Pride in Place Board

Terms of Reference

These Terms of Reference are designed to ensure that the Pride in Place Board for the Dover neighbourhoods of Buckland and St Radigunds operates with strong governance, genuine community backing, and a clear focus on delivery, while retaining the flexibility to respond to local priorities and evolving national guidance.

1. The Pride in Place Programme

1.1 Background and Opportunity

Pride in Place represents a significant opportunity to deliver long-term, community-led regeneration in Dover, with a particular focus on the neighbourhoods of Buckland and St Radigunds. Backed by substantial Government investment over ten years, the programme aims to improve outcomes for residents, strengthen community pride, and support inclusive economic growth.

To shape and oversee this investment, we are forming a Pride in Place Board bringing together community leaders, public sector partners, businesses, and voluntary organisations. The Board will ensure that decisions are driven by local people, rooted in lived experience, and responsive to the needs and aspirations of the community.

1.2 What Success Looks Like

Success will be defined by:

- A shared long-term vision for Buckland and St Radigunds that is visibly shaped by residents.
- Delivery of a credible, evidence-based Investment Plan.
- Tangible improvements in neighbourhoods, opportunity, wellbeing, and local pride.
- Strong and sustained community engagement, particularly with seldom-heard groups and individuals.
- Transparent, accountable, and effective governance.
- A lasting legacy of confidence, participation, and local ownership.

1.3 Programme Context

The Pride in Place programme builds on national regeneration policy and provides place-based funding across defined thematic priorities, which may include:

- Safety and security.
- High streets, heritage, and regeneration.

- Transport and connectivity.
- Housing.
- Skills, productivity, and employment.
- Health and wellbeing.
- Education and opportunity.
- Community cohesion and empowerment.

The Board will align its work with Government guidance and any future updates. Monitoring guidance from MHCLG is outlined on their webpage: Pride in Place Programme: monitoring guidance - GOV.UK and will be submitted by the accountable body through a government portal.

1.4 Accountable Body

An Accountable Body is the organisation that holds the funding and makes sure it is spent properly, legally, and in line with the agreed Plan.

Why it matters: It provides the financial control and legal accountability needed to protect public money, giving confidence to Government and the community that the programme is well managed and can deliver real results.

Dover District Council will act as the Accountable Body and is responsible for:

- Receiving and administering funding.
- Ensuring compliance with financial regulations.
- Providing assurance to Government.
- Supporting governance and reporting arrangements.
- All funding decisions must comply with local government finance requirements.

2. Purpose of the Pride in Place Board

2.1 Role of the Board

The Pride in Place Board will provide strategic leadership, oversight, and direction for the programme.

2.2 Core Responsibilities

The Board will:

- Develop a 10-year Vision for Pride in Place.
- Produce and oversee a multi-year investment plan.

- Ensure continuous and meaningful community engagement, including with seldom-heard groups and individuals.
- Build a robust evidence base to inform priorities and investment decisions.
- Promote local ownership and co-design of projects.
- Work with the Accountable Body to approve and prioritise funding decisions.
- Ensure effective governance, transparency, and accountability.
- Oversee delivery to ensure pace, impact, and value for money.
- Agree briefs for consultants, partners, and delivery organisations.
- Maintain an appropriate and representative Board composition.
- Establish sub-groups or task and finish groups where required.
- Work collaboratively with local, regional, and national partners.
- Uphold the Seven Principles of Public Life (Principles).
- Agree and oversee a Communications and Engagement Strategy.
- Develop and maintain a Risk Register.

3. The Chair and Membership

3.1 The Chair

The Board will be led by an independent Chair, appointed by the Accountable Body (Dover District Council) and the MP for Dover & Deal in line with MHCLG guidance.

The Chair will:

- Provide strategic leadership and direction.
- Act as a champion for Dover and the programme.
- Ensure the Board remains community-led and outcome-focused.
- Maintain momentum, transparency, and effective decision-making.
- Act as the primary liaison with the Accountable Body.
- Represent the programme publicly at local, regional, and national levels.
- The Chair must not be an elected political representative.
- Should the need arise where a new Chair needs to be appointed, this will be conducted, appointed and approved by the local authority and the MP as per MHCLG

guidance. This process will be fair and robust following the initial recruitment used on initial set-up.

3.2 Chair Tenure

- Initial term: three years.
- Extendable by up to a further three years, subject to approval of the Board.
- In exceptional circumstances this could be extended for a further three years, subject to approval of the Board.

3.3 Membership

The Board will consist of between 10 and 15 members, ensuring:

- At least 51% live or work in Dover.
- A majority are non-elected representatives.

Membership may include:

- The relevant elected MP or proxy will serve on the Board.
- Dover District Council representative.
- Kent County Council representative.
- Police representative.
- Community and voluntary sector representatives.
- Faith groups.
- Youth representation.
- Local businesses.
- Education providers and anchor institutions.
- Health and wellbeing organisations.
- Cultural, heritage and sporting organisations.

