions that can be taken.

Following these sessions Cynefin will facilitate a local workshop with the Safer Torbay partnership to formulate a local delivery plan in response to these challenges.

Governance and accountability - Progress has been made to develop a performance dashboard which includes a range of KPIs to capture progress across the themes of the Strategy. A strategic risk register is also under development and will be taken to the CSP in October for consideration. Access to partnership data is still an area for improvement however there is now a signed information sharing agreement with Health which should result in health data being shared next quarter. Probation headline data is also now available. As mentioned previously analytical resource remains a risk.

5. Summary

- 5.1 In summary, Safer Torbay has continued to make positive progress over the last year, strengthening partnership working, developing new approaches to prevention and early intervention, and responding to emerging community safety challenges.

Whilst reductions have been seen across many crime categories, areas such as violence against women and girls, violence without injury, and sexual offences continue to require focused partnership attention. Looking ahead, the partnership will continue to develop its strategic response through improved performance management, stronger community engagement, and delivery of key prevention programmes.

In addition, the forthcoming Local Government Reorganisation presents an opportunity to review the effectiveness, governance arrangements and future operating model of the Community Safety Partnership, ensuring it remains fit for purpose, aligned to any new local government structures, and well positioned to respond to the evolving needs of Torbay's communities.

Appendix 1: Home Office Serious Violence Grant Delivery Plan 26/27

Title	Cost	Description	Outcomes
Youth Justice Service – Nutrition Programme HIGH IMPACT	£15,000	Contribution towards delivery of a nutrition programme as part of the YJS interventions offer – over a 12-month period the programme will deliver food preparation, cooking and nutrition sessions . The programme will include providing parents and carers nutritional advice and meal plans.	- Demonstrable improvements in young people's nutritional knowledge, as measured through pre/post programme questionnaires. - Increased ability to plan and prepare healthy meals independently and with family support. - Evidence of positive change in family routines around food (via parent/carer feedback)
Therapeutic response to harmful sexual behaviours HIGH IMPACT	£8,000	To upskill the Therapeutic Team with the appropriate therapeutic intervention skills to respond safely and consistently to referrals for concerns of HSB in children under 12 . This is currently an increasing area of need.	- Increased practitioner capability to deliver evidence-based interventions for children under 12 displaying HSB, measured through competency self-assessments and supervision feedback. - More timely, consistent, and developmentally appropriate responses to lower-level or early-onset HSB referrals. - Reduced escalation of concerning behaviours due to earlier targeted intervention.
Building Better Relationships Programme for girls & young women HIGH IMPACT	£10,000	Delivery of 2 x 8-week group work programme with girls and young women referred who have had members of their families convicted of serious violence (either parents or siblings). Covering friendships and safety; navigating conflict; reporting/talking to safe adults; standards and expectations in relationships.	- Improved emotional regulation and conflict-management skills, evidenced through participant assessments and facilitator observations. - Greater awareness of risks related to violence, exploitation, bullying and digital harm, and increased ability to identify safe adults.
Youth Justice Service - Holiday Programme HIGH IMPACT	£15,000	Deliver a programme of structured diversionary and social skills activities during the holiday periods. Activities delivered at least 2/3 times per week. Will provide an environment and group activities that encourages growth in social skills , such as problem solving, leadership, teamwork; and emotional abilities as well as mental health support.	- Increased engagement with structured, pro-social activities during peak seasonal risk period. - Growth in social, communication and teamwork skills, measured through session evaluations and practitioner reports. - Improved confidence and emotional wellbeing, leading to greater readiness for education or training in September - Reduction in episodes of anti-social behaviour or offending during the summer window.
Male 'Constructive Dialogue' trainer network HIGH IMPACT	£10,000	Fund a 'train the trainer' programme for men working with boys and young men . Training will provide participants with the skills to facilitate constructive dialogues with boy and young men, about safety, empathy, respect – and resilience to negative influences. Trained practitioners will then continue to be developed as a reference group / Ambassador's network	- A cohort of trained practitioners able to facilitate meaningful, evidence-based discussions on safety, respect, empathy and masculinity. - Improved quality and consistency of gender-informed practice across local settings. - Increased critical thinking and resilience among participating boys/young men exposed to harmful norms or influences.
SPACE – deliver the 'Not My Sentence' programme MEDIUM IMPACT	£37,500	To deliver the 'Not My Sentence' Programme for children and young people who have a parent or sibling in prison . This will fund 25 spaces for 121 support from a qualified youth worker for 8–18-year-olds (6 week +) who have a family member in prison.	- Reduced feelings of isolation, shame and stigma among children with a parent or sibling in prison, measured through validated wellbeing tools. - Improved emotional regulation and coping strategies, reducing vulnerability to harmful behaviours. - Increased school attendance, engagement and stability for participating children. - Positive attitudinal and behavioural changes evidenced through practitioner feedback and family reports.

