

MINUTES of the TOWN COUNCIL MEETING of the SWANSCOMBE & GREENHITHE TOWN COUNCIL held on THURSDAY 5 DECEMBER 2024 at 7.00pm

PRESENT:

Councillor Ann Duke – Town Mayor
Councillor Dawn Johnston – Deputy Town Mayor
Councillor Emma Ben Moussa
Councillor Lorna Cross
Councillor Peter Harris
Councillor Lesley Howes
Councillor Richard Lees
Councillor Hazel Stephens
Councillor Elizabeth Wickham

ALSO PRESENT:

Graham Blew – Town Clerk
Martin Harding – ATC/Responsible Financial Officer
Rev. Charlie Lloyd-Evans
Mr Michael Blandford
Mr Paul Parsons
Mr Graham Taylor
x4 Members of the public

ABSENT:

Councillor Alan Reach.

287/24-25. ARRANGEMENTS AND CONSTRAINTS REGARDING FILMING OR RECORDING THE MEETING.

The Town Mayor explained the arrangements and constraints relating to the filming or recording of the meeting.

288/24-25. REVD. CHARLIE LLOYD-EVANS, PRIEST IN CHARGE AT ST MARY GREENHITHE & ST PETER AND ST PAUL SWANSCOMBE.

The Town Mayor welcomed Revd. Charlie Lloyd-Evans to the meeting, Revd. Lloyd-Evans thanked the Town Council for the invitation and led the Council in prayer.

289/24-25. APOLOGIES FOR ABSENCE.

An apology for absence was received from Councillor Claire Pearce, due to other commitments.

An apology for absence was received from Greenhithe Dartford Borough Councillor David Mote.

An apology for absence was received from Greenhithe Dartford Borough Councillor Carol Gale.

An apology for lateness was received from Councillor Dawn Johnston.

RESOLVED:

That the reason/s for absence, for the above Town Councillor(s), be formally accepted and approved.

290/24-25. DECLARATIONS OF INTEREST IN ITEMS ON THE AGENDA.

Councillor Dawn Johnston declared a personal interest in agenda item 15 – Complaint, as she resides in close proximity to both individuals and has recently been appointed to one of the organisations named in the complaint.

As per Standing Order 34 c) the Chairman adjourned the meeting at this point to allow members of the public to address the meeting in relation to the business being transacted at the meeting.

291/24-25. TO RECEIVE THE MINUTES OF THE TOWN COUNCIL MEETING HELD ON 24 OCTOBER 2024.

RESOLVED:

That the Minutes of the Town Council Meeting held on 24 October 2024 be confirmed as a true record and be signed.

292/24-25. ITEMS DEEMED URGENT BY THE TOWN MAYOR / MATTERS ARISING FROM PREVIOUS MINUTES AND THEIR POSITION ON THE AGENDA.

There were none.

293/24-25. MINUTES OF THE PLANNING, MAJOR DEVELOPMENTS, TRANSPORTATION AND ENVIRONMENT COMMITTEE MEETINGS HELD ON 20 NOVEMBER 2024

RESOLVED:

That the Minutes of the Planning, Major Developments, Transportation and Environment Committee Meeting held on 20 November 2024 be confirmed and the recommendations made therein be adopted.

294/24-25. MINUTES OF THE RECREATION, LEISURE & AMENITIES COMMITTEE MEETING HELD ON 14 NOVEMBER 2024

RESOLVED:

That the Minutes of the Recreation, Leisure & Amenities Committee Meeting held on 14 November 2024 be confirmed and the recommendations made therein be adopted.

295/24-25. MINUTES OF THE FINANCE AND GENERAL PURPOSES COMMITTEE MEETING HELD ON 7 NOVEMBER 2024

RESOLVED:

That the Minutes of the Finance and General Purposes Committee Meeting held on 7 November 2024 be confirmed and the recommendations made therein be adopted.

296/24-25. MINUTES OF THE ALLOTMENTS & CEMETERIES MEETING HELD ON 25 OCTOBER 2024.

RESOLVED:

That the Minutes of the Allotment & Cemeteries Meetings held on 25 October 2024 be confirmed and the recommendations made therein be adopted.

297/24-25. PAVILION WORKING GROUP

The Pavilion Working Group had met on the 7 November 2024 and Members considered the notes from that meeting which included recommendations and, in line with these, a draft publicity statement was also considered.

The Town Mayor detailed each of the four recommendations and it was agreed:

RESOLVED:

1. That work would continue to actively pursue funding for either the rebuild, in line with the planning consent, or refurbishment of the existing structure.
2. That specifications / quotations be sought for the installation of container style units to provide changing facilities and potentially a café. Which would include business plans for how they would operate.
3. That should funding not be in place for either a rebuild / refurb by January 2026, then an item be placed on the agenda to endorse the decision to pursue the demolition of the existing building and installation of container units, subject to funding.
4. That the publicity document, to update the public on the decisions made, be approved and be released via the Town Councils website and social media feeds, noticeboards, and other community locations following the meeting.

298/24-25. COMMUNITY EVENT WORKING GROUP

Members discussed the notes from the Community Event Working Group meeting held on the 7 November 2024.

RESOLVED:

1. That the actions undertaken to date by the Working Group in relation to the 2025 Summer Fair be noted.
2. That the Working Group be tasked with preparing the details for an event on the 26 May 2025, to honour St Augustine's Day.

299/24-25. ESTIMATES 2025 – 2026

Further to minute 228/24-25 (Town Council 24 October 2024) members discussed the summary report of key points along with the draft Estimates for 2025 – 2026.

RESOLVED:

That the draft Estimates 2025 – 2026, in line with minute 228/24-25, be noted

300/24-25. REPORTS OF OUTSIDE REPRESENTATIVES

Members were advised that this item provided an opportunity for Members appointed as representatives on outside bodies to provide a report at the meeting.

London Resort Company Holdings Ltd. Community Liaison Group (LRCHCLG)
Councillor Elizabeth Wickham is the Town Councils representative on the LRCHCLG who confirmed that no update was available at this time.

Ingress Park (Greenhithe) Management Limited (IPGM).
Councillor Peter Harris and Councillor Dawn Johnston are the Town Councils representatives on IPGM. IPGM have indicated that, although unable to supply any documentation, they would like a verbal update to be submitted to the Council.

Councillor Harris confirmed that the recently appointed Development Manager had resigned and Firstport were undertaking the replacement process.

Kent Association of Local Councils Dartford Area Committee (KALCDAC).
The Town Mayor and Town Clerk are the Town Councils representatives on the KALCDAC. As previously agreed, the draft minutes from the 7 October 2024 meeting were available for inspection.

Dartford Elders Forum (DEF).
Councillor Lesley Howes is the Town Council representative on the DEF. The last meeting was held on 4 November 2024. Unfortunately, Councillor Howes had been unable to attend.

Bluewater Forum (BF)
The Town Mayor is the Town Councils representatives on the BF. The last meeting was scheduled to take place on 28 November 2024, which included a presentation from the RNLI, along with Dartford Borough Councils Urban Design Team and Policy Planners.

Whitecliffe Community Liaison Group (WCLG).

Councillor Peter Harris was the Town Councils representative on the WCLG but, due to the meetings being held via Teams he had asked to step down from this role and Councillor Dawn Johnston had been substituting for him in the interim.

Members agreed that Councillor Dawn Johnston be the Town Councils representative on the WCLG for the remainder of the 2024 – 2025 municipal year.

As previously agreed, the Agenda and Minutes from the 19 November 2024 meeting were available for inspection.

Kent Association of Local Councils (KALC) County Area Committee (KALCCAC).

Councillor Lorna Cross and Councillor Lesley Howes are the Town Councils representatives on KALCCAC, and the AGM was held on 30 November 2024. The meeting had included a motion put forward by Councillor Howes for KALC to add pressure to Kent County Council in relation to the loss of key services, including the reduction in the Community Wardens.

Joint Transportation Board, Dartford Borough Council (JTB).

Councillor Lesley Howes is one of the x2 Parish Representatives on the JTB. The last meeting was held on 3 December 2024. The last meeting had included updates on parking, the new Fastrack service and the replacement of bus shelters.

Greenhithe Community Association (GCA).

Councillor Lesley Howes and Councillor Dawn Johnston are the Town Councils representatives on the GCA. The last meeting was scheduled to take place on 15 November 2024. It was confirmed that work was underway to recruit new trustees following the resignation of the Chairman.

301/24-25. REPORT FROM KENT COUNTY COUNCILLOR.

This item gave the Kent County Councillor for Swanscombe and Greenhithe the opportunity to submit a verbal report on relevant news or issues from Kent County Council.

At the recent by election Mr Thomas Mallon had been elected as the Kent County Councillor for the Swanscombe and Greenhithe Division.

The Town Clerk informed members that he had been in communication with Mr Mallon who had indicated that he hoped to be able to attend the 30 January 2025 meeting and that they were attempting to arrange an informal meeting in the interim.

RESOLVED:

That the item be noted.

302/24-25. REPORT FROM DARTFORD BOROUGH COUNCILLORS.

This item gave the x5 Dartford Borough Councillors representing Swanscombe and Greenhithe the opportunity to submit a verbal report on any relevant news or developments at Dartford Borough Council (DBC).

At the recent by election Mr Michael Brown had been elected as the Dartford Borough Councillor for Greenhithe and Knockhall Ward.

Attempts had been made to contact Mr Brown but, to date, it had not been possible to obtain a response.

DBC Councillor Ben Moussa updated the meeting on the following:

At the recent JTB meeting Kent Highways had confirmed that they were discussing the parking issues at Darent Valley Hospital with the MP for Dartford.

A motion had been put forward to remove fast food advertising on bus shelters, but this had not carried.

That the regular monthly members update meeting with KCC regarding the temporary Galley Hill Road closure had been cancelled pending discussion with the newly elected County Councillor.

The General Assembly of the Council (GAC) would be held on Monday 9 December 2024, which would include tributes to the late Councillor Peter Harman.

Following the closure of the flats at Leonard Avenue due to subsidence, the bin store had now been removed and site hoarding was expected pending a decision on the future use of the site.

A question would be raised at GAC to the Cabinet Member for Community Safety regarding the levels of additional parking enforcement that had occurred in Swanscombe High Street following the closure of Galley Hill.

RESOLVED:

That the item be noted.

303/24-25. SEALING OF DOCUMENTS.

There were none.

304/24-25. TOWN MAYORS ANNOUNCEMENTS.

The Town Mayor advised that a Christmas Fair would be held on Saturday 14 December 2024, in the Town Council Offices Community Hall. In addition, Santa would be visiting and carols in the High Street would begin from 12 noon.

A Christmas Open Mic Night with the Town Mayor would be held on Friday 20 December 2024 at the Heritage Community Hall.

305/24-25. CHANGE IN AGENDA ORDER.

The Town Mayor advised the meeting that, due to the public present the order of the agenda would be changed so as not to take up their time/delay them unduly.

306/24-25. CO-OPTION OF TOWN COUNCILLOR FOR THE SWANSCOMBE WARD.

The Chairman thanked the candidates for expressing their interest in serving the community and invited them to address the meeting.

In accordance with Standing Order 6 b) Members voted and it was duly carried;

RESOLVED:

That Mr Paul Parsons be co-opted on to the Town Council for the Swanscombe Ward.

307/24-25. CO-OPTION OF TOWN COUNCILLOR FOR THE GREENHITHE WARD.

The Chairman thanked the candidate for expressing their interest in serving the community and invited them to address the meeting.

In accordance with Standing Order 6 b) Members voted and it was duly carried;

RESOLVED:

That Mr Graham Taylor be co-opted on to the Town Council for the Greenhithe Ward.

308/24-25. EXCLUSION OF THE PRESS AND PUBLIC.

MOVED BY Councillor Richard Lees and seconded by Councillor Dawn Johnston.

That, pursuant to section 1(2) of the Public Bodies (Admission to Meetings) Act 1960, that because of the confidential nature of the business to be transacted, the public and press leave the meeting during consideration of the following item(s).

No members of the press or public were present during discussion of the following items of business.

Having already declared a personal interest Councillor Dawn Johnston took no part in the decision of the following item.

309/24-25. **COMPLAINT**

A formal complaint had been received and processed under the Town Councils Complaint Handling Procedure.

Members allowed responses from the x2 Town Councillors the complaint referred to.

At this point the x2 Town Councillors left the chamber and took no part in the discussion or decision of this item.

Members debated the contents of the complaint, and the responses of the individuals concerned.

After lengthy discussion it was proposed, duly seconded and agreed:

RESOLVED:

That the complaint is dismissed/not upheld and that the Town Council consider the matter closed.

There being no further business to transact the Meeting closed at 8.30 pm.

Signed: _____

(Chairman)

Date: _____

MINUTES OF THE PLANNING, MAJOR DEVELOPMENTS, TRANSPORTATION AND ENVIRONMENT COMMITTEE HELD AT THE COUNCIL OFFICES, THE GROVE, SWANSCOMBE ON WEDNESDAY 18 DECEMBER 2024 AT 7.00PM

PRESENT: Councillor Dawn Johnston - Chairman
Councillor Hazel Stephens – Vice Chairman
Councillor Lorna Cross
Councillor Ann Duke
Councillor Lesley Howes
Councillor Richard Lees
Councillor Graham Taylor (substituting for Councillor Elizabeth Wickham)

ALSO PRESENT: Graham Blew – Town Clerk
Martin Harding – Assistant Town Clerk/RFO
Councillor Paul Parsons

ABSENT: There were none

24-25. ARRANGEMENTS AND CONSTRAINTS REGARDING FILMING OR RECORDING THE MEETING.

The Chairman explained the arrangements and constraints relating to the filming or recording of the meeting.

319/24-25. APOLOGIES FOR ABSENCE.

An apology for absence was received from Councillor Elizabeth Wickham, due to other commitments.

Recommended: That the reasons for absence, for the Councillor(s) listed, be formally accepted, and approved.

320/24-25. SUBSTITUTES.

Councillor Graham Taylor substituted for Councillor Elizabeth Wickham.

321/24-25. DECLARATIONS OF INTEREST IN ITEMS ON THE AGENDA.

Councillor Dawn Johnston declared a prejudicial interest in relation to application DA/24/01309/FUL, as she is a Director of Ingress Park Greenhithe Management (IPGM) and resides in Ingress Park.

Councillor Hazel Stephens declared a prejudicial interest in relation to application DA/24/01309/FUL, as she is a Director of Ingress Park Greenhithe Management (IPGM) and resides in Ingress Park.

As per Standing Order 34 c) the Chairman adjourned the meeting at this point to allow members of the public to address the meeting in relation to the business being transacted at the meeting.

322/24-25. ITEMS DEEMED URGENT BY THE CHAIRMAN / MATTERS ARISING FROM PREVIOUS MINUTES AND THEIR POSITION ON THE AGENDA.

There were none.

323/24-25. TO CONFIRM AND SIGN THE MINUTES OF THE MEETING HELD ON 20 NOVEMBER 2024.

Recommended: The Minutes of the meeting held on 20 November 2024 were confirmed and signed.

324/24-25. TEMPORARY CLOSURE OF A226 GALLEY HILL ROAD.

Further to minute 261/24-25 the requested correspondence had been sent to KCC and Members considered the subsequent response received from the Strategic Resilience Manager, Highways & Transportation, KCC.

Members were unhappy with the response provided by the Strategic Resilience Manager, Highways & Transportation, KCC and felt that a co-ordinated approach should be taken by KCC, DBC and the Police. Members also agreed for a letter from this Committee to be provided to Councillor Lesley Howes in her role as a Parish Representative on the DBC Joint Transportation Board as the JTB was the forum where KCC and DBC were both present and represented.

After lengthy discussion it was proposed, duly seconded and agreed that correspondence be sent to KCC Cabinet Member for Highways & Transport requesting that they go back and re-look at undertaking traffic surveys and re-evaluate the situation using local peoples' experiences. This correspondence should also be copied to the KCC Member for Swanscombe and Greenhithe, Dartford Borough Councillors for Greenhithe and Swanscombe inviting them to support the Town Councils request.

Recommended: That the Town Council correspondences, as detailed above, be sent.

325/24-25 The following planning applications had been received from Dartford Borough Council / Ebbsfleet Development Corporation / Kent County Council/ Gravesham Borough Council for Members observations (full details of these applications can be viewed via the Town Council, DBC, EDC GBC and the KCC websites).

DA/24/01353/FUL	Erection of a single storey rear extension with new balcony at first floor level. 45 Pentstemon Drive, Swanscombe.
OBSERVATIONS	No observations, please ensure all neighbouring properties are consulted prior to the decision of the application.
DA/24/01382/FUL	Installing new external insulation and render to all sides of the existing property and garden building and erection of a single storey rear extension to connect the main house to the garden building.

	3 Alma Road, Swanscombe.
OBSERVATIONS	The Town Council are concerned that the "garden building" will become occupied in the future and would request that should any permission be granted for this application it includes conditions that ensure this cannot happen.

Having already declared a prejudicial interest Councillors Dawn Johnston and Hazel Stephens left the chamber and took no part in the discussion or decision of the following application.

It was proposed, duly seconded and agreed:

That Councillor Ann Duke Chair the meeting for the following application.

DA/24/01309/FUL	Provision of additional flood defence wall and railings. Open space at The Boulevard, Greenhithe.
OBSERVATIONS	No observations.
KCC/DA/0186/2024	New external canopy of 24m2. Ebbsfleet Valley Primary School, Ackers Drive, Weldon, Ebbsfleet Valley.
OBSERVATIONS	No observations.
DA/24/01407/FUL	Provision of a drop kerb onto Albert Road and creation of a parking space in front garden. 6 Albert Road, Swanscombe.
OBSERVATION	Whilst, in general, the Town Council supports applications that reduce on road parking on this occasion the Town Council objects to the proposal for the same reasons as Kent Highways: This would usually be a non-protocol matter however it is noted that the proposed driveway car parking space, as shown on the "Dropped Kerb Plans" (reference DKP01), does not meet the minimum required depth dimension detailed in KCC's Dropped Kerb Application Guidance. A minimum depth of 4.2 metres is required for a parallel parking arrangement located in front of a means of access, with the supplied plans showing a maximum width of 2.7 metres only. Any vehicle parked here would likely overhang the footway, creating an obstruction to pedestrians.

326/24-25. **The following Granted Decision Notices have been submitted by Dartford Borough Council / Ebbsfleet Development Corporation for Members information.**

DA/24/00595/FUL	Enclosure of patio area to allow provision of enlarged residents lounge and erection of single storey side extension to rear of building to provide 4 additional rooms with en-suite bathrooms, two storey rear infill extension to provide tea station, lift and lobby at ground floor level and reconfiguration of first floor space and engineering works to within grounds including provision of retaining walls. Rosewood, 28 Bean Road, Greenhithe.
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327/24-25. **The following Refused Decision Notices have been submitted by Dartford Borough Council / Ebbsfleet Development Corporation for Members information.**

DA/24/01271/PDE	Determination pursuant to Schedule 2, Part 1 (Class A.1 (g) of the Town and Country Planning (General Permitted Development) (England) Order 2015 as to whether prior approval is required for the erection of a single storey rear extension 3 Stonely Crescent, Greenhithe.
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There being no further business to transact, the Meeting closed at 7.30 pm.

