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**TONBRIDGE & MALLING**  
**BOROUGH COUNCIL**

EXECUTIVE SERVICES

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**Chief Executive**

Julie Beilby BSc (Hons) MBA

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3 July 2018

Dear Councillor

**OVERVIEW AND SCRUTINY COMMITTEE - THURSDAY, 21ST JUNE, 2018**

I am now able to enclose the supplementary reports circulated at the meeting of the Overview and Scrutiny Committee held on Thursday, 21st June, 2018.

**Agenda No    Item**

5.    **Review of Youth Engagement, Sports and Events Development (Pages 3 - 16)**

*The report presents a review of the Council's approach to youth engagement, sports and events development and makes a number of suggestions for future delivery, together with potential associated savings.*

Yours sincerely

J E BEILBY  
Chief Executive

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## TONBRIDGE & MALLING BOROUGH COUNCIL

### OVERVIEW AND SCRUTINY COMMITTEE

21 June 2018

#### Supplementary Report of the Chief Executive

#### Part 1- Public

#### Matters for Information

#### 1 REVIEW OF YOUTH ENGAGEMENT, SPORTS AND EVENTS DEVELOPMENT

To set out a report from the Town Team regarding events development and to provide additional background information regarding expenditure for 2017/18.

#### 1.1 Report from the Tonbridge Town Team

1.1.1 Howard Porter of the Tonbridge Town Team has submitted a report on the future management of events taking place in Tonbridge. This report is attached as Annex 1. The Town Team supports a number of local events and the report recognises their importance to the wider health of the town centre. The Town Team proposes that a joint working group between the Town Team and the Council be formed to explore the planning and promotion of future events in Tonbridge and to explore possible income generation opportunities.

#### 1.2 Information on Expenditure for 2017/18

1.2.1 In response to a request from Members, a more detailed breakdown of expenditure incurred in 2017/18 for the three activity areas under review is attached as Annex 2. It should be noted that changes were made to the budget heads for 2018/19 and therefore are not directly comparable.

Background papers:

contact: Mark Raymond

Nil

Julie Beilby  
Chief Executive

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## Paper for the TMBC Overview and Scrutiny Committee

### Tonbridge – the Main Event

*Adapting to changing concepts of what events are and responding to changing social and business demands while driving beneficial change.*

When considering events, it is important to put them into context and see the process in terms of its contribution to wider economic and social objectives.

Recent concern about the future of high streets in the UK has focused on changing shopping habits and the impact of out of town retail and the internet. The *Portas Review* underlined the need for high streets to change and adapt to these and other challenges. Subsequent follow up work and recommendations have reinforced this message and a major thread running through all recommendations has been the need for high streets to become event spaces offering diverse visitor experiences in addition to more traditional day-to-day shopping.

Setting up Town Teams was a major feature of the *Portas Review* and so we have sought to rise to the challenge on a number of fronts and develop an integrated and holistic approach to our activities (See 2018/20 Business Plan).

Amongst other objectives, our ambition is to orchestrate a regular events programme for the town with large, landmark events at regular intervals (such as the Food and Drink Festival, and Dragon Boats and the recent English Civil War re-enactment event) alongside smaller events such as the recent Art Fair.

A main aim is to spread economic benefits, contribute towards placemaking, include diverse stakeholders and raise the profile of the town both locally and further afield.

Specific Objectives include:

- To maintain and increase town centre footfall
- To provide a focus around which raise the town's profile
- Build the visitor economy
- Promote Tonbridge as a place to shop, socialise, live and do business.
- Encourage participation and coordinate activities across sectors

We have always aimed to be non-prescriptive or proprietorial and to be as inclusive as possible. Ours is a “can do” ethos with an emphasis on activity.

However, we face a number of barriers which include:

- Lack of business cooperation and involvement
- Lack of revenue funding
- Lack of coordination and communication between civil society organisations
- The need to improve procedures
- The need to involve more volunteers

A key element in overcoming these barriers and achieving our aims is to build on the relationships we have already built with the Borough Council and to also work with other

organisations (such as Visit Kent, the Medway Valley Line Community Rail Partnership and civil society organisations within the town such as the Lions). Working with schools, businesses and other institutions is also an important element of building what we might term a “can do” network. Towards this end, we have started to build strong links with Tonbridge School, the ArtSpring Gallery and businesses such as Fuggles and Basil. We have also formed a network for creative and cultural practitioner called **The Tonbridge Scene** which is planning to develop a range of events and other activities over the coming months and years.

However, it is not the role of the Town Team, as a voluntary organisation, to do everything itself. Instead, we should aim to work with others to plan, facilitate and enable, offering advice and guidance where we can and signposting as required.