SPACE – deliver the 'Belonging' programme HIGH IMPACT	£11,000	To deliver the 'Belonging programme' and fund 10 spaces for siblings of young people involved in exploitation / youth justice service to participate in the Belonging programme. The activities week includes social skills development ; building confidence; team working; problem solving; and healthy relationships- two further groups sessions include work on community; participation and follow up social skills development.	• Strengthened family relationships and support networks, reducing cumulative risk factors over time. • For siblings of exploited or YJS-involved young people: improved sense of belonging and reduced risk of adopting similar pathways.
Violence prevention youth and community event NOT ON YEF LIST	£5,500	To deliver a violence prevention youth & community event – to capture and share lived experience. This will be the culmination of a programme of partnership engagement & participation activities in targeted communities.	• Increased visibility and understanding of lived experience relating to violence across local communities. • Strengthened trust between communities, partners and services, enabling better intelligence-sharing and early intervention opportunities. • Greater involvement of children, families and communities in shaping serious violence prevention priorities.

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Report title: English Riviera UNESCO Global Geopark – Terra Firma

Report to:	Overview & Scrutiny Board
Date:	09 th September 2026
Lead Cabinet Member:	Cllr Jackie Thomas
Email:	jackie.thomas@torbay.gov.uk
Lead Director:	Alan Denby
Email:	Alan.denby@torbay.gov.uk
Wards affected:	All

1. Summary of Report:

Terra Firma Project: Governance, Impact and Financial Sustainability of the English Riviera UNESCO Global Geopark is a two-year project funded by the National Lottery Heritage Fund. This report provides the autumn update requested by the Overview and Scrutiny Board following its consideration of the predecessor report in May 2026. It summarises progress since that report and sets out the proposed next steps to strengthen governance and accountability, improve clarity of impact and value, and place the English Riviera Geopark on a more sustainable financial footing while retaining Torbay Council's strategic role and support.

2. Recommendations and Proposed Decision:

Since the May report the review has determined the preferred approach to supporting the English Riviera Geopark Community Interest Company (ERGCIC) is through the Torbay Heritage Place programme.

This will see, subject to the relevant decision-making and funding approval processes, support of up to £250,000 provided to establish a three-year fixed-term Strategic Delivery role to support the transition to the new ERGCIC.

The Board is asked to provide its views on the governance, impact and financial sustainability considerations set out in this report, recognising that any formal decision on funding will be taken through the appropriate executive decision-making route.

3. Reasons for Recommendations/Proposed Decision:

The Terra Firma project was commissioned to review the Geopark's governance arrangements, impact framework, and financial sustainability, and to make recommendations to secure the long-term stewardship of the internationally significant UNESCO designation.

The Geopark faces several challenges:

- **Declining Grants & Government Funding** - grant funding for environment, heritage, and place based work is increasingly competitive and short term. This limits predictable income and requires stronger strategic positioning.
- **Pressure on Local Authority Budgets** - Torbay Council faces sustained financial pressure and potential impacts from Local Government Reorganisation. Core funding is not guaranteed long term, making diversification essential.
- **Limited Internal Capacity** - the Geopark currently lacks dedicated fundraising, project development or commercial capacity, restricting its ability to bring in new income or pursue major opportunities.
- **Low Public Visibility** – across Torbay, awareness of the Geopark is modest, limiting opportunities for sponsorship, visitor giving, or earned income tied to brand strength
- **Values Aligned Income** - all income activities must align with UNESCO values, avoid commercial misuse of the UNESCO brand, and reinforce educational, environmental and community benefit.

The Geopark faces a 'capacity trap': it requires more resources to grow income, however, it needs more income to build capacity. The proposed way forward as set out in section 2 is intended to provide enabling support that helps the Geopark build its own capacity, diversify income and reduce its historic reliance on Council support over time. Successful delivery will ensure that the Geopark has a strong and sustainable future, where it can become self-sustainable and income generating.

