

TONBRIDGE & MALLING BOROUGH COUNCIL



EXECUTIVE SERVICES

Chief Executive

Julie Beilby BSc (Hons) MBA

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NB - This agenda contains proposals, recommendations and options. These do not represent Council policy or decisions until they have received proper consideration through the full decision making process.

Contact: Committee Services
committees.services@tmbc.gov.uk

22 February 2016

To: MEMBERS OF THE COMMUNITIES ADVISORY BOARD
(Copies to all Members of the Council)

Dear Sir/Madam

Your attendance is requested at a meeting of the Communities Advisory Board to be held in the Civic Suite, Gibson Building, Kings Hill, West Malling on Tuesday, 1st March, 2016 commencing at 7.30 pm

Yours faithfully

JULIE BEILBY

Chief Executive

A G E N D A

PART 1 - PUBLIC

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To confirm as a correct record the Notes of the meeting of the Communities Advisory Board held on 11 January 2016

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7. Leisure Trust - Annual Service Delivery Plan 2016/17 65 - 102
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9. Community Safety Partnership (CSP) Update 111 - 116
10. Urgent Items 117 - 118

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

Matters for consideration in Private

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The Chairman to move that the press and public be excluded from the remainder of the meeting during consideration of any items the publication of which would disclose exempt information.

PART 2 - PRIVATE

12. Urgent Items 121 - 122

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

MEMBERSHIP

Cllr M R Rhodes (Chairman)
Cllr D Keeley (Vice-Chairman)

Cllr O C Baldock
Cllr Mrs S M Barker
Cllr Mrs P A Bates
Cllr Mrs S Bell
Cllr V M C Branson
Cllr T I B Cannon
Cllr Mrs T Dean

Cllr S M Hammond
Cllr Mrs S L Luck
Cllr P J Montague
Cllr L J O'Toole
Cllr S C Perry
Cllr T B Shaw
Cllr B W Walker

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Apologies for absence

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Declarations of interest

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TONBRIDGE AND MALLING BOROUGH COUNCIL

COMMUNITIES ADVISORY BOARD

Monday, 11th January, 2016

Present: Cllr M R Rhodes (Chairman), Cllr D Keeley (Vice-Chairman), Cllr O C Baldock, Cllr Mrs S M Barker, Cllr Mrs P A Bates, Cllr V M C Branson, Cllr T I B Cannon, Cllr Mrs T Dean, Cllr S M Hammond, Cllr Mrs S L Luck, Cllr P J Montague, Cllr L J O'Toole, Cllr S C Perry, Cllr T B Shaw and Cllr B W Walker

Councillors Mrs J A Anderson, P F Bolt, M A Coffin, D J Cure, Mrs M F Heslop, N J Heslop, B J Luker and T C Walker were also present pursuant to Council Procedure Rule No 15.21.

Representative: Mr A Nicholl (Tonbridge Sports Association)

An apology for absence was received from Councillor Mrs S Bell

PART 1 - PUBLIC

COM 16/1 DECLARATIONS OF INTEREST

There were no declarations of interest made in accordance with the Code of Conduct. However, Councillor Luker referred to a potential interest in the item 'Key Voluntary Sector Bodies – Review of Core Grant Support' on the grounds that he was a member of the Board of Age Concern Malling. He remained in the meeting during consideration of this matter.

COM 16/2 MINUTES

RESOLVED: That the Notes of the meeting of the Communities Advisory Board held on 16 September 2015 be approved as a correct record and signed by the Chairman.

COM 16/3 FAMILY FOCUS AND EARLY HELP PROGRAMME - PRESENTATION

Mr Glenn Page, District Partnership Manager for Early Help and Preventative Services, Kent County Council, presented an update on the Family Focus and Early Help Programme.

MATTERS FOR RECOMMENDATION TO THE CABINET**COM 16/4 KEY VOLUNTARY SECTOR BODIES - REVIEW OF CORE GRANT SUPPORT**


Decision Notice D160001MEM

The report of the Chief Executive set out details of a proposed review of the grants awarded annually to key voluntary sector bodies which provided support services to residents within the Borough.

RECOMMENDED: That the Borough's key voluntary sector bodies be consulted on proposals to reduce grant support, as set out in the report, and a further report be submitted to the next meeting of the Communities Advisory Board on the outcome of that process.

COM 16/5 REVIEW OF CEMETERY CHARGES 2016/17

The joint report of the Director of Street Scene, Leisure and Technical Services and the Director of Finance and Transformation outlined the proposed fees and charges for 2016/17 in respect of Tonbridge Cemetery.

RECOMMENDED: That the proposed charges for Tonbridge Cemetery, as detailed at Annex 2 to the report, be implemented with effect from 1 April 2016. 

* **Referred to Cabinet**

COM 16/6 MENTAL HEALTH CHARTER FOR SPORT AND RECREATION

Decision Notice D160002MEM

The joint report of the Director of Street Scene, Leisure and Technical Services and the Director of Planning, Housing and Environmental Health set out details of the Mental Health Charter for Sport and Recreation and highlighted its key aim of raising the issue of mental health and the use of sport and recreation to promote wellbeing and tackle discrimination. The report invited the Council to 'sign up' to the Charter and set out the main actions required to promote its aims at a local level.

RECOMMENDED: That the Council formally sign up to the Mental Health Charter for Sport and Recreation.

COM 16/7 LEYBOURNE LAKES COUNTRY PARK USER SURVEY RESULTS

Decision Notice D160003MEM

The report of the Director of Street Scene, Leisure and Technical Services provided information on the results of the user survey

undertaken at Leybourne Lakes Country Park in 2015 and set out details of potential future improvements to toilet, refreshment and information/educational facilities.

RECOMMENDED: That

- (1) the 2015 market survey results for Leybourne Lakes Country Park be noted;
- (2) the results of the survey be shared with users of the Park, the staff and volunteers and the Customer Panel; and
- (3) further investigation be undertaken into the potential provision of a lakeside facility to meet the expressed needs of users.

COM 16/8 HEALTH IMPROVEMENT UPDATE

Decision Notice D160004MEM

The report of the Director of Planning, Housing and Environmental Health provided details of the Council's response to the recent Kent County Council Health Improvement Consultation regarding the delivery of a range of health improvement services to residents of Kent. In addition, updates on Public Health Funding, the activity of the Health Action Team (HAT) and the Minutes of the meetings of the West Kent Health and Wellbeing Board were provided.

RECOMMENDED: That

- (1) the Council's response to the Health Improvement Consultation be endorsed; and
- (2) the update on Public Health Funding be noted.

MATTERS SUBMITTED FOR INFORMATION

COM 16/9 CAPITAL PLAN PROJECTS

The report of the Director of Street Scene, Leisure and Technical Services provided an update on the progress of key projects contained in the Council's Capital Plan.

COM 16/10 TONBRIDGE AND MALLING LEISURE TRUST PERFORMANCE UPDATE

The report of the Director of Street Scene, Leisure and Technical Services provided details of recent performance by the Tonbridge and Malling Leisure Trust.

COM 16/11 ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014

The report of the Director of Central Services and Monitoring Officer provided an update on the implementation of the Anti-Social Behaviour, Crime and Policing Act 2014 which placed new duties on the Council to tackle anti-social behaviour and working co-operatively with the police, social landlords and other agencies.

COM 16/12 EXCLUSION OF PRESS AND PUBLIC

There were no items considered in private.

The meeting ended at 9.07 pm

TONBRIDGE & MALLING BOROUGH COUNCIL

COMMUNITIES ADVISORY BOARD

01 March 2016

Report of the Chief Executive

Part 1- Public

Matters for Recommendation to Cabinet - Non-Key Decision (Decision may be taken by the Cabinet Member)

1 KEY VOLUNTARY SECTOR BODIES – GRANT SUPPORT

To agree grant support and Service Level Agreements for the next three years.

1.1 Background

1.1.1 We reported to the Board in January of this year drawing attention to the annual core grants currently being awarded to the following key voluntary sector bodies in the Borough:

Citizens Advice North and West Kent	- £111,000
Voluntary Action within Kent (now renamed Imago)	- £5,000
Voluntary Action Maidstone (now renamed Involve)	- £5,000
Age UK Sevenoaks and Tonbridge	- £10,000
Age Concern Malling	- £10,000
Maidstone and West Kent Mediation	- £6,000

1.1.2 The report noted the Borough Council's on-going and challenging financial position and the consequent need to secure the agreement of those bodies to a reduction in annual grant for the next three years to assist with the delivery of the Council's savings targets as set out in the Medium Term Financial Strategy. It was agreed that these bodies should be consulted on reductions to grant support in general range of 15% - 25%.

1.2 Citizens Advice North and West Kent

1.2.1 Given the level of financial support the Borough Council currently provides to Citizens Advice North and West Kent, we have liaised with both their Chief Executive Officer and met with Board members to explore grant reductions. As a result of those negotiations, we have provisionally agreed a reduction in the core annual grant of £16,000 per annum giving a revised annual grant of £95,000 for the next three years.

1.2.2 Whilst this could have resulted in a need for the organisation to reduce the current level of services provided locally, the Board has agreed to draw on its financial reserves held specifically for Tonbridge and Malling to enable a similar level of support services to be maintained. In addition to retaining the level of service at the Tonbridge office, the Malling area will now be supported by 2 'roaming' advisers and 1 supervisor for 3 days a week. This will provide a more flexible support service and will enable support to be delivered at a range of different locations in the Malling area as well as some home visits. This service is additional to the outreach services funded from other sources including Snodland and Borough Green.

1.2.3 In conclusion, I believe the above proposals should be welcomed and endorsed by the Board. The very positive approach adopted by Citizens Advice North and West Kent is to be commended. A draft revised three year SLA is attached at Annex 1.

1.3 Other Voluntary Sector Bodies

1.3.1 All of the organisations received a letter notifying them of this review and each have recently had the opportunity to meet with officers to discuss the impact of a reduction in their grant support. Whilst the grant reductions were obviously not welcomed by the organisations, the meetings that were held were positive and the organisations understood the financial challenges being faced. Providers generally felt they would endeavour to continue the same level of service on a reduced grant with no need for any major amendments to their current existing Service Level Agreements.

1.3.2 Organisations felt a similar reduction for all five bodies that we fund would be a fair approach to adopt and felt that a new 3 year agreement on funding would give them some level of certainty on which to plan services. For all five organisations, good progress has been achieved against the objectives set out in the SLA's agreed last year. It is therefore recommended that these be carried forward for the next three year period and that the annual grants for each of these organisations is reduced by a flat rate of 20%.

1.4 Legal Implications

1.4.1 Addressed via adopted Service Level Agreements (Annexes 1-6).

1.5 Financial and Value for Money Considerations

1.5.1 As discussed in the report, the following reductions in annual grant support have been agreed with the bodies concerned and are now recommended:

Citizens Advice North and West Kent	- £16,000
Imago	- £1000
Involve	- £1000
Age UK Sevenoaks and Tonbridge	- £2000

Age Concern Malling	- £2000
Mediation Services	- £1200

1.5.2 This therefore generates annual savings over the next three years totalling £25,200.

1.6 Risk Assessment

1.6.1 N/A

1.7 Equality Impact Assessment

1.7.1 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

1.8 Recommendations

1.8.1 That Service Level Agreements for the key Voluntary Sector Bodies as set out in Annexes 1- 6 of this report **BE APPROVED**;

1.8.2 That the following annual grants **BE CONFIRMED** for the three year period 2016/17 – 2018/19:

Tonbridge and Malling CAB	- £95000
Imago	- £4000
Involve	- £4000
Age UK Sevenoaks and Tonbridge	- £8000
Age Concern Malling	- £8000
Maidstone and West Kent Mediation	- £4800

The Chief Executive confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

Background papers:

contact: Gill Fox

Nil

Julie Beilby
Chief Executive

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SERVICE LEVEL AGREEMENT BETWEEN CITIZENS ADVICE in NORTH & WEST KENT AND TONBRIDGE & MALLING BOROUGH COUNCIL 2016-2019

**PART A
CONDITIONS**

Term: The term of this agreement shall be for 3 years from 1st April 2016 to 31st March 2019.

Parties: This is an agreement between Citizens Advice in North & West Kent: (CANWK) and Tonbridge & Malling Borough Council (TMBC). In carrying out this agreement CANWK is acting in its own right as an independent and impartial agency and not as an agent of TMBC.

Authorised Representatives: Nominated Officers of TMBC and the CANWK Board of Trustees.

Object of the Agreement: In pursuit of the Council's overall aims and priorities TMBC will grant aid the services of CANWK for the purpose of providing an advice service to the Borough of Tonbridge and Malling, to a defined level of quality operating within the aims, principles and policies of Citizens Advice (CitA) and within the requirements of the CitA Membership Scheme.

Information: CANWK shall maintain proper records of those items specified in parts B and C of this Agreement. CANWK shall provide such other information at such intervals as TMBC shall reasonably require, subject to those requirements not being in breach of clients' confidentiality.

Staffing: Voluntary and paid staff will be recruited, selected and deployed by CANWK with full regard to the selection criteria and equal opportunities policies of CitA.

Quality of Service: The CitA Membership Review Scheme will be used to monitor the quality of CANWK's service throughout the period of its membership.

Insurance: CANWK shall as a minimum maintain the following insurances to cover such liabilities as may arise in the performance of this agreement and shall provide evidence of cover as required by TMBC:-

Public Liability – Limit of Indemnity £5,000,000 in any one claim

Professional Indemnity – Limit of £1,000,000 in any one claim

CANWK may also wish to indemnify itself against other identified risks.

Confidentiality: TMBC acknowledges the right of CANWK to maintain confidentiality at all times in respect of clients' information.

Arbitration: Any dispute, difference or question between the parties to this agreement with respect to any matter arising out of or relating to it which cannot be resolved by negotiation within 28 days shall be referred at the request of both parties to Arbitration under the provisions of the Arbitration Act 1996. The Arbitrator shall be appointed by agreement between both parties or, in default of agreement, shall be a person nominated by the President of the Institute of Arbitrators. Any award or decision of such arbitrator shall be final and binding on the parties hereto.

PART B SERVICE OBJECTIVES AND SPECIFICATIONS

Service Provider's Obligations: CANWK agrees to provide the services specified in this section of the Agreement.

Aim of the Service: The aims of the CANWK service to which CANWK adhere are:

To ensure that individuals do not suffer through lack of knowledge of their rights and responsibilities or of the services available, or through an inability to express their needs effectively.

To exercise responsible influence on the development of social policies and services both locally and nationally.

Service Provision: CANWK will provide free, confidential, impartial and independent advice to meet the above aims and ensure that it is accessible to all sections of the local community of the Borough of Tonbridge and Malling.

Where applicable, CANWK will assist the Council with work around the welfare reform agenda and health improvement agenda.

Core Services: The Borough Council's annual core grant to CANWK as set out in part C of the Agreement will fund the following core services:

- A three day drop-in service for five hours per day at the Tonbridge Office
- Provision of a roaming supervisor for one day per week dedicated to the Malling part of the borough.
- A telephone service operating five days per week for five hours per day

In addition to the core services as set out above, CANWK will provide the following additional services funded from their reserves and external project finance as follows:

- Provide an additional 1 hour drop in service (6 hours in total) in the Tonbridge office over three days per week
- Employ two further roaming outreach advisers (3 in total) to serve the Malling part of the Borough for two additional days (3 in total).
- Provide a further 1 hour telephone service (total 6 hours) over five days per week
- Cover the balance of the costs of meeting quality assurance and training.
- Maintain the specialist debt and benefit advisers.

Additional outreach services in Malling will be provided subject to the continued availability of funding from external sources.

Home visits: Using the CitA information system, CANWK will, wherever possible, make home visits to clients who are unable to either visit the Bureau in person or receive a service by telephone which fully meets their requirements.

Advice Provision: An accurate and up to date information service of a high standard shall be provided to the people of Tonbridge & Malling by trained CA advisers on the whole range of subjects contained in the CitA information system.

The advice and information service will include: -
Assessing clients' problems.

Researching information on behalf of clients using outside resources as and when necessary.

Discussing with and advising clients on options open to them.

Discussing the possible consequences of these options.

Assisting with the understanding and completion of forms and other documents.

Negotiating with third parties.

Providing, where possible, a specialist comprehensive service to clients with multiple debt problems.

Preparation of appeals for clients going to the County Court or at Employment Tribunals and Welfare Benefits Appeals where appropriate.

Quality of Advice: Management support in the form of consultation with a supervisor will be available at all times to generalist volunteer advisers and specialists during public opening hours. In exceptional circumstances, an experienced adviser may provide this support.

Advisers will be fully trained, receiving both basic and intermediate levels of training. They will have access to support, supervision and a comprehensive information system.

To ensure that advice given to the public is continuously in line with current law, advisers may be required to undertake additional training.

Advice must accord with the requirements established under the Advice Quality Standard.

Users of CANWK: The services shall be available to all who need assistance, irrespective of disability, age, race, gender, sexual orientation or religious belief.

Usage of CANWK shall be monitored in accordance with the requirements of the CiTA Membership Scheme.

CANWK will carry out a client satisfaction survey using methods approved by TMBC's nominated officer, during the period of this agreement, the result of which will be passed to TMBC's nominated officer as soon as they are available.

Copies of leaflets and posters about the complaints procedure will be on display and accessible to all users of the Bureau.

Safeguarding: CANWK must have safeguarding policies in place for the protection of children and adults at risk, to ensure there are adequate safeguarding controls for all activities and services.

Quality Assurance: Responsibility for the management of CANWK shall be vested in the Board of Trustees of which the membership and operation is by its Articles of Association as approved by the Charities Commission and CiTA.

The Board of Trustees shall meet not less than four times each year and at each meeting the CEO of CANWK shall present a report on the Bureau's activities.

All staff, both paid and voluntary, shall be required to attend necessary training courses and be competent to a standard acceptable to the Board of Trustees and compatible with the aims, principles and policies of the CitA and with the membership scheme requirements.

The CEO shall be responsible for assessing the performance of all staff and monitoring and maintaining the quality of service.

The Chair of the Board of Trustees shall be responsible for supporting and supervising the CEO.

CANWK aims to evolve its access channels to reach as many people as possible as finances permit. This may include face to face delivery at multiple locations across the Borough, a telephone service, webchat, email, etc.

PART C FINANCIAL ARRANGEMENTS

Funding: For each of the three years 2016/17, 17/18 and 18/19, the Council shall pay a core grant totalling £95,000 by direct transfer into the CANWK bank account.

In order to take advantage of economies of scale, CANWK will co-operate with other neighbouring Bureaux as opportunities arise.

CANWK will, for a fee, provide training and other services for other Bureaux in order to assist with the running costs of the Bureau.

Monitoring: The Board of Trustees of CANWK shall monitor all the bureau's financial dealings and ensure that grant funding from TMBC is spent within the Borough of Tonbridge & Malling.

The Board of Trustees shall monitor and evaluate the services provided by the CANWK in accordance with procedures and directives set out in the CitA Membership Scheme.

