

PRIDE IN PLACE

LED BY YOU – BACKED BY UK GOVERNMENT

Pride in Place Dover Board Meeting Minutes

Location: St Radigunds Community
Centre, Poulton Close, Dover, CT17 0HL

Date: Friday 17 April 2026

Time: 10am – 1pm

Meeting Chaired by:

Nick Holbrook-Sutcliffe – Chair

Board members:

Diederik Smet
John Angell
Carol Clayson
Imran Hussain
Mike Tapp MP
Bradley Austin Matthews
Sue Ashmore
Shaun Dawson
Charlie Spore
Cllr Kevin Mills

Apologies:

Graham Hutchison
Cllr Lynne Wright

In attendance:

Rebecca Dunroe – Pride in Place Programme Officer (DDC)
Rebecca Dyer – Community Development Manager (DDC)
Christopher Townend – Head of Place and Growth (DDC)
Kate Willard (Independent Adviser)
Representatives from MPs office

1. Welcome

All were welcomed to the meeting and round table introductions made. The goals of this programme were as follows:

- success
- sustainability
- change
- outcomes
- creativity
- supporting
- deliverance
- pride

- positivity
- engagement
- hope
- opportunity
- fairness
- unity
- visible
- perspective

2. **GDPR & photo/email consent**

RDun asked if everyone was happy for email addresses to be circulated to group – consent sheet will be circulated. Independent email addresses are also being looked at.

3. **Terms of reference**

The Chair confirmed that a Vice-Chair will be appointed in line with the Terms of Reference.

The Chair noted that two Board positions have been intentionally left vacant to enable the future appointment of ward residents who may not typically seek Board roles, but who are identified through early community outreach as strong potential contributors.

KW advised that the Terms of Reference are owned by the Board and are a critical governance document. She recommended a structured discussion at the next meeting, followed by redrafting if required, with final approval at a subsequent meeting.

Action: RDun to resend Terms of Reference to Board Members.

Action: All members to review the Terms of Reference in advance of the next meeting.

4. **Design thinking presentation**

The Chair delivered a presentation outlining the proposed approach to the Board's work, including principles of design thinking, ways of working, and the facilitative nature of the Chair role.

It was emphasised that the Chair's role is to enable discussion, ensure all voices are heard, surface challenge where appropriate, and keep the Board focused on its agreed remit.

Ways of working discussed included:

- Listening up and speaking up
- Creating psychological safety
- Harnessing constructive doubt
- Agreeing an appropriate appetite for risk
- Working collectively towards sustainable, long-term outcomes

Members discussed the likelihood of public and social media criticism of the programme. It was agreed that the Board should respond collectively and consistently.

The need for a risk register was noted for future consideration.

As part of the wider strategic context, the Board acknowledged that Local Government Reorganisation in East Kent is underway, with options being explored for three-unitary and four-unitary authority models. While no decisions are imminent, members recognised the importance of designing the Pride in Place programme to remain resilient, adaptable and community-focused throughout potential structural change.

5. **Board/Activity marketing, promotion, and communication**

CT emphasised the importance of unified, consistent, and controlled communications, particularly during the early stages of the programme. It was agreed that the Board should speak with one voice and that, for the time being, all external communications would be approved by the Chair, who will act as the sole spokesperson.

It was agreed that communications will be a standing agenda item at all future meetings.

Potential communications tools were discussed, including a dedicated website, social media presence, branding, and media training. Control and governance of communications will need to be clearly defined.

The Board agreed it would like a dedicated Pride in Place website. Options for hosting and management (DDC-managed or Board-managed) will be explored. The need for Pride in Place email addresses (individual and general inbox) was also agreed.

CS offered support with social media, particularly Instagram and Facebook. It was agreed that CS will act as the Board link for social media, working with DS.

Representatives from the MP's Office raised considerations around Freedom of Information and data sharing.

RDun advised that a temporary page already exists on the DDC website and an interim email address is available: prideinplace@dover.gov.uk.

Members highlighted the importance of being able to track community engagement with the website through analytics.

Media training for Board members was strongly supported.

Action: RDun / RDy to provide a one-page briefing on the proposed website purpose, function, and hosting.

Action: RDun / RDy to investigate FOI and data-sharing implications and report back.

Action: DDC to begin work on establishing a dedicated website with analytics, supported by a small working group (DDC Comms, CS, DS and MP Office representative).

Action: CT to explore media-training opportunities with an external provider.

Suggested standing agenda items:

- Communication
- Terms of reference
- Risk

6. **Capacity funding**

RDy presented a confidential paper outlining use of capacity funding.

7. **Ward boundaries**

RDun advised these do not have to be decided today and will be discussed at the next meeting.

8. **Concerns / hopes / what would like to initially consider as themes**

Members raised the importance of understanding the Board's formal powers, limitations, and decision-making boundaries.

It was noted that the overall Pride in Place plan will require approval by the Ministry of Housing, Communities and Local Government.

Child poverty, physical environment quality, and planning challenges were highlighted as significant local issues. Members discussed the value of early partnership working and visible collaboration.

It was suggested that early communications to the public should make clear that the Board is developing a plan and that activity will follow, rather than immediate delivery.

RDy proposed undertaking a mapping exercise to better understand assets, issues, and stakeholder activity; this was supported.

Community engagement was emphasised, with a need to actively invite local people to shape priorities and voice their concerns.

Quick wins were discussed, including environmental improvements such as graffiti removal and bulk waste collections, alongside clear messaging about the programme's purpose.

Action: RDy/RDun to do a presentation at next meeting on mapping exercise.

Need to come discuss and finalise a plan for quick wins at next meeting with regards what start spending capacity fund on i.e. getting rid of graffiti, bulk waste collections and getting the message out there that this is what we are doing.

SD asked how we let the community have a voice. Need to ensure that we get it out there that what we are doing but need the community to let us know what changes they would like made.

9. **Timelines**

Members were advised that by mid-July the Board will need to:

- Finalise and approve the Terms of Reference

- Consider ward boundaries
- Agree a community engagement plan, especially those not often heard.
- Consider Capacity Fund and 'quick wins'
- Media training

Members suggested aligning engagement activity with existing local events where possible.

10. **Meeting close**

The Chair thanked members for their time and contributions.

Bi-weekly meetings to be held on Fridays.

Summary of actions:

- RDun to resend Terms of Reference to Board members.
- All members to review Terms of Reference ahead of next meeting.
- RDun / RDy to provide a one-page website briefing.
- RDun / RDy to investigate FOI and data-sharing issues.
- DDC to begin work on a dedicated website with analytics.
- CT to explore external media-training options.
- RDy to provide year-on-year Programme Officer costs including on-costs.
- RDy / RDun to present a mapping exercise at the next meeting. DDC to start working on getting website, with analytics, set up. Work group including DDC Comms, CS, DS and Representative of MP Office.
- CT to look at media training with external partner.
- RDy/RDun to do a presentation at next meeting on mapping exercise.