Signed: _____ Date: _____
(Chairman)

MINUTES of the MEETING of the COMMUNITY SAFETY COMMITTEE held at THE COUNCIL CHAMBERS, THE GROVE, SWANSCOMBE on WEDNESDAY 4 DECEMBER 2024 at 7.00 PM

PRESENT: Councillor Peter Harris – Chairman
Councillor Dawn Johnston – Vice Chairman
Councillor Emma Ben Moussa (substituting for Councillor Elizabeth Wickham)
Councillor Lorna Cross
Councillor Ann Duke
Councillor Lesley Howes
Councillor Hazel Stephens

ALSO PRESENT: Graham Blew – Town Clerk
Martin Harding – ATC/RFO
Dartford Borough Councillor Richard Wells - Cabinet Portfolio Holder for Community Safety & Youth
PC Adam Rafter – Kent Police
Paul Parsons – Member of the Kent Police Independent Advisory Group
x1 member of the public

ABSENT: There were none

276/24-25. ARRANGEMENTS AND CONSTRAINTS REGARDING FILMING OR RECORDING THE MEETING.

The Chairman explained the arrangements and constraints relating to the filming or recording of the meeting.

277/24-25. ELECTION OF VICE – CHAIRMAN.

It was proposed, duly seconded and agreed:

Recommended: That Councillor Dawn Johnston be elected Vice – Chairman for the remainder of the 2024 – 2025 year.

278/24-25. APOLOGIES FOR ABSENCE.

An apology for absence was received from Councillor Elizabeth Wickham, due to other commitments.

An apology for absence was received from the Kent County Council Community Warden, Angela Jarrett.

Recommended: That the reasons for absence, for the Councillors listed, be formally accepted, and approved.

279/24-25. SUBSTITUTES.

Councillor Emma Ben Moussa substituted for Councillor Elizabeth Wickham.

280/24-25. DECLARATIONS OF INTEREST IN ITEMS ON THE AGENDA.

There were none.

As per Standing Order 34 c) the Chairman adjourned the meeting at this point to allow members of the public to address the meeting in relation to the business being transacted at the meeting.

281/24-25. ITEMS DEEMED URGENT BY THE CHAIRMAN / MATTERS ARISING FROM PREVIOUS MINUTES AND THEIR POSITION ON THE AGENDA.

There were none.

282/24-25. TO CONFIRM AND SIGN THE MINUTES OF THE MEETING HELD ON 2 OCTOBER 2024

Recommended: That the Minutes of the Meeting held on 2 October 2024 be confirmed and signed as a true record.

283/24-25. KENT POLICE REPORT.

PC Rafter gave a summary of the current policing levels in the Borough and also the work that was being undertaken in relation to enforcement of vehicles on the High Street, Swanscombe, obstructive vehicles around the town, enforcing lorries breaching the weight limits, burglaries and investigating schemes to improve community safety, including gated alleys.

PC Rafter also confirmed that Kent Police were moving back towards an intelligence led model for policing and requested that all correspondence and information is shared through 'My Community Voice'.

PC Rafter explained the current Police Cadets schemes operating in Dartford and agreed to send through material to the Town Council that could publicise these further.

Both PC Rafter and DBC Councillor Richard Wells talked through options for additional measures in relation to parking and traffic in the town, which included parking studies / surveys that would look at residents parking schemes, additional signage to promote the use of The Grove Car Park, discussions with Kent County Council on road schemes such as red routes and Councillor Wells clarified that additional levels of parking enforcement had taken place following the closure of Galley Hill.

Recommended: That both PC Rafter and Councillor Richard Wells be thanked for their attendance and contribution to the meeting.

284/24-25. KENT COUNTY COUNCIL (KCC) COMMUNITY WARDENS REPORT.

Unfortunately, the KCC Community Warden was unable to attend but, in her absence, Angela Jarrett had submitted a report which included:

An explanation of the handover arrangements within the changes to the Community Warden Team, obstructive vehicles and traffic problems, neighbour disputes, graffiti and anti-social behaviour.

Recommended: That the report be noted.

285/24-25. COMMUNITY SAFETY LIAISON.

Local Schools – Councillor Emma Ben Moussa confirmed that whilst the parking cameras at Manor Community Primary School had helped to reduce parking on the zig-zag lines, issues were still occurring on double yellow lines and with obstructive pavement parking.

Kent Fire Service – Councillor Lesley Howes advised the meeting that a recent survey had been issued by Kent Fire Service regarding safety in the home which provided useful information around steps that residents could take.

Neighbourhood Watch – The Chairman explained that the scheme was still in operation and sought clarity on the Neighbourhood Watch in Swanscombe. Officers confirmed that the Swanscombe Neighbourhood Watch had a standing invite to this meeting. The Chairman briefly explained regarding the Dartford Borough Council consultation on the Nuisance Vehicles Public Space Protection Order and promoted all members to take part.

Community Speed Watch – The Chairman confirmed that two sessions had taken place and that the group were still trying to source a speed gun as opposed to the speed indication device currently used.

Dartford Borough Council (CSU) – The Chairman advised the meeting of an event happening on Thursday 5 December at the Meeting Place at the Orchard Centre, Dartford for Tackling Violence Against Women and Girls.

Lorry Watch - Lead Member, Councillor Elizabeth Wickham had provided a report which stated that the team were still receiving photos from residents which were being reported through both Kent Police and via the KCC Freight Team. The report confirmed that, due to availability, no watch events had taken place since 14 November but that, with the support of PC Rafter, further correspondence had been issued to Discordia and no reports had been received of their lorries in the last 2 weeks.

Recommended: That those who provided reports be thanked and the information be noted.

286/24-25. **DETAILED ANALYSIS OF CRIME STATISTICS FOR SWANSCOMBE AND GREENHITHE.**

Members were provided with, and discussed, the up-to-date detailed analysis of crime figures for Swanscombe and Greenhithe.

Members were pleased to see that the stats for Swanscombe and for Greenhithe seemed to indicate a decline in crime.

Recommended: That the information be noted.

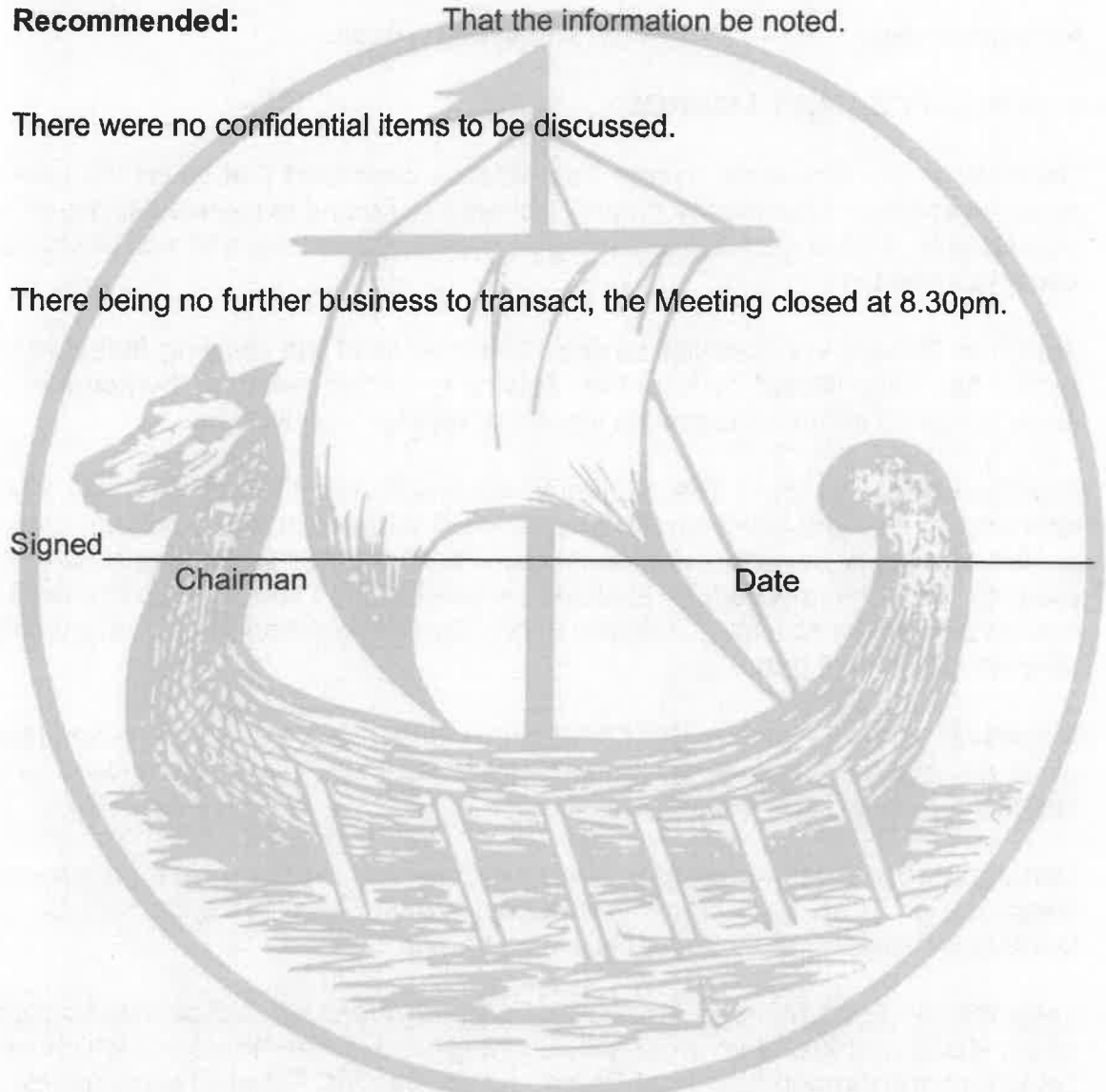
There were no confidential items to be discussed.

There being no further business to transact, the Meeting closed at 8.30pm.

Signed _____

Chairman

Date



MINUTES of the MEETING of the LEASES & LEGAL SUB-COMMITTEE held at THE COUNCIL OFFICES, THE GROVE, SWANSCOMBE on WEDNESDAY 11 DECEMBER 2024 at 11.30AM

PRESENT: Councillor Lesley Howes – Chairman
Councillor Ann Duke – Vice-Chairman
Councillor Lorna Cross
Councillor Elizabeth Wickham

ALSO PRESENT: Graham Blew – Town Clerk
Martin Harding – Assistant Town Clerk/RFO

ABSENT: Councillor Hazel Stephens

310/24-25. ARRANGEMENTS AND CONSTRAINTS REGARDING FILMING OR RECORDING THE MEETING.

The Chairman explained the arrangements and constraints relating to the filming or recording of the meeting.

311/24-25. APOLOGIES FOR ABSENCE.

An apology for absence was received from Councillor Dawn Johnston due to other commitments

312/24-25. SUBSTITUTES

There were none.

313/24-25. DECLARATIONS OF INTEREST IN ITEMS ON THE AGENDA.

There were none.

The Chairman gave the opportunity for the meeting to be adjourned at this point to accept questions from the public.

314/24-25. ITEMS AS DEEMED URGENT BY THE CHAIRMAN / MATTERS ARISING FROM PREVIOUS MINUTES.

There were none.

315/24-25. TO CONFIRM AND SIGN THE MINUTES OF THE MEETING HELD ON 3 NOVEMBER 2022

Recommended: The Minutes of the meeting held on 3 November 2022 were confirmed and signed.

316/24-25. EXCLUSION OF PRESS AND PUBLIC.

MOVED BY Councillor Lorna Cross and seconded by Councillor Elizabeth Wickham.

RESOLVED:

That, pursuant to section 1(2) of the Public Bodies (Admission to Meetings) Act 1960, that because of the confidential nature of the business to be transacted, the public and press leave the meeting during consideration of the following item(s).

No members of the press or public were present during discussion of the following item of business.

317/24-25. GROVE CAR PARK MANAGEMENT AND OPERATION AGREEMENT RENEWAL

Members considered the contents of the confidential report regarding the renewal of the current Management and Operation Agreement for The Grove Car Park.

After discussion it was proposed, duly seconded and agreed:

Recommended: That the Management and Operational Agreement for The Grove Car Park be renewed.

There being no further business, the Meeting closed at 11.35pm.

Signed: _____

(Chairman)

Date: _____

MINUTES of the MEETING of the PERSONNEL COMMITTEE held at THE COUNCIL OFFICES, THE GROVE, SWANSCOMBE, DA10 0GA on THURSDAY 28 NOVEMBER 2024 at 11.30am

PRESENT: Councillor Ann Duke – Chairman
Councillor Lorna Cross
Councillor Peter Harris
Councillor Lesley Howes

ABSENT: Councillor Richard Lees

ALSO PRESENT: Graham Blew - Town Clerk
Martin Harding - Assistant Town Clerk / Responsible Financial Officer

266/24-25. ARRANGEMENTS AND CONSTRAINTS REGARDING FILMING OR RECORDING THE MEETING.

The Chairman explained the arrangements and constraints relating to the filming or recording of the meeting.

267/24-25. APOLOGIES FOR ABSENCE.

An apology for absence was received from Councillor Dawn Johnston due to other commitments.

An apology for absence was received from Councillor Elizabeth Wickham due to other commitments.

Recommended: That the reason for absence, for the above Town Councillors, be formally accepted and approved.

268/24-25. DECLARATIONS OF INTEREST IN ITEMS ON THE AGENDA.

There were none.

As per Standing Order 34 c) the Chairman adjourned the meeting at this point to allow members of the public to address the meeting in relation to the business being transacted at the meeting.

269/24-25. URGENT ITEMS / MATTERS ARISING FROM PREVIOUS MINUTES.

There were none.

270/24-25. TO CONFIRM AND SIGN THE MINUTES OF THE LAST MEETING HELD ON 14 MAY 2024.

Recommended: That the minutes from the meeting held on 14 May 2024 be confirmed and signed.

271/24-25. STAFF MATTERS.

Members were advised that employee 57 had resigned on 6 June 2024 with the last day of service being 6 September 2024. The new posts had been advertised and interviews taken place. Employees 74 and 75 had started on 5 August 2024 and had settled in very well with no reported issues. The probationary periods were scheduled to end on 5 February 2025.

Recommended: That the item be noted.

273/24-25. STAFFING BUDGET 2025 – 2026.

Members were reminded that at the Town Council meeting on 24 October 2024 (Minute 115/24-25), and as part of the wider Financial Review & Estimates Process for 2025 – 2026, the following staffing budget recommendation had been agreed:

That the recommendation of an initial pay rise of 2.5% be set for the 2025 – 2026 financial year be agreed, subject to a review by the Personnel Committee at its meeting in May 2025.

Recommended: That the Staffing Budget 2025 – 2026, as per the resolution from Minute 115/24-25, be noted.

274/24-25. EXCLUSION OF THE PRESS AND PUBLIC.

MOVED BY Councillor Peter Harris and seconded by Councillor Lesley Howes.

RESOLVED:

That, pursuant to section 1(2) of the Public Bodies (Admission to Meetings) Act 1960, that because of the confidential nature of the business to be transacted, the public and press leave the meeting during consideration of the following item(s).

No members of the press or public were present during discussion of the following item of business.

275/24-25. **TOWN COUNCIL STAFFING – SUSTAINABILITY REPORT.**

Members considered the contents of the confidential report and after discussion it was proposed, duly seconded and agreed.

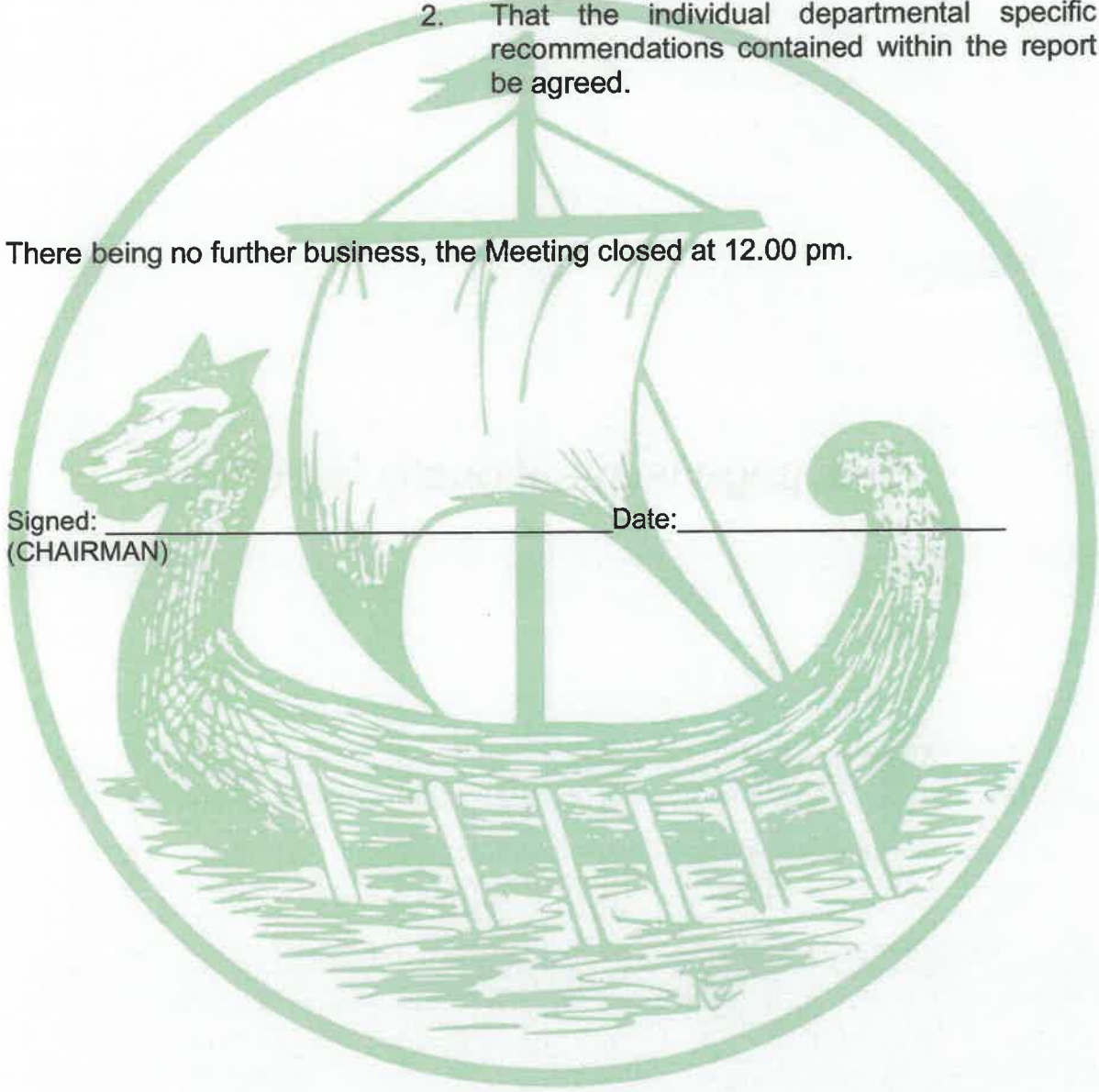
Recommended:

1. That the current position of the staffing base of the Town Council be noted.
2. That the individual departmental specific recommendations contained within the report be agreed.

There being no further business, the Meeting closed at 12.00 pm.