Copies of the CANWK CEO's report as presented to the Board of Trustees and copies of the quarterly statistics return to CitA shall be sent to the TMBC nominated officer as soon as possible after they are prepared.

The Board of Trustees shall submit within one month of the AGM a copy of the previous year's audited accounts to TMBC's Director of Finance, showing in detail how the grant has been used and a review of the Bureau's activities by way of an annual report.

Review: This agreement shall be reviewed at the end of the term. The review shall cover all aspects of the working of this agreement and shall be conducted between the Chairman and Treasurer of the Board of Trustees, the CEO of CANWK and a nominated officer from TMBC.

Variation Clause: The terms of this agreement may only be varied by agreement in writing by the authorised representatives of TMBC and CANWK

Termination: Either party to this agreement may terminate it upon giving not less than 6 months' notice in writing to the other party. In the event of termination of the agreement by TMBC, the Council shall not be responsible for any payments due to any creditor of the CANWK.

SIGNED:

Tonbridge & Malling Borough Council

Citizens Advice North & West Kent:
Tonbridge & Malling Citizens Advice
Bureau

DATE:DATE:

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SERVICE LEVEL AGREEMENT BETWEEN IMAGO AND TONBRIDGE & MALLING BOROUGH COUNCIL FOR THE PROVISION OF VOLUNTEER SERVICES FOR THE TONBRIDGE AND HILDENBOROUGH AREA

PART A

CONDITIONS

1. **Term:** The term of this agreement shall be for 3 years from 1st April 2016 to 31st March 2019.
2. **Parties:** This is an agreement between Imago and Tonbridge & Malling Borough Council (T&MBC). In carrying out this agreement, Imago is acting in its own right as an independent and impartial agency and not as an agent of Tonbridge & Malling Borough Council.
3. **Authorised Representatives:** Nominated Officers of T&MBC and the Imago managers and its Board of Trustees.
4. **Object of the Agreement:** In pursuit of the Council's overall aims and priorities T&MBC will grant aid the services of Imago for the purpose of providing a volunteer recruitment service, to a defined level of quality operating within the aims, principles and policies of National Council of Voluntary Organisations (NCVO).
5. **Information:** Imago shall maintain proper records of those items specified in parts B and C of this Agreement. Imago shall provide such other information at such intervals as T&MBC shall reasonably require, subject to those requirements not being in breach of client's confidentiality.
6. **Staffing:** Voluntary and paid staff will be recruited, selected and deployed by Imago with full regard to the selection criteria and equal opportunities policies of NCVO.
7. **Quality of Service:** The NCVO Quality Accreditation Scheme will be used to monitor the quality of Imago's service throughout the period of its membership.
8. **Insurance:** Imago shall as a minimum maintain the following insurances to cover such liabilities as may arise in the performance of this agreement and shall provide evidence of cover as required by T&MBC:-

Public Liability – Limit of Indemnity £5,000,000 in any one claim
Employers liability insurance in the sum of £10,000,000.
9. **Confidentiality:** T&MBC acknowledges the right of Imago to maintain confidentiality at all times in respect of client information.
10. **Arbitration:** Any dispute, difference or question between the parties to this agreement with respect to any matter arising out of, or relating to it, which

cannot be resolved by negotiation within 28 days shall be referred at the request of both parties to Arbitration under the provisions of the Arbitration Act 1996. The Arbitrator shall be appointed by agreement between both parties or, in default of agreement, shall be a person nominated by the President of the Institute of Arbitrators. Any award or decision of such arbitrator shall be final and binding on the parties hereto.

PART B

SERVICE OBJECTIVES AND SPECIFICATIONS

1. Service Provider's Obligations:

Imago agrees to provide the services specified in this section of the Agreement.

- To promote participation in regular volunteering
- To provide a volunteer driver scheme for the area covered by this Agreement
- To give attention to promoting volunteering within priority wards of the Tonbridge and Hildenborough area, including Trench ward.

2. Aim of the Service:

The aim of Imago is:

2.1. To provide volunteer services in Tonbridge and Hildenborough area following the six core functions of volunteering infrastructure as set out by NCVO:

- Brokerage – matching groups and individuals with appropriate volunteering opportunities
- Marketing Volunteering – promoting and encouraging local interest in volunteering and community activity
- Good Practice Development – promoting good practice in working with volunteers to all volunteering organisations
- Developing Opportunities – working in partnership with statutory, voluntary and private sector organisations, community and specialist groups to develop local volunteering opportunities.
- Policy response and campaigning – identifying strategic proposals and legislation that impacts on volunteering. Participating in Campaigns and representing the voice of volunteers at a strategic level
- Strategic development of volunteering – providing expert input to strategic thinking and planning locally, regionally and nationally

3. Service Provision:

- Imago will provide free, confidential, impartial and independent advice to meet the above aims and ensure that it is accessible to all sections of the local community.
- Imago will provide a volunteer driver scheme for the Tonbridge and Hildenborough area and will liaise with other providers of such schemes operating in other parts of the Borough to ensure consistency of service.

- Where applicable Imago will assist the Council with work around the welfare reform agenda and the health improvement agenda.
4. **Accessibility:**
Except for Bank Holidays, Imago will normally be available for public enquiries no less than 15 hours per week.
Monday - Friday 10.00am – 1.00pm
In addition, clients may be advised by e-mail or telephone.
5. **Hours of Work:**
The Imago Managers will be responsible to the Board of Trustees for ensuring that the its services are properly and adequately staffed at all times.
6. **Core Service Provision:**
The service will include: -
- Recruiting volunteers who reflect the demographic makeup of the district, and including volunteers who have experienced need for support from voluntary or statutory services.
 - Matching volunteers to opportunities within volunteer involving organisations
 - Providing support for individual volunteers, particularly those facing barriers to volunteering e.g. through age, disability, culture, income etc.
 - Promoting, stimulating and encouraging local interest in volunteering and community activity
 - Promoting good practice within organisations involving volunteers by providing support and information.
 - Working in partnership with statutory, voluntary and private sector agencies including specialist groups to develop local volunteering opportunities
 - Attending regular outreach events and venues within the area covered by this agreement to promote services
 - Liaising with local organisations, including parish councils and other voluntary groups to promote services
 - Providing information through the Imago website and on the do-it website
 - Participating in local, regional and national campaigns, either individually or in partnership with other providers
 - Providing input into strategic development of volunteering locally, regionally and nationally
 - Carrying out DBS checks on all volunteers, working in Imago schemes, who work with vulnerable adults
 - Acting as an umbrella body for DBS checks for all Voluntary Organisations

7. **Quality of Service:**
Imago will participate in Volunteer Centre Quality Accreditation by NCVO.
8. **Safeguarding**
Imago must have safeguarding policies in place for the protection of children and adults at risk, to ensure there are adequate safeguarding controls for all activities and services.
9. **Users of Imago:**
Imago recognises that everyone has a contribution to make to our society and a right to equal treatment. No job applicant, staff member, volunteer or organisation/individual to whom we provide services will be discriminated on the grounds of: age, class, employment status, physical or mental disability or mental ill-health, political belief, race, colour, nationality, ethnic or national origin, religion, sex, marital status or caring responsibilities, sexuality or unrelated criminal conviction.
10. **Quality Assurance:**
 - Responsibility for the management of Imago shall be vested in the Board of Trustees of which the membership and operation is by its Constitution as approved by the Charities Commission.
 - The Managers shall be responsible for assessing the performance of all staff and volunteers and monitoring and maintaining the quality of service.
 - The chair of the Board of Trustees shall be responsible for supporting and supervising the Manager.

PART C

FINANCIAL ARRANGEMENTS

1. **Funding:**
For each of the three years 2016/17, 17/18 and 18/19, the Council shall provide grant aid of £4000.
2. **Monitoring:**
The Board of Trustees of Imago shall monitor all the Volunteer Centre's financial dealings.

The Board of Trustees shall monitor and evaluate the services provided by the Volunteer Centre.

The Board of Trustees shall submit within one month of Imago's AGM a copy of the previous years audited accounts to T&MBC's Director of Finance, showing in detail how the grant has been used and a review of the Imago's activities as covered by this agreement by way of an annual report.
3. **Review:** This agreement shall be reviewed at the end of the term. The review shall cover all aspects of the working of this agreement and shall be conducted between the chairman and treasurer of the Board of Trustees, the Managers of Imago and a nominated officer from T&MBC.

- 4. **Variation Clause:** The terms of this agreement may only be varied by agreement in writing by the authorised representatives of T&MBC and Imago.
- 5. **Termination:** Either party to this agreement may terminate it upon giving not less than 6 months' notice in writing to the other party. In the event of termination of the agreement by T&MBC, the Council shall not be responsible for any payments due to any creditor of Imago.

SIGNED:

.....
Tonbridge & Malling Borough Council

.....
Imago

DATE:

DATE:

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SERVICE LEVEL AGREEMENT BETWEEN INVOLVE KENT AND TONBRIDGE & MALLING BOROUGH COUNCIL FOR THE PROVISION OF VOLUNTEER SERVICES FOR BOROUGH EXCLUDING THE TONBRIDGE, HADLOW AND HILDENBOROUGH AREA

PART A
CONDITIONS

1. **Term:** The term of this agreement shall be for 3 years from 1st April 2016 to 31st March 2019.
2. **Parties:** This is an agreement between Involve Kent (IK) and Tonbridge & Malling Borough Council (T&MBC). In carrying out this agreement, Involve Kent is acting in its own right as an independent and impartial agency and not as an agent of Tonbridge & Malling Borough Council.
3. **Authorised Representatives:** Nominated Officers of T&MBC and the Involve Kent managers and its Board of Trustees.
4. **Object of the Agreement:** In pursuit of the Council's overall aims and priorities T&MBC will grant aid the services of Involve Kent for the purpose of providing a volunteer recruitment service, to a defined level of quality operating within the aims, principles and policies of National Council of Voluntary Organisations (NCVO).
5. **Information:** Involve Kent shall maintain proper records of those items specified in parts B and C of this Agreement. Involve Kent shall provide such other information at such intervals as T&MBC shall reasonably require, subject to those requirements not being in breach of client's confidentiality.
6. **Staffing:** Voluntary and paid staff will be recruited, selected and deployed by the Involve Kent with full regard to the selection criteria and equal opportunities policies of NCVO.
7. **Quality of Service:** The NCVO Quality Accreditation Scheme framework will be used to monitor the quality of Involve Kent's service throughout the period of its membership. Official accreditation will not be in place, however the standards will be met and the principles followed.
8. **Insurance:** Involve Kent shall as a minimum maintain the following insurances to cover such liabilities as may arise in the performance of this agreement and shall provide evidence of cover as required by T&MBC:-

Public Liability – Limit of Indemnity £5,000,000 in any one claim
Employers liability insurance in the sum of £10,000,000.
9. **Confidentiality:** T&MBC acknowledges the right of Involve Kent to maintain confidentiality at all times in respect of client information.
10. **Arbitration:** Any dispute, difference or question between the parties to this agreement with respect to any matter arising out of, or relating to it, which cannot be resolved by negotiation within 28 days shall be referred at the request of both parties to Arbitration under the provisions of the Arbitration

Act 1996. The Arbitrator shall be appointed by agreement between both parties or, in default of agreement, shall be a person nominated by the President of the Institute of Arbitrators. Any award or decision of such arbitrator shall be final and binding on the parties hereto.

PART B **SERVICE OBJECTIVES AND SPECIFICATIONS**

- 1. Service Provider's Obligations:** Involve Kent agrees to provide the services specified in this section of the Agreement.
 - To promote participation in regular volunteering
 - To give attention to promoting volunteering within priority wards including East Malling and Snodland.
 - Where applicable Involve Kent will assist the Council with work around the welfare reform agenda and the health improvement agenda.

- 2. Aim of the Service:** The aim of the Involve Kent is:

To provide volunteer services in the Borough excluding the Tonbridge, Hadlow and Hildenborough area following the six core functions of volunteering infrastructure as set out by NCVO:

 - Brokerage – matching groups and individuals with appropriate volunteering opportunities
 - Marketing Volunteering – promoting and encouraging local interest in volunteering and community activity
 - Good Practice Development – promoting good practice in working with volunteers to all volunteering organisations
 - Developing Opportunities – working in partnership with statutory, voluntary and private sector organisations, community and specialist groups to develop local volunteering opportunities.
 - Policy response and campaigning – identifying strategic proposals and legislation that impacts on volunteering. Participating in Campaigns and representing the voice of volunteers at a strategic level
 - Strategic development of volunteering – providing expert input to strategic thinking and planning locally, regionally and nationally

- 3. Service Provision:** Involve Kent will provide confidential, impartial and independent advice to meet the above aims and ensure that it is accessible to all sections of the local community.

- 4. Accessibility:** Except for Bank Holidays, Involve Kent will normally be available for public enquiries no less than 15 hours per week.
Monday - Friday 10.00am – 1.00pm

In addition, clients may be advised by e-mail or telephone.

- 5. Hours of Work:** The Involve Kent Managers will be responsible to the Board of Trustees for ensuring that the its services are properly and adequately staffed at all times.
- 6. Core Service Provision:** The service will include: -
 - Recruiting volunteers who reflect the demographic makeup of the district, and including volunteers who have experienced need for support from voluntary or statutory services.
 - Matching volunteers to opportunities within volunteer involving organisations
 - Providing support for individual volunteers, particularly those facing barriers to volunteering e.g. through age, disability, culture, income etc.
 - Promoting, stimulating and encouraging local interest in volunteering and community activity
 - Promoting existing volunteer driver schemes within the area
 - Promoting good practice within organisations involving volunteers by providing support and information.
 - Working in partnership with statutory, voluntary and private sector agencies including specialist groups to develop local volunteering opportunities
 - Liaising with local organisations, including parish councils and other voluntary groups to promote services
 - Providing information through the Involve Kent website and online directory
 - Participating in local, regional and national campaigns, either individually or in partnership with other providers
 - Providing input into strategic development of volunteering locally, regionally and nationally
 - Carrying out DBS checks on all volunteers, working in Involve Kent, who work with vulnerable adults
 - Acting as an umbrella body for DBS checks for all Voluntary Organisations
- 7. Quality of Service:** Involve Kent will follow Volunteer Centre Quality Accreditation framework set out by NCVO, with accreditation being developed internally.

- 8. Safeguarding:** Involve Kent must have safeguarding policies in place for the protection of children and adults at risk, to ensure there are adequate safeguarding controls for all activities and services.
- 9. Users of Involve Kent:** Involve Kent recognises that everyone has a contribution to make to our society and a right to equal treatment. No job applicant, staff member, volunteer or organisation/individual to whom we provide services will be discriminated on the grounds of: age, class, employment status, physical or mental disability or mental ill-health, political belief, race, colour, nationality, ethnic or national origin, religion, sex, marital status or caring responsibilities, sexuality or unrelated criminal conviction.
- 10. Quality Assurance:** Responsibility for the management of Involve Kent shall be vested in the Board of Trustees of which the membership and operation is by its Constitution as approved by the Charities Commission.

The Managers shall be responsible for assessing the performance of all staff and volunteers and monitoring and maintaining the quality of service.

PART C **FINANCIAL ARRANGEMENTS**

- 1. Funding:** For each of the three years 2016/17, 17/18 and 18/19, the Council shall provide grant aid of £4000.
- 2. Monitoring:** The Board of Trustees of Involve Kent shall monitor all the Volunteer Centre's financial dealings.

The Board of Trustees shall monitor and evaluate the services provided by the Volunteer Centre.

The Board of Trustees shall submit within one month of the Involve Kent's AGM a copy of the previous years audited accounts to T&MBC's Director of Finance, showing in detail how the grant has been used and a review of the Involve Kent's activities as covered by this agreement by way of an annual report.

- 3. Review:** This agreement shall be reviewed at the end of the term. The review shall cover all aspects of the working of this agreement and shall be conducted between the Managers of Involve Kent and a nominated officer from T&MBC.
- 4. Variation Clause:** The terms of this agreement may only be varied by agreement in writing by the authorised representatives of T&MBC and Involve Kent.
- 5. Termination:** Either party to this agreement may terminate it upon giving not less than 6 months' notice in writing to the other party. In the event of termination of the agreement by T&MBC, the Council shall not be responsible for any payments due to any creditor of Involve Kent.

SIGNED:

.....
Tonbridge & Malling Borough Council Involve Kent

DATE: **DATE:**

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SERVICE LEVEL AGREEMENT BETWEEN AGE UK TONBRIDGE AND SEVENOAKS AND TONBRIDGE & MALLING BOROUGH COUNCIL FOR THE PROVISION OF OLDER PEOPLE'S SERVICES FOR THE TONBRIDGE AREA FOR THE PERIOD 2016-2019

1. SERVICES

The following services are covered by this Agreement:

For the provision of Transport Services to and from Town Lock Day Centre, and to enable Age Concern Tonbridge to provide advice, information and support to older people living in the part of the Borough of Tonbridge and Malling covered by this charity.

Where applicable, Age UK Tonbridge and Sevenoaks will assist the Council with work around the welfare reform agenda and the health improvement agenda.

This agreement sets out the terms and conditions that both parties have agreed to as regards the provision of the service detailed above.

This agreement commences on 1st April 2016 and continues until 31st March 2019

All correspondence regarding this agreement should be sent to the Council at their Offices in Kings Hill and to Age UK Tonbridge and Sevenoaks at 5, Bradford Street, Tonbridge, Kent TN9 1DU.

2. PAYMENT AND FINANCIAL CONDITIONS

For each of the three years 2016/17, 17/18 and 18/19 the Council shall pay a grant totalling £8,000.00 by direct transfer into Age UK Tonbridge and Sevenoaks' bank account.

Age UK Tonbridge and Sevenoaks shall keep appropriate written records (accounting system), to show how the funding from the Borough Council is being used only within the Tonbridge locality. The Borough Council shall have the right to examine these records on giving 2 weeks written notice and to request an annual report on performance.

3. MANAGEMENT RESPONSIBILITIES

Age UK Tonbridge and Sevenoaks will notify the Borough Council of any material changes to its constitution or charitable objectives if they affect the service being provided under this service agreement.

Age UK Tonbridge and Sevenoaks shall have in place policies and procedures as set out in this service agreement.

Age UK Tonbridge and Sevenoaks must inform the Borough Council in writing if any employees or elected members are involved, in any way, with the charity during the life of this agreement.

Extracts of minutes of committee meetings relating to matters that may affect services being provided under this service agreement shall be made available to the Borough Council if requested on the understanding that confidentiality will be respected.

4. CONFIDENTIALITY

Both parties must comply with the requirements of the Data Protection Act 1998 in so far as they apply to the provision of the service and/or otherwise to this agreement.

Both parties will keep confidential any information supplied in connection with this agreement or that is obtained in the course of providing the services.

5. PERSONNEL ISSUES

Age UK Tonbridge and Sevenoaks must have in place a rigorous recruitment and selection procedure, which meets the requirements of legislation, equal opportunities and anti-discriminatory practice.

