

TONBRIDGE & MALLING BOROUGH COUNCIL



EXECUTIVE SERVICES

Chief Executive

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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
committee.services@tmbc.gov.uk

19 February 2018

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

Dear Sir/Madam

Your attendance is requested at a meeting of the Communities and Housing Advisory Board to be held in the Civic Suite, Gibson Building, Kings Hill, West Malling on Tuesday, 27th February, 2018 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 and Housing Advisory Board held on 13 November 2017

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Matters for recommendation to the Cabinet

5. Leybourne Lakes Country Park - Development Opportunities 15 - 36
- This report updates on proposals for the potential external management of Leybourne Lakes Country Park; brings forward Heads of Terms for Member consideration and approval; and advises on the procurement route, timeframe and evaluation criteria.*

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- This report reviews the recent performance of the Tonbridge and Malling Leisure Trust and updates Members on a number of significant capital development schemes.*

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8. Update on the Community Safety Partnership Action Plan 65 - 76
- To provide the Board with an update on progress made with the CSP Action Plan for 2017/18.*

9. Update on the work of the Community Safety Partnership 77 - 80
- This report provides an update of some of the recent work of the Community Safety Partnership*

10. Housing Services Update 81 - 86
- This report provides a summary update in various key areas across the Council's housing service.*

11. Key Voluntary Sector Bodies - Annual Review of Core Grant Support 87 - 98
- The report provides an update on grants awarded to Key Voluntary Sector Bodies and summarised the progress being made to date*

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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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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.

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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 Miss S O Shrubsole (Chairman)
Cllr Mrs B A Brown (Vice-Chairman)

Cllr Mrs J A Anderson
Cllr Mrs S M Barker
Cllr Mrs S Bell
Cllr V M C Branson
Cllr D J Cure
Cllr R W Dalton
Cllr S M Hammond

Cllr D Keeley
Cllr Mrs S L Luck
Cllr Mrs A S Oakley
Cllr L J O'Toole
Cllr M Parry-Waller
Cllr T B Shaw
Cllr Ms S V Spence

Apologies for absence

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Declarations of interest

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TONBRIDGE AND MALLING BOROUGH COUNCIL

COMMUNITIES AND HOUSING ADVISORY BOARD

Monday, 13th November, 2017

Present: Cllr Mrs B A Brown (Vice-Chairman - in the Chair),
Cllr Mrs J A Anderson, Cllr V M C Branson, Cllr D J Cure,
Cllr R W Dalton, Cllr S M Hammond, Cllr D Keeley, Cllr Mrs S L Luck,
Cllr Mrs A S Oakley, Cllr L J O'Toole, Cllr M Parry-Waller and
Cllr T B Shaw

Councillors R P Betts, P F Bolt, M A Coffin, Mrs T Dean,
Mrs M F Heslop, N J Heslop, D Lettington, P J Montague and
H S Rogers were also present pursuant to Council Procedure Rule
No 15.21.

Apologies for absence were received from Councillors
Miss S O Shrubsole (Chairman), Mrs S M Barker, Mrs S Bell and
Ms S V Spence

PART 1 - PUBLIC

CH 17/27 DECLARATIONS OF INTEREST

There were no declarations of interest made in accordance with the Code of Conduct. However, in the interest of transparency, Councillor Mrs Oakley declared that she was a member of Larkfield Parish Council which was a contributor to the Leybourne Lakes Country Park; Councillor Betts advised that he was a Trustee of the Tonbridge and Malling Leisure Trust and Councillor N Heslop advised that he was a member of the Board of The Bridge Trust.

CH 17/28 MINUTES

RESOLVED: That the notes of the meeting of the Communities and Housing Advisory Board held on 24 July 2017 be approved as a correct record and signed by the Chairman.

CH 17/29 PRESENTATION BY JANE ILLEY AND HEATHER GRANT FROM ABBEYFIELD KENT

Jane Illey and Heather Grant gave a detailed presentation of the work undertaken by The Abbeyfield Kent Society which aimed to provide three Extra Care Housing Schemes within the Borough. Particular reference was made to a proposed scheme at Lawson House, Larkfield which aimed to provide accommodation for veterans of the Armed Forces.

CH 17/30 ANNUAL UPDATE FROM MARTIN GUYTON, CHIEF EXECUTIVE OF TONBRIDGE AND MALLING LEISURE TRUST

The Trust's Chief Executive, Martin Guyton, presented a review of the last year and answered questions on a range of performance issues.

MATTERS FOR RECOMMENDATION TO THE CABINET**CH 17/31 REVIEW OF CEMETERY CHARGES 2018/19**

The joint report of the Director of Street Scene, Leisure and Technical Services and the Director of Finance and Transformation outlined the proposed charges for 2018/19 with regard to Tonbridge Cemetery.

***Referred to Cabinet**

RECOMMENDED: That the proposed charges for Tonbridge Cemetery, as detailed at Annex 2 to the report, be agreed and implemented with effect from 1 April 2018. ◀

(In accordance with Council Procedure Rule 8.5 Councillor Cure requested that it be recorded that he had voted against the above recommendation)

CH 17/32 LEISURE FACILITIES - LEISURE TRUST UPDATE

Decision Notice D170072MEM

The report of the Director of Street Scene, Leisure and Technical Services reviewed the recent performance of the Tonbridge and Malling Leisure Trust and provided an update on a number of significant capital schemes.

RECOMMENDED: That the Trust's performance over the first quarter of the Annual Service Delivery Plan and progress with on site capital works be noted.

CH 17/33 LEYBOURNE LAKES COUNTRY PARK - DEVELOPMENT OPPORTUNITIES

Decision Notice D170073MEM

The report of the Director of Street Scene, Leisure and Technical Services outlined the findings of a review of income generation opportunities at Leybourne Lakes Country Park (LLCP) linked to capital investment. The review, undertaken by a specialist consultant, had concluded that the site was strategically and commercially appealing to a range of external partners and recommended that the Council undertake a procurement exercise with a view to developing a potential management partnership in the future.

RECOMMENDED: That

- (1) the option of external management of Leybourne Lakes Country Park (LLCP) linked to capital investment be explored in accordance with the key principles outlined in the report;
- (2) a report on a procurement exercise and timescale, taking into account feedback from consultation, be submitted to the next meeting of the Advisory Board; and
- (3) Oaks Consultancy be approved to assist the Council in preparing for and undertaking a procurement exercise.

CH 17/34 LEYBOURNE LAKES COUNTRY PARK - MANAGEMENT PLAN

Decision Notice D170074MEM

The report of the Director of Street Scene, Leisure and Technical Services brought forward details of comments received as part of the public consultation exercise on the draft Leybourne Lakes Country Park Management Plan. A summary of the comments received and proposed amendments to the Management Plan were set out at Annex 3 to the report.