Signed: _____
(CHAIRMAN)

Date: _____



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Sp TC 9/1/2025

PAVILION PROJECT UPDATE - FUNDING

Community Ownership Fund

On Thursday 19 December 2024 the Town Council were informed that the outcome of its bid to the Community Ownership Fund was unsuccessful.

The letter confirming this decision is attached **(A)**.

The letter includes the feedback on the scoring process and attached **(B)** is the criteria the fund operated under.

Also attached for members information **(C)** is a copy of the original documentation submitted for the bid.

Other Funding

As part of the feedback from the Community Ownership Fund, a data sheet has been provided with details of 46 funds that support bids for capital grants.

Most of these funds have either already been explored over the last 12 months or have maximum bid amounts of between £1,000 and £25,000.

Six funds remain as potential options to consider for either Plan B refurbishment, or Plan C to demolish and look at modular units. Of these funds two are organisations that offer loans, and work is currently underway to explore whether these are more affordable options to the Public Works Lending Board.

Recommended:

To note the outcome of the bid to the Community Ownership Fund.

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**Ministry of Housing,
Communities &
Local Government**

Alex Norris MP
*Parliamentary Under-Secretary
(Housing, Communities and Local
Government)*

**Ministry of Housing,
Communities &
Local Government**
4th Floor, Fry Building
2 Marsham Street
London SW1P 4DF

www.gov.uk/mhclg

Email: COF@levellingup.gov.uk

Thursday 19 December 2024

Martin Harding
Council Offices
The Grove
Swanscombe
DA10 0GA

Dear Martin Harding,

EMBARGO: Please do not share the outcome of your application to the Community Ownership Fund or the contents of this letter and the attached documents, until 00:01 Monday 23 December 2024.

Outcome of Community Ownership Fund application (Round 4 Window 1)
Application ID: HSDMIH

We regret to inform you that your Community Ownership Fund application is unsuccessful.

Thank you for your application to the Ministry of Housing, Communities & Local Government (MHCLG), for the Community Ownership Fund (COF) Round 4.

Unfortunately, your application did not meet the minimum scoring requirements as set out in the COF prospectus and assessment criteria guidance. I recognise that this outcome will be disappointing for you. Below is a feedback letter provided by officials, detailing where your application did not meet the minimum scoring requirements.

There will be no further application windows on the COF programme. This government is committed to the communities sector and community ownership through empowering communities to own and run those local assets which mean the most to them. We are already demonstrating this commitment through the publication of the Devolution White Paper. There will be future announcements relating to empowering communities in the spring.

We want to thank you for your hard work in submitting this application and encourage you to use the resources available through our development support providers website to help you navigate the next steps for your project.

Details of the decision making process can be found on gov.uk [here](#).

OFFICIAL

Once again, I would like to thank you for your interest and participation in the application process and for your determination in seeing your community improve.

With my best wishes for the future,

A handwritten signature in black ink, appearing to be 'Alex Norris', written in a cursive style.

ALEX NORRIS MP

OFFICIAL



**Ministry of Housing,
Communities &
Local Government**

Martin Harding
Council Offices
The Grove
Swanscombe
DA10 0GA

Alex Norris MP
*Parliamentary Under-Secretary
(Housing, Communities and Local
Government)*

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Communities &
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4th Floor, Fry Building
2 Marsham Street
London SW1P 4DF

www.gov.uk/mhclg

Email: COF@levellingup.gov.uk

Thursday 19 December 2024

Dear Martin Harding,

This letter details where your application did not meet the minimum scoring criteria, and provides some feedback on your COF application.

Your application did not meet the minimum scoring requirements in the management case as set out in the COF prospectus and assessment criteria guidance. As set out in our [explanatory note on decision-making](#), all bids must meet the minimum scoring requirements in the management case section to receive strategic assessment, therefore your bid did not progress to strategic assessment.

Your bid scored lowest in the following sub criteria:

- Funding breakdown
- Financial & risk forecasts
- Skills & resources

In particular, our assessors noted:

- A limited full cost breakdown
- Insufficient detail to the project plan
- Inadequate/unclear match funding
- Insufficient detail on feasibility studies
- Insufficient risk identification/definition
- Insufficient outline of project requirements/resource plans
- Inadequate evidence of recruitment plans
- Inadequate evidence of representation and accountability in governance structure
- Limited track record of delivery either of related projects or of any project of a similar scale

Please note that while this list identifies key reasons why your application may not have been successful, it may not be exhaustive. For further detail on what we expected to see in a strong management case, please see the fund's Round 4 [assessment criteria guidance](#).

Yours sincerely,

The Community Ownership Fund Team

Annex - Terms

All decisions are final and **there will be no further application windows on the COF programme**. There will be no further application windows on the current COF programme.

We have worked closely with our development support provider to produce guidance and tools that would help any organisation seeking to save an asset that is important to them and their local community.

These tools will remain available beyond the Fund's closure date on the [My Community](#) website and our development support provider may also be able to help to suggest alternative sources of funding that organisations could look to secure.

Whilst we are closing the Community Ownership Fund, this government remains committed to the communities sector and community empowerment. There will be further Government announcements relating to communities in the new year, including on the community ownership of assets.



Community Ownership Fund: assessment guidance

The £150 million Community Ownership Fund is for communities across the United Kingdom. It has been set up to help communities take ownership of assets at risk of closure. It will run for 4 years until 2024/25. Voluntary and community organisations can bid for match funding. Funding may support the purchase and/or renovation costs of community assets.

Applications are subject to the eligibility requirements outlined in the prospectus. The Fund will support a range of proposals that enable people and communities across the UK to thrive.

Proposals will need to prove the value of the asset to local people and that the asset can run sustainably for the long-term benefit of the community.

Sub criteria weightings

Strategic case	Management case
Community Use/Significance (x1)	Funding breakdown (x1)
Benefits (x2)	Financial risks and forecasts (x2)
Engagement (x2)	Skills and resources (x1)
Environmental sustainability (x0.6)	Representation, inclusiveness, integration (x1)

Criteria score = (sub criteria score (1-5) x weighting) + (sub criteria score (1-5) x weighting)

Strategic case = (Community use/significance x 1) + (Engagement x 2) + (Benefits x 2) + (Environmental sustainability x 0.6)

Management case = (Funding breakdown x 1) + (Financial risks and forecasts x 2) + (Skills and resources x 1) + (Representation, inclusiveness and integration x 1)

Assessment criteria

The table below shows the 2 strands of the Community Ownership Fund criteria and the weighted scoring thresholds for each:

Assessment criteria	Minimum weighted score for shortlisting	Maximum weighted score available
Strategic case	16	28
Management case*	15	25

***Note** – applicants are also required to score a combined minimum of 12 across sections **a** (funding breakdown), **b** (Financial risks and forecasts) and **c** (skills and resources) of the management case.

Within each of the assessment criteria assessors are asked to score one or more sub criteria.

The application form and supporting documents

The table below helps to give some indication of the possible documents which you may need to read alongside the application form.

All applications are different so we would recommend that you quickly skim through all the attached documents to see if there is any further information which could be relevant to your assessment.

Section	Title	Assessment lead	Relevant supplementary documents
1	Organisation information – Unscored	Commercial cell	Articles of Association; Governing Document; Certificate of incorporation (Business plan)
2	Applicant information – Unscored	No assessment – contact details for after assessment is made	N/A
3	Project information – Unscored	Assessment hub	N/A
4	Asset information - Unscored	Commercial cell	Evidence for publicly owned assets, showing: - the risk the asset is facing - that any statutory services will not be transferred from the public authority - that the asset will be sustainable after it has been transferred
5	Strategic case	Assessment hub	Evidence of local support, including: - surveys of the community - town hall meetings you have run - the estimated number of volunteers you have for your project - a letter from your local MP

			Business plan may be relevant - details on what services they plan to provide
6	Management case	Commercial cell (sections a, b and c) Assessment Hub (section d)	<p>Commercial:</p> <p>Business plan Management accounts Articles of Association</p> <p>Additional evidence on plans, agreement in principle or secured matched funding – may be provided as part of business plan or as separate attachments.</p> <p>structural survey and feasibility studies (if available)</p> <p>An independent valuation of the asset in the last 6 months (if available)</p> <p>A supporting statement from the public owner (if relating to a publicly owned asset)</p> <p>AH and Commercial:</p> <p>Governance structures (found in business plan)</p> <p>AH:</p> <p>Evidence of any surveys or public consultations (may be found in business plan)</p>

7	Subsidy control and state aid– Unscored	Assessment hub	N/A
	Declarations – Unscored	Commercial hub and Assessment hub	N/A

Considerations when assessing bids greater than £250,000 up to £2 million

We expect assets applying for greater than £250,000 to be able to demonstrate, in more detail, the support and recognition of the importance of their asset. They should demonstrate that the asset is used by or significant to, and benefits, the community at large and not just those in the immediate locality.

For example, we might expect that a football team applying for less than £250,000 is able to show the community support for their activities and the numbers of local people who participate. Whereas we might expect that a football team applying for greater than £250,000 to fund their stadium, would be able to provide us with evidence of their supporters travelling longer distances to attend matches and examples of the community outreach which they undertake with local people, and those in surrounding areas, to build, and expand, their base of support.

We might expect that a heritage asset of historical value applying for less than £250,000 can show us how they plan to preserve and secure the future of the asset, whereas we might expect that an asset of the same type applying for greater than £250,000 is also able to show how they will transform the asset and increase its impact and importance through an expansion of its activities which help to create wider recognition of the asset and a larger impact on people in the wider region, for example through the creation of a learning centre for school children.

A pub that was applying for less than £250,000 would be expected to show how they can ensure the long-term sustainability of the pub itself as a community business. A pub applying for greater than £250,000 might be expected to not only show how they would sustain the asset in the long term but also how they plan to expand the asset and its impact on the local community, for example, by expanding the asset to build some guestrooms, bringing jobs for those who would work in the pub and tourists to the local area which would help expand its economy.

These examples are indicative and should be used to help guide your assessment. All applications are different to one another and will have different examples and require different levels of consideration.

It is essential, when assessing all bids but especially larger bids, to **ensure that the plans that are outlined are deliverable within 12 months**, as set out in the COF eligibility criteria of the prospectus. **All bids must also be rooted in a specific geography**, delivering benefits for their local communities and potentially the wider region. COF will not fund, for example, an international charity which is seeking to apply to the fund and has no connection to the local place.

1. Strategic case

Purpose

This helps determine whether, without investment from the Community Ownership Fund, the asset would be lost to the community.

It checks the strength of local support and partnerships which the project has locally. It examines how the community ownership of the asset will provide benefits to the local community. It will also provide information on whether the organisation has considered environmental sustainability as part of their project.

There are four sub criteria within this:

- a) **Current use/significance**
- b) **Engagement and local support**
- c) **Benefits**
- d) **Environmental sustainability**

Sub criteria	Corresponding application form questions
a) Current use/significance	<ul style="list-style-type: none"> • Who in the community uses the asset, or has used it in the past? What significance does the asset have to the community? • Tell us how losing the asset would affect, or has already affected, people in the community • Why will the asset be lost without community intervention? • Explain why the community will be better served with the asset under community ownership
b) Engagement and local support	<ul style="list-style-type: none"> • Tell us how you have engaged with the community about your intention to take ownership of the asset, and how has this shaped your project plans • Tell us about any partnerships you've formed, and how they'll help the project be successful • Tell us how your project supports any wider local plans • Tell us about the local support for your project
c) Benefits	<ul style="list-style-type: none"> • What community benefits do you expect to deliver with this project? • Tell us about these benefits in detail, and how the asset's activities will help deliver them • Explain how you plan to deliver and sustain these benefits over time • Tell us how you'll make sure the whole community benefits from the asset.
d) Environmental sustainability	<ul style="list-style-type: none"> • Tell us how you have considered the environmental sustainability of your project

(a) Current use/significance

<u>How to score Current use/significance</u>	
<ul style="list-style-type: none"> • An outline given of who currently benefits or formerly benefitted, and uses, or used the asset or amenity. For assets which may not have obvious previous community use, an outline given of how the asset is significant to the community and area. • Connects the potential loss of the asset to the impact this would have, or has had, on the community • Description of the risk, with some supporting evidence, and clear reference to how community intervention is needed to save the asset • Some focus on the opportunities of community ownership for the community, beyond just saving the asset 	Satisfactory
<ul style="list-style-type: none"> • Demonstrates how the asset or amenity will be used and accessed by the community, with reference to tangible community uses or significance. May include, for example, evidence sources such as: footfall numbers or examples of community participation. • Clear links between the loss of the asset and the impact this would have, or has had, on the community, with reference to the members of the community who would be, or were, particularly impacted • A good appraisal of the risks facing the asset, with strong evidence of how the intervention from the community will address these risks. • Demonstrates a clear vision for the opportunities the asset or amenity could deliver for the community. 	Good
<ul style="list-style-type: none"> • Demonstrates how the asset or amenity will be used and accessed by the community, with specific references to tangible community uses or significance. May include, for example, evidence sources such as: footfall numbers or examples of community participation. 	Strong

<ul style="list-style-type: none"> • There is a strong connection made between the risk of loss and the impact this would have, or did have, on members of the community. • The risk to the continued community use of the asset or amenity is high, and this is well evidenced by the applicant. This might include examples where a sale is imminent and the applicant has evidence that community use is threatened (based on local knowledge, owner intentions or planning requests) • Appraisal of risk facing the asset is strongly focused on the added value of community ownership. 	
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(b) Engagement and local support

How to score Engagement	
<ul style="list-style-type: none"> • References to community support for the project are backed up with tangible examples • There are references to multiple ways in which the applicant has involved the wider community in their project so far. The applicant describes the outcomes of this engagement, but there is limited evidence <i>how</i> these outcomes have informed their proposals • A reasonable range of partners are referenced to demonstrate how the applicant has built support (such as from other community groups or local businesses). • There are tangible examples of how the applicant is working with these partners • There are references to other local activities and plans, and how the proposal fits within these. 	Satisfactory
<ul style="list-style-type: none"> • There is good evidence of community support for the proposals to save the asset, with tangible examples of how this support is demonstrated. • The applicant is able to demonstrate a range of ways in which they have involved community in their project, and how this has shaped their project • A wide range of partners are referenced to demonstrate how the applicant has built support (such as from other community groups or local businesses). • Applicant shows how the partnerships they have built will contribute to the success of their project • Connections are made between the proposals to save the asset and other local plans (including local council, or business or community-led plans) 	Good

<ul style="list-style-type: none"> • A high scoring applicant will be able to reference multiple ways in which the community has been involved and how this engagement has shaped their project. • They may also link this their governance / decision making processes • Strong evidence of reaching a wide base within the community through different engagement channels • Applicant shows how the partnerships they have built will contribute to the success of their project, with tangible examples of how these partners will be involved in the project • A significant range of partners are referenced to demonstrate how the applicant has built support (such as from other community groups or local businesses). • Strong connections are made between the proposals to save the asset and other local plans (including local council, or business or community-led plans, this might be very local in nature – such as a connection to a neighbourhood plan) • The applicant has supporting evidence attached to their application from local partners to verify their response to this question 	<p>Strong</p>
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(C) Benefits

How to score Benefits	Score
<ul style="list-style-type: none"> • A clear explanation of proposed community benefits. • Demonstrates sufficient ambition to achieve these benefits by giving tangible examples. • Clear reference to the possible benefits outlined in the application form • Clear reference to how they will deliver outcomes, that is reasonably well-developed and scale of ambition to achieve the benefits and outcomes is sufficient • Clear use of specific evidence or data to demonstrate potential of project to deliver outcomes • Some demonstration of research and understanding of the local community and people who will use the asset. Some links made to outcomes. 	<p>Satisfactory</p>
<ul style="list-style-type: none"> • A good explanation of proposed community benefits backed up by a range of evidence sources. 	<p>Good</p>

<ul style="list-style-type: none"> • Demonstrates good ambition to achieve these benefits by giving a range of tangible examples focussing on how the proposed activities will deliver the outcomes intended • good reference to the possible benefits outlined in the application form • good reference to how they will deliver outcomes, that is well-developed and scale of ambition to achieve the benefits and outcomes is high • Good use of specific evidence or data to demonstrate potential of project to deliver outcomes • Good demonstration of knowledge and research of the local community benefits and how they would benefit from the asset under community ownership. Good links to the outcomes. 	
<ul style="list-style-type: none"> • Demonstrates clearly how the project activities and the way in which the project will be delivered links to a clear set of proposed outcomes. • Uses range of examples and evidence base (either from track record, or evidence from similar projects delivered by others). Has undertaken work with the community to research and understand the potential uses of the asset and how this would benefit the community. • Strongly links this evidence base to plans to deliver benefits • A comprehensive and exhaustive explanation of proposed community benefits backed up by sources of evidence. • Demonstrates excellent ambition to achieve these benefits by giving an comprehensive list of tangible examples focussing on how the proposed activities will deliver the outcomes intended • Excellent reference to the possible benefits outlined in the application form • Excellent reference to how they will deliver outcomes, that is well-developed and scale of ambition to achieve the benefits and outcomes is very high but realistic • Excellent use of specific evidence or data to demonstrate potential of project to deliver outcomes • Very clearly provides a vision for how the proposed community benefits will impact different members of the community and community beneficiaries. • Strong demonstration of knowledge and research of the local community benefits and how they would benefit from the asset under community ownership. Strong links to the outcomes in previous question. 	<p>Strong</p>

<ul style="list-style-type: none"> Using local datasets about community to back up their response (such as demographics, current users of the asset or amenity) 	
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(d) – Environmental sustainability

How to score: Environmental sustainability	Score
<ul style="list-style-type: none"> A reasonable overview of how plans could contribute towards environmental sustainability, with tangible examples of actions seeking to take as part of their project. 	Satisfactory
<ul style="list-style-type: none"> A good overview of how plans could contribute towards environmental sustainability, with tangible examples of actions seeking to take as part of their project. 	Good
<ul style="list-style-type: none"> Demonstrates clearly environmental sustainability as part of their vision for how the asset or amenity or capital scheme will be managed. A project which directly contributes to environmental sustainability goals, with clear examples of track record or with tangible examples of how plans to address environmental sustainability have been developed. 	Strong

2. Management case

Purpose

The assessment of the management case will help determine whether the proposal has a sound financial footing on which to build a sustainable future as a community asset.

It will also be used to consider how the organisation delivering the project and running the asset has the right capacity and resources to do it sustainably. They should also be accountable to the community they represent, as well as making the asset accessible and inclusive for all members of the community, including underrepresented groups.

There are four sub criteria within this:

- (a) **Funding breakdown**
- (b) **Financial and risk forecasts**
- (c) **Skills and resources**
- (d) **Representation, inclusiveness and integration**

The Commercial Cell will assess (a), (b) and (c). The Assessment Hub will

As part of this section, we will expect an applicant to submit a business plan which includes the following:

Bids greater than £250,000 up to £2 million (for commercial consideration)

There is no additional specific information required as part of the management case for these larger projects. You should, however consider how proportionate the level of detail provided is in accordance with the size and/or complexity of the project alongside the amount of funding requested to give confidence in the management and deliverability of the project. This should be considered when assessing sub criteria (a), (b) and (c) and you should score accordingly. Projects over £250,000 should be the exception and most projects will be awarded up to £250,000.