Age UK Tonbridge and Sevenoaks will ensure that DBS checks are conducted as required by legislation.

6. SAFEGUARDING

Age UK Tonbridge and Sevenoaks must have policies in place for the protection of children (where applicable) and adults at risk, to ensure there are adequate safeguarding controls for all activities and services.

7. INSURANCE

Age UK Tonbridge and Sevenoaks must ensure that its insurance policies are adequate to cover all eventualities in the provision of this service, and maintain the following minimum cover.

Public Liability Insurance: £5 million.

Employers Liability: £10 million

Motor Vehicle: Third party cover with unlimited indemnity for third party injury and £5 million for third party property damage.

Adequate professional indemnity, errors and omissions or malpractice insurance.

The above cover will be maintained with a reputable company or companies and the Borough Council will be provided, on request, such information as may be reasonably required to confirm that the insurance referred to above has been effected and is adequate and in force at all times.

8. STATUTORY OBLIGATIONS

Both parties will comply with all relevant current and future legislation applicable to the provision of the service.

9. FREEDOM OF INFORMATION

Both parties must comply with the requirements of the Freedom of Information Act 2000 as they apply to the provision of this service.

10. SIGNATORIES TO THE AGREEMENT

Tonbridge and Malling Borough Council

We authorise the purchase of the service identified in this Service Agreement and undertake to pay Age Concern Malling for the delivery of the service.

Signed on behalf of the Council: _____

Date: _____

Age UK Tonbridge and Sevenoaks

We agree to provide the service identified in this Service Agreement and to abide by the terms and conditions contained in this agreement.

Signed on behalf of Age Concern Malling: _____

Date: _____

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**SERVICE LEVEL AGREEMENT BETWEEN AGE CONCERN MALLING
AND TONBRIDGE & MALLING BOROUGH COUNCIL FOR THE
PROVISION OF OLDER PEOPLE’S SERVICES FOR THE MALLING AREA
FOR THE PERIOD 2016 - 2019**

1. SERVICES

The following services are covered by this Agreement:

The provision of transport services to and from The West Malling Daycare Centre, Monday to Friday each week to allow older people from all areas of the Borough of Tonbridge and Malling covered by the Charities constitution to access the services of the centre.

Where applicable, Age Concern Malling will assist the Council with work around the welfare reform agenda and the health improvement agenda.

This agreement sets out the terms and conditions that both parties have agreed to as regards the provision of the service detailed above.

This agreement commences on 1st April 2016 and continues until 31st March 2019.

All correspondence regarding this agreement should be sent to the Council at their Offices in Kings Hill and to Age Concern Malling at Rotary House, Norman Road, West Malling, ME19 6RL.

2. PAYMENT AND FINANCIAL CONDITIONS

For each of the three years 2016/17, 17/18 and 18/19, the Council shall provide grant aid of £8,000.

Age Concern Malling shall keep appropriate written records (accounting system), to show how the funding from the Borough Council is being used within the Malling locality only. The Borough Council shall have the right to examine these records on giving 2 weeks written notice and to request an annual report on performance.

3. MANAGEMENT RESPONSIBILITIES

Age Concern Malling will notify the Borough Council of any material changes to its constitution or charitable objectives if they affect the service being provided under this service agreement.

Age Concern Malling shall have in place policies and procedures as set out in this service agreement.

Age Concern Malling must inform the Borough Council in writing if any employees or elected members are involved, in any way, with the charity during the life of this agreement.

Extracts of minutes of committee meetings relating to matters that may affect services being provided under this service agreement shall be made available to the Borough Council if requested on the understanding that confidentiality will be respected.

4. CONFIDENTIALITY

Both parties must comply with the requirements of the Data Protection Act 1998 in so far as they apply to the provision of the service and/or otherwise to this agreement.

Both parties will keep confidential any information supplied in connection with this agreement or that is obtained in the course of providing the services.

5. PERSONNEL ISSUES

Age Concern Malling must have in place a rigorous recruitment and selection procedure, which meets the requirements of legislation, equal opportunities and anti-discriminatory practice.

Age Concern Malling will ensure that criminal record checks are conducted as required by legislation.

6. SAFEGUARDING

Age Concern Malling must have safeguarding policies in place for the protection of children (where applicable) and adults at risk, to ensure there are adequate safeguarding controls for all activities and services.

7. INSURANCE

Age Concern Malling must ensure that its insurance policies are adequate to cover all eventualities in the provision of this service, and maintain the following minimum cover.

Public Liability Insurance: £5 million.

Employers Liability: £10 million

Motor Vehicle: Third party cover with unlimited indemnity for third party injury and £5 million for third party property damage.

Adequate professional indemnity, errors and omissions or malpractice insurance.

The above cover will be maintained with a reputable company or companies and the Borough Council will be provided, on request, such information as may be reasonably required to confirm that the insurance referred to above has been effected and is adequate and in force at all times.

8. STATUTORY OBLIGATIONS

Both parties will comply with all relevant current and future legislation applicable to the provision of the service.

9. FREEDOM OF INFORMATION

Both parties must comply with the requirements of the Freedom of Information Act 2000 as they apply to the provision of this service.

10. SIGNATORIES TO THE AGREEMENT

Tonbridge and Malling Borough Council

We authorise the purchase of the service identified in this Service Agreement and undertake to pay Age Concern Malling for the delivery of the service.

Signed on behalf of the Council: _____

Date: _____

Age Concern Malling

We agree to provide the service identified in this Service Agreement and to abide by the terms and conditions contained in this agreement.

Signed on behalf of Age Concern Malling: _____

Date: _____

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SERVICE LEVEL AGREEMENT BETWEEN MAIDSTONE AND WEST KENT MEDIATION SCHEMES AND TONBRIDGE & MALLING BOROUGH COUNCIL FOR THE PROVISION OF MEDIATION SERVICES FOR THE BOROUGH FOR THE PERIOD 2016 - 2019

Introduction

The services provided by the two mediation schemes make a valuable contribution to both quality of life and to community safety. In addition the Schemes are a resource for Council officers to enable them to meet their statutory requirements.

This Service Level Agreement seeks to:

1. recognise the ongoing working relationship between Tonbridge and Malling Borough Council (TMBC) and the mediation schemes Maidstone Mediation Scheme (MMS) and West Kent Mediation (WKM)
2. set service standards for clearer public scrutiny
3. provide financial stability for the Mediation Schemes.

It has been agreed that Maidstone Mediation Scheme should represent the two mediation schemes for the purposes of this SLA.

Service to be Provided by the Mediation Schemes

- 1.1 The Mediation Schemes will provide staff and volunteers trained in mediation skills to deliver mediation services to Tonbridge & Malling residents for dealing with neighbour disputes and problems of anti social behaviour within the neighbourhood.
- 1.2 The service provided by the Mediation schemes will be free, impartial, confidential and to the standards set by the Community Legal Services Commission Quality Mark for mediation.
- 1.3 The Mediation Schemes will accept up to 100 cases per year across the area. These can be self referrals or referrals from other agencies e.g. Police, Council Officers, Housing officers, CAB
- 1.4 The Mediation Schemes reserve the right to turn down cases if they do not meet the requirements for mediation
- 1.5 The Mediation Schemes will facilitate access to the Service by all sections of the community by publicity, working with partners and outreach work.

- 1.6 The Mediation Schemes will process referrals from T&M officers and will report back to the referrer as per the confidentiality policies of the mediation schemes.
- 1.7 The Mediation Schemes will ensure that their services are made available at times that meet the needs of T&M residents including, where necessary, outside normal working hours.
- 1.8 The Mediation Schemes will provide training and information for Council members and officers as required.
- 1.9 The Mediation Schemes will operate from principles of equal opportunities for staff volunteers and clients.
- 1.10 The Mediation Schemes will monitor and evaluate their work and produce an annual report, which will be made available to Tonbridge and Malling Borough Council. The report will include details of financial accounts, numbers of cases and outcomes. Also included with the report will be details of numbers of cases in Tonbridge and Malling.
- 1.11 The Mediation Schemes will where applicable, assist the Council with work around the welfare reform agenda and the health improvement agenda.

Safeguarding

The Mediation Schemes must have safeguarding policies in place for the protection of children and adults at risk, to ensure there are adequate safeguarding controls for all activities and services.

Tonbridge and Malling Borough Council's commitment to the Mediation Schemes

The Borough Council will ensure that;

- TMBC officers working in Environmental Health and the Community Safety Team will recommend mediation as a first intervention for unresolved neighbour disputes.
- For each of the three years 2016/17, 17/18 and 18/19, the Council shall provide grant funding of £4800.
- TMBC will communicate regularly and effectively over information of mutual interest
- TMBC will promote the use of mediation as a means of resolving conflicts by displaying posters and leaflets advertising the Service.

Termination

The SLA may be ended if the Mediation Schemes are in serious breach of the Agreement and in the case of breach, which is capable of being remedied, fails to remedy such breach within 28 days of receiving notice from TMBC as follows:

- The Mediation Schemes consistently fail to meet the requirements of the service specification.
- The Mediation Schemes are convicted of a criminal offence which has a direct result on the fitness to provide a service
- The Mediation Schemes become bankrupt, insolvent or are wound up by the courts.

Grant Support

For each of the three years 2016/17, 17/18 and 18/19, the Council shall provide grant aid of £4800.

Signed on behalf of Maidstone Mediation Scheme and West Kent Mediation

Signature

Name

Date

Position

Signed on behalf of Tonbridge and Malling Borough Council

Signature

Name

Date

Position

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TONBRIDGE & MALLING BOROUGH COUNCIL

COMMUNITIES ADVISORY BOARD

01 March 2016

Report of the Chief Executive

Part 1- Public

Matters for Recommendation to Cabinet - Non-Key Decision (Decision may be taken by the Cabinet Member)

1 KCC REVIEW OF MOBILE LIBRARY PROVISION

To agree a response to the consultation

1.1 Background

- 1.1.1 Due to the significant financial challenges faced by KCC, a review of the current mobile library provision is being undertaken. The aim is to make the service more efficient, stopping in only the places where they benefit customers the most. KCC currently operates 11 mobile libraries, visiting 651 locations across Kent.
- 1.1.2 In redesigning the service, KCC have selected one criterion to assess usage: stops that have only had, on average, 2 or less visitors over the period October 2014 – September 2015. Under the current proposals, stops that meet this criterion will be withdrawn.
- 1.1.3 For the stops that remain, each would be on a new, fortnightly schedule, increasing the minimum stop time from 10 minutes to 30 minutes. There are also proposals to expand the home library service and assist people to get online (through the help of a volunteer) to allow customers to order books online and have them dropped off and collected from their homes.

1.2 Mobile Stops in Tonbridge and Malling

- 1.2.1 Annex 1 shows the current and proposed stops within the borough. It is clear that, under the suggested criteria, a number of stops will be withdrawn. For some villages, several stops were taking place, so a withdrawal of some stops will not necessarily mean there is no provision in that area.
- 1.2.2 The following areas will have no mobile library service going forward: Addington, Ditton, Dunks Green, East Malling, Golden Green, Ightham, Ivy Hatch, Ryarsh, Trottscliffe, West Peckham and Wrotham. Whilst any loss of service is unfortunate, it needs to be recognised that due to the very low numbers of residents using these stops (2 or less over a one year period) the impact on users across the borough will not be significant, particularly if measures are put in place

to assist and support residents with the home delivery service. For this reason we cannot see any reason to object to the proposals within the consultation.

1.3 Legal Implications

1.3.1 None.

1.4 Financial and Value for Money Considerations

1.4.1 N/A

1.5 Risk Assessment

1.5.1 N/A

1.6 Equality Impact Assessment

1.6.1 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

1.7 Recommendations

1.7.1 That a response be made to KCC stating that TMBC has no objection to the current proposals to reduce the mobile library service.

The Chief Executive confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

Background papers:

contact: Gill Fox

Nil

Julie Beilby
Chief Executive

Tonbridge District mobile stops - current and proposed												
Location	Stop name	District	Current day	Current time	Duration of stop (mins)	Current frequency	2 or less visitors on average over the period October 2014 - September 2015	New proposed indicative day	New proposed indicative time	New proposed indicative duration of stop (mins)	New proposed frequency	
Addington	Angel Inn	Tonbridge	Thursday	1505-1520	15	Fortnightly	X	Proposed that stop is withdrawn				
Addington	Clearway	Tonbridge	Thursday	1445-1500	15	Fortnightly	X	Proposed that stop is withdrawn				
Aylesford	British Legion Village	Tonbridge	Wednesday	1000-1025	25	Weekly	X	Proposed that stop is withdrawn				
Aylesford	Community Centre	Tonbridge	Wednesday	1055-1120	25	Fortnightly	X	Proposed that stop is withdrawn				
Aylesford	Teapot Lane	Tonbridge	Wednesday	1030-1050	20	Fortnightly		Friday	1450-1520	30	Fortnightly	
Birling	Village Hall	Tonbridge	Thursday	1625-1655	30	Fortnightly		Friday	1610-1640	30	Fortnightly	
Blue Bell Hill	Toddington Crescent	Tonbridge	Tuesday	1710-1745	35	Weekly		Wednesday	0935-1010	35	Fortnightly	
Burham	Village Hall	Tonbridge	Tuesday	1505-1605	60	Weekly		Tuesday	1040-1140	60	Fortnightly	
Ditton	opposite School	Tonbridge	Wednesday	1745-1810	25	Fortnightly	X	Proposed that stop is withdrawn				
Dunks Green	Kentish Rifleman PH	Tonbridge	Tuesday	1610-1620	10	Weekly	X	Proposed that stop is withdrawn				
East Malling	King & Queen PH	Tonbridge	Wednesday	1035-1055	20	Fortnightly	X	Proposed that stop is withdrawn				
East Malling	Manningham House	Tonbridge	Wednesday	1100-1115	15	Fortnightly	X	Proposed that stop is withdrawn				

Location	Stop name	District	Current day	Current time	Duration of stop (mins)	Current frequency	2 or less visitors on average over the period October 2014 - September 2015	New proposed indicative day	New proposed indicative time	New proposed indicative duration of stop (mins)	New proposed frequency
Eccles	Post Office	Tonbridge	Tuesday	1610-1700	50	Weekly		Tuesday	1150-1240	50	Fortnightly
Tonbridge	Bell Inn, Golden Green	Tonbridge	Tuesday	1700-1715	15	Weekly	X	Proposed that stop is withdrawn			
Holtwood	Woodlands Road	Tonbridge	Wednesday	1745-1810	25	Fortnightly	X	Proposed that stop is withdrawn			
Ightham	The Close	Tonbridge	Tuesday	1430-1450	20	Weekly	X	Proposed that stop is withdrawn			
Ivy Hatch	The Green	Tonbridge	Tuesday	1500-1520	20	Weekly	X	Proposed that stop is withdrawn			
Kings Hill Villages	Pippin Way	Tonbridge	Wednesday	1635-1710	35	Weekly		Friday	1415-1450	35	Fortnightly
Kings Hill	Community Centre, Gibson Drive	Tonbridge	Thursday	1000-1015	15	Weekly	X	Proposed that stop is withdrawn			
Kings Hill	Discovery School	Tonbridge	Thursday	1020-1100	40	Weekly	X	Proposed that stop is withdrawn			
Mereworth	Butchers Lane	Tonbridge	Wednesday	1550-1605	15	Weekly	X	Proposed that stop is withdrawn			
Mereworth	Village Hall	Tonbridge	Wednesday	1515-1545	30	Weekly		Friday	1335-1405	30	Fortnightly
Offham	Village Hall	Tonbridge	Thursday	1110-1130	20	Fortnightly		Friday	1520-1550	30	Fortnightly
Plaxtol	The Spoute	Tonbridge	Tuesday	1530-1545	15	Weekly		Thursday	1550-1620	30	Fortnightly
Plaxtol	Village Hall	Tonbridge	Tuesday	1550-1605	15	Weekly	X	Proposed that stop is withdrawn			

Location	Stop name	District	Current day	Current time	Duration of stop (mins)	Current frequency	2 or less visitors on average over the period October 2014 - September 2015	New proposed indicative day	New proposed indicative time	New proposed indicative duration of stop (mins)	New proposed frequency
Ryarsh	Woodgate Road	Tonbridge	Thursday	1600-1620	20	Fortnightly	X	Proposed that stop is withdrawn			
Shipbourne	Lady Vane Close	Tonbridge	Tuesday	1105-1120	15	Weekly		Thursday	1420-1450	30	Fortnightly
Shipbourne	Village Hall	Tonbridge	Tuesday	1045-1100	15	Weekly		Thursday	1505-1535	30	Fortnightly
Tonbridge	Cardinals Error PH, Lodge Oak Lane	Tonbridge	Monday	1425-1440	15	Fortnightly	X	Proposed that stop is withdrawn			
Tonbridge	Methodist Church	Tonbridge	Tuesday	0935-1030	55	Weekly		Friday	0945-1040	55	Fortnightly
Tonbridge	Scott Road	Tonbridge	Monday	1400-1415	15	Fortnightly	X	Proposed that stop is withdrawn			
Tonbridge	Stacey Road	Tonbridge	Monday	1455-1515	20	Fortnightly	X	Proposed that stop is withdrawn			
Tonbridge	Tile Barn Corner	Tonbridge	Tuesday	0920-0930	10	Weekly	X	Proposed that stop is withdrawn			
Trottiscliffe	The George PH	Tonbridge	Thursday	1530-1555	25	Fortnightly	X	Proposed that stop is withdrawn			
Wateringbury	Bow Road	Tonbridge	Wednesday	1240-1300	20	Weekly		Friday	1125-1155	30	Fortnightly
Wateringbury	North Pole PH	Tonbridge	Wednesday	1120-1135	15	Fortnightly	X	Proposed that stop is withdrawn			
Wateringbury	Pizien Well	Tonbridge	Wednesday	1450-1505	15	Fortnightly	X	Proposed that stop is withdrawn			

Location	Stop name	District	Current day	Current time	Duration of stop (mins)	Current frequency	2 or less visitors on average over the period October 2014 - September 2015	New proposed indicative day	New proposed indicative time	New proposed indicative duration of stop (mins)	New proposed frequency
Wateringbury	Redhouse Gardens	Tonbridge	Wednesday	1445-1500	15	Fortnightly	X	Proposed that stop is withdrawn			
Wateringbury	Station	Tonbridge	Wednesday	1410-1440	30	Weekly	X	Proposed that stop is withdrawn			
West Malling	Mosquito Road	Tonbridge	Wednesday	1615-1630	15	Weekly	X	Proposed that stop is withdrawn			
West Peckham	Village Hall	Tonbridge	Tuesday	1630-1645	15	Weekly	X	Proposed that stop is withdrawn			
Wouldham	Ravensknowle	Tonbridge	Tuesday	1445-1500	15	Weekly		Tuesday	0910-0940	30	Fortnightly
Wouldham	School Lane	Tonbridge	Tuesday	1315-1415	30	Weekly	X	Proposed that stop is withdrawn			
Wouldham	Walter Burke Avenue	Tonbridge	Tuesday	1420-1440	20	Weekly		Tuesday	0950-1020	30	Fortnightly
Wrotham	Court Meadow	Tonbridge	Tuesday	1135-1210	35	Weekly	X	Proposed that stop is withdrawn			
Wrotham	Recreation Ground	Tonbridge	Tuesday	1310-1345	35	Weekly	X	Proposed that stop is withdrawn			
Wrotham	West Street	Tonbridge	Tuesday	1350-1415	25	Weekly	X	Proposed that stop is withdrawn			

TONBRIDGE & MALLING BOROUGH COUNCIL

COMMUNITIES ADVISORY BOARD

01 March 2016

Report of the Director of Street Scene, Leisure & Technical Services

Part 1- Public

Matters for Recommendation to Cabinet - Key Decision

1 TONBRIDGE AND MALLING LEISURE TRUST - REVIEW OF CHARGES 2016/17

Summary

This report brings forward a review of core charges for each facility managed on the Council's behalf by the Tonbridge and Malling Leisure Trust for Members consideration and approval.