- Meetings will be closed to the public to create a safe space for open challenge and debate. However, the Chair may invite external parties, key stakeholders or representatives from the Accountable Body to attend and contribute on specific agenda items as needed.
- New members will be sponsored by existing members and approved by whole board via matrix shared from Accountable Body to match initial recruitment process.

- Regular attendance and active contribution are required of all board members, and persistent non-attendance or non-engagement may lead to removal following review.

3.4 Vice-Chair

A Vice-Chair will be appointed from within the Board by the Chair to support and deputise for the Chair as may be appropriate.

This member will not be a political representative.

3.5 Terms of Membership

- Initial term: three years.
- Extendable by up to a further three years, subject to approval of the Board.
- Roles are unremunerated, with reasonable expenses and care costs reimbursed.
- Members will undertake to keep confidential information secure and not disclose it to any third party. With all Board or related activity, communications or engagement to be approved by the Chair.
- Members will not bring Board, MP or Accountable Body into disrepute.

4. Governance Requirements

4.1 Meetings

- The Board will meet at least quarterly.
- Additional meetings may be convened as and when required.
- Meetings may be held in person or virtually.

4.2 Decision-Making

- The Board will seek consensus.
- Where required, decisions will be made by vote.
- Each member has one vote.
- The Chair holds a casting vote, in the absence of the Chair, the casting vote will be held by the Vice-Chair.

4.3 Quorum

Quorum is the minimum number of people who must be present at a meeting for it to officially make decisions.

Why it matters: It ensures that decisions are made with enough participants to be representative and legitimate. Without it, any decisions or votes could be invalid or challenged, undermining trust and proper governance.

- Meetings are quorate when at least 60% of members are present and with either the Chair or Vice Chair also in attendance.

4.4 Transparency and Publication

The Board will publish using '**Plain-English**' principles and techniques:

- Agendas and papers.
- Meeting minutes.
- Member profiles.
- Register of Interests.
- Governance and decision-making processes.
- Press and media communications including Website and social media.

4.5 Code of Conduct

All members must adhere to the Seven Principles of Public Life (**Nolan Principles**):

- Selflessness.
- Integrity.
- Objectivity.
- Accountability.
- Openness.
- Honesty.
- Leadership.

The board adopts and complies with the policies and procedures set by the accountable body that may be relevant.

4.6 Register of Interests

Registers of interests are official records where public officials disclose their financial, business, or personal interests that could influence their decisions.

Why it matters: To help prevent conflicts of interest, maintain public trust, and allow scrutiny of decisions to ensure they are made in the public interest.

- It is the responsibility of each and every Board member to declare their relevant interests.
- Conflicts must be managed transparently.
- Registers will be maintained and updated regularly.

4.7 Secretariat

Administrative support will be provided by the Accountable Body, including:

- Meeting coordination.
- Agenda and minutes.
- Record keeping.
- Maintenance of the Risk Register.
- Maintenance of the Register of Interests.

4.8 Written Procedures

Sometimes the Board may need to make a decision between meetings, or when it is not possible to meet at short notice. In these cases, the Chair can ask members to vote by email instead.

The Secretariat will send all members a clear description of the decision needed, along with any relevant information. Members will have five working days to respond, though the Chair can shorten this if the matter is urgent. A decision is agreed if a simple majority of members say yes, and either the Chair or Vice-Chair is among those who have responded.

Any decisions made this way will be recorded and confirmed at the next Board meeting.

4.9 Delegated Responsibilities

To keep the Board running efficiently, some decisions can be made by individuals or small groups rather than the full Board. The following delegations apply:

The Chair may, without referring to the full Board:

- Respond to urgent communications on behalf of the Board.
- Approve routine press and media statements in line with the agreed Communications and Engagement Strategy.
- Make minor amendments to Board papers or agendas.

- Approve unplanned expenditure up to £5000 where delay would affect programme delivery.

- Take urgent decisions between meetings where a written procedure is not practical, reporting back to the full Board at the earliest opportunity.

The Programme Officer (supported by the Accountable Body) may:

- Approve routine programme expenditure within budgets already agreed by the Board.

- Commission work from approved suppliers within agreed briefs and budgets.

All delegated decisions must be recorded and reported to the next Board meeting. No delegation overrides the financial controls and legal responsibilities of Dover District Council as Accountable Body.

5. Accountable Body and Assurance Framework

5.1 Role of the Accountable Body

Dover District Council will:

- Hold and manage programme funds.
  - In line with accountable body's procurement process the PiPPO can authorise up to £500 spend.
  - Up to £5000 can be authorised by the Chair.
  - Over £5000 will need to be authorised by the board.
- Ensure compliance with financial and legal requirements.
- Provide financial oversight and reporting.
- Support assurance and audit processes.