Not only should projects applying for greater than £250,000 demonstrate that they have the skills, experience, and expertise to run a project of this scale but they must also demonstrate that they have, or will be engaging, relevant professional expertise to project manage and deliver the capital project.

Applicants applying for greater than £250,000 will also need to demonstrate that they have explored other streams of funding before resorting to an application for a higher amount of COF funding.

It is essential, when assessing all bids but especially larger bids, to **ensure that the plans that are outlined are deliverable within 12 months**, as set out in the COF eligibility criteria of the prospectus. **All bids must also be rooted in a specific geography**, delivering benefits for their local communities and the wider region. COF will not fund, for example, an international charity which is seeking to apply to the fund and has no connection to the local place.

Information about the capital element of their project

- information about their completed or planned feasibility studies, this could include any relevant surveys

- a programme with key milestones for completion of their project
- a financial breakdown of their project:
 - a clear breakdown of the total capital project costs and explanation of how these have been calculated (this could include any quotes or cost benchmarking)
 - whether the costs include irrecoverable VAT
 - the capital funding request from the Community Ownership Fund
 - the total amount of match funding required
 - sources of match funding secured to date
 - sources of match funding still to be secured
 - timescales for securing all outstanding match funding
 - an independent valuation of the asset (if required)
 - Their skills and resources to manage the capital project, including any relevant project management expertise

Information about how the asset will be used and managed in the future:

- a discussion of planned activities and/or services that will take place in the community asset
- Their full financial forecasts, including income sources and costs with an evidenced set of assumptions
- an explanation of the use and need of revenue funding (every project will incur running costs in their first year which makes them eligible for this funding, examples can be found in the prospectus on GOV.UK).
- a clear breakdown of the revenue project costs and explanation of how these have been calculated
- Their cashflow and revenue budgets
- Their skills or resources to manage and maintain the asset in community ownership
- Their experience of delivering similar projects
- roles they plan to recruit to help them manage the asset
- any supporting evidence that they will deliver the benefits to the community they have outlined

Organisation and Governance Information:

- a consideration of risks and mitigations of both the capital works / spend and the ongoing operation of the asset
- project risk registers
- Their organisation's governance and membership structures, with supporting evidence
 - members of their board, including their:
 - role
 - main responsibilities
- supporting evidence of how they will manage finances and prevent fraud. For example, copies of their policy documents

- supporting evidence of how they will manage performance and risks. For example, copies of their policy documents

This is grouped in the Unscored section but should be looked at alongside the Management Case. You should read the Business plan in full.

Corresponding sections of the application form

To fully assess the Management case, assessors will need to:

- Read the information contained in the 'Organisation information', 'Applicant information', 'Project information' and 'Asset information' sections of the application.

Four sub criteria and corresponding application form questions.

Please also reference the business plan for supporting information on sub criteria a, b, and c.

Sub criteria	Corresponding application form question
a) Funding Breakdown	<p>Project Costs:</p> <ul style="list-style-type: none"> • Total funding request • Capital costs • Revenue costs (every project will incur running costs in their first year which makes them eligible for revenue funding) • Revenue cost rationale <p>Match Funding:</p> <ul style="list-style-type: none"> • Total amount of match funding secured, and description of where you are sourcing your match funding from • Timescales for securing any outstanding match funding <p>Independent asset evaluation:</p> <ul style="list-style-type: none"> • If you intend to buy an asset as part of your project, you need to have it valued beforehand. This includes the building and its contents, including things like fixtures and fittings, and any stock.
b) Financial risks and forecasts	<p>Feasibility studies:</p> <ul style="list-style-type: none"> • Tell us about the feasibility studies you have carried out for your project • Do you need to do any further feasibility work? • Describe the further feasibility work you need to complete <p>Risk:</p> <ul style="list-style-type: none"> • This includes anything that is likely to prevent you from delivering your project and how you intend to mitigate the risk <p>Financial Forecasts:</p>

	<ul style="list-style-type: none"> We want to understand how you intend to run the asset financially. This includes your sources of income, why you need revenue funding and how you will use it, and an example of your cashflow including evidenced costs.
c) Skills and resources	<ul style="list-style-type: none"> Describe any relevant experience you have delivering similar projects or running an asset Do you have plans to recruit people to help you run the asset? Tell us about the roles you will recruit List the members of your board Tell us about your governance and membership structures Explain how you'll consider the views of the community in the running of the asset
d) Representation, inclusiveness and integration	<ul style="list-style-type: none"> Tell us how the asset will be accountable to local people. And involve them in its running Describe anything that might prevent people from using the asset or participating in its running

What we're looking for

(a) Funding breakdown

We have asked applicants to include the following in their business plan relevant to this section:

- Total project costs
- Capital costs
- Revenue costs
- Total request for funding (capital + any requested revenue)
- Match funding details
- Funding already secured
- Funding need to secure
- Timescales for securing the outstanding match funding
- Independent valuation of the asset (if you intend to buy)

Bids need to include a clear break-down of the capital costs being sought to purchase the Community Asset and/or any capital works. The funding request should be up to £2 million and the request for funding must be no more than 80% of the overall capital costs, unless the project has qualified for a reduced level of match funding in which case it would be no more than 90%.

Strong bids will include a detailed breakdown of the capital costs requested and where / how it fits into the wider project with explanatory notes as required that means the

costings are easy to follow and can be easily verified as being used for eligible funding using the prospectus and original assessment criteria as the guide.

Where bids have also requested revenue support in addition to capital costs, this cannot be more than 20% of the capital funding request or £50,000, whichever is smaller. This is also applied to all assets applying for up to £2 million capital funding.

How to score Funding breakdown	Score
<ul style="list-style-type: none"> • Breakdown of costings provided • Requirements for applying for revenue funding applied correctly • Some concerns with the project plan or on the independent valuation report. • Plans for match funding are set out – however not all funding will have been secured. There may be some vagueness to elements of the match funding plans, or that some are less progressed than others • Some indication of when outstanding match funding will be secured but lacking in detail. • Total funding requirements should be no more than the limits set or if they are, it should be clear how COF funding could be used to support the project. • Project plan is satisfactory but may not be as clear or detailed as one would need 	Satisfactory
<ul style="list-style-type: none"> • Full breakdown of costings provided • Requirements for applying for revenue funding applied correctly • No significant concerns with the project plan or on the independent valuation report. • Plans for match funding are set out and clear plan for it to all be secured • Good indication of when outstanding match funding will be secured • Total funding requirements should be no more than the limits set or if they are, it should be clear how COF funding could be used to support the project. • Project plan is good but some small areas where more detail needed 	Good
<ul style="list-style-type: none"> • Full costings provided with a strong narrative running through the different parts that is clear and easy to follow • No issues with eligibility, all funding sources secured or with a clear route to securing the remainder • Clear project plan that sets out all the steps needed to reach drawdown of funds within 12 months • Strong Links made between the revenue funding referenced in this section and how its applied to the business plan and 	Strong

its contribution to getting to a capital award and securing the asset's future	
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(b) Financial risks and forecasts

Responses are split into three sections:

- Feasibility
- Risk
- Income and running costs

What we're looking for

In the application form we have asked applicants to include the following:

- Completed or planned feasibility studies
- Planned activities or services that will take place in the community asset
- Financial forecasts, including:
 - Income sources
 - Costs with and evidenced set of assumptions
 - An explanation of the use and need of revenue funding
 - Cashflow
- Planned skills or resources needed to manage the asset
- Risks and mitigations considered

Applicants need to provide an overview of their business model, to show that they have considered all the risks and deliverables associated with their projects.

We will be assessing their plans for the longer-term sustainability of the community asset in community ownership through their proposed business model.

We want to reduce the chance of a community group taking ownership of an asset and failing shortly afterwards due to a lack of proper financial and management planning. Therefore, we are looking for assurance, through detailed and sound financial forecasts, that they have plans for how they will keep their community business afloat.

They will need to have included:

- Their plans for income generation, and how they will resource the maintenance and management of the asset
- The activities and services they will deliver, and the associated costs and projected income
- Expected surplus and how this will be reinvested in activities

Bids should not be penalised for requesting revenue funding – as the best bids will have identified the pre- and post-acquisition costs and support needed to build a successful community-owned business and will set that out in their business plans. Every project will incur running costs in their first year which makes them eligible for revenue funding.

How to score Financial risks and forecasts	Score
<ul style="list-style-type: none"> • Business plan covers all the necessary requirements and has a clear narrative and understanding of how long-term sustainability of the community owned business will be reached • Business plan gives some details of the feasibility studies they have conducted. The studies seem realistic and practical • Business plan identifies and defines the risks to delivery or the business plan and gives some detailed and realistic mitigations • Financial/cashflow forecasts are satisfactory and include sound details on income projection/sources • Where revenue funding has been requested there is sufficient reference to its need or importance in delivering the project • Where any pre-acquisition revenue funding has been requested, costings are sufficiently detailed and the reference to any process that was conducted to reach those costs is adequately detailed. • Where funding for running costs has been requested there is sufficient evidence regarding their relation to the delivery of the project • There is sufficient detail of any planned skills or resources needed to manage the asset 	Satisfactory
<ul style="list-style-type: none"> • Business plan contains a good amount of detail and has a strong narrative and understanding of how long-term sustainability of the community owned business will be reached • Business plan gives a good amount of detail of the feasibility studies they have conducted, and the studies are realistic and practical • Business plan accurately identifies and defines the risks to delivery and gives robust and detailed mitigations. • Financial/cashflow forecasts are detailed, well-articulated and include realistic details on income projection/sources • Where revenue funding has been requested there is detailed reference to its need or importance in delivering the project • Where any pre-acquisition revenue funding has been requested, costings are detailed and the reference to any process that was conducted to reach those costs is detailed, clear and well-articulated • Where funding for running costs has been requested there is strong evidence regarding their relation to the delivery of the project • There is good detail regarding the planned activities or services that will take place in the community asset 	Good

<ul style="list-style-type: none"> • Business plan is clear, comprehensive and well thought out with a strong narrative and understanding of how long-term sustainability of the community owned business will be reached • Business plan gives excellent amount of detail of the feasibility studies they have conducted, and the studies are extensive, realistic, and practical • Business plan comprehensively identifies and defines the risks to delivery and gives clear, robust and extensive mitigations • Financial/cashflow forecasts are comprehensive, clear and include exhaustive details on income projection/sources • Where revenue funding has been requested there is comprehensive reference to its need or importance in delivering the project • Where any pre-acquisition revenue funding has been requested, costings are exhaustive and the reference to any process that was conducted to reach those costs is comprehensive • Where funding for running costs has been requested there is comprehensive evidence regarding their relation to the delivery of the project • There is excellent detail regarding the planned activities or services that will take place in the community asset • There is excellent detail of any planned activities or services that will take place in the community asset 	<p>Strong</p>
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(c) Skills and resources

Responses are split into three sections:

- Previous experience
- Governance and structures
- Recruitment

In the application form, applicants are asked to include details of the following from their business plan:

- Relevant experience of delivering projects similar to this
- Any relevant project management expertise
- Roles applicant plans to recruit to help manage the asset
- Governance and membership structures
- Members of the board of the asset including their:
 - Role
 - Main responsibilities
 - Experience and skills

Linked to the information set out on the project costs and the financial viability and sustainability of the business model assessed in the previous sections of the management case. Applicants must have set out how they have considered the management requirements of their project, and the steps they will take to ensure their organisation has the right capacity and resources to run the asset sustainably.

They should also give details of the governance team's skills or professional experience which could help in the effective delivery and running of the asset.

Applicants should also give details of how their governance and membership structures work, and how these will support the smooth running of the asset.

They must demonstrate they have considered succession planning for their organisation's staff and trustees.

They must also show whether and how they are planning to recruit staff to manage and run the asset and its services, with a comprehensive overview of these plans.

How to score Skills and resources	Score
<ul style="list-style-type: none"> • Awareness shown of the management requirements of the project in a way that provides a reasonable level of confidence in the capacity and capability of the organisation to deliver the project. • A track record of delivery either of related projects or of any project of a similar scale, or a comprehensive understanding of the capacity and capabilities needed. • Reasonable evidence of experience in managing a community asset. • Recruitment plans are clearly developed. • Evidence presented of a governance structure with the skills and expertise to successfully manage the asset. This could be the bare minimum of requirements, with some but limited succession planning. • Sufficient clear or consistent information provided on the makeup of the Board, to provide an idea of what the decision-making process looks like and how reporting lines and escalation routes work which provides for a reasonable level of confidence that the Board can effectively govern the project and keep the project on track to deliver. 	Satisfactory
<ul style="list-style-type: none"> • Awareness shown of the management requirements of the project that covers all the required areas in a way that 	Good

<p>provides confidence in the capacity and capability of the organisation to deliver the project.</p> <ul style="list-style-type: none"> • A track record of delivery either of related projects or of any project of a similar scale over a number of years. • Considerable evidence of skills and experience in managing a community asset. • Recruitment plans are clearly developed. • Evidence presented of a governance structure with the skills and expertise to successfully manage the asset, with evidence of succession planning. • Mostly clear or consistent information provided on the makeup of the Board, that clearly sets out roles and responsibilities and the decision-making process looks like together with details on how reporting lines and escalation routes work which provides considerable reassurance that the Board as configured can effectively govern the project and keep the project on track to deliver but with perhaps a couple of minor concerns. 	
<ul style="list-style-type: none"> • Strong awareness demonstrated of all the management requirements of the project that gives a high level of confidence in the capacity and capability of the organisation to deliver the project. • A proven track record of delivery either of related projects or of any project of a similar scale over many years. • Strong evidence of skills and experience in managing a community asset. • Recruitment plans are very well developed. • Strong evidence presented of a well-functioning governance structure with all the skills and expertise needed to successfully manage the asset and a very clear approach to succession planning. • Fully clear or consistent information provided on the makeup of the Board, that clearly sets out roles and responsibilities and the decision-making process looks like together with details on how reporting lines and escalation routes work which provides considerable reassurance that the Board as configured can effectively govern the project and keep the 	<p>Strong</p>

<p>project on track to deliver with no identifiable weaknesses or concerns perhaps a couple of minor concerns.</p>	
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d) Representation, inclusiveness and integration

How to score Representation, inclusiveness and integration	Score
<ul style="list-style-type: none"> • Information and evidence provided on how the asset will be accountable that shows a reasonable appreciation of the importance of them being routed in the community using couple of examples • Some evidence presented or approach set out on how the community has been / will be involved in the running of the asset that shows a reasonable consistency and some attempts to reach across the communities in the local area • A membership structure that has clear information behind it that has no identifiable barriers to people taking part 	Satisfactory
<ul style="list-style-type: none"> • Information and evidence provided on how the asset will be accountable that shows a proper appreciation of the importance of them being routed in the community using a few examples • Considerable evidence presented or approach set out on how the community has been / will be involved in the running of the asset that shows a reasonable consistency and significant attempts to reach across the communities in the local area • A membership structure that has clear information behind it that has no identifiable barriers to people taking part and has taken a few proactive steps to broaden its membership pool across the community 	Good
<ul style="list-style-type: none"> • Information and evidence provided on how the asset will be accountable that shows a strong appreciation of the importance of them being routed in the community using a number of different examples • Strong evidence presented or approach set out on how the community has been / will be involved in the running of the 	Strong

<p>asset at all stages that is consistent and far-reaching across the communities in the local area</p> <ul style="list-style-type: none">• A membership structure that has clear information behind it that has no identifiable barriers to people taking part and has taken a number of proactive steps to broaden its membership pool across the community	
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**PROJECT BUSINESS CASE
PAVILION REFURBISHMENT & OPERATION
APRIL 2024**



INTRODUCTION

In 2017 Swanscombe and Greenhithe Town Council set a long-term strategy for the Swanscombe & Greenhithe Pavilion to review the facility and agree to the direction it would take two years before the expiration of the Lease with the existing tenants.

In March 2021 (with the Lease due to expire in August 2023) feasibility work was undertaken to assess the future of the building and how the replacement would be operated for the community.

Following the initial feasibility work and taking into account the condition of the building, a recommendation was made, and agreed, to pursue the demolition of the existing building and seek to construct a new Community Hub in its place.

Over the next two years consultancy and professional works were undertaken to take the project successfully through gaining planning permission and onto tender.

The original intention was to source the funding for the build from the Public Works Lending Board, but due to pressures on government borrowing the viability of this funding route was not possible.

The Town Council were successful in obtaining a £4.38 million grant from the Youth Investment Fund. Unfortunately, whilst in itself the funding was well received the demands on the delivery were tight, and when the tender process came back over budget the funder felt the continued viability of the new build was in jeopardy and sadly the funds were withdrawn.

Given the amount of time and resources invested in the project this was extremely disappointing new which forced the Town Council to undertake a reset on priorities and consider all options.

A Working Group was formed to drive ideas forward as the loss of this facility has had, and will continue to have a huge negative impact on the community both in its role linked to all the various local sports teams as well as , its place in the community as a gathering point and the increased potential services that would have been delivered from a new building.

The decision was made to consider the options for a full and extensive refurbishment of the building.

A specification has been drafted and budget figures ascertained not only for the refurbishment as a whole but also for sections (spaces/uses) of the building to enable a priority approach to be undertaken should this work be considered using an as and when funding can be secured approach.

The following business case sets out the financial, strategic and community impact of this project.

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STRATEGIC OUTLINE

In assessing the full strategic case for the redevelopment of the Pavilion an analysis has been undertaken of what the building previously delivered and what the potential service delivery could be within an improved building.

Benefits Appraisal

Building Type:	Benefits:
Former Pavilion Sports & Social Club	<p>x4 changing rooms and x1 officials room open for use during both the football and cricket seasons for those requiring access to facilities.</p> <p>During the last year of operation, the members bar was open to serve drinks and a minimal food offer for 2 full days and 2 half days per week.</p> <p>The large hall was available to hire.</p> <p>A weekly senior lunch club and bingo session was in operation every Thursday attended by a large group of senior citizens.</p> <p>x2 mature gatherings (lunch and entertainment for senior citizens) were held each year. One during the summer and one at Christmas. These were pre-booked and had attendances of around 60 residents.</p>
New Community Hub (refurbished building)	<p>x4 changing rooms and x1 officials room open for use during both the football and cricket seasons for those requiring access to facilities.</p> <p>A building open as a public toilet 7 days a week.</p> <p>A café / bar area in operation 9am to 5pm, 7 days a week.</p> <p>The bar area within the hall available to be opened as a bar between 5pm and 11pm any day the hall is not in use for service delivery or for hire.</p> <p>The large hall available for hire when not in use.</p> <p>472 hours of youth related activity per year including youth clubs, holiday clubs and dedicated sessions for gaming, amateur dramatics and youth discos.</p>

**PROJECT BUSINESS CASE
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	<p>72 hours of dedicated family activities per year including quiz nights, family discos and indoor cinemas.</p> <p>520 hours of provision for toddlers per year including soft play, messy play and mother and baby support.</p> <p>306 hours of dedicated provision for seniors including a weekly lunch club, specific variety nights and senior fitness classes.</p> <p>234 hours of specific community activities per year including regular markets, adult education, music, and variety performances.</p> <p>Given that the venue will be open for up to 4380 per year, the Town Council is offering 1604 hours of services to the community or, in simple terms, an event on 36% of the operational hours, this is in addition to the core functions.</p>
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Economic Case

Prior to the ending of the Tenancy the Town Council were expected to receive £17,000 per year in income from rent from the facility. This would then be offset against £3,000 worth of expenditure for insurance and a contribution towards the utilities and cleaning costs.