1.1 Background

1.1.1 Members will be aware that the Tonbridge and Malling Leisure Trust has been operating independently from the Council since 1 November 2013 managing the Council's main leisure facilities under contract. The facilities include Larkfield Leisure Centre, Poulton Wood Golf Centre, Tonbridge Swimming Pool, the Angel Centre, Tonbridge Farm All-Weather Area and Pitch Hire in Tonbridge.

1.2 Review of Core Charges

1.2.1 The Council's Management Agreement with the Leisure Trust states that as part of the Annual Service Planning Process the Core Pricing Schedule shall be reviewed by both parties for implementation from 1 April each year.

1.2.2 Whilst the Trust is entitled to reduce Core Prices at any time, it requires the Council's prior written consent to any increases in Core Prices which are in excess of the Consumer Price Index (CPI). CPI is calculated at the rate set on the 1 November preceding the annual review. For November 2015 that rate was - 0.1%.

1.2.3 In determining fees and charges the Trust is required to have regard to:

- its own charitable objectives
- the needs of the local community
- the development of a balanced programme

- the Council's key priorities
- the Council's policy for pitch hire charges
- the viability of the Trust
- the prevailing market conditions
- pricing of other leisure facilities in the area

1.2.4 Given that the rate of CPI is negative and taking into account wider factors including trading patterns, the local market and competitor analysis the Trust has proposed a nil increase in charges in 2016/17 with two exceptions; Poult Wood Golf Centre Concessionary Charges and the Concessionary Casual Gym charge.

1.2.5 Attached at **[Annex 1]** is a schedule of the existing and proposed core charges brought forward by the Trust for Member consideration and approval. Individual percentage increases have been shown.

1.3 Poult Wood Golf Centre Concessionary Charges

1.3.1 It is the Trust's ambition to grow the membership base at Poult Wood Golf Centre to balance the peaks and troughs of casual usage throughout the year that can be particularly affected by the weather. Membership also offers regular golfers financial benefits for their commitment.

1.3.2 The introduction of a membership scheme by the Trust at Poult Wood Golf Centre has been successful and continues to grow. The Trust has advised that it has broadly managed to achieve income targets above those prior to the introduction of a membership option.

1.3.3 In bringing forward these proposals the Trust has broadly applied the principles shown above at 1.2.3 though has advised that their main objective is to reduce the differential between the Casual Concessionary Rate and the benefits of Membership. In order for Membership to be attractive to more golfers the Trust has advised that a multiplier of around 35 rounds per annum would generally be applied. This means that a golfer playing once a week through the year would then be attracted to membership rather than continuing to pay casually.

1.3.4 For Poult Wood Golf Centre to achieve this level of multiplier for the 5 day Membership the Trust advise that the current weekday concessionary charges needs to rise significantly in percentage terms. The Trust has also advised that the proposed increases within this report will only go part way to achieving the desired multiplier of 35.

- 1.3.5 The Trust is proposing that the Membership rate remains static though are seeking to increase the following concessionary charges;

Activity	Current Charge (2015/16)	Proposed Charge (2016/17)
OAP/Leisure Pass, Discount Cardholder (18 Hole, Weekday)	£10.50	£12.00
OAP/Leisure Pass, Visitor (18 Hole, Weekday)	£12.00	£14.00
OAP/Leisure Pass, One Round (9 Hole, Weekday)	£4.50	£5.00

- 1.3.6 The Trust has advised that the proposed charges are still competitive in the local market with comparable pay and play golf courses at both Lullingstone (Sevenoaks) and Cobtree Manor (Maidstone) charging £16.00 for the same 18 hole concession. There is a £10.50 charge for the 9 Hole course at Lullingstone and there is no 9 Hole course at Cobtree Manor.
- 1.3.7 In considering the proposal for Poulton Wood, it is relevant to note the older profile of users at the facility and that the proposed increase will impact on a significant number of current users. Whilst the concept to reduce the differential is understood and does have commercial merit, it is felt that an increase on the scale proposed is too great and should be introduced more gradually over the next two years.

1.4 Concessionary Casual Gym Charge

- 1.4.1 Similarly, the Trust is seeking to increase the Concessionary Casual Gym Use charge at both Larkfield Leisure Centre and the Angel Centre. It is proposed that both increase by 60p from the current £4.40 to £5.00.
- 1.4.2 The Trust has advised that the proposed increase to £5.00 is still good value for money and is favourable to Sevenoaks at £5.05 and Maidstone at £5.30. It is felt appropriate to support the proposal.

1.5 Tonbridge Sportsgrounds – Proposed Pitch Hire Charges 2016/17

- 1.5.1 This Council has an agreed policy with Tonbridge Sports Association of amending pitch hire charges to local sports clubs by the October Retail Price Index and rounded to the nearest pound. The Retail Price Index for October 2015 was 0.7% and it is, therefore, proposed that charges be increased in accordance with this indexation. The Tonbridge Sports Association has been consulted and is happy with this approach.
- 1.5.2 The sports pitch income is taken by the Tonbridge & Malling Leisure Trust as part of the Council's Management Agreement.

1.6 Legal Implications

- 1.6.1 The Council's Management Agreement with the Trust states that the Trust shall require the Council's prior written consent to any increases in Core Charges which are in excess of CPI.
- 1.6.2 It is felt that the proposed Core Charges take account of the criteria set out in the Management Agreement.

1.7 Financial and Value for Money Considerations

- 1.7.1 The Transfer to the Leisure Trust has made a significant contribution to the Council's savings. The financial performance of the Trust continues to be positive.

1.8 Risk Assessment

- 1.8.1 None.

1.9 Equality Impact Assessment

- 1.9.1 Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010, (ii) advance equality of opportunity between people from different groups, and (iii) foster good relations between people from different groups. The decisions recommended through this paper directly impact on end users. The impact has been analysed and varies between groups of people. The results of this analysis are set out immediately below. As highlighted earlier within the report the proposed charges may have an impact on a reasonable number of older people, given the user profile of Poult Wood Golf Centre; which has been addressed by a phased introduction of the proposed increase over the next two years.
- 1.9.2 Asset Management, Community, Healthy Lifestyles, Human Resources, Procurement, Young People

1.10 Recommendations

- 1.10.1 It is RECOMMENDED TO CABINET that:
- 1) the proposed Leisure Trust Core Charges outlined in **[Annex 1]** to this report be approved and implemented from 1 April 2016 with the exception of the concessionary rates at Poult Wood;
 - 2) The proposed concessionary rates at Poult Wood be introduced over a two year period;

- 3) pitch hire charges at Tonbridge Sportsgrounds be increased as outlined within the report for implementation from 1 April 2016.

The Director of Street Scene, Leisure and Technical Services confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

Background papers:

contact: Stephen Gregg

Nil

Robert Styles

Director of Street Scene, Leisure & Technical Services

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PROPOSED CORE PRICES – 2016/17

OVERALL AVERAGE INCREASE – 0.46%

Larkfield Leisure Centre

Activity	Charge 2015-16	Charge 2016-17	Percentage Increase
Annual Membership			
Adult	50.00	50.00	0.0%
Concession	25.00	25.00	0.0%
Disabled	FREE	FREE	0.0%
Family	100.00	100.00	0.0%
Leisure Pass	FREE	FREE	0.0%
Non-Member Day Entrance			
Adult	2.00	2.00	0.0%
Concession	1.00	1.00	0.0%
Swim and Spa Membership			
Adult, Direct Debit	30.00	30.00	0.0%
Concession, Direct Debit	25.00	25.00	0.0%
Joint, Direct Debit	N/A	N/A	N/A
Family, Direct Debit	60.00	60.00	0.0%
Leisure Pass Family, Direct Debit	30.00	30.00	0.0%
Swimming			
Adult, Member	4.00	4.00	0.0%
Concession, Member	3.20	3.20	0.0%
Family, Member	10.40	10.40	0.0%
Leisure Pass Family	6.40	6.40	0.0%
Health & Fitness Membership			
Monthly Direct Debit	44.00	44.00	0.0%
Concessionary Monthly Direct Debit	35.00	35.00	0.0%
Excel Membership, 11-18 Year Olds			
Monthly Direct Debit	15.75	15.75	0.0%
Kickstart Membership, 0-10 Year Olds			
Direct Debit	12.75	12.75	0.0%
Gym, Casual Use			
Adult, Member	9.00	9.00	0.0%
Concession, Member	4.40	5.00	13.6%
Exercise Classes			
Adult, Member	5.40	5.40	0.0%
Concession, Member	4.40	4.40	0.0%
Referral Programme			
Referral Fitness, Member	4.50	4.50	0.0%
Referral Swim, Member	3.20	3.20	0.0%
Fitness Studio			
Studio Hire (per hour)	25.00	25.00	0.0%

Sports Hall (per court per hour)			
Badminton/Short Tennis, Adult (per court per hour)	11.00	11.00	0.0%
Badminton/Short Tennis, Concession (per court per hour)	5.50	5.50	0.0%
Half Hall (Five-a-side/Netball/Basketball)	52.00	52.00	0.0%
Schools/Groups			
Swimming, Schools	1.80	1.80	0.0%
Swimming, Special Needs Junior	1.80	1.80	0.0%
Swimming, Special Needs Adult	2.50	2.50	0.0%
Dry Side Courses			
Junior, 60 Minute - Standard Direct Debit	18.00	18.00	0.0%
Junior, 60 Minute - 15 Weeks	79.50	79.50	0.0%
Junior, 90 Minute - Standard Direct Debit	25.00	25.00	0.0%
Junior, 90 Minute - 15 Weeks	108.00	108.00	0.0%
Junior, 120 Minute - Standard Direct Debit	28.25	28.25	0.0%
Junior, 120 Minute - 15 Weeks	120.00	120.00	0.0%
Swim School Courses			
Junior, 30 Minute - Standard, Direct Debit	24.50	24.50	0.0%
Junior, 30 Minute - Standard, 15 Weeks	105.00	105.00	0.0%
Junior, 30 Minute - Premium, Direct Debit	41.50	41.50	0.0%
Junior, 30 Minute - Premium, 15 Weeks	174.00	174.00	0.0%
Junior, 1 Hour - Direct Debit	28.50	28.50	0.0%
Junior, 1 Hour - 15 Weeks	121.50	121.50	0.0%
Adult, 45 Minute - Direct Debit	28.50	28.50	0.0%
Adult, 45 Minute - 15 Weeks	121.50	121.50	0.0%
Clubs (per hour)			
Larkfield Swimming Club	124.50	124.50	0.0%
Crèche			
1.5 hour	4.40	4.40	0.0%
Soft Play			
Four Plus	4.60	4.60	0.0%
Under Fours	3.40	3.40	0.0%

Angel Centre

Activity	Charge 2015-16	Charge 2016-17	Percentage Increase
Annual Membership			
Adult	41.00	41.00	0.0%
Concession	20.50	20.50	0.0%
Disabled	FREE	FREE	0.0%
Family	82.00	82.00	0.0%
Leisure Pass	FREE	FREE	0.0%
Health & Fitness Membership			
Monthly Direct Debit	44.00	44.00	0.0%
Concessionary Monthly Direct Debit	35.00	35.00	0.0%
Excel Membership, 11-18 Year Olds			
Monthly Direct Debit	15.75	15.75	0.0%
Kickstart Membership, 0-10 Year Olds			
Direct Debit	12.75	12.75	0.0%
Gym, Casual Use			
Adult, Member	9.00	9.00	0.0%
Concession, Member	4.40	5.00	13.6%
Exercise Classes			
Aerobics (one hour) - Adult, Member	5.40	5.40	0.0%
Aerobics (one hour) - Concession, Member	4.40	4.40	0.0%
Dance Studio/Fitness Studio/Jubilee/Crèche			
Public Hire, per hour	25.00	25.00	0.0%
Referral Programme			
Referral Fitness. Member	4.50	4.50	0.0%
Sports Hall (per court per hour)			
Badminton/Short Tennis, Adult (per court per hour), Member	11.00	11.00	0.0%
Badminton/Short Tennis, Concession (per court per hour)	5.50	5.50	0.0%
Half Hall (Five-a-side/Netball/Basketball), Member	52.00	52.00	0.0%
Crèche			
1 hour	3.80	3.80	0.0%
Courses			
Junior, 60 Minute - Standard Direct Debit	18.00	18.00	0.0%
Junior, 60 Minute - 15 Weeks	79.50	79.50	0.0%
Junior, 90 Minute - Standard Direct Debit	25.00	25.00	0.0%
Junior, 90 Minute - 15 Weeks	108.00	108.00	0.0%
Junior, 120 Minute - Standard Direct Debit	28.25	28.25	0.0%
Junior, 120 Minute - 15 Weeks	120.00	120.00	0.0%

Individual Meeting Rooms			
Vauxhall	17.50	17.50	0.0%
Judd, Suite	24.50	24.50	0.0%
Judd 1/Judd 2	16.50	16.50	0.0%
Castle, Suite	30.50	30.50	0.0%
Castle 1	24.50	24.50	0.0%
Castle 2/Castle 3	14.50	14.50	0.0%
Castle 1 & 2	27.50	27.50	0.0%
Castle 2 & 3	16.50	16.50	0.0%
Medway Hall			
Daytime (per hour)	34.00	34.00	0.0%
Full Day, 8am - 6pm (Saturday/Sunday)	320.00	320.00	0.0%
Riverside Function Room			
Meetings	32.00	32.00	0.0%

Tonbridge Farm All Weather Area

Activity	Charge 2015-16	Charge 2016-17	Percentage Increase
With Changing/Floodlights			
Whole Area, Adult, Member	61.00	61.00	0.0%
Whole Area, Concession, Member	46.00	46.00	0.0%
Half Area, Adult, Member	30.50	30.50	0.0%
Half Area, Concession, Member	23.00	23.00	0.0%
Without Changing/Floodlights			
Whole Area, Adult, Member	20.50	20.50	0.0%
Whole Area, Concession, Member	16.50	16.50	0.0%
Half Area, Adult, Member	10.25	10.25	0.0%
Half Area, Concession, Member	8.75	8.75	0.0%

Tonbridge Swimming Pool

Activity	Charge 2015-16	Charge 2016-17	Percentage Increase
Annual Membership			
Adult	24.00	24.00	0.0%
Concession	12.00	12.00	0.0%
Disabled	FREE	FREE	0.0%
Family	48.00	48.00	0.0%
Leisure Pass	FREE	FREE	0.0%
Swim and Spa Membership			
Adult, Direct Debit	30.00	30.00	0.0%
Concession, Direct Debit	25.00	25.00	0.0%
Joint, Direct Debit	N/A	N/A	N/A
Family, Direct Debit	60.00	60.00	0.0%
Leisure Pass Family, Direct Debit	30.00	30.00	0.0%
Swimming			
Adult, Member	4.10	4.10	0.0%
Concession, Member	2.80	2.80	0.0%
Family, Member	9.70	9.70	0.0%
Leisure Pass Family	5.60	5.60	0.0%
Referral Programme			
Referral Swim, Member	2.80	2.80	0.0%
Schools/Groups			
Swimming, Schools	1.80	1.80	0.0%
Swimming, Special Needs Junior	1.80	1.80	0.0%
Sessions			
Water Aerobics, Adult, Member	5.00	5.00	0.0%
Water Aerobics, Concession, Member	3.80	3.80	0.0%
Clubs (per hour)			
Tonbridge Swimming Club	124.50	124.50	0.0%
Swim School Courses			
Junior, 30 Minute - Standard, Direct Debit	24.50	24.50	0.0%
Junior, 30 Minute - Standard, 15 Weeks	105.00	105.00	0.0%
Junior, 30 Minute - Premium, Direct Debit	41.50	41.50	0.0%
Junior, 30 Minute - Premium, 15 Weeks	174.00	174.00	0.0%
Junior, 1 Hour - Direct Debit	28.50	28.50	0.0%
Junior, 1 Hour - 15 Weeks	121.50	121.50	0.0%
Adult, 45 Minute - Direct Debit	28.50	28.50	0.0%
Adult, 45 Minute - 15 Weeks	121.50	121.50	0.0%
Excel Membership, 11-18 Year Olds			
Direct Debit	15.75	15.75	0.0%
Kickstart Membership, 0-10 Year Olds			
Direct Debit	12.75	12.75	0.0%

Tonbridge Racecourse Sportsground

Activity	Charge 2015-16	Charge 2016-17	Percentage Increase
Crazy Golf (per hour, per person)			
Adult	2.80	2.80	0.0%
Concession	2.40	2.40	0.0%
Family (2 Adults/2 Children)	7.60	7.60	0.0%

Poult Wood Golf Centre

Activity	Charge 2015-16	Charge 2016-17	Percentage Increase
18 Hole, Weekend/Bank Holiday			
Adult, Discount Cardholder	21.00	21.00	0.0%
Adult, Visitor	25.00	25.00	0.0%
Junior/Student, Discount Cardholder	9.00	9.00	0.0%
Junior/Student, Visitor	10.00	10.00	0.0%
18 Hole, Weekday			
Adult, Discount Cardholder	15.00	15.00	0.0%
Adult, Visitor	18.50	18.50	0.0%
Junior/Student, Discount Cardholder	8.50	8.50	0.0%
Junior/Student, Visitor	10.00	10.00	0.0%
OAP/Leisure Pass, Discount Cardholder	10.50	12.00	14.3%
OAP/Leisure Pass, Visitor	12.00	14.00	16.6%
Discount Card			
Adult, Resident	27.50	27.50	0.0%
Adult, Non Resident	38.50	38.50	0.0%
Junior/Student, Resident	10.00	10.00	0.0%
Junior/Student, Non Resident	15.00	15.00	0.0%
9 Hole, Weekend/Bank Holiday			
Adult, One Round	9.50	9.50	0.0%
Junior, One Round	6.00	6.00	0.0%
OAP/Leisure Pass, One Round	7.50	7.50	0.0%
9 Hole, Weekday			
Adult, One Round	7.50	7.50	0.0%
Junior, One Round	4.00	4.00	0.0%
OAP/Leisure Pass, One Round	4.50	5.00	11.1%
Squash			
Adult	7.00	7.00	0.0%
Junior	5.00	5.00	0.0%

OVERALL AVERAGE INCREASE – 0.46%

TONBRIDGE & MALLING BOROUGH COUNCIL

COMMUNITIES ADVISORY BOARD

01 March 2016

Report of the Director of Street Scene, Leisure & Technical Services

Part 1- Public

Matters for Recommendation to Cabinet - Non-Key Decision (Decision may be taken by the Cabinet Member)

1 LEISURE TRUST – ANNUAL SERVICE DELIVERY PLAN 2016/17

Summary

This report updates on the recent performance of the Tonbridge and Malling Leisure Trust and brings forward the Trust's draft Annual Service Delivery Plan for 2016/17 for Member consideration and approval.