RECOMMENDED: That the proposed amendments to the draft Management Plan be made and the Management Plan for Leybourne Lakes Country Park be approved.

CH 17/35 WEST KENT HOUSING AND HOMELESSNESS STRATEGY

Decision Notice D170075MEM

The report of the Director of Planning, Housing and Environmental Health provided details of the West Kent Housing and Homelessness Strategy 2016-2021, developed in partnership with Tunbridge Wells Borough Council and Sevenoaks District Council, which set out how the three Authorities would work to meet their statutory duties and responsibilities over the next five years.

RECOMMENDED: That the West Kent Housing and Homelessness Strategy 2016-21 as set out in Annex 1 to the report be endorsed.

MATTERS SUBMITTED FOR INFORMATION**CH 17/36 THE HOMELESSNESS REDUCTION ACT**

The report of the Director of Planning, Housing and Environmental Health summarised the duties placed on local authorities by the Homelessness Reduction Act 2017 scheduled to be enacted in April

2018 and assessed the implications for the Council in meeting these new duties.

CH 17/37 HOUSING SERVICES ACTIVITY 2017/18

The report of the Director of Planning, Housing and Environmental Health provided an update on Housing Service performance for the first and second quarter of the financial year 2017/18.

CH 17/38 HEALTH IMPROVEMENT TEAM UPDATE

The report of the Director of Planning, Housing and Environmental Health provided an update on recent changes in the Home Improvement Team and made particular reference to the West Kent Partnership and the delivery of the One You service.

CH 17/39 COMMUNITY DEVELOPMENT WORK - UPDATE ON PROGRESS

The report of the Chief Executive provided an update on the community development work undertaken in the Borough's three priority communities in East Malling, the Trench Ward in Tonbridge and in Snodland.

CH 17/40 COMMUNITY SAFETY PARTNERSHIP UPDATE

The report of the Director of Central Services and Monitoring Officer provided an update on recent activity within the Community Safety Partnership.

MATTERS FOR CONSIDERATION IN PRIVATE

CH 17/41 EXCLUSION OF PRESS AND PUBLIC

There were no items considered in private.

The meeting ended at 8.56 pm

Agenda Item 4

Presentation by the Health Improvement Manager (Claire McAfee) to inform on the new One You Service

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TONBRIDGE & MALLING BOROUGH COUNCIL
COMMUNITIES and HOUSING ADVISORY BOARD

27 February 2018

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 LEYBOURNE LAKES COUNTRY PARK – DEVELOPMENT OPPORTUNITIES

Summary

This report updates Members on proposals for the potential external management of Leybourne Lakes Country Park. The report brings forward Heads of Terms for Member consideration and approval and advises on the procurement route, timeframe and evaluation criteria.

1.1 Background

- 1.1.1 A List C project for evaluation is currently in the Council's Capital Plan for improved facility provision at Leybourne Lakes Country Park. The scheme identifies potential improvements to include the provision of an education room/facility, general improvements to the water sports facilities/area and the provision of a café. Developer contributions of just over £700,000 are currently held by this Council specifically to support onsite developments.
- 1.1.2 Highlighted within the Council's Savings and Transformation Strategy, is the theme of 'Income Generation and Cost Recovery'. With Leybourne Lakes Country Park being a discretionary service, this theme needs careful consideration in relation to the facility, with a long-term ambition for the Country Park to be financially more self-sufficient. Any such considerations need to be balanced with the nature of the Park and its core objectives, as reflected in the Park's recently approved Management Plan.
- 1.1.3 Initial advice on the business case for facility development at the site was sought from a leading leisure and sport business consultant, Oaks Consultancy. The Oaks report supported the Council's initial view that facility development is required and viable, and Members agreed that Oaks be appointed to assist the Council in the business/financial appraisal of options linked to capital investment. The Oaks report also clearly recognised that direct delivery by the Council in the future might not offer the best outcomes in terms of improvements, investment and financial return. Oaks strongly recommended that the Council should consider the external management of Park in accordance with a clearly defined

Management Agreement. Oaks believe this will be the best option to deliver an enhanced customer offer and financial saving to the Council.

1.1.4 At the meeting of this Board on the 13 November 2017 Members agreed to further explore the external management of the Park through a formal procurement process. This report brings forward details of this process for Members consideration and approval specifically focusing on the following:

- Procurement
- Heads of Terms
- Evaluation Criteria
- Timeframe

1.2 Procurement

1.2.1 The Council's Contract Procedure Rules and any EU rules must be observed. Legal Services confirm that this opportunity would be tendered as a 'Service Concession'. Procurement rules for tendering are set out in the Concessions Contracts Regulations 2016 which require advertisement and notification of award of contract but are not as restrictive as a full EU tender process and we will retain greater control over the timetable.

1.2.2 It is a requirement of the procurement process that TMBC must formally consider and approve the appropriate length of duration of the concession if it is to be greater than five years. The maximum duration of a concession should not exceed the time a concessionaire could reasonably be expected to take to recoup its investment and obtain a return. Investments both at the outset of the concession and throughout its duration should be included in this consideration.

1.2.3 Indications from the Heads of Terms produced by Oaks suggest that a 20/25 year term would be commercially attractive to prospective partners. Our own financial findings suggest that any less than this length of term could result in overall financial losses for that third party.

1.2.4 Progressing with a procurement exercise will not commit this authority to a new way of managing and developing LLCP, but it will enable Members to consider a fully costed proposal from a prospective partner, and compare it to other options.

1.3 Heads of Terms

1.3.1 As highlighted at sub-section 1.1.3 it is proposed that any external management would be agreed and undertaken in accordance with a formal Management Agreement, similar to the approach already adopted for the Council's Indoor Leisure Facilities. The Management Agreement would form a key part of the

tender pack and will be guided by approved Heads of Terms. In order to inform the Heads of Terms, consultation has been undertaken with key stakeholders.

1.3.2 All Borough Members representing Snodland and Larkfield and representatives from both Snodland Town Council and East Malling and Larkfield Parish Council were invited to attend a meeting on the 1 December 2017 chaired by the Cabinet Member for Communities. The meeting explored the parameters for external management and a copy of the summary from the meeting can be found at **Annex 1**. Following this meeting a letter has also been received from East Malling and Larkfield Parish Council outlining its comments on the proposal. A copy of this letter can be found at **Annex 2**.

1.3.3 Discussions have also taken place with members of the Leybourne Lakes User Panel at its meeting on the 9 November 2017. Key issues from the discussions are summarised below:

- A balance needs to continue to be struck between uses of the site, including wildlife.
- Future activities/events should be appropriate to the setting and environment of the Park and no motorised water sports should be permitted.
- Green Flag status should be retained at the site.
- Community engagement at the site should continue including volunteering opportunities and the User Panel.
- Community activities at the site should be retained, including Parkrun, health walks, scouting activities and the small local fishing clubs.
- Any proposed built facilities will need to be sympathetic to the environment and reflect the needs of the Park and its users.