Our key partner in all of this is and will remain the Local Authority. We have always maintained the objective of being financially and administratively independent but we also need to be mindful of the need to involve a wider pool of volunteers and to generate more income.

We are aware that the Borough Council also needs to generate income and strike a delicate balance between maximising a return from its assets while enabling and encouraging civil society participation. We believe that it is possible to do both if the task is approached in an open and inclusive way that builds mutual confidence and trust.

It is our view that, as important as it is, income generation needs to be proactive and not simply based around the hire of facilities or following established patterns. We need to start thinking about what makes the town centre special and why people and businesses might want to come here for the day, an afternoon, an evening or longer.

Therefore, the town as a whole also needs to strike a balance in the events it develops and promotes and this, in its turn, puts into focus the need to work together more closely to maximise opportunities while also encouraging innovation and enterprise.

We are aware that with an increased focus on events, there is the possibility of increased pressure on officers. Therefore, we would like to explore ways to work together and streamline procedures. A part of this will mean building on the trust that has already been built but there are other procedural changes that could be explored in order to encourage the expansion of activities without incurring additional cost to the Borough Council.

Towards this we propose a joint working group to:

- Plan and facilitate public outreach activities
- Identify spaces to promote and market
- Coordinate a yearly calendar while also maintaining flexibility to respond to the unexpected
- Identify and develop income generating opportunities (for both the Borough Council and Town Team)
- Identify improvements in communication and procedures

### **Adapting to change and driving beneficial change**

Building the visitor economy and encouraging inward investment is an important feature in driving the town forward over the coming years. We should also investigate the potential of possible funding sources to fund infrastructure such as public wifi and environmental

media to help events promotion. In addition, events need to be planned to attract the whole range of age groups different demographics and each will require a careful evaluation of the most appropriate communication channels.

As mentioned, planning and developing an events based approach should not be viewed in isolation from other developments. Indeed, we are likely to see a convergence of traditional retail and events based activities with pop-up shops and demand for more flexible retail and work spaces challenging our traditional sense of place. We need, therefore, to be prepared to respond to more flexible and adaptive business and cultural demands which are not easily accommodated within established parameters.

New ways to utilise commercial premises and public spaces will be both exciting and challenging. New ventures such as online businesses seeking pop-up shops, new types of street markets and mobile trading as well as shop spaces used for community activities, are all likely to push and challenge current civic and commercial norms. In such a scenario, people expect new mixes of occupational and social experience much of which will be increasingly reliant upon digital media channels. The 'digital' has been seen as a challenge to the terrestrial high street but it might also be a part of its salvation. Multi-use emporia, click and collect, flexible leases and wi-fi enables public spaces and office/coffee shops are likely to become more common and all of these break down our current definition of events, spaces, and what we mean by the workplace.

But some will find it difficult to adapt. The lack of digital skills will create a barrier to participation so building ongoing support/training capacity will be essential. Driven increasingly by developments in robotics and artificial intelligence, how we work and how we play will become more and more fuzzy edged so the provision of appropriate work spaces to cater for 'digital nomads' and the more flexible working practices they demand are likely to be essential consideration in assuring the future prosperity of towns like Tonbridge. In addition, a move towards 'artisan' production/retail may also be a feature of the future high street economy.

As a result, high streets need to become more adaptive yet managed and organised spaces; they also need to be enabling and welcoming otherwise shoppers and business will look elsewhere to those that are. Therefore, placemaking and place branding need to be central strategic objectives encompassing a wide range of strategies with events across a range of 'spaces' being central elements of this process.

For instance:

**Markets** were identified in the *Portas Review* as important elements to town centre regeneration. They provide flexible yet focused retail opportunities, relatively cheap and quick routes to market for entrepreneurs, local variety and choice, buzz and stimulation (the feeling that things are happening) thus enhancing the appeal of the town centre.

**Music and public art** also attracts footfall and add to the sense that things are happening. From small scale busking type activities to music festivals and concerts, such events have the capacity to help build a powerful sense of place as do impromptu dance and theatre events, murals, projections and performance art pieces and temporary art installations.

**Specialist festivals and events** can also contribute to building footfall and the all important placemaking that encourages a positive identity for a town centre. They also need to cater for diverse tastes and interests from model railway exhibitions to vegan food

festival. It is especially important to have highly visual promotion for events, not only to inform the public but to build the sense of activity.

**Carnivals, participatory activities of all kind** helps to build community and identification with the locality. Community gardens, litter picks, small scale and informal sporting events, fun runs and nature walks are all public expressions of place that encourage participation. and need to be facilitated, especially as organisers may not be familiar with procedures and regulations.

**'Traditional' events**, both small scale activities such as church fêtes and larger events such as Tonbridge Carnival, the Christmas Festival and organised sporting events (involving local sports clubs) all add to the rich mix so although we look to innovation we also need to value and encourage the more traditional expressions of community.