1.1 Background

1.1.1 Members will be aware that the Tonbridge and Malling Leisure Trust has been operating independently from the Council since 1 November 2013 managing the Council's main leisure facilities.

1.1.2 Regular communication between the Council and the Trust has continued to take place since the transfer, supported by set formal quarterly meetings. The Trust supplies the Council with a set of monitoring reports and Key Performance Indicators, as detailed in the Management Agreement with a key document being the Annual Service Delivery Plan. The Annual Service Delivery Plan incorporates the relevant Key Priorities of the Council, including the Local Environment, Health and Wellbeing, Children and Young People and Community Safety.

1.2 Review of Performance

1.2.1 The latest Annual Service Delivery Plan - Cumulative Quarterly Monitoring Report for Quarter 3 of the financial year covers the period 1 October to 31 December 2015 and is attached at **[Annex 1]**.

1.2.2 The details shown in **[Annex 1]** have been limited to those directly related to the Council's Agreed Service Outcome measures, however full copies of the Monitoring Report are available upon request.

1.2.3 The overall increase in direct debit and annual memberships in all categories of Health & Fitness/Swim & Spa remains positive, up 11% on the previous quarter and over 15% compared to last year. This is also reflected in the attrition rates, which despite the effective interventions being slightly down on target, still compare favourably with industry averages.

- 1.2.4 Overall attendance at the leisure centres is marginally ahead of 2014/15, with 0.8% or 6,400 more visits. There was a slight decrease in attendance at the Angel Centre in Quarter 3, compared to last year.
- 1.2.5 Both junior membership schemes have seen an increase in numbers with 1040 Young People now members. Excel junior membership for 11-18 year olds was up a further 3.5% on Quarter 2 and up 10.9% on last year and Kickstart membership aimed at 0-10 year olds was up 13% on Quarter 2 and 8% compared to last year.
- 1.2.6 Both the wet and dry coaching courses have maintained their position.
- 1.2.7 The overall number of accidents per 100,000 in Quarter 3 was 65 which is 7% below 2014/15 levels, with three RIDDOR reports submitted in the Quarter.
- 1.2.8 The number of adult referrals onto the weight management programme at the Centres was 113 at the end of Quarter 3 against a target of 165 for the year.
- 1.2.9 Customer comment cards from all sites have not highlighted any serious complaints for the quarter and have actually seen positive comments exceed complaints. Customer feedback from the Viewpoint system at the Centres showed satisfaction with cleanliness at 79% for Larkfield Leisure Centre, 96% for Angel Centre and 98% for Tonbridge Swimming Pool against a target of 80%. Overall satisfaction remains very high with 96% at Larkfield Leisure Centre, 99% at Angel Centre and 100% at Tonbridge Swimming Pool.

1.3 Draft Annual Service Delivery Plan 2016/17

- 1.3.1 In accordance with the Council's Management Agreement, the Trust has brought forward a draft Annual Service Delivery Plan for 2016/17. The draft Plan is shown at **[Annex 2]** for Members consideration and approval.
- 1.3.2 The draft Plan takes into consideration Agreed Service Outputs that reflect the Council's relevant Key Priorities and Aims within the Leisure and Arts Strategy. The draft Plan contains Specific, Measurable, Achievable, Realistic and Timebound (SMART) targets allied to the Council's expressed requirements.
- 1.3.3 The draft Plan also reflects the ambitions contained within the Trust's Five Year Business Plan.
- 1.3.4 This is the third Plan that the Leisure Trust has produced and Members will note that the current draft includes reference to three new documents these being, a Health and Wellbeing Strategy, Environmental Management Strategy and Sales and Marketing Strategy.

1.4 Financial and Value for Money Considerations

- 1.4.1 The transfer to the Leisure Trust has made a significant contribution to the Council's savings. The financial performance of the Trust continues to be

positive. A review of the management fee will commence in June 2016 for the next 5 years.

1.5 Risk Assessment

1.5.1 Health and safety arrangements are outlined in the Management Agreement with the Trust and are monitored through Key Performance Indicators, regular site inspections with spot checks and independent audits.

1.6 Equality Impact Assessment

1.6.1 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

1.7 Policy Considerations

1.7.1 Asset Management, Community, Healthy Lifestyles, Young People.

1.8 Recommendations

1.8.1 It is RECOMMENDED TO CABINET that:

- 1) the Tonbridge & Malling Leisure Trust Annual Service Delivery Plan - Cumulative Quarterly Monitoring Report for the period 1 October to 31 December 2015 be noted;
- 2) the Tonbridge and Malling Leisure Trust draft Annual Service Delivery Plan for 2016/17 as shown at Annex 2, be approved.

The Director of Street Scene, Leisure and Technical Services confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

Background papers:

contact: Stephen Gregg

Nil

Robert Styles

Director of Street Scene, Leisure & Technical Services

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Annual Service Delivery Plan Cumulative Quarterly Monitoring Report 1 April 2015 to 31 December 2015

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Annual Service Delivery Plan Outcomes and Targets – 1 April 2015 to 31 December 2015

PARTICIPATION

KEY OUTCOME: Improved physical activity through greater participation at the leisure centres				
Aim	Measure	Lead Officer	Timescale	Progress
Improve customer retention through utilisation of The Retention People software and achieve 75% high risk interactions and 70% effective interaction targets	■ %age of Lifestyles customers at high risk of leaving who are encouraged to stay and do stay (KPI 833)	Group Operations Manager	Monthly	<p>Q1 High Risk Interactions LLC – 54.9%</p> <p>Q2 High Risk Interactions LLC – 52.1%.</p> <p>Q3 High Risk Interactions LLC – 67.2% This is + 15% on Q2</p> <p>Cumulative High Risk Interactions LLC – 58.06% This is a reduction of 17.34% on cumulative to Q3 in 2014/15.</p> <p>Q1 High Risk Interactions AC – 82.3%</p> <p>Q2 High Risk Interactions AC – 79.0%.</p> <p>Q3 High Risk Interactions AC – 84.9% This is +5.9% on Q2</p> <p>Cumulative High Risk Interactions AC – 82% This is +2.9% on cumulative to Q3 in 2014/15.</p> <p>Q1 Effective Interactions LLC – 72.0%</p> <p>Q2 Effective Interactions LLC – 69.5%.</p> <p>Q3 Effective Interactions LLC – 69.01. This is -0.4% on Q2</p> <p>Cumulative Effective Interactions LLC – 70.17%. This is - 0.73% on cumulative to Q3 in 2014/15.</p> <p>Q1 Effective Interactions AC – 70.9%</p> <p>Q2 Effective Interactions AC – 69.2%.</p> <p>Q3 Effective Interactions</p>

				<p>AC – 69.84% This is + 0.64% on Q2 Cumulative High Risk Interactions</p> <p>AC – 69.98% This is -0.01% on cumulative to Q3 in 2014/15.</p>
Increase overall DD/Annual membership totals by 5%	<p>■ Direct debit/annual members across all categories</p>	Group Business Manager/Group Operations Manager	Monthly	<p>DD/Annual Health & Fitness and Swim & Spa membership across all categories all three sites excluding Excel and Kickstart.</p> <p>Q3</p> <p>LLC H&F members – 2280. This is an increase of 290 or 14.5% Q2 2015/16 and an increase of 38 or 1.69% on Q3 2014/15</p> <p>LLC S&S members – 400. This is a decrease of 10 or 2.4% on Q2 2015/16 and an increase of 151 or 60% on Q3 2014/15</p> <p>AC H&F members – 1438. This is an increase of 178 or 14% on Q2 2015/16 and an increase of 174 or 13.7% on Q3 2014/15</p> <p>TSP S&S members – 923. This is an increase of 33 or 3.7% on Q2 2015/16 and an increase of 351 or 61% on Q3 2014/15</p> <p>Overall membership totals for Q3 are 5041. which is an increase of 491 or 10.79% Q2 2015/16 and 669 or 15.3% on Q3 2014/15</p>
Reduce attrition to below 3.0%	<p>■ Attrition rates</p>	Group Operations Manager	Monthly	<p>LLC</p> <p>Q1 Average - 2.2%</p> <p>Q2 Average - 2.9%</p> <p>Q3 Average – 2.6%</p> <p>Cumulative Attrition – 2.6% This compares to cumulative attrition to the end of Q3 2014/15 of 2.9%.</p> <p>AC</p> <p>Q1 Average – 0.5%</p> <p>Q2 Average – 0.4%</p> <p>Q3 Average – 0.7%</p> <p>Cumulative Attrition – 0.5% This compares to cumulative attrition to the end of Q3 2014/15 of 1.2%.</p>

KEY OUTCOME: Improved access to coaching and talent development for sports

Aim	Measure	Lead Officer	Timescale	Progress
Maintain base attendance level indicators	■ Attendance at leisure centres	Group Business Manager	Monthly	<p>Overall usage Q3 2015/16 as follows;</p> <p>LLC Q1 – 139,564. Q2 – 143,182 Q3 – 115,304 Cumulative – 389, 050. This is an increase of 21,736 or 5.9% on Q3 cumulative attendance in 2014/15.</p> <p>AC Q1 – 62,289. Q2 – 59,132 Q3 – 70,756 Cumulative – 192,176. This is a decrease of 2,547 or 3.45% on Q3 cumulative attendance in 2014/15.</p> <p>TSP Q1 – 69,533 Q2 – 74,447 Q3 – 49,009 Cumulative – 192,989. This is an increase of 8,883 or 4.8% on Q3 cumulative attendance in 2014/15.</p> <p>Total Attendance Q1 – 271,386 Q2 – 276,761 Q3 – 235,069 Cumulative – 774,215. This is an increase of 6,485 or 0.8% on Q3 cumulative attendance in 2014/15.</p>

KEY OUTCOME: Increased participation in the facilities by children and young people (both in absolute terms and relative measures, such as percentage)

Aim	Measure	Lead Officer	Timescale	Progress
Increase number of Swim School customers by 5%	■ Average number of customers enrolled in Swim School (KPI 840)	Group Business Manager/ Group Operations Manager	Termly	<p>LLC Q1 1,023 Q2 1,037 Q3 1,036 This is a decrease of 1 or 0.09% on Q2 and an increase of 81 or 8.4% on Q3 2014/15</p> <p>TSP Q1 997</p>

				<p>Q2 999 Q3 999 This is the same number as Q2 and an increase of 50 or 5.2% on Q3 2014/15</p> <p>Total Q1 2,020 Q2 2,036 Q3 2,035 This is a decrease of 1 or 0.05% on Q2 and an increase of 131 or 6.8% on Q3 2014/15</p>
Increase Excel membership by 5%	<p>■ Average number of Excel members age 11-18 (KPI 835)</p>	<p>Group Business Manager/ Group Operations Manager</p>	<p>Monthly</p>	<p>LLC Q1 374 Q2 372 Q3 367 This is a decrease of 5 or 1.3% on Q2 and an increase of 23 or 6.6% on Q3 2014/15</p> <p>AC/TSP Q1 328 Q2 304 Q3 333 This is an increase of 29 or 9.5% on Q2 and an increase of 46 or 16% on Q3 2014/15</p> <p>Total Q1 702 Q2 676 Q3 700 This is an increase of 24 or 3.5% on Q2 and an increase of 69 or 10.9% on Q3 2014/15</p>
Increase KickStart membership by 5%	<p>■ Average number of KickStart members age 0-10 (KPI 836)</p>	<p>Group Business Manager/ Group Operations Manager</p>	<p>Monthly</p>	<p>LLC Q1 140 Q2 142 Q3 145 This is an increase of 3 or 2% on Q2 and the same number as Q3 2014/15</p> <p>AC/TSP Q1 180 Q2 158</p>

				<p>Q3 195 This is an increase of 37 or 23% on Q2 and an increase of 26 or 15% on Q3 2014/15</p> <p>Total Q1 320 Q2 300 Q3 340 This is an increase 40 or 13% on Q2 and an increase of 26 or 8% on Q3 2014/15</p>
KEY OUTCOME: Increased participation in referral and healthy living programmes to result in reduced obesity and improved health				
Aim	Measure	Lead Officer	Timescale	Progress
Achieve approved NHS target of 200 customers enrolled on weight management programme	■ Number of adult referrals onto weight management programme (KPI 326)	Chief Executive	Quarterly	Revised contract in place following in year reduction in funding from TMBC. Target of 165 participants in 15/16 (65 roll over from 14/15). Total participants to end of Q3 is 113.
Increase number of referrals by 5%	■ Number of referrals	Chief Executive	Quarterly	<p>New referrals Q1 – 141 Q2 – 102 Q3 - 84 Cumulative – 327</p> <p>This is a decrease on the cumulative total to the end of Q3 in 2014/15 of 46 or 14%.</p>
Increase number of weight management referrals upgrading to DD option to 25%	■ Number of Weight Management customers	Group Business Manager	Quarterly	<p>There are currently 70 customers from Weight Management who have upgraded to DD at the end of Q3. This cannot easily be measured as a %age of WMP customers as course attendance and DD membership is a rolling number. It does represent an increase in WMP DD members of 7 or 11.1% over Q2 and a year on year increase of 43 or 159%.</p>

CUSTOMER SATISFACTION

KEY OUTCOME: Development of effective customer and community engagement processes through customer forums to enable additional input from the local community

Aim	Measure	Lead Officer	Timescale	Progress
Review of customer engagement processes and development of positive local forums with relevant stakeholders	■ Residents satisfaction with facilities (KPI 829)	Chief Executive	31 March 2016	Customer Panel held at AC/TSP, LLC and PWGC during Q3.

KEY OUTCOME: Improve customer satisfaction rates

Aim	Measure	Lead Officer	Timescale	Progress
Undertake 2 Mystery Visitor audits at each facility	■ Mystery Visitor scores	Group Operations Manager	Annual	No Mystery Visits took place in Q3
Achieve average overall satisfaction score of 80%	■ Overall satisfaction (KPI 832)	Group Operations Manager	Monthly	<p>LLC Q1 – 91% / 4.2 Q2 – 86% / 4.0 Q3 – 99% / 4.3 Cumulative – 92% / 4.16 This compares to a cumulative average in 2014/15 of 81% / 3.73</p> <p>AC Q1 – 100% / 4.3 Q2 – 98% / 4.2 Q3 – 99% / 4.3 Cumulative – 99% / 4.26 This compares to a cumulative average in 2014/15 of 82.6% / 3.93</p> <p>TSP Q1 – 100% / 4.7 Q2 – 99% / 4.5 Q3 – 100% / 4.6 Cumulative – 99.6% / 4.6 This compares to a cumulative average in 2014/15 of 87.3% / 4.1</p>
Achieve average cleanliness score of 80%	■ Satisfaction - cleanliness	Group Operations Manager	Monthly	<p>LLC Q1 – 89% / 3.7 Q2 – 80% / 3.7 Q3 – 96% / 4.2</p>

				<p>Cumulative – 88.3% / 3.86 This compares to a cumulative average in 2014/15 of 76.3% / 3.5</p> <p>AC Q1 – 98% / 4.1 Q2 – 93% / 4.1 Q3 – 96% / 4.2 Cumulative – 95.6% / 4.1 This compares to a cumulative average in 2014/15 of 81% / 3.93</p> <p>TSP Q1 – 100% / 4.3 Q2 – 98% / 4.4 Q3 – 98% / 4.4 Cumulative – 98.6% / 4.36 This compares to a cumulative average in 2014/15 of 86.3% / 4.0</p>
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SOCIAL INCLUSION

KEY OUTCOME: Increased participation from underrepresented groups including ethnic minorities, disabled, women and those on income support

Aim	Measure	Lead Officer	Timescale	Progress
Increase promotion of Leisure Pass	■ Number of Leisure Pass holders (KPI 834)/Promotional activity	Group Business Manager	Quarterly	Q3 – 88 sold during Q3 which is a decrease of 147 or 62.5% on Q2 2015/16. Currently 741 holders.

KEY OUTCOME: Reduction in energy consumption

Aim	Measure	Lead Officer	Timescale	Progress
Reduce overall consumption of gas, electricity and water by 5% per M ² at each facility	■ Consumption of utilities	Group Operations Manager	Quarterly	<p>Electricity Consumption LLC Q1 – 409,499 Q2 – 394,651 Q3 – 416,127 Cumulative – 1,220,277</p> <p>AC Q1 – 114,587 Q2 – 117,834 Q3 – 106,642 Cumulative – 339,063</p>

				<p>TSP Q1 – 258,850 Q2 – 269,840 Q3 – 249,934 Cumulative – 778,624</p> <p>Gas Consumption LLC Q1 – 1,064,516 Q2 – 765,339 Q3 – 204,332 Cumulative – 2,034,187</p> <p>AC Q1 – 328,797 Q2 – 1,856 Q3 – 326,707 Cumulative – 657,360</p> <p>TSP Q1 – 364,129 Q2 – 138,881 Q3 – 311,163 Cumulative – 814,173</p>
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KEY OUTCOME: Operate and invest to reduce the environmental impact of the built facilities

Aim	Measure	Lead Officer	Timescale	Progress
Review Green Team terms of reference and action plans	■ Consumption of utilities	Group Operations Manager	31 March 2016	Green team has been engaged with the EMS training session.