In realistic terms the Town Council supplemented the rent by around 50% from March 2020 through to the end of the tenancy as the tenants were unable to fulfil their obligations due to both COVID and the Cost-of-Living Crisis.

In addition, the Town Council spent £85,000 between 2015 and 2023 in undertaking building maintenance to ensure the building could remain open, this included essential roof works, plumbing and electrical works.

In essence the business plan being operated prior to closure was not sustainable to cover both the costs associated with operating the building and being able to comply with the full repair element of the Lease.

By the facility not being open the Town Council has the very real potential to lose revenue from hirers of the sports facilities who would be unable to hire pitches due to a lack of changing facilities. Based on two adult teams hiring the football pitches and two teams sharing the cricket facilities, this loss equates to approximately £4,000 per year.

With the building empty and unused the Town Council are currently paying to ensure the site, cover the standing charges on the utilities and pay rates and this figure currently stands at an expenditure rate of £5,500 per year.

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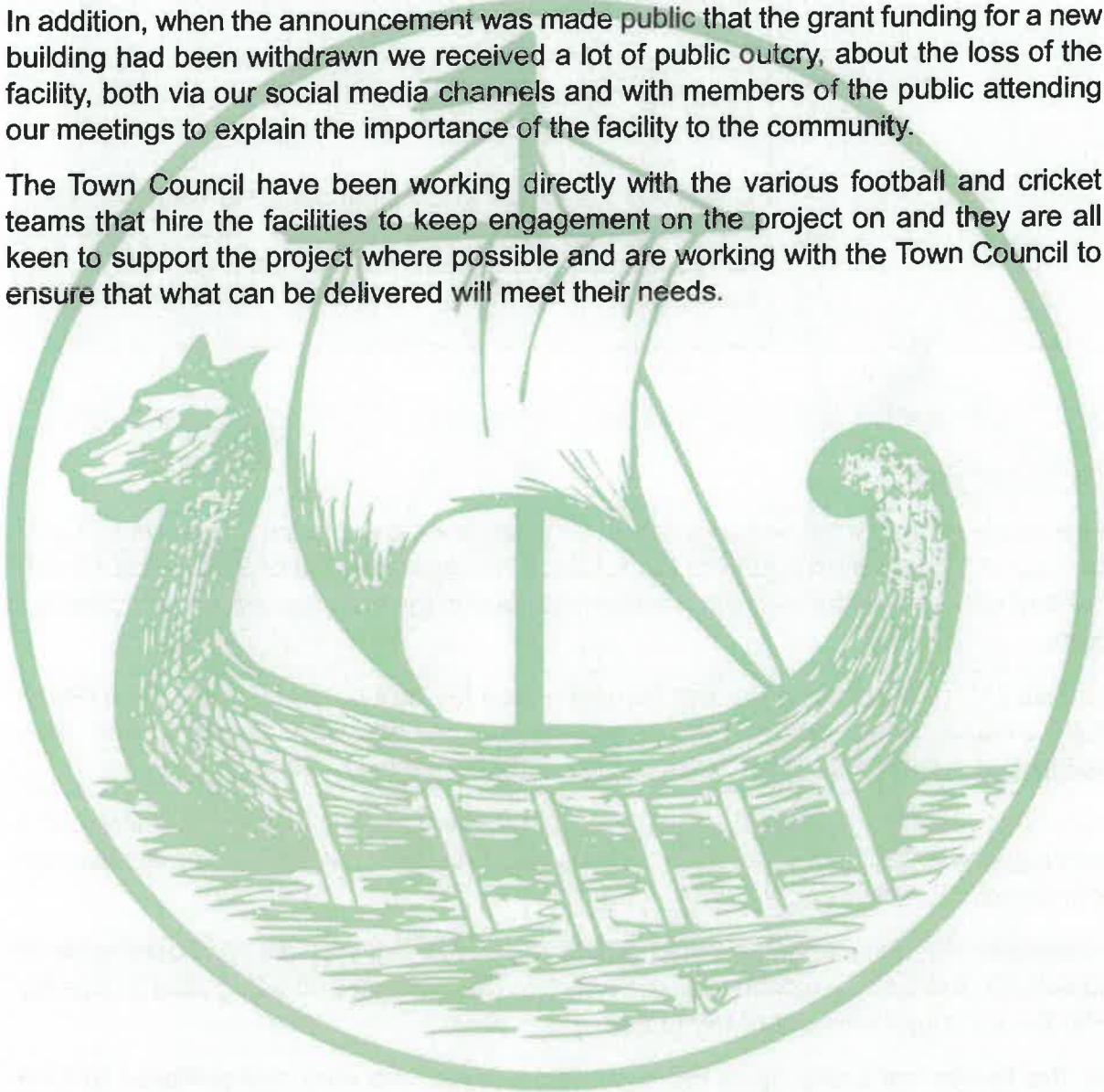
Stakeholder Support

Through late 2021 into the summer of 2022 the Town Council conducted a variety of surveys to gauge public opinion on what its community buildings should offer and on the plans for operating the site as a community hub.

Attached at **Appendix A** is a result summary of those two consultations.

In addition, when the announcement was made public that the grant funding for a new building had been withdrawn we received a lot of public outcry, about the loss of the facility, both via our social media channels and with members of the public attending our meetings to explain the importance of the facility to the community.

The Town Council have been working directly with the various football and cricket teams that hire the facilities to keep engagement on the project on and they are all keen to support the project where possible and are working with the Town Council to ensure that what can be delivered will meet their needs.



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FINANCIAL OUTLINE

Capital & Revenue Requirements

The below list sets out the capital expenditure breakdown for the project on a sectional basis throughout the site:

Attached at **Appendix B & C** are the specifications and colour linked plan for the site.

Area:	Cost:
Renovation of the shower area and gents' toilets and improve the existing changing facilities for other use or reinstate as changing rooms.	£112,000
Renovation of the existing lounge area including associated roof works.	£157,000
Renovation of the kitchen to fit either a fully commercial kitchen in the existing space or to convert the bar store to a kitchen servery and have the current kitchen as storage.	£212,000
Renovate the main hall and stage area including associated roof works.	£153,000
Undertake external landscaping to extend the patio area and improve the entrance way to improve accessibility.	£62,400
Renovate the ladies' toilet and create a disabled toilet using one of the former changing rooms.	£162,000
Renovate the plant room and service / improve the plumbing, electrical and fire safety systems.	£104,000
Renovate the staff area / office including new security systems.	£104,000
Fully renovate the main corridors including associated roof works.	£104,000
Demolish the existing storage buildings to convert into a single storage warehouse.	£312,000
Convert the existing squash courts into new changing rooms including associated roof works.	£254,000
Preliminaries and site works	£11,000
Contingency	£52,600
TOTAL	£1,800,000

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The revenue forecast for the building has been broken down on the attached income and expenditure forecast along with service delivery plans. These are located at **Appendix D to G**.

Below is a 3-year forecast for the expected capital and revenue costs associated with this project.

This is based on an expected service delivery model of 25% in year 1, increasing to 50% in year two and achieving 100% in year three.

The core costs are expected to uplift by 5% as expenditure and 10% as income each year.

Cost Area:	2024 – 2025	2025 – 2026	2026 - 2027
EXPENDITURE CAPITAL			
Building Works	£1,800,000.00	£0.00	£0.00
EXPENDITURE REVENUE			
Staffing Costs - Core	£80,000.00	£84,000.00	£88,200.00
Service Delivery	£32,409.00	£64,818.00	£129,636.00
Ancillary Costs	£22,500.00	£23,625.00	£24,806.25
Utilities	£6,000.00	£6,300.00	£6,615.00
Insurance	£2,000.00	£2,100.00	£2,205.00
Stock	£50,000.00	£52,500.00	£55,125.00
TOTAL	£192,909.00	£233,343.00	£306,587.25

Cost Area:	2024 – 2025	2025 – 2026	2026 - 2027
INCOME REVENUE			
Alcohol Sales	£98,330.00	£108,163.00	£118,979.30
Food Sales	£57,000.00	£62,700.00	£68,970.00
Hall Hire	£7,800.00	£8,580.00	£9,438.00
Service Delivery	£58,830.00	£117,660.00	£235,320.00
TOTAL	£221,960.00	£297,103.00	£432,707.30

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Impact on the Balance Sheet

Revenue projections provided have been calculated with as much potential risk as possible to mitigate a low potential take up of both core functions and a slow roll out of services in the first 12 months.

To try and bring forward increased service delivery funding applications will be made to a variety of sources to secure revenue funding to enable increased costs to be brought forward without risk.

Specifications for funding from the Community Ownership Fund, Arts Council England and the National Lottery have been reviewed in preparation.

The financial forecast for the building is such that it will generate an operational profit in year one of £29,051, year two of £63,760 and year three of £126,120.

This forecast confirms that the risk of direct costs associated with this project impacting on the balance sheet, and subsequent Council Tax precept, are low.

Financial Risk Assessment

Please see the **Appendix H** which is the risk assessment for the whole project and covers the financial implications.

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MANAGEMENT CASE

Procurement

Once finances for the project are secured the specification for the project will be refined and finalised. Prospective contractors will be advised that a minor planning application will need to be submitted for the changes to external cladding, this has been pre-discussed with the Planning Department at Dartford Borough Council.

In line with the Town Councils Standing Orders and Financial Regulations the project (tender summary and specification) will be placed on the Contract Finder website for a period of 4 weeks.

Post tender submission a 2-week review period will be undertaken followed by the award of contract. Given the tight finances associated with this project the tender process will have a weighting of 70% cost and 30% quality including any warranties etc that can be offered against works.

Project Management

The procurement and delivery stage of the refurbishment will be managed in house by the senior offices from the Town Council.

Weekly site visits will be undertaken along with periodic meetings with the contractor. The spacing of these meetings will depend on the expected timetable of works provided by the contractor.

Delivery Management

The initial staffing structure for year one of delivery will incorporate x5 FTE staff. From this staffing base x2 will be senior staff given the responsibility of jointly supervising the facility (rotas, scheduling of events and reporting to senior staff at the Town Council). The initial Human Resources (HR) and line management role will sit with the Town Clerk and Assistant Town Clerk.

Within year two or three, depending on income generation, a Centre Manager role will be created along with potential increases to the staffing levels within the centre up to a maximum of x8 FTE.

The Centre Manager will take over the HR and line management functions of the staff, along with agreeing the budget and accounts for the building with the senior officers from the Town Council. The Centre Manager will also be responsible for attending meetings of the Recreation, Leisure & Amenities Committee from the Town Council on x5 occasions per year to provide a written and verbal update on the progress of the centre.

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RECRUITMENT, EVALUATION & ASSESSMENT

Recruitment

The initial staffing base will comprise x 2 staff (1 FTE) from the existing Old Fire Station Community Café and a further x4 FTE.

A recruitment plan will be in place to have these staff in post one month prior to the completion of the building. This will enable elements of staff training to be undertaken and these staff will also support the existing café assistants within the Old Fire Station Community Café to learn food preparation and customer service.

Subject to availability the Church Road Hall will be available for staff to use as a base for the initial one-month period to undertake a variety of training courses including:

- General Induction
- Food Hygiene
- Safeguarding

Service Delivery Evaluation

On a quarterly (3 monthly) basis evaluation surveys will be undertaken with participants of the services being delivered from the centre.

This will include general feedback on the service itself, including delivery style, staffing, timing etc. The feedback includes a section requesting ways in which the service can be improved.

This feedback will be conducted anonymously to further the opportunity for honest and open feedback.

This will be operated via paper surveys and via a digital survey option from within a touch screen at the centre.

Stakeholder Engagement

In addition to the direct evaluation work with service users, a survey will be publicised on a 6 monthly basis to the public to ascertain general opinion on the facility and its delivery.

This will be released in both paper form and via digital methods (website and social media) to enable as wider coverage as possible.

The aim of this survey will be gauging public opinion and also gain a steer on additional services that could be offered to ensure as boarder spectrum of the community access the facility.

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APPENDIX A

The Initial Community Building Consultation Feedback

Between October and December 2021, the Town Council consulted the public on their views on community buildings, both the current offer from the Town Council, and what any future buildings or spaces should be able to deliver. This consultation highlighted the following points:

Flexible working spaces with internet
A café that is open evenings and weekends
Big enough to have at least 40 people seated, full disabled access, an area for displaying local crafts and possibly somewhere to show films locally
All should have Wi-Fi facilities, disabled access and high standard kitchen equipment
Possible white boards for presentations
A bar and a stage for small shows
A bar would be nice and maybe a designated space for young people to ride their bikes to stop petty crime
Youth clubs, community centre and maybe CAB all under one roof
Somewhere social you can get good quality food at the weekend
Comfy seating and internet
Better play facilities for young people
Soft play areas
A bar with indoor play area
Freelance areas or workstations
A community space that allows parents to relax with food or drink whilst children are entertained. Maybe a game station for young people.
More patio space
A space where local crafters / artists can regularly set up tables and sell
A club for the local young people with Wi-Fi and a tuck shop
A bar

These initial results allowed the design of the building to evolve and ensure it could accommodate a variety of activities and be flexible enough to change with the requirements of the community.

The Draft Design Consultation Feedback

Once members had agreed the initial draft designs, and the Town Council had gone through the proposed project with the existing Tenant, the Town Council launched a series of feedback events and an online survey to gauge public opinion, this was conducted between May and July 2022.

The plans were made available to view at both the existing Pavilion and at The Old Fire Station Community Café. Dedicated consultation events were held at the Town Council Offices and the existing Pavilion in the evening, and the Old Fire Station Community Café and at the Queens Jubilee celebration in the park during the day.


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The online survey was open for comments for a period of 2 months.


The initial question asked the public their overall opinion of the new design.

Response	Number	%
Very Positive	53	58.889
Positive	18	20
Neutral	6	6.6667
Negative	2	2.2222
Very Negative	11	12.222
Total	90	

The following open comments were raised which have fed through to the finalised design and service delivery plan for the building.

This looks fantastic but has any consideration been taken for the two pool teams that play out of there and the two county pool teams that play out of there on a Sunday in the inter county leagues
We need a place for all of the community. The club used to be the heart of the community in year's gone by. It needs to be a place that is affordable to hire. Such as dancing lessons for children which the teachers do for free. At the moment families do not visit as it is not a family place.
Very excited to use this if it happens. It's what Swanscombe needs a fresh place for families to enjoy.
My primary use of the facility are as a member of Swanscombe and Greenhithe 1880 Cricket Club. The designs look good but a Cricket square/pitch additionally to the football pitches would be more inclusive. What I fail to see is a members bar area. This may be due to the resolution but the current state of facilities isn't good enough and a project like this is long over due.
Looks amazing can't wait to see this in process
Be very good and could be the home of Swanscombe tigers  fc and would work together to be a very successful business.
Amazing to finally have something decent
It's great to see something new being built for the community of Swanscombe and Greenhithe as I feel with all the new building work going on around Ebbsfleet and surrounding areas it will give everybody something to look forward to and bring the community back together.
Needs to be done. The old Pavilion has been under invested in by the council and is beyond its life.

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Looks good. The original building is so old and in desperate need of replacing.
I think the area needs a place like this. I am pro
This will be a great change to the current neighbourhood. It deserves to be revamped and given a new purpose. Great way to give the community a new space to use
Will a changing place be considered? (Disabled changing facilities?)
It is a great idea and it's about time we had a decent pavilion and social hub in an area that has been sadly neglected over the years. Just hope it goes ahead.
We have lost a lot of social places in Swanscombe, and the pavilion is in need of a upgrade. I think this would be great for Swanscombe residents and bring back a sense of community that Swanscombe once had that has seemed to have lost
Looks great, will there be a sports bar
Would be brilliant if Swanscombe tigers  were involved in the project as they have been a community club for years and trained at Broomfield
Excellent new community facilities - most welcomed
Very good idea about time that something positive is done to make a better building so the whole community will want to use it, we need to keep it.
Making a good move to really freshen up that space
The area behind the pavilion must have plenty of security cameras as the is the area where all the teenagers currently congregate to deal and smoke drugs. There should be an outside balcony area upstairs to allow spectators to watch the cricket whilst sitting and having a drink from the bar. The kids in the pavilion currently walk straight across the basketball court to get to the playground, which is dangerous, so this should be addressed with the new design. Also, plenty of lighting to get from the carpark across the road and up the path to the pavilion.
The designs that are shown are exactly what's needed for the pavilion look up to date and modern
Amazing but we need to give long overdue support to the cricket team
It would bring a new excitement to the town not only for the children but for the adults too. It would provide the youth with space to take part in activities that they may not usually have access to. The public eating area will be greatly used by the local families and dog walkers that already make the most of what Broomfield Park has to offer.
Looks great and will be very welcome. It looks a little concrete at the back and sides, perhaps instead of walls, we could have hedge planting to soften the view.
The plans look very good - relieved to see a lift and Disability toilets on both floors. Would have liked more detail of the "multi-function" room - it would be good to have a games room - pool, darts etc. This will be a wonderful facility for the locals!

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The facility is one that has been much needed for the local community. As a representative of an organisation that uses the existing facility my concerns are will the facility be affordable for organisations like ours and will the facility be offering its facilities to the local Community users at prefectural rates

It will be better than it is now

100% something that Swanscombe needs!

I think it's nice but have concerns over the fencing at the rear of property. If enclosed fencing, will be essential an alley which is a safety concern. I would prefer to see fencing like on the council building

All welcome

Would be a massive improvement on the current eyesore & something to be proud of

Swanscombe desperately needs investment similar to that of other areas of Dartford. A new pavilion and community hub like this would do wonders for our town

It's looks great. Will you be making improvements to the Children's play area as well. It is in much needed upgrade.

This will be a great asset to community new and old.

It's pretty good

Looks a nice modern building and good facilities, if the project is built then I would hope the building would properly managed and maintained and not become a burden to the residents of the area

I currently work at the Pav & also socialise here, it's the only place where families can come watch football games, play pool, meet up with other families. We have several football teams. The new venue needs to have a family atmosphere, children need to be welcome. It needs to be a bar that sells food, not a restaurant that serves alcohol! There needs to be activities for the teenagers in Swanscombe, youth clubs.

Used Pav for number of years as a family. Hope the new plans will still welcome families & BT Sport + Jukebox will be included.

It needs to facilitate for the current sports teams - not only football. i.e. pool / darts. Café / bar snacks is a good idea. Will it be open early weekends to accommodate football teams training and matches to get tea/coffee - snacks and bacon rolls. It must be made clear building contractors will not park in surrounding roads as parking is already an issue for residents.

Totally agree we need a new multifunctional building. But we need to keep the community together, there needs to be a place for the pool teams, football teams, families to come on the ground floor to relax, TVs for football matches.

Looks like a good multi use design, hope you get the funding and it goes ahead. May be the main balcony could be longer & cover some of the ground floor outside seating to provide some form of cover.

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Design looks new, clean and functional. Will provide good base for all functions and encourage growth in more areas. Good centre for socialising. Very positive for Swanscombe look forward to the change.

I am absolutely delighted with the idea.

Fab investment into the community.

Great design, I believe it will have a positive impact on the local community.