How we use and adapt current spaces and venues will be of central importance and Tonbridge is fortunate in its current range of facilities. Care will need to be taking to nurture these but neither can we afford to be over precious. Establishing a register of usable spaces both public and private, indoor and outdoor has been an ambition we have held for some time. We also need to be open to new uses (a launderette as an event space was an interesting early idea, for example).

If we can coordinate our efforts and remain open to new possibilities, we have every chance of being able to continue to build on the strong foundations we already have.

Howard Porter  
for Tonbridge Town Team



## Events Development Expenditure 2017/18

### Arts Support

Christmas festival/fireworks photos 2017	135.00
Print Room Recharges - August	146.99
Print Room Recharges - September	45.40
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	<b>327.39</b>

### Events Support

Ton Castle events Sept 2017	620.00
Archery Ton Castle Sept 2017	770.00
Steps	575.00
War Memorial Wall	357.50
Medieval Fair Workshop	1,000.00
Mesh Fence for Medieval fair	118.30
Event preparation	821.31
Remove 100 MA RCD and install suitably	238.00
Attendance at TN Medieval fair-Forrester	205.00
Heavy Duty Gazebo	186.65
Historical displays Ton Castle Sept 2017	750.00
Print Room Recharges - December	74.00
Security Luna Cinema July 2017	479.25
Security various events 2017	567.00
Security Nov 2017	1,215.00
Educational Ent TC Medieval event	330.00
Tonbridge Christmas Festival	5,000.00
Medical Cover Ton Rem Service	350.00
Signs	571.46
Carriage	15.00
Signs	300.73
Tonbridge Lions Carnival 2017	499.60
Christmas Tree, High Street, Tonbridge.	840.00
Arts Programme - Cleansing Nov 17	712.78
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	<b>16,596.58</b>

### Publicity and Promotion

Back page Ad 2017	200.00
Advert Ban concerts July/August	350.00
Advert for Medieval Fair July/August	200.00
Full page ad	450.01
Design	575.00
Ad for Tonbridge Castle Events 2017	220.00
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	<b>1,995.01</b>

### Licences

PREM LIC 1617 TON TOWN CENTRE	70.00
PRS music licence for period end 5/4/18	2,924.08
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	<b>2,994.08</b>

## Youth and Play Development Expenditure 2017/18

	£
<b>Partnership Fees</b>	
Pottery Easter and Summer LP Funding	62.50
Cookery Easter and Summer LP funding	112.50
LP funded places July to August	5,357.47
LP funded places Summer 2017	3,867.00
Carroty Wood Easter LP Funding	145.83
Carroty Wood Summer LP Funding	1,422.92
Leisure Passes Holiday Club	255.00
	<b>11,223.22</b>
<b>Playscheme Plus</b>	
Play scheme support	400.00
	<b>400.00</b>
<b>Marketing</b>	
Design	280.00
Summer Brochure 2017 delivery	240.00
Delivery Easter brochures 5/6 February	240.00
Easter Activity brochures	2,605.00
Summer brochures 2017	648.00
Summer brochures 2017	1,926.90
	<b>5,939.90</b>
<b>Youth Forum</b>	
Youth forum travel.	185.00
Transport on 16/11/17	185.00
Youth Forum Transport 25/01/18	185.00
Youth Forum Transport 23/03/17	185.00
Youth Forum Transport 28/09/17	185.00
Supplies Youth Forum	70.72
Youth forum refreshments	41.66
Youth forum refreshments	5.11
Youth Forum refreshments	4.02
Youth Forum refreshments	104.13
Youth Forum refreshments	2.00
Youth Forum Refreshments	11.34
Youth Forum Refreshments	62.49
Youth Forum refreshments	0.09
Youth Forum refreshments	66.75
Youth Forum refreshments	4.00
Well-being cards, holders & banners YF	1,776.00
9 navy blue hoodies age 11-12 and 4	379.00
Summer Scholl LPS August 2017	100.00
Youth Forum leaflets	546.00
	<b>4,098.31</b>

## Youth Initiatives

Sensory trail HCP	1,471.00
Supply concrete bench TRSG	1,460.00
Install concrete bench TRSG	1,004.00
DBS Renewal	13.00
Car Park Maidstone	1.83
Tennis Camps Summer 2017	100.00
Y2 Crew Drusillas	700.00
Safeguarding meeting	2.08
Transport-Youth Club Nov. 2017	52.00
Y2 Crew 2017 contribution	1,000.00
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	<b>5,803.91</b>