QUALITY

KEY OUTCOME: Improve performance through the National Benchmarking Survey				
Aim	Measure	Lead Officer	Timescale	Progress
Undertake triennial National benchmarking Survey at each leisure centre on rolling basis	■ NBS scores	Group Operations Manager	Annual	Survey has been undertaken at AC. Report awaited
KEY OUTCOME: Maintain and improve where possible Quest performance over the next five years				
Aim	Measure	Lead Officer	Timescale	Progress
Maintain or improve where possible Quest banding at leisure centres on rolling basis	■ Quest scores	Group Operations Manager	Annual	TSP has achieved Quest "stretch".
Reintroduce Quest at AC	■ Quest scores	Group Operations Manager	Annual	AC has achieved Quest "entry"
KEY OUTCOME: Ensure the facilities are operated safely				
Aim	Measure	Lead Officer	Timescale	Progress
Reduce accidents per 100,000 visits at each site	■ Accidents per 100,000 visits	Group Operations Manager	Monthly	<p>Accidents per 100,000 customers as follows;</p> <p>LLC Q1 – 91 Q2 – 91 Q3 - 80 Cumulative – 87 This is a decrease of 27 or 23% compared to Q3 cumulative in 2014/15</p> <p>AC Q1 – 61 Q2 – 29 Q3 - 37 Cumulative – 42 This is an increase of 11 or 35% compared to Q3 cumulative in 2014/15</p> <p>TSP Q1 – 23 Q2 – 44 Q3 - 69 Cumulative – 45 This is an increase of 13 or 40% compared to Q3 cumulative in 2014/15</p> <p>Overall Q1 – 67</p>

				<p>Q2 – 65 Q3 - 64 Cumulative – 65 This is reduction of 5 or 7% compared to Q3 cumulative in 2014/15</p>
Undertake biennial health and safety audit at each site and achieve score of 80%	■ External health and safety audit scores	Group Operations Manager	Annual	Leisuresafe Audits have been undertaken at all facilities during the quarter. AC and PW accreditation is now complete.
Reduce number of RIDDOR reportable accidents year on year at each site	■ Number of RIDDOR reportable accidents	Group Operations Manager	Monthly	Q3 – x 3 reportable accidents. This compares to x 8 in Q2 2015/16.
Respond to findings of LeisureSafe Audits	■ Action Plan completion	Group Operations Manager	31 March 2016	Audits took place at AC and PWGC during the quarter with both facilities obtaining the Leisure safe accreditation. Full action plans in place at all 4 sites.

STAFF

KEY OUTCOME: Maintain and improve staff satisfaction to deliver safe and secure services				
Aim	Measure	Lead Officer	Timescale	Progress
Maintain sickness and absence rate below 2%	■ Sickness and absence rates	Group Operations Manager	Quarterly	Overall Sickness Q1 – 1.27% Q2 - 1.97% Q3 - 3.61% Cumulative – 1.71% This compares to 1.59% cumulatively to Q3 in 2014/15 but remains better than target.

FINANCIAL

KEY OUTCOME: Delivery of a reduced service fee over the term of the Agreement				
Aim	Measure	Lead Officer	Timescale	Progress
5% reduction in annual service fee net of CPI	■ Service fee reduction	Group Business Manager	Annual	Revised service fee agreed, effective 1 April 2015

Annual Service Delivery Plan

1 April 2016 to 31 March 2017

Final Draft – CAB 01/03/16



INTRODUCTION

Tonbridge & Malling Leisure Trust (TMLT) has entered a 20 year Management Agreement with Tonbridge & Malling Borough Council (TMBC) to operate the Council's major leisure facilities in the Borough. The Annual Service Delivery Plan is prepared in response to the Agreed Service Outputs, a document that forms Schedule 1 to the Management Agreement.

The Plan also reflects the ambitions contained within the TMLT Five Year Business Plan, approved as Schedule 6 to the Management Agreement.

This third Annual Service Delivery Plan has been reviewed and now incorporates emerging action plans related to Health & Wellbeing, Environmental Management and Health & Safety. These key outcomes are shown in a contrasting blue heading and the actions plans attached as Annexes to this document.

AGREED SERVICE OUTPUTS

The Agreed Service Outputs document incorporates the relevant Key Priorities of the Council and the Aims within the Leisure & Arts Strategy, replicated below:

Council Priority	Leisure and Arts Strategy Aim
<ul style="list-style-type: none"> Priority Services and Finance 	<ul style="list-style-type: none"> To provide a responsive service which meets the expressed needs and aspirations of the community and values their involvement in development, design, enhancement, programming and operation To ensure that in all forms of public leisure and arts provision, equality of opportunity and principles of equity are upheld to deliver fair access for all
<ul style="list-style-type: none"> Local Environment 	<ul style="list-style-type: none"> To provide a safe, clean, pleasant and sustainable leisure environment in which residents and visitors can enjoy their leisure time To protect and enhance the environmental and ecological quality of the local environment
<ul style="list-style-type: none"> Health and Well Being 	<ul style="list-style-type: none"> To offer a high quality and varied programme of leisure and arts opportunities that promote an active and healthy lifestyle thus enhancing the quality of life across the borough To increase participation and assist in raising standards of performance in leisure and arts activities responsive to identified community needs
<ul style="list-style-type: none"> Children and Young People 	<ul style="list-style-type: none"> To provide good quality leisure and arts opportunities for young people which are accessible and have been endorsed through consultation with them
<ul style="list-style-type: none"> Community Safety 	<ul style="list-style-type: none"> To provide leisure and arts services and facilities that support crime and disorder reduction and offer safe and secure opportunities for participation for the whole community

It is recognised that some of the aims could apply to a number of priority areas – however the table above identifies the most appropriate Council area.

The Agreed Service Outputs document also incorporates a number of key outcomes it is seeking from the Trust to deliver against the aims from the Leisure and Arts Strategy set out above. These outcomes are summarised in the table below together with the Key Performance Indicators (KPIs) that will be used to measure the outcomes.

A number of the KPIs are set out within the Council's Corporate Performance Plan and these are highlighted in the table below, which are then supplemented with additional KPIs.

Leisure & Arts Strategy Aim	Outcomes	KPIs
<ul style="list-style-type: none"> To provide a responsive service 	<ul style="list-style-type: none"> Improve performance through the National Benchmarking Survey Development of effective customer and community engagement processes through customer forums to enable additional input from the local community Reinvestment of surpluses to deliver improved revenue and customer service at the facilities Delivery of a reduced management fee for the operation over the term of the Agreement 	<ul style="list-style-type: none"> National Benchmark Survey Scores Management fee reduced (by 5% per annum, excluding CPI) Residents satisfaction with Sports and Leisure Facilities (KPI – 829)
<ul style="list-style-type: none"> To ensure equality of opportunity 	<ul style="list-style-type: none"> Increased participation from under represented groups including ethnic minorities, disabled, women, and those on income support Introduction and increasing number of outreach sessions to enable access to activities outside of the facilities 	<ul style="list-style-type: none"> Number of Leisure Pass Holders (KPI – 834)
<ul style="list-style-type: none"> To provide a safe, clean, pleasant and sustainable leisure environment 	<ul style="list-style-type: none"> Maintain and improve where possible Quest performances over the next 5 years Improve customer satisfaction rates 	<ul style="list-style-type: none"> Quest Scores Mystery shopper scores Overall viewpoint satisfaction Viewpoint satisfaction – cleanliness
<ul style="list-style-type: none"> To protect and enhance the local environment 	<ul style="list-style-type: none"> Maintain and improve the amount of recycling from the leisure centres and reduction in waste Reduction in energy consumption 	<ul style="list-style-type: none"> Consumption for utilities
<ul style="list-style-type: none"> To increase participation 	<ul style="list-style-type: none"> Improved access to coaching and talent development for sports Increased levels of volunteering and club based activity at the facilities to promote a sense of engagement and ownership 	<ul style="list-style-type: none"> Attendances at leisure centres Direct debit/annual members across all categories Attrition rates

<ul style="list-style-type: none"> To promote an active and healthy lifestyle 	<ul style="list-style-type: none"> Improved physical activity through greater participation at the leisure centres Delivery of healthy living programmes – reflected by improved health of the population Increased participation in GP referral and healthy living programmes to result in reduced obesity and improved health 	<ul style="list-style-type: none"> % of Lifestyles customers at high risk of leaving who are encouraged to stay and do stay (KPI – 833) Number of overweight adult referrals onto weight management programme (KPI – 326) Number of GP referrals Number of Lighter Lifestyles customers Attendances at leisure centres Direct debit/annual members across all categories Attrition rates
<ul style="list-style-type: none"> To provide good quality opportunities for young people 	<ul style="list-style-type: none"> Increased participation in the facilities by children and young people (both in absolute terms and relative measures, such as percentage) 	<ul style="list-style-type: none"> Average number of customers enrolled in swim school (KPI – 840) Average number of Excel members age 11 – 18 (KPI – 835) Average number of Kickstart members age 0 – 10 (KPI – 836)
<ul style="list-style-type: none"> To offer safe and secure opportunities for participation for the whole community 	<ul style="list-style-type: none"> Maintain and improve staff satisfaction to deliver safe and secure services Ensure the facilities are operated safely 	<ul style="list-style-type: none"> Overall staff satisfaction Sickness and absence rates Accidents per 1,000 visits External health and safety audit scores Number of RIDDOR reportable accidents

TMLT FIVE YEAR BUSINESS PLAN

The following headline priorities have been developed within the TMLT Five Year Business Plan:

- **Participation** - Increased overall participation and, in particular increased participation by young people, over 50s, people on low income and families.
- **Awareness** - Increased public awareness of the benefits of 5 x 30 minutes exercise per week to achieve a healthy lifestyle.
- **Healthy Lifestyles** – Increased engagement with referral, weight management and other health related programme activity.
- **Customer Satisfaction** – High measurable levels of customer engagement and satisfaction.
- **Social Inclusion** - Pricing and programming strategies to ensure accessibility and affordability to facilities for all.
- **Charitable** - Develop and deliver programmes and activities to underpin the charitable ethos of the Trust.
- **Environmental** – Operate and invest to reduce the environmental impact of the built facilities.
- **Quality** – Provide safe services of high quality measured against industry best practice.
- **Staff** – Recruit, select, train and develop staff resources in a consultative, inclusive manner.
- **Financial** – Build a financially viable, sustainable business with a solid revenue reserve. To act commercially as appropriate within a community setting.
- **Reinvest** – To build a capital reserve to enable future planned investment to ensure sustained and improved facilities and services to customers.

The Five Year Business Plan also identifies that the Trust will monitor its performance through a range of local performance indicators which will cover the key priorities described in the Plan and the Agreed Service Outputs.

The following headline indicators are identified and will be used to monitor the performance of the Trust against the key priorities

Participation

- Overall usage of Trust facilities measured against Year One baseline.
- Direct Debit/Annual members across all categories
- Attrition

Healthy Lifestyles

- Number of referrals
- Number of Lighter Lifestyles customers

Customer Satisfaction

- Overall Viewpoint satisfaction
- Individual Viewpoint Category satisfaction
- Accidents per 100,000 visits
- Number of RIDDOR Reportable Accidents

Social Inclusion

- Number of Leisure Pass holders

Environmental

- Usage per M² for Electricity / Gas / Water

Quality

- National Benchmarking Service
- Quest scores
- Mystery Shopper scores
- Call Focus scores
- External Health and Safety Audit scores

Staff

- Overall staff satisfaction
- Sickness and Absence monitoring

Financial

- Overall Surplus
- Income monitoring
 - Casual Swimming
 - Courses
 - Fitness
- Expenditure monitoring
 - Staffing
 - Utilities
- Health and Fitness Direct Debit yield
- Income per item of Fitness equipment

STRUCTURE

The Annual Service Delivery Plan will therefore contain Specific, Measurable, Achievable, Realistic and Timebound (SMART) targets allied to the Council's expressed requirements and the key priorities identified by the Trust outlined above.

- denotes a Council Agreed Service Outcome measure
- ◆ denotes a Trust Five Year Business Plan measure
- denotes a Trust Annual Service Delivery Plan measure

PARTICIPATION

KEY OUTCOME: Improved physical activity through greater participation at the leisure centres			
Aim	Measure	Lead Officer	Timescale
Improve customer retention through utilisation of The Retention People software and 70% effective interaction targets	■ %age of Gym customers at high risk of leaving who are encouraged to stay and do stay (KPI 833)	Head of Operations	Monthly
Increase overall DD/Annual membership totals by 8%	■ Direct debit/annual members across all categories	Head of Business Development	Monthly
Reduce attrition to below 2.5%	■ Attrition rates	Head of Operations	Monthly
Increase overall attendance by 2.5%	■ Attendance at leisure centres	Head of Business Development	Monthly
Establish and maintain baseline attendance at Poult Wood	● Attendance at Poult Wood	Head of Business Development	Monthly

KEY OUTCOME: Improved access to coaching and talent development for sports			
Aim	Measure	Lead Officer	Timescale
Increase number of Swim School customers by 5%	■ Average number of customers enrolled in Swim School (KPI 840)	Head of Operations	Quarterly
Increase occupancy of Swim School to 80%	● Average occupancy across all classes in Swim School	Head of Operations	Quarterly
Increase number of Dryside Coaching Schools by 5%	◆ Average number of customers enrolled in Dryside Coaching School	Head of Operations	Quarterly
Increase occupancy of Dry Side Coaching Schools to 80%	● Average occupancy across all classes in Dry Side Coaching Schools	Head of Operations	Quarterly

KEY OUTCOME: Increased participation in the facilities by children and young people (both in absolute terms and relative measures , such as percentage)			
Aim	Measure	Lead Officer	Timescale
Increase Excel membership by 5%	■ Average number of Excel members age 11-18 (KPI 835)	Head of Business Development	Monthly
Increase KickStart membership by 5%	■ Average number of KickStart members age 0-10 (KPI 836)	Head of Business Development	Monthly

AWARENESS

Outcome: Increased public awareness of the benefits of 150 minutes exercise per week to achieve a healthy lifestyle			
Aim	Measure	Lead Officer	Timescale
To increase awareness of Trust Vision – ‘more people, more active, more often’ and the tactive brand	● Brand awareness survey	Head of Business Development	Annually
Promote Active150 campaign	● Promotional activity	Head of Business Development	30 June 2016

HEALTHY LIFESTYLES

KEY OUTCOME: Delivery of TMLT Health & Wellbeing Strategy Action Plan shown at ANNEX 1			
Aim	Measure	Lead Officer	Timescale
To implement the actions in the TMLT Health & Wellbeing Strategy	● Review of Action Plan	Head of Business Development	Quarterly
To review the Health & Wellbeing Strategy Action Plan	● Revised Action Plan	Head of Business Development	31 March 2017

KEY OUTCOME: Delivery of healthy living programmes – reflected by improved health of the population			
Aim	Measure	Lead Officer	Timescale
Participation in local Health Action Team	● HAT engagement	Chief Executive	31 March 2017
Improved local health indicators	● Annual indicators	Head of Business Development	31 March 2017
Introduction of Active150 programme	● Programme attendance	Head of Business Development	30 September 2016

KEY OUTCOME: Increased participation in referral and healthy living programmes to result in reduced obesity and improved health			
Aim	Measure	Lead Officer	Timescale
Achieve approved NHS target of 150 customers enrolled on Weight Management Programme	■ Number of adult referrals onto weight management programme (KPI 326)	Head of Business Development	Quarterly
Increase number of referrals by 5%	■ Number of referrals	Head of Business Development	Quarterly
Increase number of Weight Management referrals upgrading to DD option by 25%	■ Number of Weight Management customers	Head of Business Development	Quarterly

Outcome: Increased engagement with referral, weight management and other health related programmes.			
Aim	Measure	Lead Officer	Timescale
Achieve financial target for Personal Training in gyms at LLC/AC	◆ Number of PT contracts/Income	Head of Operations	Quarterly
Investigate introduction of Healthy Business Award at TMLT	● Report to Board	Chief Executive/Head of Business Development	31 March 2017

CUSTOMER SATISFACTION

KEY OUTCOME: Development of effective customer and community engagement processes through customer forums to enable additional input from the local community			
Aim	Measure	Lead Officer	Timescale
Development of customer engagement processes and development of positive local forums with relevant stakeholders	■ Residents satisfaction with facilities (KPI 829) / Net Promoter Score	Executive Management Team	Ongoing
Develop programme of targeted customer surveys	● Number of surveys	Head of Business Development	Quarterly
Hold x2 Customer Panel meetings at each site	● Customer Panel minutes	Head of Operations	Biannually

KEY OUTCOME: Improve customer satisfaction rates			
Aim	Measure	Lead Officer	Timescale
Undertake 2 Mystery Visitor audits at each facility with target score of 85%	■ Mystery Visitor scores	Head of Operations	Annual
Achieve average overall satisfaction score of 4.0/5	■ Overall satisfaction (KPI 832)	Head of Operations	Monthly
Achieve average cleanliness score of 4.0/5	■ Satisfaction - Cleanliness	Head of Operations	Monthly

Outcome: High measurable levels of customer engagement and satisfaction			
Aim	Measure	Lead Officer	Timescale
Develop use of Contact Manager	◆ Sales conversions/reporting	Head of Business Development	31 March 2016
Measure Net Promoter Score through Closed Loop software – overall target Of 30%	◆ Net Promoter Score	Head of Business Development/ Head of Operations	Quarterly
Promote awareness of e-focus feedback platform and develop stakeholder reporting process	◆ Comments by facility area / complaints, suggestions, compliments / response within 10 days	Head of Business Development	Quarterly

SOCIAL INCLUSION

KEY OUTCOME: Increased participation from under represented groups including ethnic minorities, disabled, women and those on income support			
Aim	Measure	Lead Officer	Timescale
Increase penetration of Leisure Pass into qualifying households	■ Number of Leisure Pass holders (KPI 834)/ Penetration levels	Head of Business Development	Quarterly

KEY OUTCOME: Introduction and increasing number of outreach sessions to enable access to activities outside of the facilities			
Aim	Measure	Lead Officer	Timescale
Review and develop outreach programme	◆ Outreach activities/Participation levels	Head of Business Development	31 March 2017

CHARITABLE

KEY OUTCOME: Increased levels of volunteering and club based activity at the facilities to promote a sense of engagement and ownership

Aim	Measure	Lead Officer	Timescale
Development of volunteering opportunities for staff and customers	◆ Number of volunteer hours	Chief Executive	31 March 2017

Outcome: Develop and deliver programmes and activities to underpin the charitable ethos of the Trust

Aim	Measure	Lead Officer	Timescale
Implementation of charity fund	◆ Level of awards	Head of Finance	31 March 2017
Support national charitable campaigns	◆ Number of engagements/level of sponsorship income raised	Head of Business Development / Head of Operations	31 March 2017
Introduce charitable use of Loyalty Points	◆ Level of loyalty points donations	Head of Business Development	30 September 2016

ENVIRONMENTAL

KEY OUTCOME: Review and implementation of findings from ESOS report Action Plan shown at ANNEX 2

Aim	Measure	Lead Officer	Timescale
Review and implementation of findings in ESOS report	● Review of Action Plan	Head of Operations	Quarterly

KEY OUTCOME: Maintain and improve the amount of recycling from the leisure centres and reduction in waste

Aim	Measure	Lead Officer	Timescale
Consider recycling strategy and implement recycling targets <u>EMS?</u>	● Recycled waste volumes	Head of Operations	31 March 2016?

