

Paddock Wood Community Centre Project

Governance Framework

Introduction

Paddock Wood Town Council aims to build a community centre for the town, encompassing a wide range of existing and additional facilities which will be agreed during the project. Work has been undertaken to determine the preferred site for the facility, which is on Memorial Field, Maidstone Road, making it visible and accessible from the main road going through the town.

The proposal to build a Community Centre arose due to several factors:

- The town is set to grow over the coming years – there are currently planning applications for 950 new houses on three sites around the town.
- The need for a community centre was identified in the 2008 health check and in subsequent engagement activities with the public. A number of groups are unable to find facilities to hold activities, with some groups disbanding and others moving outside the town. This takes facilities outside the town.
- The new developments will generate section 106 contributions which will help pay for the community centre.

The Town Council aims to build a community centre to meet the growing needs of the people of Paddock Wood. The community centre will be self-funding in the long term.

Governance Structure (Appendix 1)

- **Paddock Wood Town Council** – elected members who will make the final decisions, based on recommendations from the project board.
- **Project Board** – Consists of the Chairman of Paddock Wood Town Council and the Chairman of the Estates and Planning & Environment Committees or their deputies. Two non-voting members from TWBC have also been appointed. The board will make recommendations to the Council.
- **The Community Centre Working Group** will be responsible for supporting the day-to-day delivery of the project and communication with the public. This will consist of a Project Manager from TWBC, an officer from PWTC, Vice Chairman of Town Council OR nominated councillor, plus local volunteers and potential users of the facility, which might include:
 - Uniformed groups e.g. District Commissioner for Guiding or deputy
 - U3A
 - Users of Memorial Field such as Insulators Football Club
 - Paddock Wood Athletics Club
 - Local cafes & restaurants
 - Youth Council
 - Play Paddock Wood
 - Lights Up Paddock Wood
 - Paddock Wood Business Association

Representation from a wide range of groups will ensure that all age groups are represented and key stakeholders are able to contribute to the development of the centre. A centre built on the ideas and needs of the local people and groups is more likely to be used by them.

This list is not inclusive or exhaustive, but representation from at least 6 local people/groups will encourage two-way dialogue with residents prior to the consultation.

Key Project Roles and Responsibilities

- **Project Client** - Paddock Wood Town Council
- **Project Management** – Jonathan White, TWBC
- **Project Officer** - Nichola Reay, PWTC
- **Media and Press Liaison** - Nichola Reay, PWTC or a relevant member of the working group

Critical milestones

- Select location / public consultation
- Design development
- Submission of a planning application
- Start on site

Communication

Effective communication with the public is required to ensure people are aware of the plans to build a community centre and provide regular information prior to the consultation.

- Minutes of the CCWG and Board will be posted on PWTC website
- A communication strategy will be agreed with a timeline for communication with the public), using local publications, PWTC website and social media.
- Allocate a lead for communication
- Provide information to schools, businesses and local organisations

PADDOCK WOOD TOWN COUNCIL COMMUNITY CENTRE GOVERNANCE STRUCTURE – AUGUST 2020



Appendix 2: Paddock Wood Community Centre Project

Terms of Reference

The name of the project shall be Paddock Wood Community Centre Working Project. The governance structure indicates three groups within the structure:

- The Community Centre Working Group
- The Board
- Paddock Wood Town Council

PWTC will address issues relating to the community centre project in their normal monthly meetings and for the duration of the project, this project is likely to be a standing item on the main agenda. The following terms of reference relate to the functioning of the CCWG and Board.

Aims and objectives

The CCWG Board will work to provide a facility for community activities e.g. social events, entertainment, and health related activities.

- To build a high-quality facility which is energy efficient, meets quality standards, is fit for purpose and is highly visible and recognisable to the local community.
- To provide residents with multiple services at one location and to provide a focus for recreation and entertainment.
- Look to minimise facility costs through more efficient building and services.
- To collaborate with the public sector and other organisations to attract tenants and make to centre financially viable.
- Provide a flexible, long term community facility to meet current & future needs.
- Improve access to a wide range of services from a variety of providers
- To create a building that is flexible to accommodate future growth.

Meetings

- The working group will meet monthly, at a fixed time each month agreed by working party members.
- The Board will meet monthly on an agreed day and time, to receive a verbal and/or written report from the Project Manager.
- Dates of all meetings will be published at least six months ahead (*this could be annually with all other PWTC meeting dates*)
- Minutes of the meetings will be recorded to provide an audit trail for decision making and to inform others of agreed actions. These will be circulated to members of the working group at least one week prior to each meeting with relevant documents for consideration. They will also be shared with Town Council.

Role of CCWG

- Investigate and identify support for the Community Centre through engagement with local residents
- Identify the location of the proposed centre
- Identify sources of funding and possible anchor tenants
- Prepare and oversee a project plan for the development of a community centre, with proposed timelines.