## Sports Development Expenditure 2017/18

3 cricket trophies to be delivered	55.92
Trophies for schools cricket festival	49.66
Business breakfast event	15.00
Photographic Services for 2017 Kwik	79.50
Photographic Services for 2017	87.00
Photographic Services for Young Cricket	190.00
PA Service as part of 2017 Kwik Cricket	323.00
To provide PA service and equipment at	329.00
Use of Ditton Community Centre for	54.00
Hire of hall for 4 weeks from 6pm to 7pm	46.40
Gazebo	163.33
2017/18 ACO membership TMBC	255.00
Hire of classroom to host cricket	75.00
Tonbridge & Malling Borough Council	3,000.00
KCPFA Subscription, Ref 007255/17	52.00
Hire of Kings Hill Sports Park on 5th	100.00
Hire and delivery of 3 mobile toilets	260.00
Design of Women's Sports Week Brochure	285.00
Tonbridge Jr Pk Run events table	32.70
Easy Gazebo	137.44
Delivery of First Aid Course for	195.00
To tutor a first aid course and provide	175.00
Discovery day Art Activity	437.00
Boxfit sessions delivered at Ditton	287.50
Delivery of boxing sessions at	230.00
Start-up costs for Tonbridge Junior	2,500.00
AED	674.00
Start-up costs for Tonb Junior Park Run	(3,000.00)
Photographic Services for Women's	193.00
Print Room Recharges - August	89.60
Delivery of Dr Bike session at Sport	240.00
Provision of coach and driver on Sunday	475.00

First Aid Cover during Kwik Cricket	210.00
Parking meeting at Sevenoaks	2.50
Cricket Coaching	3,000.00
Programme delivery by T&M Cricket Part	3,000.00
Angel Centre Catering 10th June 2017	6.67
Hire of meeting room Angel Centre 10.6.1	74.25
AED and CPR Training Workshop on 3rd	250.00
Angel cntr Discovery Day	300.00
Hire of meeting room at the Angel	29.50
Additional line added for VAT	5.00
Hire of meeting room with refreshments	76.87
Catering Tea & Coffee	11.67
Room hire 28/03/18	29.50
Room hire 28/03/18	3.33
Judo coaching at Discovery Day	75.00
Tennis Coaching at Discovery day	50.00
Coaching Discovery Day	50.00
Deliver/Coaching event DSC day 5/10/17	70.00
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	<b>15,330.34</b>

14 June 2018

Dear Sir/Madam,

## **Review of youth engagement, sports and events development**

The Community Safety Partnership (comprising of Kent Police, Kent Fire & Rescue Service, Kent County Council and others) works together to reduce crime and anti-social behaviour in the borough.

The events and diversionary activities that Tonbridge & Malling Borough Council provide are valuable tools for the Community Safety Partnership to use to help to prevent crime and anti-social behaviour by young people in the borough. We believe that the events and diversionary activities provide value for money and can also help with community cohesion by assisting with policing due to communities coming together and supporting each other, looking out for vulnerable members and helping to feel safe with more positive feelings about areas and communities. An example of this has been explored through intergenerational work looking at 'issues' with young people gathering in hoodies and how this can be resolved through better understanding from both parties and work on a safe havens campaign in town centres.

The Community Safety Partnership continues to provide some funding towards the Y2 Crew summer activity scheme as we feel that it helps to provide some of the more vulnerable young people in our borough with diversionary activities over the summer holiday period. Whilst we do not have statistics to show a reduction in calls to the Police or a reduction in anti-social behaviour during this time, anecdotally we know that the young people value this scheme and that residents also appreciate having a scheme which young people can attend at a price which is reasonable. Members of the CSP are also able to refer young people that they come into contact with to this programme (and to other diversionary activities) which again, is a valuable asset to us.

The Community Safety Partnership would like to see these schemes continue in the borough and we look forward to continuing to work with Tonbridge & Malling Borough Council in the future.

Yours sincerely,

Members of the Community Safety Partnership

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## **YOUTH FORUM SCHOOLS**

### **Secondary Schools**

#### Tonbridge Housing Market Area

The Hayesbrook School  
The Judd School  
Tonbridge Grammar School  
Weald of Kent Grammar School

Not represented:

Hillview School for Girls  
Hugh Christie Technology College  
Hadlow Rural Community School  
Wrotham School

#### Maidstone Housing Market Area

The Malling School  
The Holmesdale School

Not represented:

Aylesford School – Sports College

#### Out of borough Schools also represented

Bennett Memorial  
TWGSB  
Invicta  
Skinners School, Royal Tunbridge Wells  
Maidstone Grammar School  
Mascalls Academy in Paddock Wood  
Derwent Lodge (Somerhill)

### **Primary Schools**

#### Tonbridge Housing Market Area

Woodlands Primary School

#### Maidstone Housing Market Area

The Discovery School

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