The English Riviera Geopark Community Interest Company (ERGCIC) was established in June 2026. The Terra Firma project, which is supporting the new governance structure, runs until mid-2027. The current intention is for ERGO Ltd to remain in place until the end of the project, after which ERGCIC would take over the stewardship of the UNESCO designation and coordinate delivery across the whole Geopark.

The proposed ERGCIC Strategic Delivery role would focus on partner coordination, project development, fundraising and commercial development. It would be employed by ERGCIC and established as a fixed-term role, with no commitment to ongoing Council funding beyond the approved period and a further decision is taken. The purpose of the role is to provide the capacity required to unlock growth, improve delivery and reduce reliance on Council funding over time.

A new English Riviera UNESCO Global Geopark website is currently under construction, as part of this project, and is expected to launch later this year.

4. Background and Context:

The English Riviera UNESCO Global Geopark has held international geopark status since 2007 and UNESCO Global Geopark status since 2015. The designation requires robust governance, active community benefit, and regular international revalidation. It is an internationally recognised designation covering the whole of Torbay. It delivers cultural, educational, environmental and economic benefits for residents and visitors but operates in an increasingly constrained funding and governance environment.

The Geopark is a critical cultural and environmental heritage asset for Torbay, contributing to Pride in Place, education, sustainable tourism, health and wellbeing, and our international profile, under the UNESCO banner.

The Terra Firma review (April 2026) identified that while delivery is strong, the current Geopark arrangements:

- place excessive reliance on Council capacity,
- lack a fully operational independent body able to hold funds and contracts and be more agile than the Council can be, and,
- do not maximise the designation's potential for partnership working, income generation, and impact measurement.

5. Alternative Options Considered:

The alternative options were set out for Overview & Scrutiny in the May 2026 report.

6. Contribution to Council Priorities:

The proposals in this report support Torbay Council's vision of a healthy, happy and prosperous Torbay by strengthening community identity and pride in place, supporting sustainable growth in the visitor economy, enabling more effective partnership working, and protecting an internationally significant natural and cultural heritage asset at relatively low cost to the Council.

The proposals align with Council priorities by being: i) resident-focused and inclusive, ii) evidenced through a clear Impact Framework, iii) asset-based, making more of Torbay's UNESCO designation and aligning with a key theme in the Torbay Heritage Strategy 'caring for our historic assets', iv) the proposals detailed here are efficient, enabling, and partnership-led

7. Consultation and Engagement:

The Terra Firma project includes several working groups that involve residents and representatives of local organisations focused on: governance, education & skills development

(lifelong learning), and data and communications. These groups ensure that local residents are fully engaged and consulted about the direction the Geopark will take over the next 3-5 years.

8. Implications:

Financial Implications:

To implement the recommendations and reap the benefits of a more sustainable Geopark that reduces the financial commitment on the Council over time, will take around £70k per year for FYs 2026/27, 2027/28, 2028/29. The Torbay Heritage Place programme steering group will prepare a bid for the Torbay Heritage Place programme for the cost of resourcing the Strategic Director role. The value of this role lies in the ERGCIC being more agile than the Council can be and in benefitting from the Strategic Director having accountability and oversight of how the Geopark is marketed internationally and keyed in to other projects and organisations across Torbay.

Legal Implications:

LGR could have legal implications if the boundary of the Geopark needs to be redrawn

Corporate Parenting/Children and Young People:

Better linking the Geopark opportunities with child-friendly activities, local schools, colleges, and career pathways is part of the strategic forward plan

Associated Risks, Risk Tolerance Level and Mitigations:

Full risks are set out below:

Risk	Risk score before mitigations (likelihood x impact)	Mitigations	Risk Score after mitigations (likelihood x impact)	Risk tolerance
LGR could pose a risk that the boundaries of the UNESCO Geopark must change, resulting in the need to re-apply for the designation		Completing the UNESCO revalidation on time; addressing outstanding recommendations from previous revalidation.		
Failure to secure external funding for the Strategic Director role		Discussing the Torbay Heritage Place bid with colleagues from Heritage Fund, so that they recognise how this supports the wider priorities for Torbay Heritage Place.		
Blurred lines of accountability between the ERGCIC and the Council		The Council is the UNESCO accountable body where ERGCIC will be responsible for driving business forward – any perceived performance issues by ERGCIC could reflect badly upon the Council. Need to be explicitly clear of the relationships in		

		marketing & public facing communications.		
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Contributions to tackling climate change or achieving carbon neutrality:

The English Riviera UNESCO Global Geopark regulations encourage environmental stewardship, conservation, protection, and sustainability across all areas of business

Social Value Considerations:

Opportunities for improved health, wellbeing, reduced isolation, physical activity, active travel in line with the Local Cycling and Walking Infrastructure Plan (LCWIP).