1.3.4 Taking all comments into consideration Oaks has prepared a draft Heads of Terms as shown at **Annex 3** for Members consideration and approval. It is proposed that the Heads of Terms will form the basis of the development of a Management Agreement.

1.4 Evaluation Criteria

1.4.1 A key document within the tender pack will be the Evaluation Criteria. This document will allow the Council to advise tenderers of its priority areas of focus when considering proposals. During the consultation with local Members and Parish/Town Councils, this issue was discussed and it was suggested that priority needed to be given to the quality of each proposal over price. It is, therefore, suggested that when evaluating submissions weighting should be 40% Price and 60% Quality.

1.4.2 It is proposed that the full Evaluation Criteria be brought to Members at the next meeting of this Board for approval.

1.5 Timeframe

1.5.1 Following the next meeting of this Board in June it is proposed that the Tender documents be finalised and sent out in August. In the interim, adverts will be placed seeking expressions of interest.

1.5.2 In accordance with the tender process laid out in EU legislation, and following receipt and evaluation of the tenders, it is envisaged that a report be presented to the November meeting of this Board for Members to consider the outcome and discuss the way forward.

1.6 Legal Implications

1.6.1 It is recognised that a number of legal restrictions apply to the site and will need to be confirmed and collated prior to the procurement exercise. Many of these relate to site designations and utilities. Legal Services are currently developing a 'Report on Title' that will highlight all restrictions and will be circulated to tenderers as part of the tender pack. Initial investigations have highlighted two particular restrictions that are worthy of note, these being:

- Berkeley Homes – a covenant was in place to seek Berkeley Homes Permission for new development on site though this fell away after 10 years and, therefore, no longer applies.
- Kent County Council – following the transfer of a section of KCC land (access point off the Ham Hill Roundabout) to the Borough Council, the Borough Council will need to seek KCC's formal consent to proceed.

1.7 Financial and Value for Money Considerations

1.7.1 The potential Capital Plan Scheme for facility improvements at the Park represents a significant level of investment from developer contributions held by the Council. The consultant's previous study on potential income generation identifies opportunities at the site by working in partnership with an external provider. These opportunities relate to both external capital investment and a reduction in the ongoing revenue cost of the facility to the Council.

1.7.2 The current revenue cost to the Council of the Park is £113,650 (17/18 original estimate). It is expected that following the transfer of operations to the successful tenderer, the reduction in costs to the Council would contribute to the targets within the Savings and Transformation Strategy.

1.8 Risk Assessment

1.8.1 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 budgets. 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.

- 1.8.2 It is important in light of the Council's overall financial position that opportunities are carefully considered to reduce the cost of the facility to Council. To assist the Council in judging the potential financial risk associated with investment in the site, a leading leisure and sport business consultant (Oaks) has been appointed to work alongside the Council, which will assist the Council in making the best decision for the future.

1.9 Equality Impact Assessment

- 1.9.1 Equality will need to be taken into consideration within any new management arrangement and within the design of any new facilities being brought forward.

1.10 Policy Considerations

- 1.10.1 Asset Management, Biodiversity & Sustainability, Community, Procurement, Staffing and Healthy Lifestyles.

1.11 Recommendations

- 1.11.1 It is RECOMMENDED TO CABINET that:

- 1) the Heads of Terms as detailed in Annex 3 of the report be approved and form the basis of a Management Agreement for the procurement exercise;
- 2) a Price/Quality split as of 40% Price and 60% Quality for the evaluation of the tenders be approved;
- 3) the detailed Evaluation Criteria be brought to the next meeting of this Board for consideration and approval;
- 4) the procurement route and timeframe be noted and approved as outlined in the report; and
- 5) consideration and approval of the appropriate length of term of concession be given with a lease term of between 20 to 25 years.

The Director of Street Scene, Leisure & 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: Nil

contact: Darren Lanes

Robert Styles Director of Street Scene, Leisure & Technical Services

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Summary of meeting

- Ethos of the Site – due consideration needs to be given to the current ethos of the site, being a Country Park. A balance needs to be struck between uses, including wildlife, within the Tender process and submissions.
- TMBC Capital investment available to support development of the site that will form part of the Tender pack. Tenders to advise on how they believe this capital could be invested linked to their future proposals for the park.
- Land Ownership – it was suggested that land ownership be retained by the Council and only the management of the park be outsourced.
- Legal Restrictions – it was recognised that a number of restrictions may apply to the land including a potential right of access for a local resident. TMBC Legal Services are undertaking a full review of restrictions and this will form part of the Tender documents.
- Lease – it was noted that a long-term lease (20-25years) would be applicable though flexibility needed to be introduced to respond to future development opportunities. It was suggested that 5 year reviews should be considered.
- Financial Risk – it was noted that the financial risk to the Council regarding a third party operator needed to be considered. Due consideration needed to be given to this aspect in the production of and evaluating the Tender documents.
- Management Plan – it was agreed that any new operator would need to pay due consideration to the existing Management Plan. Compliance with this could form part of the evaluation criteria.
- Water Sports – it was noted that no motorised water sports should be undertaken in the park.
- Current and Future Activities/Events – all future activities should be appropriate to the setting and environment of the park. Proposed activities could form part to the Tender submission and any future activities could be introduced following consultation with the Council. It was suggested that some community activities needed to be protected under the new arrangements including parkrun, health walks and scout activities at the site.
- Proposed Built facilities – these needed to be sympathetic to the environment and reflect the needs of the park and its users.
- Repair and Maintenance – a full repair and maintenance agreement should be considered to potentially achieve the highest financial saving to the Council.

- Procurement Route – this is currently being discussed and will be confirmed by TMBC’s Legal Services in due course – potential Open Tender.
- Master Plan/Business Plan – the Tenders could be asked to submit a Master/Business Plan for the Park outlining key activities, investment and developments.
- Car Park Management and Income – it was suggested that full management of the car park would be transferred and include the income received.
- Car Park Charges – it was suggested charges would be self-levelling and that any third party would not benefit from increasing them above the market rate. Therefore, control over future charges may not be required, however, a future charging strategy could be asked for as part of the Master/Business Plan. Due consideration would need to be given to the season ticket provision that currently covers both Leybourne Lakes and Haysden Country Park.
- Increased Footfall – the need to increase footfall was discussed and the implications this would have on the park. Whilst a level of increased footfall may be inevitable it would be useful to gauge anticipated levels through the Tender process as there could be more opportunity to increase secondary spend.
- Balance of Use – a balance needs to be retained for different users of the site to include dog walkers.
- Green Flag Award – ensure this quality standard is retained for the site.
- Access – access to remain free to the public with the exception of the car park, concessions and events. Due consideration would also be given to access for all.
- BBQ’s – fixed BBQ’s were discussed though at the current time these were no being encouraged at the site. Such opportunities may, however, arise through the Tender process.
- Staffing – It was suggested that current levels of staffing be the minimum level required going forward and that the jobs of current staff on site be protected.
- Community Engagement – the engagement of the community in the site should be retained and this includes the current volunteer opportunities and the Customer Panel.
- Water Quality – current standards and monitoring should be maintained to ensure safe access to the water for all authorised activities.
- Concessions – Current concessions are being reviewed by an external officer working group though it is envisaged that all would eventually be consumed by the third party operator though may still be subtle. The small concession to the local fishing club was specifically raised and it was suggested that this be protected, both in terms of area and price.

