PRIDE IN PLACE
LED BY YOU – BACKED BY UK GOVERNMENT

Pride in Place Dover Board Meeting Minutes

Location: The Bench

Date: Tuesday 8 September 2026

Time: 10am – 12pm

Present:

Nick Holbrook-Sutcliffe	Board Member, Chair
Sue Ashmore	Board Member, Vice-Chair
Shaun Dawson	Board Member, Vice-Chair
Graham Hutchison	Board Member
Cllr Lynne Wright	Board Member
Carol Clayson	Board Member
John Angell	Board Member
Imran Hussein	Board Member
Lori Crow	Board Member
Bev Crossland	Dover District Council
Rebecca Dyer	Dover District Council
Grace Dunster	Dover District Council
Chris Townend	Dover District Council
Representative from MPs office	

In Attendance:

Ole Schroder	Third Nature Architects (presentation)
Jo Nolan	Screen South (presentation)

Apologies & distribution:

Bradley Austin Matthews	Board Member
Diedrik Smet	Board Member

1. Welcome, Apologies and Introductions

The Chair welcomed attendees and confirmed that the meeting was quorate in accordance with the Terms of Reference. No declarations of interest were received.

The Chair provided an update on recent activity, including meetings with local stakeholders, attendance at community events and participation in wider Pride in Place networking opportunities.

The minutes of the previous meeting were approved.

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2. Board Membership and Governance

The Board welcomed newly appointed members, who introduced themselves and outlined the experience, skills and community perspectives they bring to the programme. The Board discussed induction arrangements and agreed that a consistent process and expected timescales should be confirmed.

The Board noted the resignation of a Board member and considered the implications for skills, representation and diversity. Members concluded that no immediate recruitment was required as the Board remained appropriately balanced.

The Board welcomed the appointment of the Pride in Place Programme Officer (Maternity Cover).

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3. Finance Update

The Board noted the absence of the Section 151 Officer, who will attend the October meeting. Members were advised that previously identified financial risks had reduced following clarification of responsibilities, reporting arrangements and contingency planning. [

An update was received on programme finances. Members noted receipt of £150,000 Capacity Funding to support programme establishment and delivery, including staffing, consultancy support and engagement activities. Current expenditure and remaining balances were reviewed.

The Board discussed future reporting requirements and agreed that financial reports should provide greater detail on planned commitments, forecast expenditure, in-kind support and the contribution of expenditure towards programme outcomes and value for money.

The Board also considered VAT arrangements, interest generated on programme funding and the potential to carry forward unspent funding into future years.

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4. Engagement and Vision Development

The Board received an update on development of the ten-year Vision, which will be submitted to MHCLG. Members discussed how engagement evidence would inform future priorities and how success would be measured. Detailed guidance will be circulated to Board members and considered further at a future meeting.

An update was provided on engagement activity undertaken across the programme area, including participation in community events, targeted resident engagement activities and work with local organisations. Members noted continued efforts to engage with a broad and representative range of residents through a variety of formats and locations.

The Board agreed that future reports should place greater emphasis on emerging themes from engagement activity and provide information on representativeness and participation gaps.

Members noted plans to undertake additional engagement with schools, parents, Housing 21 residents and younger people, recognising the importance of ensuring a broad range of voices contribute to the Vision.

The Board received an update on preparations for the forthcoming community organisations engagement event at the Maison Dieu. Members discussed arrangements for attendance, facilitation and invitations, and emphasised the importance of ensuring broad representation from community, voluntary, faith and interest groups.

The Board also reviewed early findings from the resident survey and noted the importance of assessing the representativeness of responses when reporting engagement findings.

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5. Governance and Organisational Development

The Board considered a discussion paper exploring potential future governance models, including charitable and community-interest structures. Members discussed the opportunities, risks, governance implications and resource requirements associated with alternative models.

The Board agreed that any future governance decisions should be based on the needs of the programme and local circumstances. Members concluded that existing arrangements remain appropriate and that the matter should be revisited through future business planning.

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6. Strategic Presentations

Third Nature Architects

The Board received a presentation exploring place-making approaches and regeneration projects undertaken elsewhere in Europe. Members discussed the importance of building on Dover's existing strengths, improving connections between communities and landscapes, and ensuring that investment supports wider social, economic and environmental outcomes.

The discussion highlighted the value of combining longer-term transformational ambitions with smaller visible improvements capable of generating confidence and pride in place.

Screen South

The Board received a presentation outlining Screen South's future plans and proposals to increase local participation in creative activity through a programme of community-based engagement and creative development.

Members noted the proposal and clarified that the Board remains in an evidence-gathering and listening phase. Any future decisions regarding endorsement, partnership or funding support would be considered only after community priorities have been established and the programme plan developed.

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7. Communications

The Board received an update on communications activity, including proposals to establish dedicated Pride in Place social media channels. Members discussed branding considerations and opportunities to improve programme visibility.

The Board also considered arrangements for dedicated Board email addresses and agreed that a standalone domain should be explored to support communications and governance requirements.

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8. Any Other Business

The Board received an update on a potential MHCLG Common Ground funding opportunity and the availability of an associated asset that may attract match funding. Members agreed that Dover District Council could undertake exploratory discussions and express an initial interest only.

The Board requested that any future proposal be supported by a detailed report covering strategic fit, ownership arrangements, anticipated benefits, risks and governance implications before any decision is taken.

The Board also noted the forthcoming finance monitoring deadline and agreed that officers could complete the required monitoring return on behalf of the programme.

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9. Next Meeting Dates

- Friday 9th October 2026, 09:30am-12:30pm
- Thursday 12 November 2026, 09:30am – 12:30pm
- Friday 4 December 2026, 09:30am – 12:30pm

Venues to be confirmed.

Decisions

Ref	Decision	Status
D01	Approve previous meeting minutes.	AGREED
D02	Formalise Board induction arrangements for new members.	AGREED
D03	No immediate recruitment required following Board resignation.	AGREED
D04	Retain existing governance arrangements and revisit alternative models through future business planning.	AGREED
D05	Continue targeted engagement activity to support development of the 10-Year Vision.	AGREED
D06	Proceed with arrangements for the community engagement event and Board participation.	AGREED
D07	Develop dedicated Pride in Place communications channels and Board email arrangements.	AGREED
D08	Permit exploratory work regarding the potential Common Ground funding opportunity and associated asset.	AGREED

Actions

Ref	Action	Owner	Target Date
A01	Meet with new Board member and confirm induction process and timetable.	RD / BC	Before next meeting
A02	Confirm VAT arrangements relating to programme funding.	RD	Next meeting
A03	Clarify funding rollover arrangements with MHCLG.	RD	Next meeting
A04	Include in-kind contributions within future financial reports.	RD	Next meeting
A05	Circulate detailed Vision guidance and requirements to Board members.	RD	Prior to next meeting
A06	Advise BC of any additional organisations that should be invited to the engagement event.	Board Members	As soon as possible
A07	Discuss co-hosting arrangements for the engagement event with the Mayor.	Chair	Prior to event
A08	Confirm availability to support the engagement event.	Board Members	Prior to event

A09	Explore ownership and governance implications relating to any future asset opportunity and report back to the Board.	RD/BC	Future meeting