KEY OUTCOME: Reduction in energy consumption

Aim	Measure	Lead Officer	Timescale
Reduce overall consumption of gas, electricity and water by 5% per M ² at each facility <u>Is this a feasible option YTD mixed bag</u>	■ Consumption of utilities	Head of Operations	Quarterly

Outcome: Operate and invest to reduce the environmental impact of the built facilities

Aim	Measure	Lead Officer	Timescale
Implement new Environmental Policy	● Board Report	Chief Executive	30 June 2016
Review Green Team terms of reference and action plans	● Report to SMT	Head of Operations	30 June 2016
Implement the Environmental Management System	● Action Plan delivery	Head of Operations	31 March 2017

QUALITY

KEY OUTCOME: Improve performance through the National Benchmarking Survey			
Aim	Measure	Lead Officer	Timescale
Undertake triennial National benchmarking Survey at each leisure centre on rolling basis	■ NBS scores	Head of Operations	Annual

KEY OUTCOME: Maintain and improve where possible Quest performance over the next five years			
Aim	Measure	Lead Officer	Timescale
Maintain or improve where possible Quest banding at leisure centres on rolling basis	■ Quest scores	Head of Operations	Annual
Undertake Quest Stretch at LLC	● Quest report	Head of Operations	30 September 2016
Undertake Quest Plus at AC	● Quest report	Head of Operations	31 December 2016

KEY OUTCOME: Ensure the facilities are operated safely			
Aim	Measure	Lead Officer	Timescale
Reduce accidents per 100,000 visits at each site	■ Accidents per 100,000 visits	Head of Operations	Monthly
Undertake biennial health and safety audit at each LLC and TSP and achieve increased score against previous report	■ External health and safety audit scores	Head of Operations	Annual
Reduce number of RIDDOR reportable accidents year on year at each site	■ Number of RIDDOR reportable accidents	Head of Operations	Monthly
Respond to findings of LeisureSafe Audits	■ Action Plan completion	Head of Operations	31 March 2017

Outcome: Provide safe services of high quality measured against industry best practice			
Aim	Measure	Lead Officer	Timescale
Introduction of Golf Mark accreditation to PWGC	● Golf Mark Accreditation	Head of Operations	31 March 2017

STAFF

KEY OUTCOME: Maintain and improve staff satisfaction to deliver safe and secure services			
Aim	Measure	Lead Officer	Timescale
Maintain sickness and absence rate below 2%	■ Sickness and absence rates	Head of Operations	Quarterly
Undertake staff satisfaction survey with improved scores and consider introduction of staff engagement questions	● Survey results	Head of Operations	31 December 2016

Outcome: Recruit, select, train and develop staff resources in a consultative, inclusive manner			
Aim	Measure	Lead Officer	Timescale
Review and introduction of revised induction process	◆ Implementation of revised process	Head of Operations	31 March 2017
Finalise and implement Staff Handbook	◆ Introduction of Staff Handbook	Head of Finance	31 March 2017
Hold two full staff meetings per annum	● Meeting notes	Chief Executive	Biannually
100% completion of core induction training schedule by all staff and 80% and 60% completion of refresher training by permanent and casual staff respectively	● Nexus reporting	Head of Operations	Quarterly
Review of casual rates of pay including new NMW for over 25s	● Report to Board	Head of Finance	30 June 2016
Promotion of CIMSPA membership	● Number of active members	Head of Business Development	Ongoing
Develop and publish monthly electronic staff newsletter	● Publication schedule/ Open rates	Head of Business Development	Monthly

FINANCIAL

KEY OUTCOME: Delivery of a reduced service fee over the term of the Agreement			
Aim	Measure	Lead Officer	Timescale
5% reduction in annual service fee net of CPI	■ Service fee reduction	Head of Finance	Annual

Outcome: Build a financially sustainable business with a solid revenue reserve. To act commercially as appropriate within a community setting			
Aim	Measure	Lead Officer	Timescale
Maintain revenue reserve at approved Business Plan level of £500,000	◆ Level of reserve	Head of Finance	31 March 2017
To deliver services within approved budget levels	◆ P&L Account/ Income/ Expenditure Monitoring	Executive Management Team	Monthly
Develop golf membership options with target of 220 members	◆ Number of Members	Head of Business Development/ Head of Operations	31 March 2017

REINVEST

KEY OUTCOME: Reinvestment of surpluses to ensure sustainability and deliver improved facilities, revenue and customer service at the facilities			
Aim	Measure	Lead Officer	Timescale
Implement Plus 2 at PW to incorporate bookings and energy module to Squash Courts at PW	● Scheme completion.	Head of Finance	30 September 2015
To implement identified business development options based upon priority and available funding	◆ Board Report/Scheme completion	Chief Executive	31 March 2016
Recommend addition to capital reserve based upon year end financial performance.	◆ Board Report	Head of Finance	31 March 2016

MARKETING

KEY OUTCOME: Delivery of TMLT Marketing Plan Action Plan shown at ANNEX 3			
Aim	Measure	Lead Officer	Timescale
To implement the actions in the TMLT Marketing Plan	● Review of Action Plan	Head of Business Development	Quarterly

ADDITIONAL OBJECTIVES

2016/17 Additional Executive Management Team Annual Service Delivery Objectives			
Aim	Measure	Lead Officer	Timescale
Review contract terms and conditions for new TMLT employees	● Board Report	Chief Executive	31 March 2016
Review future pension options	● Board Report	Chief Executive/ Head of Finance	31 March 2016
Consider course improvement investment priorities at PW	● Board Report	Head of Operations	31 March 2016
Review suite of policies and procedures	● Board Report schedule	Chief Executive	Ongoing
Implementation of Gladstone mobile application	● Implementation of app/level of usage	Head of Finance	30 September 2015
Introduction of tablets for internet sales/efocus use	● Implementation of tablets/software	Head of Business Development	30 Sept 2015
Undertake a review of service requirements for IT support service	● Board Report	Head of Finance	31 October 2015
Investigate outsourcing of DD collection	● Board Report	Head of Finance	31 October 2015
Develop use of Resource Space	● Number of themes/collections	Head of Finance	31 March 2016
Further development of tactive website	● Increased use of online forms, membership calculator and Join at Home	Head of Business Development	31 March 2016
Complete Planned Preventative Maintenance arrangements on WAM	● PPM programme	Head of Operations	31 March 2016
Create action plan related to NBS Importance/Satisfaction ratings	● NBS scores	Head of Operations	31 March 2016
Implement revised catering arrangements at Racecourse Sportsground	● SMT Report	Head of Operations	30 April 2015
implement appropriate staff apprentice scheme	● Board Report	Head of Operations	31 December 2015

HEALTH AND WELLBEING STRATEGY ACTION PLAN

Outcome: Give every child the best start in life			
Aim	Measure	Trust Role and Lead	Timescale
In line with ASA Aquatics Plan increase number of pre-school children in Swim School	Number of pre school swimmers	Provider Courses Co-ordinator	31/03/16 31/03/17 31/03/18
Review of Kickstart programme	Number of children enrolled on Kickstart	Provider Group Business Manager	31/03/16 31/03/17 31/03/18

Outcome: Enable all children, young people and adults to maximise their capabilities and have control over their lives			
Aim	Measure	Trust Role and Lead	Timescale
Increase penetration levels of Swim School	Member Analysis	Provider Courses Co-ordinator	31/03/16 31/03/18
Increase the number of children in the Borough who can swim 25 metres	KS2 Results	Provider Courses Co-ordinator	31/03/16 31/03/17 31/03/18
Review of Excel programme	Number of children enrolled on Excel	Provider Group Business Manager	31/03/16 31/03/17 31/03/18
Investigate smoking cessation courses	Number of courses	Provider/Partner/Educator H&W Co-ordinator	31/03/17
Reduce childhood obesity measured at Year 6	TMBC Health Profile	Partner H&W Co-ordinator	31/03/16 31/03/17 31/03/18
Reduce adult obesity and excess weight	TMBC Health Profile	Partner H&W Co-ordinator	31/03/16 31/03/17 31/03/18
Overall increase in physical activity in adults	APS Health Profile	Partner H&W Co-ordinator	31/03/16 31/03/17 31/03/18

Outcome: Create fair employment and good work for all			
Aim	Measure	Trust Role and Lead	Timescale
Implement free NPLQ courses to provide access to employment with the Trust	Number of free places	Provider/Educator Group Operations Manager	31/03/16
Consider development of Apprenticeship scheme	Number of Apprentices	Provider/Partner/Educator or Group Operations Manager	31/03/16

Outcome: Ensure healthy standard of living for all			
Aim	Measure	Trust Role and Lead	Timescale
Review concessionary pricing policy to help enable low income families to access facilities.	Leisure Pass Membership - %age penetration	Provider/Partner Group Operations Manager	31/03/17
Implement Active 150 programme targeting 'inactives'	Hours of programme capacity / Attendance / Volunteers	Provider/Partner H&W Co-ordinator	31/03/16
Investigate development of links to national programmes such as This Girl Can.	Number of campaigns	Partner/Educator H&W Co-ordinator	31/03/16
Review promotion of Leisure Pass	Leisure Pass	Provider/Partner	31/03/17

	Membership- %age penetration	Marketing Manager	
Increase local life expectancy	TMBC Health Profile	Partner H&W Co-ordinator	31/03/16 31/03/17 31/03/18

Outcome: Create and develop healthy and sustainable places and communities			
Aim	Measure	Trust Role and Lead	Timescale
Consider establishment of Health & Wellbeing Coordinator post	Appointment	Provider/Partner/Educator or Chief Executive	31/03/16
Develop outreach programme	Hours of programme capacity / Attendance / Volunteers	Provider/Partner H&W Co-ordinator	31/03/17
Develop partnership with other agencies including Circle Housing and West Kent MIND and KSPAS	Partnership activity/funding	Provider/Partner H&W Co-ordinator	31/03/16 31/03/17 31/03/18
Implement Charity Fund to support local health and wellbeing projects	Establishment of Fund/ Grant Awards	Partner/Educator Chief Executive	31/03/16
Support national charitable health and wellbeing campaigns	Number of campaigns	Provider/Partner H&W Co-ordinator	31/03/17
Develop educational campaigns regarding water safety, nutrition and physical activity guidance	Number of campaigns	Provider/Partner/Educator or H&W Co-ordinator	31/03/17
Investigate SROI tools	SROI	Provider/Partner/Educator or H&W Co-ordinator	31/03/18
Promote success through case studies	Case study publications	Provider/Partner Marketing Manager/PR	31/03/16
Identify staff for completion of Premier Training Certificate in Promoting Community Health and Wellbeing	Training records	Educator H&W Co-ordinator	31/03/17

Outcome: Strengthen the role and impact of ill-health prevention.			
Aim	Measure	Trust Role and Lead	Timescale
To increase the number of adults attending Counterweight course	Number of participants	Provider/Partner/Educator or H&W Co-ordinator	31/03/16 31/03/17 31/03/18
To increase number of referral routes to Referral Scheme	Number of referring agencies	Provider/Partner H&W Co-ordinator	31/03/16 31/03/17 31/03/18
Engage with Dementia Friendly Tonbridge programme	Number of events/promotions	Provider/Partner H&W Co-ordinator	31/03/16 31/03/17 31/03/18
Increase number of Referral customers	Number of participants	Provider/Partner H&W Co-ordinator	31/03/16 31/03/17 31/03/18

ENVIRONMENTAL MANAGEMENT STRATEGY ACTION PLAN

Outcome: Incorporate within a procurement strategy a process that recognises the Trust's responsibility to a sustainable future

Aim	Measure	Lead	Timescale
Update suppliers policy matrix	Task completed	Building & Facilities Manager	31/03/17
Review contractors questionnaire	Task completed	Building & Facilities Manager	31/03/17
Review and update Legislative Matrix	Task completed	Building & Facilities Manager	31/03/17

Outcome: Provide information, training, instruction and encouragement to staff to empower them to make greener choices

Aim	Measure	Lead	Timescale
Design and implement induction training	Staff induction records	Head of Operations	31/03/17
In liaison with head green keeper, complete procedure for grounds maintenance	No. of procedures produced	Building & Facilities Manager	31/03/17
Review staff and customer notice board provision	Information boards in place	Green Champions	31/03/17

Outcome: Review operations to ensure water is used as effectively and efficiently as possible

Aim	Measure	Lead	Timescale
PWGC meter readings to be reviewed	Water usage records	Building & Facilities Manager	31/03/17
Contact water provider with a view to undertaking water audits at all facilities	Audit report produced	Building & Facilities Manager	31/03/17
Develop corporate approach to water usage analysis and implement monitoring	Water usage records	Building & Facilities Manager	31/03/17

Outcome: Review operations to ensure facilities and operated and maintained in an as environmentally efficient manner as possible

Aim	Measure	Lead	Timescale
Review timers for studio AHU units with a view to switching off 15 mins before end of class, where appropriate	Half hourly usage data Sub-metering data	Building & Facilities Manager	31/03/17
Review procedures for ensuring that lighting, music systems and studio AHU units are switched off following final class of the day	Half hourly usage data Sub-metering data	Green Champions	31/03/17
Review and update environmental check sheet	Completion of records & checks	Building & Facilities Manager	31/03/17

Outcome: Introduce and implement a waste management policy of reduce, re-use and recycle			
Aim	Measure	Lead	Timescale
Review plastic / paper cup provision	Reduction in cups purchased	Green Champions	31/03/17
Review the potential of using recycled paper toilet roll / centre feed rolls	Task completed	Building & Facilities Manager	31/03/17
Waste volumes to be confirmed with 360 recycling	Quarterly Waste Reports	Building & Facilities Manager	31/03/17
Discuss KPI targets with new waste company	Quarterly Waste Reports	Building & Facilities Manager	31/03/17

Outcome: Respond to recommendations from the ESOS Audit			
Aim	Measure	Lead	Timescale
Install sub-metering strategy to identify specific energy usage at all sites	Equipment installed	Building & Facilities Manager	31/03/17
Investigate the baseload electricity use through data logging and look to reduce the baseload consumption at TSP & LLC	Electricity Usage Analysis	Building & Facilities Manager	31/03/17
Prepare a replacement schedule for light fittings to allow for programmed replacement with LED at all sites	No. of Fitting Replacements	Building & Facilities Manager	31/03/17
Undertake thermo graphic survey of TSP & LLC	Survey Report	Building & Facilities Manager	31/03/17
Label external air conditioning condensers with the areas that they serve	Task completed	Building & Facilities Manager	31/03/17
Consider ways to incentivise staff to use alternative greener transport options to travel to and from work	Uptake of incentive schemes	Head of Operations	31/03/17

SALES & MARKETING STRATEGY ACTION PLAN

Activity: Corporate Communications			
Aim	Measure	Lead	Timescale
Implement the agreed TMLT market research programme incorporating NBS, industry intelligence, local user and non user surveys, NPS Closed Loop and feedback-focus.	Number of surveys completed	Marketing Manager	31/03/17
Undertake Competitor Analysis	Number of sites visited	Sales Manager	31/10/17
Utilise socio demographics for local area to target market	Number of campaigns	Marketing Manager	31/10/17
Promote active150 campaign	Number of people engaged	Marketing Manager Health & Wellbeing Co-ordinator	30/06/16
Raise awareness of the Trust to provide customers, staff and stakeholders with information related to performance		Marketing Manager Big Fish PR	Ongoing
Increase awareness of the new tactive websites and ensure content is accurate and up to date	Number of visitors	Marketing Manager	Ongoing
Increase awareness of Trust Vision – ‘more people, more active, more often’	Awareness Survey results	Marketing Manager	31/10/17
Increase number of Facebook and Twitter followers and their engagement	Number of followers and activities	Marketing Manager	31/03/17
Produce videos to promote the facilities and increase tactive You Tube Channel views	Number of viewers	Marketing Manager	31/03/17
Update performance information boards at all 4 sites	Boards displayed	Marketing Manager	31/05/16
Promote tactive Rewards and introduce charitable use of points	Points redeemed	Sales & Marketing Managers	30/09/16
Ensure all advertising and literature adopt the tactive corporate style and review effectiveness of campaigns	Corporate Guidelines	Marketing Manager	Ongoing
News releases issued by tactive and Big Fish Media. TMBC Media Dept informed of leisure centre activity	Number of releases	Marketing Manager	Ongoing
Determine most efficient price for all external print work and order appropriate stock of leaflets	Cost of printing	Marketing Manager	30/04/16
Review membership options to meet financial targets and implement membership campaigns to increase income	Number of sales / income	Sales Manager Marketing Manager	31/03/17
Support national charitable campaigns	Number of campaigns supported and money raised	Sales & Manager Marketing Manager	31/03/17
Increase penetration of Leisure Pass into qualifying households	Penetration Rate	Marketing Manager	31/03/17
Promote a programme of activities that offer equal access opportunities to the community	Programmes run	Marketing Manager/ Health & Wellbeing Co-ordinator	Ongoing

Promote 20 th Anniversary of Tonbridge Swimming Pool – see separate action plan	Event run	Marketing Manager	30/04/16
Publish monthly electronic staff newsletter	Newsletter circulated	Marketing Manager	Monthly
Promotion of Gladstone mobile application and introduction of tablets for internet sales/efocus use	Implementation of software	Sales Manager Marketing Manager	31/10/16
Promote Friends & Family offers to TMLT employees	Promotions run	Sales Manager Marketing Manager	Annually

Activity: Fitness & Healthy Lifestyles			
Aim	Measure	Lead	Timescale
Offer residents access to discounted short/long term membership opportunities	Memberships sold	Sales Manager Marketing Manager	31/03/17
Promote DD/Annual membership across all categories	DD Membership totals	Sales Manager Marketing Manager	31/03/17
Promote members evenings and Challenges	Number of events and challenges	Marketing Manager/ Fitness Managers	31/03/17
Work with Fitness Managers to promote classes and gym challenges to help reduce attrition	Income and attendance	Marketing Manager Fitness Manager	31/03/17
Work with TMBC Environmental Health Service to promote healthy lifestyles opportunities to local businesses	Number of interventions	Marketing Manager/ Health & Wellbeing Co-ordinator	31/03/17
Increase corporate membership sales	Number of corporate members	Sales Manager Marketing Manager	31/03/17
Promote Personal Training	Sessions booked and income	Sales Manager Marketing Manager Fitness Team	31/03/17
Promote exercise class programmes including virtual programme	Total attendances	Marketing Manager	31/03/17
Promote Weight Management Programme	Participants/records	Fitness Team Marketing Manager	31/03/17
Promote Spa to members and casual users	Occupancy and income	Marketing Manager	31/03/17
Promote treatment rooms to increase occupancy	Occupancy	Marketing Manager/General Managers	31/03/17
Liaise with TMBC Sports Development Unit and Youth and Play Development Officer to promote children's activities	Campaigns run	Marketing Manager	31/03/17
Promote Excel/KickStart membership to the target audience	Memberships sold	Sales Manager Marketing Manager	31/03/17
Run Group Exercise Class Survey at LLC and AC using Survey Monkey	Survey results	Marketing Manager Fitness Manager/Fitness Co-ordinator	31/03/17