I think this is a positive development for the community. The updating of the facilities makes the complex accessible for disabled members of the community. It is especially forward thinking to include a learning and resource area to enable hot desking. The relocation and expansion of the community cafe will provide a good alternative for residents to use and socialise. Congratulations it all seems splendid.

The Pav is looking tired, so this is great.

As a DJ that has played the Pavilion a number of times, watch for stage access and loading access from a van. Also please use heat detectors instead of smoke detectors in the main hall, so that a DJ can use a haze/smoke machine to add atmosphere to their light show, otherwise it looks very good.

I think this a great project. The field is alive with Swanscombe Tigers teams on Saturday morning and parents always popping to the shops for tea & bacon rolls. Sundays are the same it will be great for the Tigers and other local sports clubs to have somewhere to call home. Only criticism is why has it taken so long.

Consider the relocation of Swanscombe Library to this new community hub. Be bold environmentally and ensure heat source pumps, grey water recycling and living sedum roofs are included, to be as green as possible towards zero carbon.

Great idea just what Swanscombe needs to bring us all together.

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APPENDIX B

RENOVATION SPECIFICATION
PAVILION PROJECT - MARCH 2024

No	Colour	Building Area	Minimum Specification	Variations
1	Yellow	Changing Rooms, Shower Room & Gents Toilet (no corridor)	<p>Replace all internal doors</p> <p>Repair any damage to walls, woodwork, ceiling and floor.</p> <p>Repaint all walls, woodwork and ceilings (colours to be agreed)</p> <p>Install fitted benches with coat hooks in changing rooms</p> <p>Replace missing radiator in toilet</p> <p>Replace toilet seats</p> <p>Install new ceiling vents in the shower area</p> <p>Have all floor areas commercially cleaned</p> <p>Replace fire door with unit that can be locked and opened from outside</p> <p>Test electrical installation</p> <p>Test plumbing supply</p>	<p>Install new vinyl flooring in all areas</p> <p>Retile the shower room</p> <p>Fit new shower system</p> <p>Replace toilets, sinks, urinals</p> <p>Clad the external aspect of this section of the building</p> <p>Replace light fittings</p>
2	Light Blue	Lounge, Bar & Store	<p>Repair the roof over the bar area/entrance lobby</p> <p>Replace all internal doors</p> <p>Repair any damage to walls, woodwork, ceiling and floor.</p> <p>Repaint all walls, woodwork and ceilings (colours to be agreed)</p> <p>Replace carpet in the lounge with vinyl flooring</p> <p>Remove damaged booth seating</p> <p>Install new booth seating (colours to be agreed)</p> <p>Clad the external aspect of the bar area</p> <p>Have all floor areas commercially cleaned</p> <p>Test electrical installation</p> <p>Test plumbing supply</p>	<p>Install new vinyl flooring in all areas</p> <p>Fit new fire door</p> <p>Fit new windows</p> <p>Clad the external aspect of this section of the building</p> <p>Install new shutters on the outside of the windows</p> <p>Replace light fittings</p>
3	Light Green	Kitchen	<p>Replace all internal doors</p> <p>Repair any damage to walls, woodwork, ceiling and floor.</p> <p>Repaint all walls, woodwork and ceilings (colours to be agreed)</p> <p>Install fully fitted commercial kitchen including extraction (double oven, hobs, fridge x 2, freezer x 2, storage cupboards, work surfaces).</p> <p>Have all floor areas commercially cleaned</p> <p>Test electrical installation</p>	<p>Install new vinyl flooring in all areas</p> <p>Fit new external door</p> <p>Fit new windows</p> <p>Clad the external aspect of this section of the building</p> <p>Replace light fittings</p>
4	Pink	Main Hall	<p>Repair the roof over the hall/kitchen & corridor</p> <p>Replace all internal doors</p> <p>Repair any damage to walls, woodwork, ceiling and floor.</p> <p>Repaint all walls, woodwork and ceilings (colours to be agreed)</p> <p>Repair extraction vents to the rear of the stage</p> <p>Clad the external aspect of the bar area</p> <p>Have all floor areas commercially cleaned</p> <p>Test electrical installation</p> <p>Test plumbing supply</p>	<p>Fit new external doors</p> <p>Fit new windows</p> <p>Clad the external aspect of this section of the building</p> <p>Replace light fittings</p>

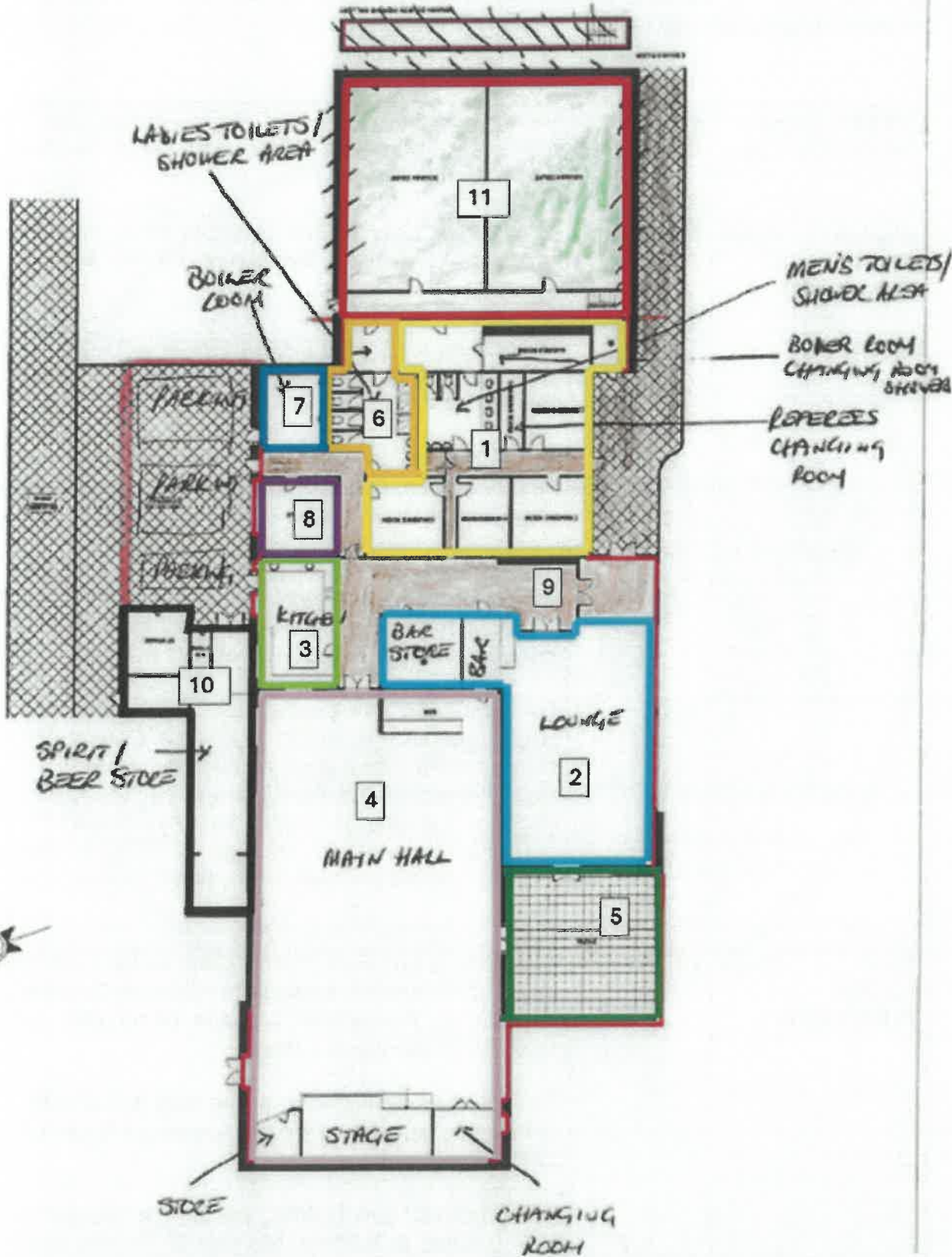
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5	Dark Green	Patio	Repair any damage to existing wall Repair / replace any damaged slabs Replace the external gate	Extend the patio to the end of the hall area
6	Orange	Ladies Toilet	Replace all internal doors Repair any damage to walls, woodwork, ceiling and floor. Repaint all walls, woodwork and ceilings (colours to be agreed) Replace toilet seats Have all floor areas commercially cleaned Test electrical installation	Install new vinyl flooring in all areas Convert the adjoining storage area into a dedicated ladies shower area. Replace toilets, sinks, urinals Replace light fittings
7	Dark Blue	Boiler Room	Replace all internal doors Repair any damage to walls, woodwork, ceiling and floor. Repaint all walls, woodwork and ceilings (colours to be agreed) Test electrical installation	Fit new external door Clad the external aspect of this section of the building
8	Purple	Office	Replace all internal doors Repair any damage to walls, woodwork, ceiling and floor. Repaint all walls, woodwork and ceilings (colours to be agreed) Have all floor areas commercially cleaned Test electrical installation	Install new vinyl flooring in all areas Fit new windows Clad the external aspect of this section of the building Replace light fittings Install new CCTV system
9	Brown	Main Corridor	Replace all internal doors Repair any damage to walls, woodwork, ceiling and floor. Repaint all walls, woodwork and ceilings (colours to be agreed) Have all floor areas commercially cleaned Test electrical installation New entrance matting	Install new entrance door Install new fire door at rear end of the corridor Clad the external aspect of this section of the building Replace light fittings
10	Black	Storage Buildings	Ensure all roofs are water tight Replace external door ways Repair any damage to walls, woodwork, ceiling and floor. Repaint all walls, woodwork and ceilings (colours to be agreed) Have all floor areas commercially cleaned Test electrical installation	Demolish existing storage buildings and replace with a single secure building to cover the same footprint (if this can incorporate the parks garage then that would be beneficial) Run utilities to the new building so lighting can be installed and a small toilet with the area dedicated for the parks department.
11	Red	Squash Courts	Have all floor areas commercially cleaned Test electrical installation	Demolish the existing structure and replace with a new building to house brand new changing facilities with incorporated showers and toilets, along with a dedicated external door onto the field. Should this option be viable then the internal changes to the existing changing facilities would be changed to facilitate the
Quote Requirements				
Option		Description		
A	1&6	Just the changing rooms, toilets and showers		
B	1 to 10	All areas except the squash courts		
C	All areas	All areas except the squash courts		
Requirement		Quote for basic and for variation		
Quote for basic and for variation		Quote for basic and for variation		
Quote for basic and for variation		Quote for basic and for variation		

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APPENDIX C



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APPENDIX D

The following is a forecast breakdown of the potential annual income generation sources for the proposed new Community Building.

Income Source:	Amount:	Comments:
Service Delivery	£235,320	See separate Service Delivery Income for income generation forecasts.
Alcohol Sales (CORE FUNCTION)	£98,330	<p>The British Beer & Pub Board (BBPB) provide guidance on income forecasting for the sale of alcohol.</p> <p>In addition, a local supplier has been contacted to gain current stock prices along with projected retail prices.</p> <p>Alcohol sales can be generated from both the café/bar space and opening up the main hall as a main bar when available.</p> <p>This would mean potential alcohol sales, with the majority being made daily between 5 and -11pm. To err on the side of caution no sales from the bar during hall hire have been taken into account.</p> <p>By comparing this operational time against the BBPB guidance it would place the Community Hub on a par with a small community pub with an expected forecasted weekly take of £3,705. Again, to err on the side of caution we have allowed for the alcohol sales to operate at 50% of the expected figure and using only a 50% mark up on sales.</p>
Food Sales (CORE FUNCTION)	£57,000	<p>The current Old Fire Station Community Café is open 22.5 hours per week, from 9.30am to 2.00pm Monday to Friday with t space being able to facilitate 20 covers at a time.</p> <p>The average annual take at the café is £27,500, but for this calculation we are applying a figure of £25,000.</p> <p>The proposed new building will look to operate a café 9.00am to 5.00pm, Monday to Sunday and</p>

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		<p>(excluding the outside terrace) accommodate 30 covers at a time. Applying the same matrix to the increased delivery then the following forecast has been set:</p> <p>To err on the side of caution we have applied the 90% of take figure to the increased hours only rather than allowing for additional customers.</p> <p>It is worth noting that the new facility would have improved catering facilities and would be able to offer an increased menu.</p> <p>We have also not taken into account any catering for hall hire activities, again to apply caution.</p>
Hire Income (CORE FUNCTION)	£7,800	<p>The hall hire space within the building will have an average of 20 hours per week of available hire space.</p> <p>The figure quoted is on a par with the Town Councils lowest performing hall hire. This ensures caution with the amount of potential hire that may be generated and assumes the use of the current charging structure used for its other venues.</p>
Total:	£398,450	<p>As stated, this forecast has areas of potential income that have been deliberately left out of the plan to add caution to the figures.</p> <p>If successful, the building has the potential to generate a further 10-15% greater take than stated for core functions.</p>

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APPENDIX E

The following is a forecast breakdown of the expected expenditure areas for the proposed new Community Building.

Expenditure:	Amount:	Comments:
Staffing (Core Functions)	£80,000	<p>This amount excludes the staffing costs for service delivery as this is factored into the separate Service Delivery Plan.</p> <p>The building would need to ensure that the core functions of café service, bar service and hall hire are staffed at all times.</p> <p>Considering operation hours of 84 per week, with the need to have overlap for busy periods and holiday cover, along with higher rates for senior staff the weekly expected hours have been factored as 140 per week.</p> <p>By including allowances for pensions and national insurance the staffing allowance has been set.</p> <p>This equates to 3.5 FTE staff.</p>
Rates	£6,000	This is based on the rates currently being paid for the venue with a 20% uplift and taking off any current discounts.
Maintenance	£6,000	This figure is based on the annual maintenance figure applied to the Town Council Offices with a 10% uplift but removing the costs associated with the larger plant and operating a lift.
IT & Telephony	£1,000	This figure is based on the annual figure applied to the Town Council offices with a 10% uplift and is assumed on using the same supplier but extending the contracts into the neighbouring building.
Utilities	£6,000	This is based on the average costs spent by the previous tenants per annum for gas, electricity, and water with a 10% uplift.
Consumables	£1,000	This is defined as cleaning products and stationery and is based on the annual figure

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		applied to the Town Council offices, scaled back, with a 10% uplift.
Stock	£50,000	<p>This is a combined figure for the purchase of both food and alcohol supplies.</p> <p>The food stock figure is based on current costs and profit ratios at the Old Fire Station Community Café.</p> <p>The alcohol stock figure is based on the forecast information supplied by the British Beer & Pub Board, combined with the profit ratios provided by a local supplier.</p>
Service Delivery	£129,636	See separate Service Delivery Plan for costs forecasts.
Equipment	£1,000	This would be the purchase of any replacement equipment needed for the building during a year.
Advertising	£1,000	This is a forecast for print and publicity costs associated with promoting the venue and any services delivered.
Insurance	£2,000	This is based on the current amount paid for the existing Pavilion, with a 10% uplift.
Licencing	£500	This is the annual cost to renew the required personal and premises licences.
Subscriptions	£5,000	This is the cost of operating a digital tv connection for a premises that also operates food and the required music licence.
Financial Risk Assessments	£1,000	This is a contribution to the Town Councils reserves to cover future expected costs within the building such as redecoration and plant replacement.
Total	£290,136	<p>Whilst this figure is accurate based on a comparison with other buildings it comes with the following caveats:</p> <ul style="list-style-type: none"> • Each figure has been inflated to allow caution. • The building is expected to be more efficient when improved which may bring down utility costs.

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APPENDIX F

The following tables sets out potential income generation from the service delivery plan for the proposed new community building based at Broomfield Park.

Youth Provisions

Activity:	Frequency:	Est Att:	Income:
Youth Club	4 hrs weekly	40	£3 entry per child + average of £3 per child spent on the food / drink offer = £240 per session
Social Media Club	2 hrs weekly	20	£3 entry per child + average of £3 per child spent on the food / drink offer = £120 per session
Youth Disco	4 hrs monthly	2 x 150 total 300	£3 entry per child + average of £3 per child spent on the food / drink offer = £1800 per session
Gaming Sessions	4 hrs once every 4 months	40	£10 entry per child + average of £3 per child spent on the food / drink offer = £520 per session
Amateur Dramatics	4 hrs once every 4 months	40	£3 entry per child + average of £3 per child spent on the food / drink offer = £240 per session
Fashion / Hair & Beauty Sessions	4 hrs once every 4 months	40	£3 entry per child + average of £3 per child spent on the food / drink offer = £240 per session
Enterprise Club	4 hrs once every 4 months	40	£3 entry per child + average of £3 per child spent on the food / drink offer = £240 per session
Gigs / Performers	3 hrs once every 3 months	150	£5 entry per child + average of £3 per child spent on the food / drink offer = £1200 per session
Cinema Nights	2 hrs once every 3 months	150	£3 entry per child + average of £3 per child spent on the food / drink offer = £900 per session
Holiday Clubs	4 hrs per week each week of school holidays.	40	£3 entry per child + average of £3 per child spent on the food / drink offer = £240 per session

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Total Annual Delivery Income for Youth Provision

Activity:	Total Income Per Annum:
Youth Club	52 weeks @ £240 = £12,480
Social Media Club	52 weeks @ £120 = £6,240
Youth Disco	12 months @ £1800 = £21,600
Gaming Sessions	3 per year @ £520 = £1,560
Amateur Dramatics	3 per year @ £240 = £720
Fashion / Hair & Beauty Sessions	3 per year @ £240 = £720
Enterprise Club	3 per year @ £240 = £720
Gigs / Performers	4 per year @ £1200 = £4,800
Cinema Nights	4 per year @ £900 = £3,600
Holiday Clubs	13 weeks @ £240 = £3,120
TOTAL:	£55,560

Family Provisions

Activity:	Frequency:	Est Att:	Income:
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Quiz Night	2 hrs monthly	100	£3 entry per person + average of £3 per person spent on the food / drink offer = £600 per session
Family Disco	4 hrs 2 times per year	150	£3 entry per person + average of £3 per person spent on the food / drink offer = £900 per session
Family Learning (e.g.) Family First Aid	2 hrs once every 3 months	40	FREE so no income (but hoped that some income will be generated from use of the café outside of the sessions)
Gigs / Performers	3 hrs once every 3 months	150	£5 entry per person + average of £3 per person spent on the food / drink offer = £1200 per session
Cinema Nights	2 hrs once every 3 months	150	£3 entry per person + average of £3 per person spent on the food / drink offer = £900 per session

Total Annual Delivery Income for Family Provision

Activity:	Total Cost Per Annum:
Quiz Night	12 months @ £600 = £7,200
Family Disco	2 per year @ £900 = £1,800
Family Learning	4 per year @ £0 = £0
Gigs / Performers	4 per year @ £1200 = £4,800
Cinema Nights	4 per year @ £900 = £3,600
TOTAL:	£17,400