- Opening Times (car park) – whilst there are currently restricted on access to the car park there is the potential to extend this if appropriate measures are put in place to control issues such as antisocial-behaviour.
- Monitoring – formal monitoring of any agreement will be essential to ensure any third party is meeting the agreed delivery of services.
- It was agreed that when evaluating the Tenders priority should be given to Quality of submission over price.

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Leybourne Lakes Country Park Development Meeting

Thank you for your email with notes of the meeting before Christmas that took place on this subject.

Cllrs Pam Ayrton and David Thornewell found the meeting useful and were pleased to attend. I have been asked to thank the borough Council for arranging it. It was considered to be constructive and we look forward to a further one in due course.

The notes of the meeting have been circulated to my parish councillors and I have asked to confirm the parish council's general views at this stage. This letter will just cover the issues we feel are really important and not seek to comment on everything discussed at the meeting.

As the notes start off by recording the ethos of the site as a country park is important and whilst there has always been a balance to strike between the various uses such as fishing, windsurfing, diving, scout use, and informal recreational pursuits plus the wildlife value of the site its status as a country park to us is paramount.

By way of background country parks came into being as a result of the Countryside Act.1968 with the purpose of providing places with a natural rural atmosphere as opposed to the formal parks of towns and urban areas. The idea was provide easy access to the countryside for those living in built up areas.

At the same time the development of the Medway Gap then via KCC planning documents...Town Maps...was proceeding apace and one for our area was allocating new land for housing at various sites including 900 homes at "North Larkfield" between the M20 and Leybourne Way. There was local pressure for a country park to cover the lakes between Leybourne/Larkfield and Snodland to serve the growing area which resulted in KCC producing a study which proposed a country park over a somewhat wider area than what is now the country park. Sadly though Government funding could not be achieved and the plan remained just an idea.

The parish council was therefore very pleased when the borough council took up the issue when it had become the local planning authority and achieved the country park with a planning arrangement with Berkley Homes allowing them to build The Lakes site and fund the provision of the park we have today.

It opened in 2003 and has proved very popular meeting the needs of the local population and with the additional housing taking place and planned locally we consider its importance will only increase. Indeed we note the visitor satisfaction surveys record over 90 per cent satisfaction.

However we have been aware since it opened and indeed before there was from a visitor perspective a need for a well-designed visitor centre and especially a cafe overlooking the lake. This was an issue during the planning stages and at one time the redundant but well designed visit cabin was thought by many to be an interim answer though it was turned down on the costs of relocating it.

The Legal Agreement of 9th December,1999 between TMBC and the then landowners and developers provided a balance of £1,492,316 part of which was for a "visitors centre to serve members of the public visiting the country park land". We are aware that about £700,000 of this sum remains.

The parish council remains keen to see this provided particularly the cafe and notes most of the KCC country parks have such a facility. These are usually run by third parties and we had the envisaged that would be the position here too.

The council also wishes to stress the importance of the wildlife aspect of the country park with the "Snodland" stream running along one boundary; The water fowl on the lakes; the existence of the protected water voles; and that part is considered to be of wildlife interest. Indeed until quite recently

there was mention at user meetings of seeking Nature Reserve status. There are also the SS1 sites in the vicinity and these are the sort of issues being highlighted in the recently issued "A Green Future" document by the government.

We also wish as mentioned at the meeting that no motorised water sports should be undertaken at the park. Such unauthorized use had been an issue after sand and gravel extraction ended while the lakes were still in private ownership. Disturbance was caused to the houses close to Melbourne Way and for this reason the clause 4.23 in the Legal Agreement was inserted.

We are pleased there is no intention to charge for entry to the park. The site is crossed by three public paths namely MR 84, 88, and 99 and the parish council would be against entry charges.

We note the Borough solicitor is looking at any other restrictions which apply to the park including those in the planning permission TM/99/0032/FL.

The parish council understands the park currently costs the Borough £120,000 net and this with the issue of the Visitor Centre has led the council to look at other management arrangements including outsourcing the management to a third party.

The parish council currently contributes an annual sum of £5000 towards the costs of the park as was originally agreed back when the parish council was involved in the arrangements setting it up and that involved a liaison meeting involving Snodland which has now ceased its payments. The parish council has made provision again in its recently passed 2018/19 budget. It will as indicated at the meeting keep the matter under review depending on what future management arrangements are made. It would ask that liaison with the two parish councils and indeed users should continue including if management is outsourced.

We note that if a Lease arrangement were adopted the freehold of the land would remain with the borough council and we regard that as crucial. We also think any lease should be to a specific organisation with 5 yearly reviews as suggested at the meeting. And any lease should prevent assignment without TMBC approval.

We note the council has received internal advice that there must be a tendering arrangement. We would have preferred negotiations with specific bodies who it was previously assured could manage the country park. Such as the way the Leisure centre is run.

It should be recorded that some members of the parish council are doubtful if a commercial body can be found who can not only manage the country park with that status including building and running a visitor centre as well as doing it at no cost to the council. Or indeed making a payment to TMBC. There is a feeling this could only be done by compromising the country park and members have asked if there is a country park we could visit which is run in this way.

Parish councillors do though understand the pressure the borough is under to both reduce costs and increase income so understands why it wishes to test the position.

Lastly on a related issue the parish council was involved in an early stage in supporting the North Downs initiative and is pleased the country park is within the project area. It was also pleased a launch took place within the park last year. It is keen as we have told them to improve the public paths leading into and out of the country park including waymarking so it fits into the countryside path system locally. It is prepared to make a modest contribution towards such work and holds £500 for this purpose. A cafe would of course mean the park could be used for walk starts/ends.

On the issue of the country park being a meeting point for walking, the Council also wishes to record the importance of the Health Walks taking place on Tuesday and Thursday mornings. It would wish these to continue and these too could provide potential customers for a café.