- Make amendments to the plan as necessary and prepare for planning permission.
- Liaise with relevant authorities and organisations to obtain all necessary permissions
- Encourage involvement from the whole community, recording and analysing views and opinion through a range of mechanisms.
- Obtain architects drawings and costings for the project.
- The Project Manager will report progress to the Board monthly. Papers will be circulated to the Board at least one week in advance of the meeting.
- *Members of the CCWG may form a Board of Trustees who will take over the management of the community centre*

Membership of CCWG

- The working group will be quorate with 50% plus one member of the group present.
- Individuals with specialist knowledge and skills required may be co-opted to the working group for the duration of specific aspects of the work.
- The working group may establish sub-groups to carry out functions specified by the group such as data gathering and consultations. Working group leads will be members of the CCWG and will report back to the working group at monthly meetings.
- Membership of the working group to be approved by Paddock Wood Town Council
- Members of the public may attend Working Group meetings.

Role of the Board

- The Board will provide scrutiny and challenge to the Community Centre Working Party to ensure that all options are explored and appropriate risk assessments undertaken in relation to proposals.
- Scrutiny and challenge will cover the areas of finance, planning and estate management as well as other matters arising during the work.
- Minutes of Board meetings will be recorded, circulated at least one week prior to meetings with all relevant documents and will be sent to Town Council.
- The Board will report to Town Council each month to keep Council informed of progress and to seek agreement for decisions taken.
- Take responsibility for planning, budgeting and monitoring expenditure of the project and report back to the Council on these matters.
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Membership of the Board

- Voting members of the Board will consist of Chairman of Town Council and the Chairmen of Estates and Planning & Environment.
- Non-voting members will be TWBC Officer and Borough Portfolio member for Communities & Wellbeing
- Individuals may be co-opted to the Board where specific expertise is required.

Finance

- All grants and funding will be applied for and held in the Town Council's name. PWTC will ring fence the funds to be used solely for Community Centre purposes.

- Notification of all planned expenditure will be given to the Town Council via the Board before actual costs are incurred. The town clerk can authorise expenditure up to £1,000 in discussion with the Board.
- The Town Clerk will keep a clear record of expenditure supported by invoices and will regularly review and update the budget with the Board
- The Working Group will report back to the Board on planned and actual expenditure. The Board will report this to Town Council for approval.
- Invoices will be made out in the name of the Town Council who will authorise them as per their normal procedures.
- Town Council insurance will cover the Working Group.

Data Protection

- The Working Group and Board will store any data in accordance with the Data Protection Act 1998 under the registration of Paddock Wood Town Council.

The working group and board will be active for the duration of the project.

Paddock Wood Town Council approved these Terms of Reference on 15th February 2016 and updated them in August 2020.

Appendix 3: Contact Information

BOARD MEMBERS

NAME	POSITION	EMAIL	TELEPHONE
Cllr Meryl Flashman	Chairman PWTC *	meryl.flashman@paddockwoodtc.co.uk	01892 832230
Cllr Carol Williams	Chairman, Planning & Environment Committee PWTC*	Carol.williams@paddockwoodtc.co.uk	[REDACTED]
Cllr Derek Boyle	Chairman, Estates Committee, PWTC*	derek.boyle@paddockwoodtc.co.uk	01892 833048
Councillor Carol Mackonochie	Portfolio Holder for Communities and Wellbeing TWBC	Carol.Mackonochie@TunbridgeWells.gov.uk	01892 832118
Denise Haylett	TWBC	denise.haylett@tunbridgewells.gov.uk	01892 526121

*Denotes voting member

WORKING GROUP

NAME	POSITION	EMAIL	TELEPHONE
Cllr Carol Williams	Vice Chairman of Council	Carol.williams@paddockwoodtc.co.uk	[REDACTED]
Cllr Ray Moon	Paddock Town Councillor	raymond.moon@paddockwoodtc.co.uk	01892 535201
Cllr Sarah Hamilton	Paddock Wood Councillor	Sarah.hamilton@paddockwoodtc.co.uk	01892 835883
Cllr David Sargison	Paddock Wood Councillor	David.sargsion@paddockwoodt.co.uk	01892836165
Cllr Mike Ridger PWAC	Paddock Wood Councillor	mike.ridger@paddockwoodt.co.uk	[REDACTED]
Jonathan White	Project manager, TWBC	Jonathan.white@tunbridgewells.gov.uk	03000417198
Nichola Reay	Town Clerk, PWTC	clerk@paddockwoodtc.co.uk	01892 837373
Fred Lemont U3A	Community Representative	[REDACTED]	[REDACTED]
Andy Mackie Local Resident	Community Representative	[REDACTED]	[REDACTED]
Sarah Woodcock Church Youth worker	Community Representative	[REDACTED]	[REDACTED]
Tracey Brechtelsbauer Scalliwags	Community Representative	[REDACTED]	[REDACTED]
Tanya Kooger Trillium Montessori	Community Representative	[REDACTED]	[REDACTED]
Rex Wakeling Royal British Legion	Community Representative	[REDACTED]	[REDACTED]

Jeremy Thompson Friends of Memorial Field	Community Representative	[REDACTED]	
Steve Collingwood Paddock Wood Baptist Church Pastor	Community Representative (To be kept updated but unable to attend meetings therefore not included for quorum purposes)	[REDACTED]	

Total number of members 13 (quorum = 6)