Toddler Provisions

**PROJECT BUSINESS CASE
PAVILION REFURBISHMENT & OPERATION
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Activity:	Frequency:	Est Att:	Income:
Soft Play / Bouncy Castles	4 hrs weekly	50	£3 entry per child + average of £3 per person spent on the food / drink offer = £300 per session
Messy Play	2 hrs once every 2 weeks	50	£3 entry per child + average of £3 per person spent on the food / drink offer = £300 per session
Crafts	2 hrs once every 2 weeks	50	£3 entry per child + average of £3 per person spent on the food / drink offer = £300 per session
Music & Sound	2 hrs once every 2 weeks	50	£3 entry per child + average of £3 per person spent on the food / drink offer = £300 per session
Baby Dance / Ballet	2 hrs once every 2 weeks	50	£3 entry per child + average of £3 per person spent on the food / drink offer = £300 per session
Mother & Baby Advice / Support	2 hrs weekly	30	FREE so no income (but hoped that some income will be generated from use of the café outside of the sessions)

Total Annual Delivery Income for Toddler Provision

Activity:	Total Cost Per Annum:
Soft Play / Bouncy Castles	52 weeks @ £300 = £15,600
Messy Play	26 times per year @ £300 = £7,800
Crafts	26 times per year @ £300 = £7,800
Music & Sound	26 times per year @ £300 = £7,800
Baby Dance / Ballet	26 times per year @ £300 = £7,800
Mother & Baby Advice / Support	52 weeks @ £0 = £0
TOTAL:	£46,800

Seniors Provisions

**PROJECT BUSINESS CASE
PAVILION REFURBISHMENT & OPERATION
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Activity:	Frequency:	Est Att:	Income:
Lunch Club	2 hrs weekly	50	£5 entry per person (inc tea & coffee) + average of £3 per person on drinks = £400 per session
Bingo	2 hrs weekly	50	£2 entry per person + average of £3 per person of drinks = £200 per session
Dinner & Variety	3 hrs once every 2 weeks	50	£10 entry per person (inc tea & coffee) + average of £5 per person on drinks = £750 per session
Fitness / Yoga	1 hour once every 2 weeks	30	£2 entry per person = £60 per session

Total Annual Delivery Income for Seniors Provision

Activity:	Total Cost Per Annum:
Lunch Club	52 weeks @ £400 = £20,800
Bingo	52 weeks @ £200 = £10,400
Dinner & Variety	26 times per year @ £750 = £19,500
Fitness / Yoga	26 times per year @ £60 = £1,560
TOTAL:	£52,260

Community & Adult Only Provisions

Activity:	Frequency:	Est Att:	Cost:
Regular Markets	4 hrs monthly	75	£10 per pitch for stall hire (space for 30 pitches) + £50 per session from drink sales = £350 per session
Money / Advice Support Groups	2 hrs weekly	20	FREE so no income (but hoped that some income will be generated from use of the café outside of the sessions)

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Retro Disco	4 hrs 3 times per year	150	£3 entry per person + average of £3 per person spent on the food / drink offer = £900 per session
Adult Education	2 hrs once every 3 months	40	FREE so no income (but hoped that some income will be generated from use of the café outside of the sessions)
Gigs / Performers	44 weeks out of 52	150	£5 entry per person + average of £3 per person spent on the food / drink offer = £1200 per session
Cinema Nights	2 hrs once every 3 months	150	£3 entry per person + average of £3 per person spent on the food / drink offer = £900 per session

Total Annual Delivery Cost for Youth Provision

Activity:	Total Cost Per Annum:
Regular Markets	12 months @ £350 = £4,200
Money / Advice Support Groups	52 weeks @ £0 = £0
Retro Disco	3 per year @ £900 = £2,700
Adult Education	4 per year @ £0 = £0
Gigs / Performers	44 weeks @ £1200 = £52,800
Cinema Nights	4 per year @ £900 = £3,600
TOTAL:	£63,300

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APPENDIX G

The following tables sets out the service delivery plan for the proposed new community hub building based at Broomfield Park.

Youth Provisions

Activity:	Frequency:	Est Att:	Cost:
Youth Club	4 hrs weekly	40	2 paid staff (£12 per hour) + 2 volunteers (£10 expenses per session) + £50 per session equipment = £156 per session.
Social Media Club	2 hrs weekly	20	1 paid staff (£12 per hour) + 1 volunteers (£5 expenses per session) + £20 per session equipment = £49 per session.
Youth Disco	4 hrs monthly	2 x 150 total 300	X 1 DJ at £400 + 2 paid staff (£12 per hour) + 1 Security Officer (£17 per hour) = £564 per session
Gaming Sessions	4 hrs once every 4 months	40	External company to deliver = £500 per session
Amateur Dramatics	4 hrs once every 4 months	40	2 paid staff (£12 per hour) + 2 volunteers (£10 expenses per session) + £50 per session equipment = £156 per session.
Fashion / Hair & Beauty Sessions	4 hrs once every 4 months	40	2 paid staff (£12 per hour) + 2 volunteers (£10 expenses per session) + £50 per session equipment = £156 per session.
Enterprise Club	4 hrs once every 4 months	40	2 paid staff (£12 per hour) + 2 volunteers (£10 expenses per session) + £50 per session equipment = £156 per session.
Gigs / Performers	3 hrs once every 3 months	150	X 1 Performer at £400 + 2 paid staff (£12 per hour) + 1 Security Officer (£17 per hour) = £564 per session
Cinema Nights	2 hrs once every 3 months	150	3 paid staff (£12 per hour) + Film Licence £200 = £272 per session

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Holiday Clubs	4 hrs per week each week of school holidays.	40	2 paid staff (£12 per hour) + 2 volunteers (£10 expenses per session) + £50 per session equipment = £156 per session. 13 weeks per year.
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Total Annual Delivery Cost for Youth Provision

Activity:	Total Cost Per Annum:
Youth Club	52 weeks @ £156 = £8,112
Social Media Club	52 weeks @ £49 = £2,548
Youth Disco	12 months @ £564 = £6,768
Gaming Sessions	3 per year @ £500 = £1,500
Amateur Dramatics	3 per year @ £156 = £468
Fashion / Hair & Beauty Sessions	3 per year @ £156 = £468
Enterprise Club	3 per year @ £156 = £468
Gigs / Performers	4 per year @ £564 = £2,256
Cinema Nights	4 per year @ £272 = £1,088
Holiday Clubs	13 weeks @ £156 = £2,028
TOTAL:	£25,704

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Family Provisions

Activity:	Frequency:	Est Att:	Cost:
Quiz Night	2 hrs monthly	100	3 paid staff (£12 per hour) + £20 per session equipment = £92 per session.
Family Disco	4 hrs 2 times per year	150	X 1 DJ at £400 + 2 paid staff (£12 per hour) + 1 Security Officer (£17 per hour) = £564 per session
Family Learning (e.g.) Family First Aid	2 hrs once every 3 months	40	Commissioned from an external provider = £200 per session.
Gigs / Performers	3 hrs once every 3 months	150	X 1 Performer at £400 + 2 paid staff (£12 per hour) + 1 Security Officer (£17 per hour) = £564 per session
Cinema Nights	2 hrs once every 3 months	150	3 paid staff (12 per hour) + Film Licence £200 = £272 per session

Total Annual Delivery Cost for Youth Provision

Activity:	Total Cost Per Annum:
Quiz Night	12 months @ £156 = £1,872
Family Disco	2 per year @ £564 = £1,128
Family Learning	4 per year @ £200 = £800
Gigs / Performers	4 per year @ £564 = £2,256
Cinema Nights	4 per year @ £272 = £1,088
TOTAL:	£7,144

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Toddler Provisions

Activity:	Frequency:	Est Att:	Cost:
Soft Play / Bouncy Castles	4 hrs weekly	50	£150 equipment hire + 2 paid staff (£12 per hour) + £20 per session equipment = £266 per session.
Messy Play	2 hrs once every 2 weeks	50	2 paid staff (£12 per hour) + £50 per session equipment = £98 per session.
Crafts	2 hrs once every 2 weeks	50	2 paid staff (£12 per hour) + £50 per session equipment = £98 per session.
Music & Sound	2 hrs once every 2 weeks	50	2 paid staff (£12 per hour) + £50 per session equipment = £98 per session.
Baby Dance / Ballet	2 hrs once every 2 weeks	50	2 paid staff (£12 per hour) + £50 per session equipment = £98 per session.
Mother & Baby Advice / Support	2 hrs weekly	30	2 paid staff (£14 per hour) = £56 per session.

Total Annual Delivery Cost for Youth Provision

Activity:	Total Cost Per Annum:
Soft Play / Bouncy Castles	52 weeks @ £266 = £13,832
Messy Play	26 times per year @ £98 = £2,548
Crafts	26 times per year @ £98 = £2,548
Music & Sound	26 times per year @ £98 = £2,548
Baby Dance / Ballet	26 times per year @ £98 = £2,548
Mother & Baby Advice / Support	52 weeks @ £56 = £2,912
TOTAL:	£26,936

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PAVILION REFURBISHMENT & OPERATION
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Seniors Provisions

Activity:	Frequency:	Est Att:	Cost:
Lunch Club	2 hrs weekly	50	2 paid staff (£12 per hour) + 2 volunteers (£10 expenses per session) + £200 per session food/drink = £258 per session.
Bingo	2 hrs weekly	50	2 paid staff (£12 per hour) + £50 per session equipment = £98 per session.
Dinner & Variety	3 hrs once every 2 weeks	50	X 1 Performer at £400 + 3 paid staff (£12 per hour) + £200 per session food/drink = £708 per session
Fitness / Yoga	1 hour once every 2 weeks	30	1 paid staff (£20 per hour) = £20 per session.

Total Annual Delivery Cost for Youth Provision

Activity:	Total Cost Per Annum:
Lunch Club	52 weeks @ £258 = £13,416
Bingo	52 weeks @ £98 = £5,096
Dinner & Variety	26 times per year @ £708 = £18,408
Fitness / Yoga	26 times per year @ £20 = £520
TOTAL:	£37,440

**PROJECT BUSINESS CASE
PAVILION REFURBISHMENT & OPERATION
APRIL 2024**

Community & Adult Only Provisions

Activity:	Frequency:	Est Att:	Cost:
Regular Markets	4 hrs monthly	75	2 paid staff (£12 per hour) + £50 per session equipment = £92 per session.
Money / Advice Support Groups	2 hrs weekly	20	2 paid staff (£14 per hour) = £56 per session.
Retro Disco	4 hrs 3 times per year	150	X 1 DJ at £400 + 2 paid staff (£12 per hour) + 1 Security Officer (£17 per hour) = £564 per session
Adult Education	2 hrs once every 3 months	40	Commissioned from an external provider = £200 per session.
Gigs / Performers	44 weeks out of 52	150	X 1 Performer at £400 + 2 paid staff (£12 per hour) + 1 Security Officer (£17 per hour) = £564 per session
Cinema Nights	2 hrs once every 3 months	150	3 paid staff (12 per hour) + Film Licence £200 = £272 per session

Total Annual Delivery Cost for Youth Provision

Activity:	Total Cost Per Annum:
Regular Markets	12 months @ £92 = £1,104
Money / Advice Support Groups	52 weeks @ £56 = £2,912
Retro Disco	3 per year @ £564 = £1,692
Adult Education	4 per year @ £200 = £800
Gigs / Performers	44 weeks @ £564 = £24,816
Cinema Nights	4 per year @ £272 = £1,088
TOTAL:	£32,412

**PROJECT BUSINESS CASE
PAVILION REFURBISHMENT & OPERATION
APRIL 2024**

APPENDIX H

How was the risk assessment done? The Assistant Town Clerk / RFO followed the advice at www.hse.gov.uk/simple-health-safety/risk/ and went through the assessments with other members of staff noting things that might pose a risk and to seek their input experience and listen to their concerns;

We noted what was already being done to control the risks and recorded any further actions required.

The Assistant Town Clerk / RFO will review the risk assessment whenever there are any significant changes.

Swanscombe and Greenhithe Town Council Risk assessment form

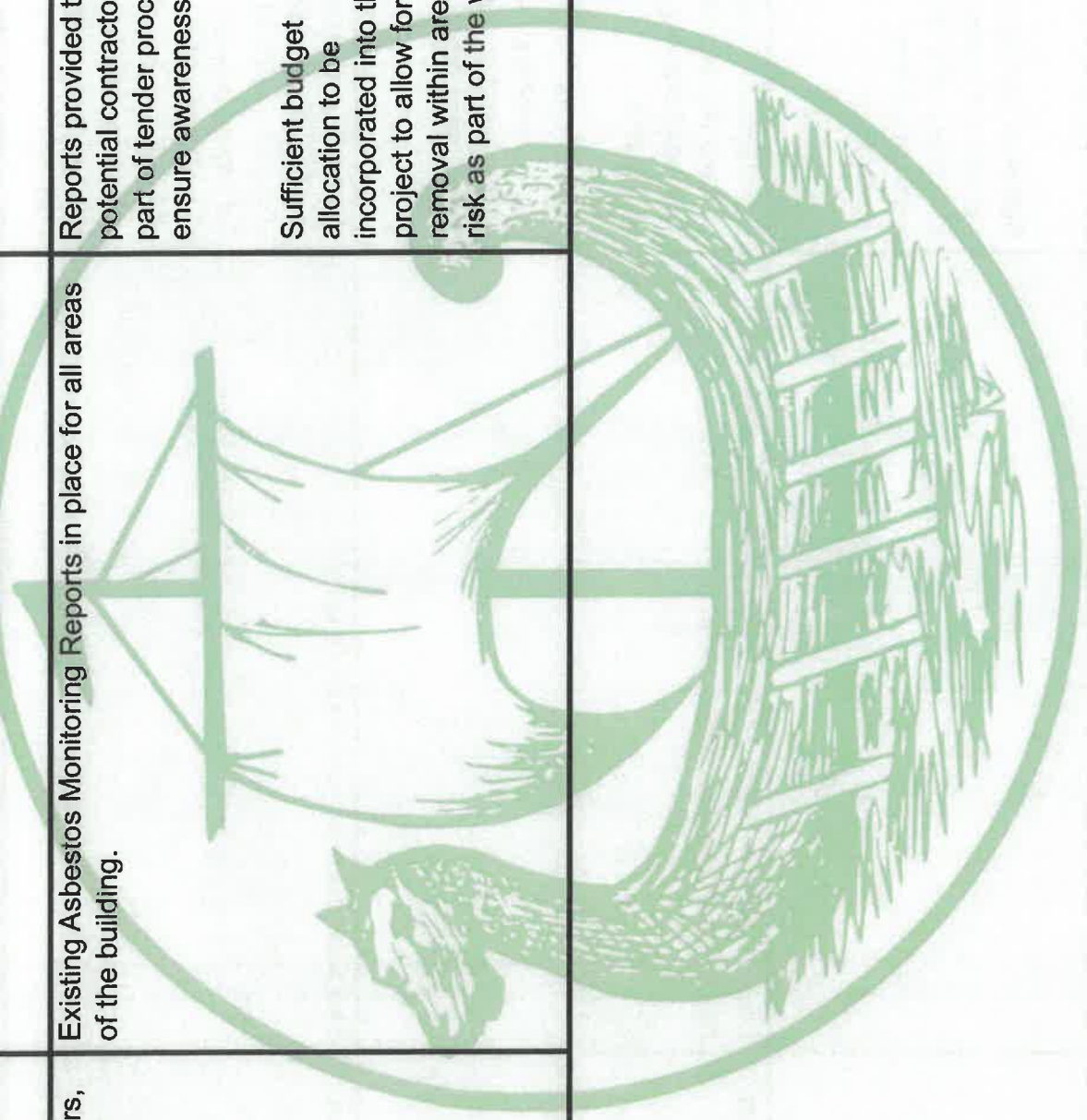
Activity: Pavilion Refurbishment		Assessment date: April 2024	Review date: October 2024		
Hazard and risk	People at risk	Existing Controls	Actions taken to reduce or minimise risks	Risk level	Target date and by whom
Risk of injury by a vehicle movement.	Contractors, staff, and general public.	Secure access gate and dedicated hard standing in place for vehicles accessing the site to undertake works.	Successful contractor to provide a method statement and public liability insurance for the works along with a plan for access.	2 x 1 = 2	L

**PROJECT BUSINESS CASE
PAVILION REFURBISHMENT & OPERATION
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			Sufficient signage and any barriers put in place to minimise public accessing areas of vehicle movement.		
Impact of noise from construction works.	Contractors, staff, and general public.	Liaison already in place with neighbouring properties regarding potential works on site.	Contractor to be advised to keep regular dialogue with neighbouring properties. Agreed working hours to be set with the contractor to minimise noise.	2 x 1 = 2 L	
Risk of fire from flammable materials.	Contractors, staff, and general public.	Fire safety equipment available on site.	Successful contractor to provide a method statement and public liability insurance for the use of flammable materials and agree a storage solution on site suitably secure and away from risk.	2 x 1 = 2 L	

**PROJECT BUSINESS CASE
PAVILION REFURBISHMENT & OPERATION
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Risk of exposure to asbestos.	Contractors, staff, and general public.	Existing Asbestos Monitoring Reports in place for all areas of the building.	<p>Reports provided to potential contractors as part of tender process to ensure awareness.</p> <p>Sufficient budget allocation to be incorporated into the project to allow for removal within areas at risk as part of the works.</p>	<p>3 x 2 = 6</p> <p>M</p>	
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PROJECT BUSINESS CASE
PAVILION REFURBISHMENT & OPERATION
APRIL 2024

Risk assessment (continued)			
Activity: Financial Risk		Assessment date: April 2024	Review date: October 2024
Hazard and risk	People at risk	Existing Controls	Actions taken to reduce or minimise risks
Risk of tenders coming back above agreed budget figure.	Town Council as a corporate body.	Existing standing orders and financial regulations in place to ensure any contracts awarded are done so using fair and open methods including adherence to the Contracts Regulations of 2015.	<p>Budget estimate gained from a contractor within the industry based on current market prices.</p> <p>A further £50,000 contingency added to the budget figure to allow for potential variance.</p> <p>The budget figure has been prepared with risk taken into account to inflate costs allowing for unknown factors.</p>
			<p>Risk level: 2 x 1 = 2</p> <p>Target date and by whom: L</p>

**PROJECT BUSINESS CASE
PAVILION REFURBISHMENT & OPERATION
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<p>Risk of additional costs associated to the Town Council from budget forecasting within building operation.</p>	<p>Town Council as a corporate body. General public through Council Tax demands.</p>	<p>Financial forecasts prepared on an operational basis of between 50-90% of performance levels for similar services the Town Council operates. A staggered approach for services and staffing will be incorporated to ensure that sufficient income generation is in place before expanding the staffing base and potential expenditure.</p>	<p>Regular review of the financial performance of the building to ensure that it remains a sustainable asset to the community.</p>	<p>2 x 1 = 2 L</p>
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**PROJECT BUSINESS CASE
PAVILION REFURBISHMENT & OPERATION
APRIL 2024**

Risk assessment (continued)		Assessment date: April 2024	Review date: October 2024
Activity: Building Operation	Existing Controls	Actions taken to reduce or minimise risks	Risk level
Hazard and risk	People at risk	Target date and by whom	
<p>Building condition - Injury caused by defect.</p>	<p>Employees Members of the public</p>	<ul style="list-style-type: none"> • Regular building inspection internally and externally. • Repairs carried out according to risk posed. • Adequate storage facilities provided. • Access/egress routes clear and in good condition – including internal and external areas. • Adequate lighting (internal & external) provided. • Portable electrical appliances tested annually by competent person. • Equipment removed from use if defective. • Use of electrical extension cables minimised. • Asbestos survey carried out and condition of asbestos containing materials monitored. • Asbestos register provided to all contractors carrying out work to the building structure. • Water risk assessment carried out by a competent person. 	<p>2 x 1 = 2 L</p>
		<ul style="list-style-type: none"> • Use of circuit breakers on distribution board. • Gas installations inspected by CORGI engineer on an annual basis. • Fixed electrical installation inspected & maintained on a 5-year rolling programme. • Annual PAT testing undertaken. 	