5.2 Financial Assurance

- Funding will be ring-fenced.
- Regular financial reports will be provided to the Board.
- The Section 151 Officer (Accountable Body) will provide formal assurance.

5.3 Programme Support

A dedicated Pride in Place programme officer will:

- Support the Chair and Board activity.
- Coordinate delivery of the programme.

- Ensure alignment with the Investment Plan.

5.4 External Assurance

Government departments and auditors may undertake:

- Monitoring and evaluation.
- Compliance checks.
- Audit activity.

6. Exclusions

The Board will not:

- Act as a legal entity.
- Directly hold or distribute funds independently of the Accountable Body.
- Replace statutory decision-making.
- Act as a planning authority but can provide comment on relevant planning applications as a board.

7. Appendices

- Register of Interests Template (below)

Appendix: Register of Interests and Declaration Requirements

1. Purpose

To ensure the highest standards of transparency, integrity and accountability, all members of the Pride in Place Board are required to declare relevant interests.

This process supports compliance with the Seven Principles of Public Life (Nolan Principles) and ensures that decisions are taken in the public interest, free from inappropriate influence.

Should it be helpful, the Accountable Body can support Board Members with completion of their declaration form.

2. General Requirements

All Board Members must:

- Complete a Register of Interests within 28 days of appointment.
- Review and update their declaration at least annually.
- Notify the Secretariat within 28 days of any change.
- Declare any relevant interest at the start of each meeting, or when it becomes apparent.
- Record any gifts or hospitality offered or received (whether accepted or declined).

Failure to disclose relevant interests may result in removal from the Board.

3. Types of Interests

3.1 Disclosable Pecuniary Interests (DPIs)

Members must declare any financial or business interests relating to:

- Employment, trade, profession, or vocation.
- Sponsorship or financial support.
- Contracts with Dover District Council.
- Land or property within the Dover area.
- Licences to occupy land.
- Corporate tenancies.
- Securities or shareholdings meeting statutory thresholds.

These include interests held by:

- The Board Member.
- Their spouse or partner (where known).

3.2 Other Registerable Interests

Members must also declare:

- Any unpaid directorships.
- Membership or governance roles in organisations where they have control or influence.
- Membership of bodies that:
  - Exercise public functions.
  - Are directed to charitable purposes.
  - Seek to influence public opinion or policy (including political parties or trade unions).

3.3 Non-Registerable Interests

Members must declare interests relating to:

- Personal or family financial wellbeing.
- Close associates or relatives.
- Organisations not formally registered but where influence exists.

4. Managing Conflicts of Interest

Where a conflict arises:

- The interest must be declared clearly at the meeting.
- The Member must:
  - Not participate in discussion or decision-making.
  - Withdraw from the meeting where appropriate.
- The Chair will determine the appropriate course of action, supported by the Accountable Body where necessary.

A public interest test should be applied:

Would a reasonable member of the public consider that this interest could influence the Member's judgement?

- If yes, the Member must not participate.

5. Sensitive Interests

Where disclosure of an interest could lead to risk (e.g. intimidation):

- The Member may request the interest is treated as sensitive.

- The Monitoring Officer (or equivalent) will determine whether it is withheld from publication.

6. Gifts and Hospitality

All Board Members must declare:

- Any gifts or hospitality offered or received in connection with their role.
- This includes offers that are declined.

A register will be maintained by the Secretariat.

7. Publication and Transparency

The following will be published:

- Register of Interests for all Members.
- Updates to interests.
- Governance processes relating to conflicts.

This will be made available via the Accountable Body's website.

Register of Interests Template

Pride in Place Board – Register of Interests

Full Name:
Role on Board:
Date of Appointment:
Date of Declaration:

1. Disclosable Pecuniary Interests

Category	Details
Employment, office, trade or profession	
Sponsorship	
Contracts with Dover District Council	
Land and property in Dover	
Licences to occupy land	
Corporate tenancies	

Securities / shareholdings	

2. Interests of Spouse or Partner

Category	Details
Employment or financial interests	
Property or land interests	
Other relevant financial interests	

3. Other Registerable Interests

Category	Details
Unpaid directorships	
Organisations where you hold a position of control or influence	
Public bodies, charities or campaigning organisations	
Political parties or trade unions	

4. Non-Registerable Interests

Category	Details
Interests of close family or associates	
Any other interests that may reasonably be perceived as a conflict	

5. Gifts and Hospitality

Date	Description	Offered by	Accepted/Declined

6. Declaration

I confirm that:

- The information provided is complete and accurate to the best of my knowledge.
- I will update this register within 28 days of any change.
- I will declare any relevant interests at Board meetings.

Signed:

Date: