



Paper ref: CSPC CC 01

Parish Council Meeting
Date: 13th February 2020

Paper by: Carl Meewezen, Finance and Programme Mgt Lead, Community Centre

Subject: Community Centre Project Initiation

I recommend:

1. that the Parish Council **AGREES** that the Community Centre project commence, per the project plan, resources and governance set out below; and,
2. that the Parish council **COMMENTS** on the draft project branding, subject to further consultation..

Summary

1. This paper proposes and seeks your agreement to:
 - a. a macro-project plan that targets a November 2023 project completion for the community centre;
 - b. immediate project plans that focus on building strong local engagement, a clear outline business case for agreement in June and a funding profile and strategy;
 - c. project governance that confirms the PC's role as the accountable authority and establishes an advisory project board of experts and a local management team to lead delivery; and,
 - d. comments on a draft project brand of: Cranbrook Centre: Community, Well-being and Health.

Plan and risks.

2. The CC plan is based on standard Royal Institute for British Architect (RIBA) phasing, detailed in the enclosure.
3. The **macro-plan** sees the eight RIBA phases commencing immediately, and concluding with building handover into use in November 2023. In the view of the CC Management Team and the project board, the plan is tight but manageable.
4. The **principle risks to macro-plan timing**, covered in the risk register being developed are:
 - a. around the outline specification, which is being refreshed through local engagement. We do not expect local engagement to complicate the outline specification. In the event that it does, this could however introduce delays.
 - b. at RIBA phases three and four, when detailed specifications must be signed off by stakeholders including TWBC, KCC, CCG and the PC; and,
 - c. also at RIBA phases three and four when planning consent will be sought.
5. To mitigate these risks, as plans and designs emerge the management team will focus on engagement with the local community, with key stakeholders and in pre-planning application discussions at TWBC. Risk mitigation plans are detailed in the relevant enclosure.
6. The **immediate plan** seeks to establish an Outline Business Case for the programme for agreement at the June 2020 PC meeting. It has three areas of focus:

- a. establishing clear user needs from the local community and from CCG, including detailed requirements (for example: 'my chess club wants [x]m2 every Tuesday evening with [y]m3 storage and access to a kitchen and toilets'); and 'look and feel' design. This will include engaging with local schools and other key local interested parties;
- b. building an Outline Business Case (OBC) that will enable the PC to make an informed decision in June on whether to progress to RIBA phase 1. The OBC will be constructed using HM Treasury's Five Case Business Model and Green Book methodologies. This will aid transparency in forecast financial cost / benefit and economic and social value impact of the project; and,
- c. establishing a funding profile and strategy, including target grants and other funding sources.

[See PC Minutes - the council discussed and agreed plans]

Phase 0 Resources

7. Delivery of phase 0 is **not expected to incur material financial cost** to the Parish Council, or commit the council to on-going costs. The delivery resources are principally parishioners and councillors acting voluntarily with support from in-house resource at KCC and TWBC. **[See PC minutes- the council agreed funding for greater local engagement to ensure parishioners views are fully reflected]**

Governance

8. The **Parish Council will be accountable for project delivery** and the authority that will sanction each phase of delivery. Without the PC's agreement, the project team will not progress to new phases or commit funds or resources. The project will be subject to PC standing orders. (See para 4 of enclosure for headline accountabilities.)
9. An **advisory project board** has been established, chaired by Cllr Fletcher and attended by councillors, directors and experts from TWBC and KCC. This will provide scrutiny and oversight of deliverables before they are presented to the PC. (See para 8-17 of the enclosure for membership and Terms of Reference)
10. A **Community Centre Management Team** has been established, chaired by Cllr Gilbert. This will lead delivery of the programme. (See para 18-23 of the enclosure for membership and terms of reference).
11. The immediate project plan foresees: updates against plan at every council meeting; and meetings to formally agree draft and final OBC documentation in April and in June.
12. The management team is also considering whether or not to establish a **charitable trust** to deliver the project. We will revert to the board and PC with specific proposals on this in the next six months.

[See PC Minutes, the PC agreed the governance with minor changes]

Project Brand

13. The **Project Brand** has been discussed by the management team and at the project board. Various options have been considered. Subject to further local engagement, the management team favour: "Cranbrook Centre" as the headline project name, with a strapline: "Community, Well-being and Health".
14. Once the brand is agreed, we will invite local schools to help us design a project logo, to raise project awareness.

[See PC Minutes, the PC agreed to a 'Working Title' of Cranbrook Community Centre']