**PROJECT BUSINESS CASE
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<p>Fire</p> <ul style="list-style-type: none"> - Burns. - Smoke inhalation. - Death. 	<p>Employees Members of the public</p>	<ul style="list-style-type: none"> • See fire risk assessment for site. • Fire safety instructions given to hirers/users as part of hire agreement. • Fire exits clearly marked and hirers to always keep clear. • Access to emergency phone provided. • Caretakers mobile phone numbers displayed in hall and caretakers available. • First aid firefighting equipment available and maintained (recorded). • Fire detection system installed and maintained (recorded). • Fire evacuation drills carried out and recorded. • Emergency lighting installed, maintained and recorded. • Electrical equipment and installations inspected and well maintained (recorded). • Employees trained in fire awareness and or the safe use of extinguishers. • Limited storage of flammable substances. • Visual inspection of the premises on a regular basis. 	<p>None</p>	<p>3 x 1 = 1 L</p>
<p>Security</p> <ul style="list-style-type: none"> - Fire - Vandalism - Injury 	<p>Employees</p>	<ul style="list-style-type: none"> • Regular premises inspections. • Visibility of the building improved by cutting back surrounding vegetation. • Adequate street lighting in place where the building is overlooked by neighbours. 	<ul style="list-style-type: none"> • Intruder alarm, installed and maintained by a National Security Inspectorate (NSI) approved company with signalling to an alarm monitoring station. 	<p>2 x 1 = 2 L</p>

**PROJECT BUSINESS CASE
PAVILION REFURBISHMENT & OPERATION
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<p>Hiring out facility - Fire/ injury.</p>	<p>Employees Members of the public</p>	<ul style="list-style-type: none"> • SEE HIRING OF FACILITY RISK ASSESSMENT. • Hall considered suitable for activity. 	<ul style="list-style-type: none"> • Intruder alarm system incorporates a high decibel interval sounder to discourage intruders from remaining in the building. 		
<p>Slips, trips and falls - Injury.</p>	<p>Employees Members of the public</p>	<ul style="list-style-type: none"> • Mops and buckets readily available to users for cleaning and drying of spillages. • Building regularly inspected for defects. • Carpets professionally fitted. • Defects repaired according to the risk posed. • Wet weather 'walk mats' used. 	<p>None</p>	<p>1 x 1 = 1 L</p>	
<p>Hazardous substances - Burns/ rashes/ eye injuries</p>	<p>Employees Members of the public Contract cleaners</p>	<ul style="list-style-type: none"> • Non or least hazardous substances used where possible. • Hazardous chemicals in locked cupboard. • Chemicals supplied by competent suppliers. • Employees trained in use of chemicals. • Protective equipment provided where necessary. • Storage facilities limited to authorised employees. • Hazard data sheets provided. • COSHH assessments completed / obtained. 	<p>None</p>	<p>2 x 1 = 2 L</p>	

**PROJECT BUSINESS CASE
PAVILION REFURBISHMENT & OPERATION
APRIL 2024**

<p>Lone working</p> <ul style="list-style-type: none"> - Illness - Injury - Violence 	<p>Employees</p>	<ul style="list-style-type: none"> • Limited public opening times. • Hall doors locked at times of lone working. • Mobile telephones provided. • CCTV coverage of vulnerable areas. • First aid equipment available. • Personal Alarms made available / issued. 	<p>None</p>	<p>1 x 1 = 1 L</p>
<p>Cash handling and collections</p> <ul style="list-style-type: none"> - Violence - Theft 	<p>Employees</p>	<ul style="list-style-type: none"> • Sources of cash handling identified. • Transportation of cash carried out by two employees. • Only authorised employees allowed to handle cash. • Cash is kept to a minimum. • Safe used to store cash. • Restricted access to safe keys. • Employees trained in procedures. • Day and time for carrying cash to bank varied. • Route to bank varied. • Personal mobile phones made available / provided. • No banking of cash in hours of darkness. • Employees instructed to hand over monies if confronted. 	<p>None</p>	<p>2 x 1 = 2 L</p>
<p>Unsocial behaviour</p> <ul style="list-style-type: none"> - Injury. 	<p>Employees Members of the public</p>	<ul style="list-style-type: none"> • Council Staff available or contactable at organised events. • Communications available. • Police notified. 	<p>None</p>	<p>1 x 1 = 1 L</p>

PROJECT BUSINESS CASE
PAVILION REFURBISHMENT & OPERATION
APRIL 2024

Assessor's signature:

Date:

Clerk's signature:

Date:



PROJECT BUSINESS CASE
PAVILION REFURBISHMENT & OPERATION
APRIL 2024



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Quotation

Client:	Swanscombe and Greenhith Town Council	Date:	08/04/2024
Contact:	Martin Harding	Site Address:	Swanscombe pavilion
E-mail:	rfo@swanscombeandgreenhithetowncouncil.gov.uk	Quote Ref:	MZC 6349

Dear Martin,

Thank you for the opportunity to supply you with the following quotation for works to be carried out at the above address.

Attendance to site will be **INSIDE/OUTSIDE** normal working hours

1 - changing rooms, shower room and gents toilet inc Corridor

Priced to carry out minimum and variation spec

Allowed for all new cubicle systems and trovex throughout toilet area and showers

2 - lounge Bar

Priced to carry out minimum and variation spec

3 - Kitchen

Priced to carry out minimum and variation spec

4 - Main Hall

Priced to carry out minimum and variation spec

5- Patio area

Priced to carry out minimum and variation spec

6 - Ladies Toilet

Priced to carry out minimum and variation spec

Allowed for all new cubicle systems and trovex throughout

7 - Boiler Room

Priced to carry out minimum and variation spec

8 - Office

Priced to carry out minimum and variation spec

9 - Main Corridor

Priced to carry out minimum and variation spec

10 - Storage Buildings

Priced to carry out variation spec

11 - Squash Courts

Priced to carry out removal of existing ceiling, insulation and vinyl, install new insulation and plasterboard lower ceiling height and install new grid ceiling system. Block off stairs to viewing gallery We have new roof to squash courts which includes new warm deck and insulation and 3 layer torch on felt

Allowed a PC sum for a new fire alarm system

Cost Breakdown

Prelims	£11,050.00
No1 - Yellow	£112,776.98
No2- Light Blue	£157,960.98
No3 - Light Green	£212,761.35

No4 - Pink	£153,003.26
No5 - Dark Green	£12,400.57
No6 - Orange	£112,776.98
No7 - Dark Blue	£104,776.98
No8 - Purple	£104,886.35
No9 - Brown	£104,855.10
No10 - Black	£312,827.15
No11 - Red	£254,365.80

Our price for these works excluding vat would be	£1,654,500.51
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We trust we have interpreted your requirements correctly; however, should you have any queries regarding the above, please do not hesitate to contact the undersigned

TERMS OF OUR QUOTATION	<ol style="list-style-type: none"> 1. The work to be carried out will be subject only to these terms of quotation. Where any specific amendments are agreed these must be confirmed in our quotation letter. 2. This quotation is subject to English law. 3. Our estimate will remain open for acceptance for 30 Days from the date of our quotation letter. 4. Our normal terms are for payment in full of our invoices to be made within 30 days from the date of invoice. 5. Our estimate is based on all of our works being carried out in an uninterrupted sequence and during our normal hours of work between 8am and 4.30pm Monday to Friday. 6. We will not accept responsibility for, or warrant the adequacy of design work where this has not been carried out by [REDACTED] 7. We will not accept responsibility for any defects in existing installations except where we have expressly stated in our quotation that these are to be rectified by us. 8. The specification for materials and workmanship shall be determined by [REDACTED] commensurate with the nature of the work to be carried out. Where it is agreed that specific items consumables items shall be provided then these must be confirmed in our quotation letter. 9. Where it is agreed for work to be carried out in a specific manner then this must be confirmed in writing by [REDACTED] 10. In our quotation we have allowed for the following facilities to be provided to us at no cost for the full extent of our works: <ul style="list-style-type: none"> • Access and space that we deem to be acceptable to carry out our work. • Electrical power for hand tools. • Water required for our works and to be available. • Site storage for agreed consumable items. • Welfare facilities to be provided by the client unless stated.
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COMMITTEES: STIC 9/1/25

❖ **COMMUNITY SAFETY COMMITTEE (CSC) – 8 MEMBERS OF THE COUNCIL:**

Chairman:	1.	Councillor Peter Harris
Vice-Chairman:		
Sub-Committee	2.	Councillor Ann Duke
Members:	3.	Councillor Lorna Cross
	4.	Councillor Lesley Howes
	5.	Councillor Dawn Johnston
	6.	Councillor Paul Parsons
	7.	Councillor Hazel Stephens
	8.	Councillor Elizabeth Wickham

❖ **RECREATION, LEISURE & AMENITIES COMMITTEE (RLA) – 8 MEMBERS OF THE COUNCIL:**

Chairman:	1.	Councillor Emma Ben Moussa
Vice-Chairman:	2.	Councillor Peter Harris
Sub-Committee	3.	Councillor Lorna Cross
Members:	4.	Councillor Ann Duke
	5.	Councillor Lesley Howes
	6.	Councillor Dawn Johnston
	7.	Councillor Hazel Stephens
	8.	Councillor Elizabeth Wickham

❖ **FINANCE & GENERAL PURPOSES COMMITTEE (FGP) – 8 MEMBERS OF THE COUNCIL:**

Chairman:	1.	Councillor Lesley Howes
Vice-Chairman:	2.	Councillor Lorna Cross
Committee	3.	Councillor Emma Ben Moussa
Members:	4.	Councillor Peter Harris
	5.	Councillor Dawn Johnston
	6.	Councillor Richard Lees
	7.	Councillor Hazel Stephens
	8.	Councillor Graham Taylor

❖ **PLANNING, MAJOR DEVELOPMENTS, TRANSPORTATION AND ENVIRONMENT COMMITTEE (PTE) – 8 MEMBERS OF THE COUNCIL:**

Chairman:	1.	Councillor Dawn Johnston
Vice-Chairman:	2.	Councillor Hazel Stephens
Committee	3.	Councillor Lorna Cross
Members:	3.	Councillor Ann Duke
	4.	Councillor Lesley Howes
	5.	Councillor Richard Lees
	6.	Councillor Graham Taylor
	7.	Councillor Elizabeth Wickham

❖ **PERSONNEL COMMITTEE – 8 MEMBERS OF THE COUNCIL:**

Chairman:	1.	Town Mayor
Vice-Chairman:	2.	Councillor Eizabeth Wickham
Committee	3.	Councillor Lorna Cross
Members:	4.	Councillor Peter Harris
	5.	Councillor Lesley Howes
	6.	Councillor Dawn Johnston
	7.	Councillor Richard Lees
	8.	Councillor Graham Taylor

❖ **EXECUTIVE / EMERGENCY COMMITTEE - 8 MEMBERS OF THE COUNCIL:**

Chairman:	1.	Town Mayor
Vice-Chairman	2.	Councillor Peter Harris
Committee	3.	Councillor Emma Ben Moussa
Members:	4.	Councillor Dawn Johnston
	5.	Councillor Paul Parsons
	6.	Councillor Alan Reach
	7.	Councillor Graham Taylor
	8.	Councillor Elizabeth Wickham

SUB-COMMITTEES OF THE RLA COMMITTEE:

❖ **HERITAGE – 6 MEMBERS OF THE COUNCIL:**

Chairman:	1.	Councillor Lesley Howes
Vice-Chairman:	2.	Councillor Elizabeth Wickham
Sub-Committee	3.	Councillor Ann Duke
Members:	4.	Councillor Richard Lees
	5.	Councillor Claire Pearce
	6.	Councillor Graham Taylor

❖ **ALLOTMENTS & CEMETERIES – 6 MEMBERS OF THE COUNCIL:**

Chairman:	1.	Councillor Hazel Stephens
Vice-Chairman:	2.	Councillor Dawn Johnston
Sub-Committee	3.	Councillor Ann Duke
Members:	4.	Councillor Lesley Howes
	5.	Councillor Claire Pearce
	6.	Councillor Elizabeth Wickham

SUB-COMMITTEES OF THE FGP COMMITTEE:

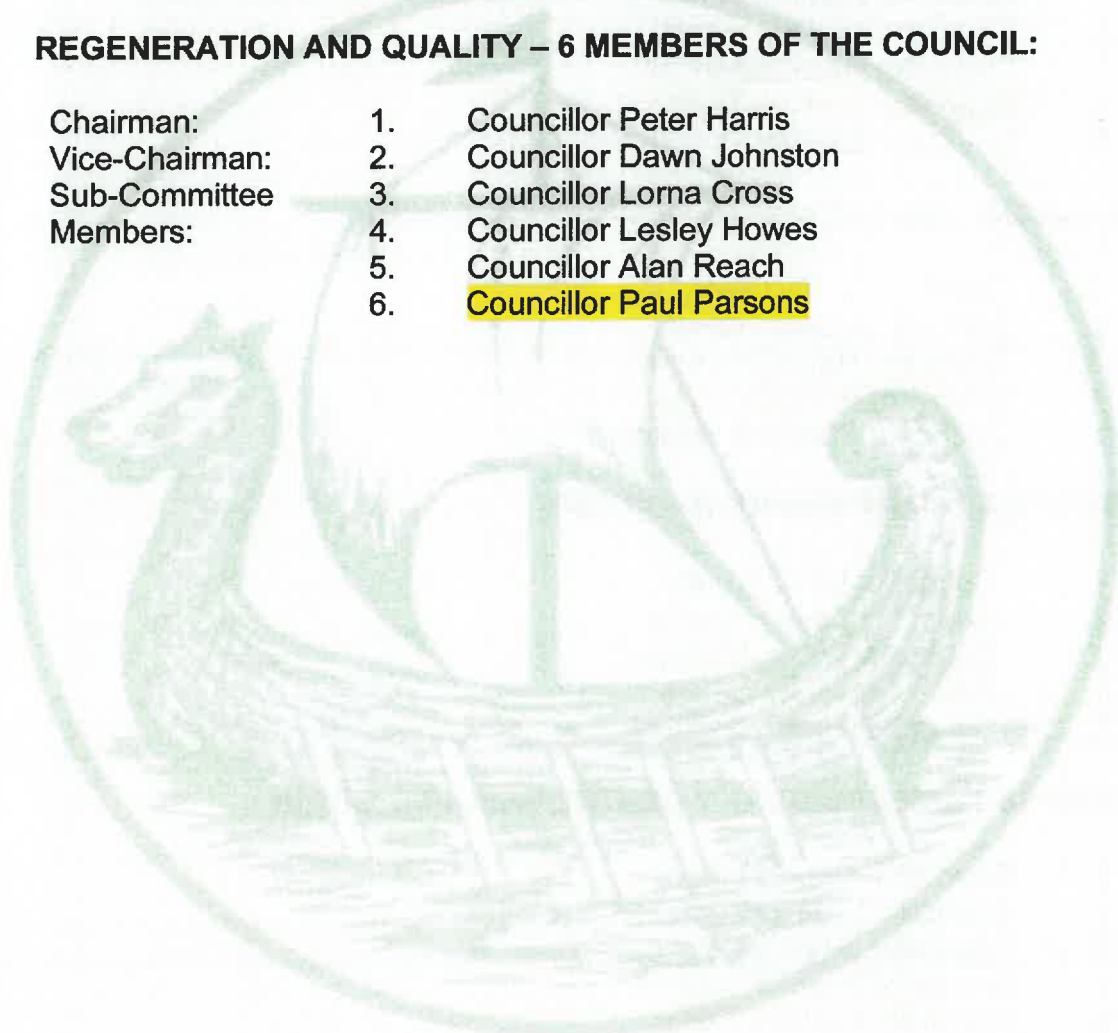
❖ **LEASES & LEGAL – 6 MEMBERS OF THE COUNCIL:**

Chairman:	1.	Councillor Lesley Howes
Vice-Chairman:	2.	Councillor Ann Duke
Sub-Committee	3.	Councillor Lorna Cross
Members:	4.	Councillor Dawn Johnston
	5.	Councillor Hazel Stephens
	6.	Councillor Elizabeth Wickham

SUB-COMMITTEES OF THE PTE COMMITTEE:

❖ **REGENERATION AND QUALITY – 6 MEMBERS OF THE COUNCIL:**

Chairman:	1.	Councillor Peter Harris
Vice-Chairman:	2.	Councillor Dawn Johnston
Sub-Committee	3.	Councillor Lorna Cross
Members:	4.	Councillor Lesley Howes
	5.	Councillor Alan Reach
	6.	Councillor Paul Parsons



A. COMMUNITY EVENT WORKING GROUP:

1. Councillor Emma Ben Moussa
2. Councillor Lorna Cross
3. Councillor Ann Duke
4. Councillor Lesley Howes
5. Councillor Hazel Stephens

B. ENVIRONMENTAL ACTION PLAN WORKING GROUP:

1. Councillor Ann Duke
2. Councillor Lesley Howes
3. Councillor Hazel Stephens
4. Councillor Graham Taylor
5. Councillor Elizabeth Wickham

C. FINANCIAL RISK ASSESSMENT WORKING GROUP:

1. Councillor Lorna Cross
2. Councillor Lesley Howes
3. Councillor Hazel Stephens
4. Councillor Graham Taylor
5. Councillor Elizabeth Wickham

D. GROVE CAR PARK WORKING GROUP:

1. Councillor Lorna Cross
2. Councillor Lesley Howes
3. Councillor Dawn Johnston
4. Councillor Paul Parsons
5. Councillor Hazel Stephens

E. INGRESS PARK COMMUNITY CENTRE WORKING GROUP:

1. Councillor Peter Harris
2. Councillor Lesley Howes
3. Councillor Dawn Johnston
4. Councillor Hazel Stephens
5. Councillor Graham Taylor

F. PAVILION WORKING GROUP:

1. Councillor Emma Ben Moussa
2. Councillor Lorna Cross
3. Councillor Ann Duke
4. Councillor Lesley Howes
5. Councillor Paul Parsons

BANK SIGNATORIES

Current Account <i>(2 x Members plus Town Clerk or ATC/RFO)</i>		Town Mayor's Charity Account
1. Cllr Lorna Cross		1. Town Clerk
2. Cllr Peter Harris		2. Assistant Town Clerk/ RFO.
3. Cllr Lesley Howes		
4. Cllr Paul Parsons		
5. Cllr Hazel Stephens		
6. Cllr Elizabeth Wickham		

**SWANSCOMBE AND GREENHITHE TOWN COUNCIL – RECOGNITION AWARD
SCHEME PANEL 2024 – 2025.**

1. Councillor Ann Duke (Town Mayor) – Swanscombe Ward
2. Councillor Dawn Johnston (Deputy Town Mayor) – Greenhithe Ward
3. Councillor Lorna Cross – Swanscombe Ward
4. Councillor Peter Harris – Knockhall Ward
5. **Councillor Graham Taylor – Greenhithe Ward**