Tonbridge and Malling Borough Council

Leybourne Lakes Country Park

Draft Heads of Terms

February 2018



Introduction

Following a soft market testing project, commissioned by the Council's Street Scene, Leisure & Technical Services Department and undertaken by Oaks, Members of the Communities and Housing Advisory Board gave their approval to seek formal tenders for the outsourcing of the management of Leybourne Lakes Country Park.

To further develop this project, Oaks have been commissioned to produce a draft Heads of Terms document and related tender Evaluation Criteria.

These documents, subject to Member approval, will provide the framework for the development of the full tender materials in accordance with the Council's Procurement Regulations.

Heads of Terms

Context

Opened in 2004, Leybourne Lakes Country Park (LLCP) covers an area of approximately 230 acres, forming part of the land north of the M20 which separates the built-up areas of Snodland, Larkfield and New Hythe.

Formerly part of a wider site of disused gravel pits, the nearby housing development by Berkeley Homes in the early 2000s prompted the creation of the Country Park and designation as a 'Site of Nature Conservation Interest' to offset the community impact of the new homes and to provide the new residents with open, natural space for leisure and recreation. Fourteen years on, the Country Park is now well used by the local community, attracting an estimated 150,000 visits each year.

The site currently encompasses a range of habitats including established lakes, grasslands, newly created shallow wetlands, dense scrub, the Mill Stream, hedgerows and woodlands. Current facilities include:

- Informal recreation provision - including a children's play area and wildlife play trail, hard surfaced and grassland paths for all ability walking, and picnic areas and benches
- Small and temporary mobile catering services
- Car parking areas
- A range of formal recreation concessionaries focused on water sports and fishing
- A Park Rangers office, grounds maintenance storage and public toilets

The site is currently owned and managed by Tonbridge & Malling Borough Council (TMBC) with financial support from East Malling & Larkfield Parish Council.

A significant proportion of the site is visitors engage in informal activity, primarily walking. Formal activity such as windsurfing, canoeing, small boat sailing and scuba diving are carried out on the main lake and regulated fishing is also a popular activity within LLCP – all of which are delivered by time

bound contracted partnerships. Services available to users of the Park include ad-hoc catering, provided by a short term contracted concession.

Strategic objectives

TMBC are committed to providing an excellent quality of service for future users of LLCP. In doing so it will ensure that all visitors to the Park have opportunities to enjoy easily accessible and welcoming social and informal recreation, balanced with a wide range of high quality formal sport and leisure opportunities. In addition, TMBC are committed to enhancing the nature conservation attributes of LLCP.

To help facilitate the Park's future development, TMBC will invest capital funding secured through an existing section 106 agreement. In line with this agreement, this capital investment will be used to enhance the visitor experience and improve future sustainability.

To maximise the future development of LLCP, the Council would like to invite external partners with the relevant skills, creativity, experience and business acumen to tender for the outsourcing of the Park's operations. Through this process, TMBC will seek a partner to not only improve the use of the Park and the visitor experience, but also ensure the current level of Council subsidy is reduced or eliminated. The following document provides the framework for the development of this partnership.

The opportunity

TMBC will maintain its ownership of LLCP. From 1st April 2019 TMBC will actively pursue, subject to a suitable partner being identified and satisfactory contractual conditions being reached, the outsourcing of the park's management and maintenance.

This opportunity will comprise a 20 – 25-year full repair and maintenance operating lease for the total management of LLCP, including grounds maintenance, service provision and nature conservation. In addition, the opportunity will be supported through a £740,000 capital investment by TMBC.

This opportunity will be tendered in line with the following Heads of Terms:

Credentials

TMBC has a responsibility to provide the highest quality of service to the communities it serves, in addition it must ensure that any investment of public funds achieves the greatest return on investment. TMBC is committed to working with partners who share this professional approach and can clearly demonstrate their ability to manage a contract of this scope and size.

Tenderers will be required to demonstrate their:

- Corporate structure and suitability to enter into a partnership with TMBC
- Economic and financial standing and ability to enter into a partnership with TMBC
- Industry compliance and ability to adhere to all legal requirements (to be detailed within tender pack)
- Skills and experience in managing similar contracts, including:

- Sport and leisure facilities
- Informal recreation provision
- Outdoor activity areas
- Grounds maintenance
- Nature conservation
- Community Engagement

Business and financial planning

The outsourcing of LLCP must maintain, and ideally improve, the experience of customers at LLCP. In addition, any future partnership must support the reduction of the financial subsidy provided by TMBC. The Council is committed to identifying partners who can demonstrate the necessary financial rigour to deliver an excellent customer service within a value for money approach. Tenderers should be aware that the Council elected to 'opt to tax' the site of Leybourne Lakes in 2005. Therefore, we suggest that you should take VAT advice when considering your respective proposed business plans.

Tenderers will be required to submit a detailed Park Master Plan and a 5-year Business Plan. This Master Plan will require partners to:

- Demonstrate their understanding and due consideration of the existing LLCP Management Plan 2017 – 2021.
- Detail any alterations to the orientation and specification of the Park, including fixed assets, public access, walkways and cycleways, car parking, visitor / recreation attractions, green space and nature conservation areas.
- Provide a comprehensive five-year Business Plan comprising:
 - A five-year budget forecast demonstrating:
 - How the TMBC budget subsidy will be reduced/eliminated within five years of contract commencement
 - The proposed profit share structure and conditions
 - The financial projections relating to the delivery of a full repair and maintenance contract
 - A schedule of proposed capital and revenue investment (identifying how this will impact the five-year budget forecast)
 - A detailed breakdown of proposed income generating activities and new service areas
 - Financial KPIs that a partner wishes to be measured on
 - A risk management plan with identifiable mitigations

Park ethos

LLCP was established through a Section 106 agreement to deliver a community asset. TMBC are committed to maintaining the provision of LLCP to the benefit of the local community. TMBC wants all people, irrespective of their economic standing to be able to access and enjoy the Park's amenities. Further, any new provision must be considerate to the Park's ethos.

Tenderers will be required to demonstrate how they will maintain the ethos of the Park in relation to:

- Maintenance and development of LLCP wildlife and areas of interest
- Balance of informal and formal activity

- Public access and free use engagement
- Design and orientation of new or amended fixed assets, including capital developments
- Delivery of events and activities
- Surrounding conurbations near the Park

Conservation

TMBC are committed to providing a positive balance between nature conservation and leisure provision. Visitors to the Park must be able to have the opportunity to enjoy both aspects without compromising the natural environment.

Tenderers will be required to demonstrate that they have an understanding of and appropriate plans in place to:

- Ensure LLCP maintains its Green Flag Award throughout the duration of the contract
- Maintain the water quality standards currently in place
- Maintain and protect the wildlife and green space within LLCP

Capital development

TMBC wishes to make a capital investment in the infrastructure of LLCP. This investment must enhance the visitor experience and improve and safeguard the financial sustainability of the Park. TMBC welcomes tenderers who wish to provide additional capital investment to further these objectives.