Procurement Implications:

The ERGCIC Strategic Lead role would be advertised externally in line with our policies.

Other Implications:

9. Equalities 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 Page 28	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.	The development of ERGCIC improves capacity for targeted engagement activity to broaden and diversify audiences, including work with younger people through the Education & Interpretation Strategy and digital channels.	Ensure engagement and volunteering opportunities are designed to be accessible and age-appropriate - family-friendly activities, with safeguarding where required. Ensure that communications use a mix of channels to reach different age groups, including schools/colleges and older residents.	Council and ERGCIC
Carers	At the time of the 2021 census there were	No adverse impacts		

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
	14,900 unpaid carers in Torbay. 5,185 of these carers provided 50 hours or more of care.			
Care experienced	As of January 2026, there were 277 former care experienced young people aged 18-24 in Torbay.	No adverse impacts		
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.	Some Geopark content, events and site-based activities could be less accessible for physically disabled people due to access constraints at outdoor locations, sensory/cognitive barriers in interpretation materials, or digital exclusion. The programme's emphasis on improved digital presence and interpretation provides an opportunity to enhance accessibility and inclusion.	Apply inclusive design to web and digital content; provide accessible formats; ensure events consider step-free access, seating, quiet space and clear wayfinding where practicable; signpost accessible routes/sites; involve disability groups in testing materials and experiences.	ERGCIC and Torbay Council

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
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.	No adverse impact		
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.	No adverse impact		
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	No adverse impact		

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
	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).			
Place Page 31	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 96.1% as White 0.4% described their ethnicity another way. - Black, Asian and minoritised ethnic communities are more	No adverse impact		

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
	likely to live in areas of Torbay classified as being amongst the 20% most deprived areas in England.			
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	No adverse impact		
Sex	• 51.3% of Torbay's population are female. • 48.7% of Torbay's population are male.	No adverse impact		

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
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	No adverse impact		
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.	No adverse impact		
Additional considerations:				

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
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.	No adverse impact		
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.	As many Geopark locations involve physical activity e.g. walking, cycling, swimming, and spending time in nature, the impacts of the Geopark on Public Health are entirely positive, promoting better mental well-being and physical health.		ERGCIC and Torbay Council
Human Rights impacts		No adverse impacts		
Child Friendly (Children's Rights Impact Assessment (CRIA) considerations): <i>Summarise the CRIA considerations for this proposal, including which groups of children and young people may be affected (e.g., care experienced)</i>		Positively child-friendly owing to children and young people being central to the audience development and educational packages.		ERGCIC and Torbay Council

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
<i>children/young people, care leavers, children with SEND), how their rights and best interests have been considered, and any engagement undertaken with children/young people and/or their representatives. Set out any mitigations to address identified adverse impacts and how these will be monitored.</i>				

10. Cumulative Council Impact:

The proposal has a limited direct impact on Council capacity because the proposed role would sit within ERGCIC rather than the Council. The principal Council impact is the need to maintain clear strategic oversight of the UNESCO designation, ensure appropriate governance and reporting arrangements, and consider any funding proposal through the relevant decision-making route.

11. Cumulative Community Impact:

The proposal is expected to have a positive cumulative community impact by strengthening the Geopark's ability to work with residents, schools, community groups, businesses and environmental partners. Improved coordination should help broaden participation, increase visibility of the designation, and support projects that connect heritage, nature, education, wellbeing and the visitor economy.

12. Monitoring and Evaluation:

Progress will be monitored through the Terra Firma project governance arrangements and, subject to approval of the proposed support, through reporting by ERGCIC on delivery, income generation, partnership development, public engagement and progress towards a more sustainable operating model

Appendices:

Background Documents:

Terra Firma – English Riviera Geopark review – report to Overview & Scrutiny Board 6th May 2026

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.

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 Page 45	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.

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