Activity: Swimming			
Aim	Measure	Lead	Timescale
Promote Swim & Spa membership	Memberships sold and DD sign up	Sales Manager Marketing Manager	Ongoing
Short term Swim Unlimited £50 membership on offer at TSP in January – 2 months unlimited swimming & Spa	Memberships sold and DD sign up	Sales Manager Marketing Manager	31/01/17
Promote SWIMTAG at Tonbridge Swimming Pool and offer trials to casual swimmers to encourage increase in Swim & Spa membership	Usage	Marketing Manager General Manager	Ongoing
Promote pools throughout the year	Attendance and income	Marketing Manager	Ongoing
Promote Splasharound sessions and parties	Attendance	Marketing Manager	31/03/17
Promote swim and Larkabout combined term time entry	Hours of programme capacity / Attendance / Volunteers	Marketing Manager	31/03/17
Promote Fitness Swimming – include adult lessons, water aerobics and Swim Fit and This Girl Can Swim campaign	Number of campaigns	Marketing Manager	31/03/17
Promote TSP Outdoor Pool	Attendance	Marketing Manager	30/09/16
Promote Referral Water Therapy courses	Attendance	Marketing Manager	31/03/17
Promote 45 week Swim School	Hours of programme, number of participants and income	Marketing Manager	31/08/16
Promote the benefits of one to one swimming at TSP	Hours of programme, number of participants and income	Marketing Manager	31/03/17
Promote Primetimers sessions across all three sites	Hours of programme, number of participants and income	Marketing Manager Sales Manager	31/03/17

Activity: Dryside Courses			
Aim	Measure	Lead	Timescale
Promote 45 week trampolining and gymnastics coaching courses -	Hours of programme, number of participants and income	Marketing Manager	31/03/17
Promote badminton and fencing short term courses at AC	Hours of programme, number of participants and income	Marketing Manager	31/03/17
Promote soccer and badminton courses at LLC	Hours of programme, number of participants and income	Marketing Manager	31/03/17
Promote holiday programme swimming and coaching courses	Hours of programme, number of participants and income	Marketing Manager	31/03/17

Activity: Golf			
Aim	Measure	Lead	Timescale
Promote annual and DD memberships.	Number of participants	Marketing Manager Sales Manager	31/03/17
Membership discounts promoted at selected dates during the year	Number of referring agencies	Marketing Manager Sales Manager	31/03/17
Introduce new junior golf initiatives in association with the London Golf Club	Number of participants	Marketing Manager Sales Manager Golf Pro	31/03/17
Promote Pay & Play	Number of participants	Marketing Manager Sales Manager	31/03/17
Promote Driving Range	Visits and income	Marketing Manager Golf Pro	31/03/17
Introduce new customers to the course – Open Weekend & National Golf Month	Number of attendees	Marketing Manager Sales Manager Golf Pro	31/03/17
Organise Junior Open with the Golf Pro	Number of participants	Marketing Manager Golf Pro	31/03/17
Promote Society Golf	Number of bookings	Marketing Manager Golf Pro	31/03/17
Work with Golf Pro to promote lessons and 'Get into Golf', Tuition & Coffee Mornings and the Weekend Challenge	Number of participants and sessions	Marketing Manager Golf Pro	31/03/17
Produce quarterly e-newsletter	Newsletter issued	Marketing Manager	31/03/17
Promote and maintain combined PW/tmactive website		Marketing Manager	31/03/17
Encourage casual users to visit more often using price incentives	Number of casual visits	Marketing Manager	31/03/17

TONBRIDGE & MALLING BOROUGH COUNCIL

COMMUNITIES ADVISORY BOARD

01 March 2016

Joint Report of the Director of Street Scene, Leisure & Technical Services and Director of Finance & Transformation

Part 1- Public

Matters for Recommendation to Cabinet - Council Decision

1 HAYSDEN COUNTRY PARK – SITE IMPROVEMENTS

Summary

This report updates Members on progress with a Capital Plan Project for Site Improvements at Haysden Country Park and brings forward a Capital Plan Evaluation for approval.

1.1 Introduction

- 1.1.1 A scheme for Site Improvements at Haysden Country Park currently sits on List C to be evaluated. The scheme is primarily based on suggested improvements by the Haysden Country Park Volunteers and includes proposed works to the western bank of Barden Lake. The scheme was originally placed in Cost Band C with an estimated cost of between £51,000 and £100,000.

1.2 Project Update

- 1.2.1 A detailed scheme has now been developed in liaison with the Haysden Country Park Volunteers and includes revetment work on Barden Lake, marginal lake planting, jetty/viewing platform, picnic benches, play sculptures, path work, soft landscaping and drainage to alleviate flooding issues in the main car park. Full details of the proposed works can be found within the Capital Plan Evaluation at **[Annex 1]**.
- 1.2.2 The total cost of the project is estimated at £46,000.

1.3 Funding Update

- 1.3.1 A number of potential external funding opportunities were identified to support the project and I am pleased to advise Members that the Council in partnership with the Volunteers, has been successful in securing the following grants. £35,000 has been awarded from Cory Environmental Trust Britain and a £2,633 donation from Tonbridge and District Angling and Fish Preservation Society has been offered to support the drainage element of the project.

1.4 Proposed Way Forward

- 1.4.1 To access the Cory funding a 'Third Party Funder Contribution' of 10% or £3,500 is required to be paid. The shortfall from the total project cost of £8,367 will also need to be secured if the full project is to be progressed, giving a total project shortfall of £11,867.
- 1.4.2 Considering the significant level of external funding secured, it is proposed that the scheme be brought forward within the Capital Plan process in order that the external funding can be used within its required time frame and the works can be undertaken prior to this year's summer school holiday period. Therefore, attached at **[Annex 1]** is the Capital Plan Evaluation for Member consideration and approval.
- 1.4.3 Whilst the maximum potential funding required from the Council to support the project has been identified as £11,867, further external funding opportunities are currently being investigated and I am hopeful that the full cost of the scheme will be secured.

1.5 Legal Implications

- 1.5.1 None.

1.6 Financial and Value for Money Considerations

- 1.6.1 In the delivery of the project the Council's Financial and Contract Procedure Rules will be adhered to, and the project will be delivered and monitored in close liaison with the Director of Finance and Transformation and the Director of Central Services. A Post Implementation Review will be undertaken and reported to a future meeting of this Board.

1.7 Risk Assessment

- 1.7.1 The delivery of projects within the Capital Plan is identified in relevant Operational Risk Registers within the Service. A number of existing controls are in place to help deliver projects in accordance with the design brief, on timescale and within budget. These controls include the preparation of design briefs, use of consultant teams where applicable, compliance with Contract and Financial Procedure Rules, an Officer Study Team approach, and regular reports to Management Team and Members.

1.8 Equality Impact Assessment

- 1.8.1 Consideration has been given to accessibility within the designs of the Haysden Country Park site improvements including additional accessible path, jetty platform and tactile play sculptures.

1.9 Policy Considerations

1.9.1 Asset Management, Biodiversity & Sustainability, Community, Healthy Lifestyles and Procurement

1.10 Recommendations

- 1) Cabinet are asked to **approve** the transfer of the site improvements at Haysden Country Park capital plan scheme to the Capital Plan (List A) and **recommend** that the Capital Plan be updated accordingly.

Background papers:

contact: Mike Harris

Nil

Robert Styles
Director of Street Scene, Leisure
and Technical Services

Sharon Shelton
Director of Finance & Transformation

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CAPITAL PLAN LIST C – EVALUATIONS

	Project	Open Spaces: Haysden Country Park – Site Improvements		
	1	Specification:		
		(i)	Purpose of the scheme	General site improvements to include proposals brought forward by the Haysden Country Park Volunteers. Works to include improvements to the western end of Barden Lake.
		(ii)	Relevance to National / Council's Strategic Objectives	(a) National: Reducing childhood obesity, increasing child participation/activity and promoting healthier lifestyles. (b) Council: 1i) Identifying new sources of external funding to support capital schemes. 2d) Further working with our communities. 2g) Improving public open spaces and enabling everyone to enjoy them in safety. 2h) Improving the appearance and quality of the Council's leisure facilities 4e) Further improving local play and leisure facilities
		(iii)	Targets for judging success	(a) Increased range of facilities available to the public. (b) Reduced bank erosion. (c) Sustaining/Improving visitor satisfaction surveys. (d) Reduce flooding
	2	Description of Project / Design Issues: Primarily located to the west end of Barden Lake the project aims to improve the visual amenity and public use of this area. This bank has been subject to significant bank erosion and as such is devoid of grass or any marginal vegetation. The project proposes to install a section of revetment (Gabions) on this section of bank along with the planting of marginal plants and the re-landscaping and re-seeding of the bankside. In addition, new public facilities are proposed to include picnic tables, play sculptures, path works and a jetty/platform. The scheme also includes new drainage from the Ballast Pit to alleviate the flooding issues that currently affect the main car park, toilet block and western end of Barden Lake.		

CAPITAL PLAN LIST C – EVALUATIONS

Page 108	3	<p>Consultation: The scheme has been brought forward by the Haysden Country Park Volunteer Group and is supported by the Country Park's User Panel.</p> <p>The desire to improve these areas of the park is identified in the Park's Management Plan, which was subject to stakeholder consultation. Support for the project has been given by the Tonbridge and District Angling and Fish Preservation Society.</p>					
	4	<p>Capital Cost: The cost of the project works is £46,000.</p>					
	5	Profiling of Expenditure					
		2016/17 (£'000)	2017/18 (£'000)	2018/19 (£'000)	2019/20 (£'000)	2020/21 (£'000)	2021/22 (£'000)
		£46,000					
	6	<p>Capital Renewals Impact: None</p>					
	7	<p>Revenue Impact: Maximum loss of investment income on the Council's contribution if no further funding were secured would be £593 per annum (based on a 5% return on £11,867)</p>					
	8	<p>Partnership Funding: £35,000, subject to a third party payment of £3,500, has been secured from the Cory Environmental Trust Britain. £2,633 has been offered by the Tonbridge & District Angling and Fish Preservation Society to specially support the drainage element of the project. The Haysden Country Park Volunteers have offered to assist with the implementation of the project as 'payment in kind'</p> <p>Total £37,633</p>					
	9	<p>Post Implementation Review: 12 months after completion.</p>					
	10	Screening for equality impacts:					
Question			Answer	Explanation of impacts			
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?			No	Publicly accessible open space.		

CAPITAL PLAN LIST C – EVALUATIONS

		b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	Yes	Yes, a handrail and non-slip decking used on the jetty. Consideration is also been given to accessible picnic seats and a new path.
		c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?	N/a	
	11	Recommendation: Transfer from List C to List A		

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TONBRIDGE & MALLING BOROUGH COUNCIL

COMMUNITIES ADVISORY BOARD

01 March 2016

Report of the Director of Central Services and Monitoring Officer

Part 1- Public

Matters for Information

1 COMMUNITY SAFETY PARTNERSHIP (CSP) UPDATE

An update on some of the recent work of the Tonbridge & Malling Community Safety Partnership (CSP)

1.1 The Community Safety Partnership (CSP)

- 1.1.1 The Community Safety Partnership (CSP) is a body of organisations who work together to reduce crime and anti-social behaviour within the Borough. There is a CSP for each borough/district in the country. Organisations involved in our CSP include Tonbridge & Malling Borough Council, Kent Police, Kent Fire & Rescue Service, Kent County Council, the Clinical Commissioning Group and Kent Probation. Other members include Circle Russet (and other housing associations), Victim Support, Neighbourhood Watch and support services (such as Kenward Trust).
- 1.1.2 Funding for the CSP comes from a number of different sources including the Police and Crime Commissioner, Tonbridge & Malling Borough Council, Kent Fire & Rescue Service and Circle Housing Russet.
- 1.1.3 Each year the CSP reviews statistical data to decide on its key priorities for the year ahead and develops action plans to address key issues within these priorities. The action plans for 2016/17 are currently being drafted and will be brought to the next meeting of this Board for information. The current priorities for the CSP are to tackle anti-social behaviour, substance misuse and domestic abuse. It is likely that the priorities for 2016/17 will change slightly to include the overarching themes of Safeguarding (to incorporate domestic abuse, child sexual exploitation and counter terrorism), Health and Wellbeing (to incorporate substance misuse and mental health) and Safer Communities (to incorporate anti-social behaviour, environmental crime, road safety and gangs).
- 1.1.4 Partners will be discussing these proposed priorities for 2016/17 at their Development Day to be held on 25 February. They will also be reviewing meeting structures and looking at funding for 2016/17. The outcomes of these discussions will be reported at the next Board.

1.2 Tackling Anti-social behaviour

- 1.2.1 The Community Safety Partnership continues to tackle Anti-social behaviour and during the year ran training for partners on the new ASB Act. Following on from this the Police, Borough Council and Circle Housing Russet were able to apply, and obtain 7 Civil injunction warning letters and one Criminal Behaviour Order for individuals within East Malling. The Civil Injunction warning letters included prohibitions to get the individuals to stop behaving anti-socially and also included some positive requirements. The Criminal Behaviour Order (CBO) was issued against an adult who was convicted in court for a variety of offences related to being drunk and disorderly. He received a custodial sentence and on release from prison his CBO will prevent him from being in possession of an open container of alcohol in any public place within the alcohol control zone in Tunbridge Wells or within a one mile radius of Tonbridge Railway Station.
- 1.2.2 We are currently working to develop some Public Spaces Protection Orders for areas within the borough and once available the details will be brought to the appropriate Board for discussion and agreement.
- 1.2.3 A current issue being dealt with is Ashby's Point in Tonbridge where we are receiving reports of anti-social behaviour in the communal areas. The Tonbridge & Malling ASB Officer, Sarah Taylor has been working closely with Town & Country Housing Association to address the issues and some offenders have been identified with CCTV so will be dealt with appropriately.

1.3 Restorative Justice

- 1.3.1 During 2015/16 the CSP received funding from the Police and Crime Commissioner towards Restorative Justice. Restorative Justice allows the victim of crime to open a conversation (if they wish to) with the offender of the crime. It also allows the offender to think about their actions and make amends. We used the funding from the PCC to commission Maidstone Mediation to deliver a victim led Restorative Justice service throughout Tonbridge and Malling.
- 1.3.2 During the year Maidstone Mediation were able to deliver awareness training to frontline staff and were able to progress with accreditation towards the RSQM Restorative Justice Quality Mark, from the Restorative Justice Council. So far 6 cases have been facilitated in the borough. We are working with partners to raise the profile of this work and to encourage further referrals.

1.4 One Stop Shop for victims of Domestic Abuse, Tonbridge

- 1.4.1 The One Stop Shop for victims of domestic abuse runs in Tonbridge at 4 New Wharf Road every Wednesday from 9.30am until 12pm. This is hosted by Circle Housing Russet with representatives from DAVSS (Domestic Abuse Volunteer Support Service), Choices (a domestic abuse charity) and Tonbridge & Malling Borough Council also attending.

1.4.2 Anyone who is experiencing domestic abuse can drop in to the sessions to get free advice, support or information. So far this year 55 people have visited the sessions.

1.5 Safer Towns Partnership

1.5.1 The Safer Towns Partnership is continuing to thrive and this year 50 radios have been rented to businesses, generating income for the Partnership. There are currently 16 people excluded from the businesses in Tonbridge (to prevent them from committing crimes) and Mandy Smith, the Safer Towns Co-ordinator continues to visit the businesses on a regular basis to keep them informed of issues including the High Street Improvement scheme. She also uses her Safer Towns Partnership website to keep businesses informed of news, issues and excluded persons.

1.5.2 During the last year Mandy was also able to award two businesses (The Humphrey Bean and The Slug and Lettuce) with a Safer Socialising Award. This is an award scheme for licensed members of the Partnership and it aims to encourage licensed premises members to achieve higher standards of management and operation as a demonstration of their ability to help reduce crime and disorder and anti-social behaviour in pubs, clubs and licensed premises. The Awards were given to the two businesses in a ceremony during April 2015.

1.5.3 Mandy will continue to work with the businesses and encourage additional businesses to join the scheme.

1.6 Joint Community Safety Unit Operations

1.6.1 During the year the Community Safety Unit run targeted operations around particular issues. This year we have so far run two operations, Op Orkney at Leybourne Lakes Country Park and Op Volume in Ditton, Kings Hill and Borough Green.

1.6.2 Operation Orkney ran on Saturday 18 July 2015 to raise awareness of the issues of the killing of wildlife, illegal fishing, unauthorised swimming and lighting of BBQs at Leybourne Country Park. In addition there was illegal parking which resulted in restricted access to the park for emergency vehicles. The aim of Op Orkney was to raise awareness with members of the public regarding these issues, particularly water safety and enforce any anti-social behaviour on the day.

1.6.3 Partners attending on the day included civil enforcement officers, environment enforcement officers and rangers from Tonbridge & Malling Borough Council, Kent County Council Community Wardens, Police, PCSOs, Kent Fire & Rescue Service and the Environment Agency. They were able to hand out leaflets explaining water safety and a group of 10 people who were participating in unauthorised swimming were asked to leave the site. The Police seized some drugs and a man was cautioned for possession. The Environment Agency also checked that the

fishermen all had licences and were using appropriate fishing equipment. In addition five penalty notices were issued to cars parked on double yellow lines along Lunsford Lane which is designated as the emergency access entrance for the Country Park.

- 1.6.4 Operation Volume took place on 14 January 2016 and was arranged as a road safety operation. Kent Fire & Rescue Service and Kent Police worked together to target drivers and, as well as any enforcement actions they were also given restorative justice to try to prevent them from committing the offences again.
- 1.6.5 Op Volume was held in Ditton (A20), Kings Hill (Jubilee Way) and Borough Green (Potters Mede). On the day 51 drivers were stopped. 35 drivers were stopped for excessive speed, 9 for mobile phone usage, 5 for no seat belt, 1 defective exhaust, 1 lady who was putting on her make up. On top of this there was also some other intelligence gathered and a drugs search carried out.

1.7 Social media

- 1.7.1 The CSP is developing the use of Twitter and Facebook to send out messages to residents. So far in 2015/16 we have sent out over 50 Twitter messages about a variety of topics (such as crime prevention, events and advertising items such as the One Stop Shop).
- 1.7.2 Follow us on Twitter @TM_CSP or on Facebook, search for Tonbridge & Malling Community Safety Partnership.

1.8 Legal Implications

- 1.8.1 None

1.9 Financial and Value for Money Considerations

- 1.9.1 Any funding requirements are provided through the Community Safety Partnership.

1.10 Risk Assessment

- 1.10.1 All risk assessments are under taken as appropriate.

1.11 Policy Considerations

- 1.11.1 Crime & Disorder Reduction

Background papers:

contact: Alison Finch

Nil

Adrian Stanfield
Director of Central Services and Monitoring Officer

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Agenda Item 10

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

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Agenda Item 11

The Chairman to move that the press and public be excluded from the remainder of the meeting during consideration of any items the publication of which would disclose exempt information.

**ANY REPORTS APPEARING AFTER THIS PAGE CONTAIN EXEMPT
INFORMATION**

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Agenda Item 12

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

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