Tenderers will be required to:

- Detail their intentions to invest in the proposed fixed capital developments and conditions associated with this investment
- Provide a Park orientation and Capital Development Plan, identifying costings and future business and customer experience impact
- Identify their desire and ability to support the design and build of any capital development projects and the impact that this would have on the five-year financial projections
- Detail their intentions to invest in the non-fixed / revenue generating assets and conditions associated with this investment

Staffing

TMBC is a caring and diligent employer, who supports the development and wellbeing of their staff. In addition, TMBC are a large local employer who wishes to stimulate employment opportunities throughout the borough. A new operator will be required to reflect this approach and clearly demonstrate how it will add value to both paid employment and voluntary engagement.

Tenderers will be required to:

- Provide a staff recruitment, deployment and Management Plan, to include:
 - Arrangements for TUPE of current LLCP staff employed by TMBC
 - Role descriptions and salary
 - Proposed structure and scheduling
 - Training and development programme

- Employment policies and procedures

DRAFT

Activities and services

TMBC is committed to ensuring continued provision of the Park for existing formal and informal users. To give a new operator the greatest planning flexibility, TMBC will conclude all existing contractual obligations with the exception of (the local fishing concession to be defined) prior to the commencement of the new partnership term. In doing so, TMBC will require tenderers to view existing customer groups in a positive light, and where financially practical, to accommodate them within future activity scheduling. At the point of issuing the tender, TMBC do not wish the operator to propose any motorised water sports in their plans.

Tenderers will be required to:

- Provide an activity and event schedule which:
 - Outlines the informal use of the Park's assets and how this will be protected during one-off event delivery
 - Protects (within financial planning constraints) the use of the Park by the following user groups:
 - Existing clubs and user groups, e.g. Parkrun, health walks, scouts, triathlon etc.
 - Fishing concession (tbc)
 - Details how the current LLCP volunteer programme will be maintained and enhanced during the contract term
 - Gives due consideration to the ethos of the Park and its availability as a green space and nature reserve
 - Identified new activities and the added value they will deliver to the user experience and financial sustainability of the Park
 - The pricing policy associated with new activity provision
 - Defines third party partnerships required to deliver the activity and event schedule
 - Defines the impact of the proposed schedule on informal Park access

Car parking

TMBC operate a wide range of car parking facilities throughout the borough, including provision of a reciprocal 'season ticket' for parking at LLCP and Haysden Country Park. To provide a new operator with the greatest flexibility, TMBC will grant control of the LLCP car parking and any revenues generated through this to the new operator, subject to that operator accommodating the existing season ticket scheme and giving due consideration to the borough's broader car parking policy.

Tenderers will be required to:

- Provide a car park plan which details:
 - Capital expansion or re-orientation plans
 - Proposed charging structure
 - Proposed usage in relation to one-off event programmes
 - Opening and closing times
 - Mitigations to prevent anti-social behaviour
 - Mechanism for collecting parking fees
 - Mechanism for protecting the security of the site

Community engagement

Since the Park's inception, TMBC have worked hard to develop effective and trusted links with user groups and the local community. In respect of the new contract, TMBC will expect a similar standard of interaction to be achieved.

Tenderers will be required to:

- Demonstrate how they will engage with the Customer Panel
- Collect and analyse customer feedback
- Plan for the needs and aspirations of local and visiting Park users

Data management and marketing

In line with similar outsourced arrangements within the Borough, TMBC will expect the new operator to maintain the highest standards of compliance in relation to data protection and data management. TMBC will also require the new operator to market and promote LLCP opportunities in a respectful and complimentary manner in order to effectively reflect the TMBC brand. For the avoidance of doubt, personal data collected and utilised by the new operator will remain in the ownership of TMBC.

Tenderers will be required to:

- Comply with all appropriate data protection, legislation and principles as required within TMBC's Procurement Regulations.
- Demonstrate how they will manage and utilise any data collected throughout the contract term
- Handover all personal data to TMBC at the conclusion of the contract term
- Produce a sample Marketing Plan with defined procedures in relation to:
 - Social media
 - Broadcast media
 - Written media
 - Distribution of marketing collateral and messaging

Compliance

TMBC maintain the highest standards of compliance across all areas of its service provision. TMBC would therefore require a new operator to deliver its obligations to the same standard of provision.

Tenderers will be required to:

- Fully comply with all relevant legislation
- Secure and maintain all insurances and indemnities required to operate LLCP
- Maintain required insight to facilitate full compliance with relevant requests or investigations
- Provide a health and safety plan specific to the staff and visitors of LLCP
- Demonstrate their commitment to adopt TMBC policies and procedures as and when required

Monitoring, evaluation and performance management

TMBC wish to provide a new operator with the maximum flexibility to develop a creative and effective service offer. To facilitate effective performance management, TMBC will implement timely monitoring and evaluation procedures.

Tenderers will be required to:

- Agree, prior to contract commencement, joint KPIs relating to the management of LLCP
- Submit to a five-year formal evaluation of performance
- Agree to collect and analyse relevant data and insight to support the implementation and enhancement of the Park's management. This will include KPIs for, but not be limited to:
 - Financial management
 - User satisfaction
 - Visitor attendance
 - Community engagement
 - Wildlife conservation

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TONBRIDGE & MALLING BOROUGH COUNCIL
COMMUNITIES and HOUSING ADVISORY BOARD

27 February 2018

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

Part 1- Public

Matters for Information

1 LEISURE TRUST PERFORMANCE UPDATE

Summary

This report reviews the recent performance of the Tonbridge and Malling Leisure Trust and updates Members on a number of significant capital development schemes.

1.1 Background

1.1.1 Members will be aware that the Tonbridge and Malling Leisure Trust (Trust) has been responsible for the management of the Council's leisure facilities since 1 November 2013. The Trust manages the Council's main leisure facilities that include the Angel Centre, Tonbridge, Larkfield Leisure Centre, Tonbridge Swimming Pool and Poulton Wood Golf Centre.

1.1.2 Regular communication between the Council and the Trust has continued to take place since the transfer, supported by quarterly liaison 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 shown at **[Annex 1]** includes Quarter 2 covering the period 1 July to 30 September 2017.

1.2.2 The details shown in the Annex have been limited to those directly related to the Council's Agreed Service Outcome measures. Full copies of the Monitoring Report are available upon request.

1.2.3 Satisfaction and cleanliness scores from customers remain high with all scores above 85%, Angel Centre (100% cleanliness and 99% satisfaction), Tonbridge Swimming Pool (97% cleanliness and 100% satisfaction) and Larkfield Leisure Centre (85% for cleanliness and 100% satisfaction).

- 1.2.4 It is encouraging to note that once again the number of positive comments in the quarter (79) exceeded complaints (14) with no serious complaints received.
- 1.2.5 There were 324,415 visits to the Leisure Facilities over the quarter, an increase of 10,599 visits or 3.4% compared to the previous quarter and 32,808 visits or 11% on the same quarter last year. Larkfield Leisure Centre attendance increased by 26% more than the previous year. Angel Centre was up by 18% on the previous year's quarter but down 2,140 visits on quarter one. Both Poult Wood Golf Centre and Tonbridge Swimming Pool saw a decrease in attendance on the previous quarter and on the previous year, as shown in the table below.

Facility	Number of Visits in Quarter 2	Number of Visits in Quarter 1	Difference from Quarter 1	Number of Visits in Quarter 2 2017	Difference from Quarter 2 2017	% Difference from Quarter 2 2017
Larkfield Leisure Centre	184,652	162,134	+22,521	145,764	+38,888	+26%
Angel Centre	60,707	62,847	-2,140	51,378	+9,329	+18%
Tonbridge Swimming Pool	62,563	71,596	-9,033	75,309	-12,746	-17%
Poult Wood Golf Centre	16,493	17,239	-746	19,156	-2,663	-14%
Total	324,415	313,816	+10,599	291,607	+32,808	+11%

- 1.2.6 The Leisure Trust has advised that it believes the decrease in attendance numbers at Poult Wood Golf Centre were due to wet weather during quarter 2 and commented that quarter 3 has since shown an increase. Tonbridge Swimming Pool decrease is linked in part to a drop in Swim and Spa memberships which are 300 fewer than last year and this is an area the Trust is working on.
- 1.2.7 The total number of accidents in quarter two was 159 across all sites and whilst relatively low was still an increase of 20 accidents or 14% on the previous year. Whilst there was one RIDDOR reportable accident, the Trust has advised that there were no trends identified or specific areas of concern.

1.3 Fitness Equipment Renewal

- 1.3.1 Members will be aware that the Council are renewing the fitness equipment at both Larkfield Leisure Centre and the Angel Centre with replacement scheduled within the Council's Capital Renewals Programme. The contract was awarded to Technogym UK Ltd with a tender price of £405,000 and came within the Council's allocated budget. The Trust also contributed over £20,000 to further enhance some of the equipment.
- 1.3.2 I am pleased to advise Members that the installation of equipment at the Angel Centre was completed over the Christmas period and initial feedback from Centre members has been positive. Alongside the renewal of equipment the Trust also took the opportunity to convert a previous dance studio into a designated free-weights area that now offers enhanced facilities for gym members. Images of the newly refurbished gym and free weights area are shown at **[Annex 2]**. These works also coincided with a modest refurbishment of the changing areas.
- 1.3.3 Replacement of the gym equipment at Larkfield Leisure Centre is due to take place in May this year to coincide with the completion of the current building works at the site (see sub-section 1.4 for details).

1.4 Larkfield Leisure Centre – Capital Works

- 1.4.1 Members will be aware of the current building project at Larkfield Leisure Centre. Estimated at between £700,000 and £800,000 the project will see the provision of two new dance studios and an extension of the existing gym facilities. It is being fully funded by the Trust.
- 1.4.2 I am pleased to advise Members that works commenced on site on the 23 October 2017 and the completion date in May remains on target. The Trust has continued to work to minimise the impact on users as far as is practical and are also proposing to use the sports hall as a temporary gym during the transition to the new facilities.

1.5 Tonbridge Swimming Pool Roof

- 1.5.1 Further to previous reports to this Board, Members will be aware that Phase 2 of refurbishment of the roof at Tonbridge Pool commenced on the 2 October 2017. The works saw the replacement of the sections of roof over the main reception and the health suite. The works were completed with minimum disruption to the site, and only involved short facility closures during the erection and removal of the scaffolding around the main entrance.
- 1.5.2 Phase 3 of the works is now planned for Autumn 2019 and will see the reroofing of the rear section of main pool hall roof.

1.6 Legal Implications

- 1.6.1 The management and development of facilities run by the Trust on the Council's behalf is in accordance with an approved 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, and further savings will be forthcoming following the review of the Service Fee from the 1 April 2018. The financial performance of the Trust continues to be positive.
- 1.7.2 There are no loss of income claims from the Trust in relation to the capital works, should we add 'undertaken to date outlined in the report.' On the grounds that there could be in due course re Phase 3 of the TSP roof works.
- 1.7.3 The procurement of the fitness equipment and works to Tonbridge Pool roof conforms to the Council's Contract Procedure Rules.

1.8 Risk Assessment

- 1.8.1 Health and safety arrangements are outlined in the Management Agreement with the Trust and are monitored through Key Performance Indicators. Regular site inspections are undertaken with spot checks and independent audits.
- 1.8.2 It is essential to invest in the facilities to maintain attendance levels and customer satisfaction and enable the Trust to meet its financial targets.

Background papers:

contact: Stephen Gregg

Nil

Robert Styles

Director of Street Scene, Leisure & Technical Services

Annual Service Delivery Plan Cumulative Quarterly Monitoring Report

1 April 2017 to 30 September 2017

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Annual Service Delivery Plan Outcomes and Targets – 1 April to 30 September 2017

■ denotes a Council Agreed Service Outcome measure

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 70% effective interaction targets	■ %age of Gym customers at high risk of leaving who are encouraged to stay and do stay	Head of Business Development	Monthly	<p>LLC High Risk Interactions Q1 – 57.3% Q2 – 60.4%</p> <p>This is an increase of 3.1% on Q1 and a YOY increase of 26.4%</p> <p>Cumulative High Risk Interactions LLC – 58.85% this is a YOY increase of 8.9%</p> <p>AC High Risk Interactions Q1 – 73.1% Q2 – 76.4%</p> <p>This is an increase of 3.3% on Q1 and a YOY decrease of 1.6%</p> <p>Cumulative High Risk Interactions AC – 74.75% this is a YOY decrease of 2.2%</p> <p>LLC Effective Interactions Q1 – 73.8% Q2 – 71.4%</p> <p>This is a decrease of 2.4% on Q1 and a YOY decrease of 2.6%</p> <p>Cumulative Effective Interactions LLC – 72.6 % this is a YOY decrease of 1%</p>

				<p>AC Effective Interactions Q1 – 72.7% Q2 – 70.8%</p> <p>This is a decrease of 1.9% on Q1 and a YOY increase of 0.8%</p> <p>Cumulative Effective Interactions AC – 71.75% this is a YOY increase of 1.5%</p>
Increase overall DD/Annual membership totals by 5%	■ Direct debit/annual members across all categories	Head of Business Development	Monthly	<p>LLC H&F members Q1 – 2809 Q2 – 2299</p> <p>This is a decrease of 510 or 18% on the previous quarter and a YOY increase of 1 or 0.04%</p> <p>LLC S&S members Q1 – 432 Q2 – 446</p> <p>This is an increase of 14 or 3.2% on the previous quarter and a YOY decrease of 215 or 32.5%</p> <p>AC H&F members Q1 – 1871 Q2 – 1784</p> <p>This is a decrease of 87 or 4.6% on the previous quarter and a YOY increase of 345 or 24%</p> <p>TSP S&S members Q1 – 761 Q2 – 754</p> <p>This is a decrease of 7 or 0.9% on the previous quarter and a YOY decrease of 334 or 30.5%</p> <p>Total Q1 – 5873 Q2 – 5283</p>

				<p>This is a decrease of 590 or 10% on the previous quarter and a YOY decrease of 203 or 3.7%</p>
Reduce attrition to below 2.5%	<p>■ Attrition rates</p>	Head of Operations	Monthly	<p>LLC Q1 Average –1.9% Q2 Average – 3.0%</p> <p>Cumulative – 2.2%. This compares to attrition to the end of Q2 2016/17 of 2.8%</p> <p>AC Q1 Average – 1.5% Q2 Average – 2.5%</p> <p>Cumulative – 1.8%. This compares to attrition to the end of Q1 2016/17 of 2.5%</p>
Increase overall attendance by 2.5%	<p>■ Attendance at leisure centres</p>	Head of Business Development	Monthly	<p>Overall usage Q1 2016/17 as follows; LLC Q1 – 162,134 Q2 – 184,652</p> <p>This compares to 145,764 to the end of Q2 2016/17. This is an increase of 38,888 or 26%</p> <p>Cumulative – 346,786</p> <p>This compares to 307,541 to the end of Q2 2016/17. This is an increase of 39,245 or 12.7%</p> <p>AC Q1 – 62,847 Q2 – 60,707</p> <p>This compares to 51,378 to the end of Q2 2016/17. This is an increase of 9,329 or 18%</p> <p>Cumulative – 123,554 This compares to 113,929 to the end of Q2 2016/17. This is an increase of 9,625 or 8.4%</p>

				<p>TSP Q1 – 71,596 Q2 – 62,563</p> <p>This compares to 75,309 to the end of Q2 2016/17. This is a decrease of 12,746 or 17%</p> <p>Cumulative – 134,159 This compares to 145,195 to the end of Q2 2016/17. This is a decrease of 11,036 or 7.6%</p> <p>PWGC Q1 – 17,239 Q2 – 16,493</p> <p>This compares to 19,156 to the end of Q2 2016/17. This is a decrease of 2,663 or 14%</p> <p>Cumulative – 33,732 to the end of Q2 2016/17. This is an increase of 2,820 or 9%.</p> <p>Total Attendance Q1 – 313,816 Q2 – 324,415</p> <p>This compares to 291,607 to the end of Q2 2016/17. This is an increase of 32,808 or 11%.</p> <p>Cumulative – 638,231 This compares to 602,707 to the end of Q2 2016/17. This is an increase of 35,524 or 6%.</p>
KEY OUTCOME: Improved access to coaching and talent development for sports				
Aim	Measure	Lead Officer	Timescale	Progress
Increase number of Swim School customers by 5%	■ Average number of customers enrolled in Swim School	Head of Business Development	Quarterly	<p>LLC Q1 – 1008 Q2 – 1038</p> <p>This is an increase of 30 or 2.9% on the previous quarter and a YOY decrease of 23 or 2%</p>

				<p>TSP Q1 – 947 Q2 – 959</p> <p>This is an increase of 12 or 1.2% on the previous quarter and a static position YOY</p> <p>Total Q1 – 1955 Q2 – 1997</p> <p>This is an increase of 42 or 2.2% on the previous quarter and a YOY decrease of 23 or 1%</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 Excel/Gym 21 membership by 5%	■ Average number of Excel members age 11-18	Head of Business Development	Monthly	<p>LLC Q1 – 647 (404 Excel and 243 Gym 21) Q2 – 539 (311 Excel and 228 Gym 21)</p> <p>This is a decrease of 108 or 16.7% on the previous quarter and a YOY increase of 138 or 34.4%</p> <p>AC/TSP Q1 – 521 (280 Excel and 241 Gym 21) Q2 – 346 (136 Excel and 210 Gym 21)</p> <p>This is a decrease of 175 or 33.5% on the previous quarter and a YOY increase of 43 or 14%</p> <p>Total Q1 – 1168 (684 Excel and 484 Gym 21) Q2 – 885 (447 Excel and 438 Gym 21)</p> <p>This is a decrease of 283 or 24% on the previous quarter and a YOY increase of 181 or 25%</p>
Increase Kick-start membership by 5%	■ Average number of Kick-start members age 0-10 (KPI 836)	Head of Business Development	Monthly	<p>LLC Q1 – 109 Q2 – 110</p>

				<p>This is an increase of 1 on the previous quarter and a YOY decrease of 25 or 18.5%</p> <p>AC/TSP Q1 – 168 Q2 – 134</p> <p>This is a decrease of 34 or 20% on the previous quarter and a YOY decrease of 45 or 25%</p> <p>Total Q1 – 277 Q2 – 244</p> <p>This is a decrease of 33 or 12% on the previous quarter and a YOY decrease of 70 or 22%</p>
KEY OUTCOME: Increased participation in referral and healthy living programmes to result in reduced obesity and improved health				
Measure	Measure	Lead Officer	Timescale	Progress
Increase number of referrals by 5%	■ Number of referrals	Head of Business Development	Quarterly	Scheme running and under review.
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
Development of customer engagement processes and development of positive local forums with relevant stakeholders	■ Residents satisfaction with facilities / Net Promoter Score	Executive Management Team	Ongoing	Q1 Overall – 53% Q2 – Overall – 54% Cumulative – 53%
KEY OUTCOME: Improve customer satisfaction rates				
Aim	Measure	Lead Officer	Timescale	Progress
Undertake 2 Mystery Visitor audits at each facility with target score of 85%	■ Mystery Visitor scores	Head of Operations	Annual	Mystery visits took place during the quarter:- LLC – 88%. NPS of 7 AC – 80%. NPS of 7.5 PW – 81%. NPS of 8
Achieve average overall satisfaction score of 4.0/5	■ Overall satisfaction	Head of Operations	Monthly	LLC Q1 – 100% / 4.5 Q2 – 100% / 3.6 This compares to 85% / 4.0 YOY. AC

				<p>Q1 – 98% / 4.2 Q2 – 99% / 4.3</p> <p>This compares to 98% / 4.2</p> <p>TSP Q1 – 100% / 4.6 Q2 – 98% / 4.6</p> <p>This compares to 99% / 4.5 YOY.</p>
Achieve average cleanliness score of 4.0/5	■ Satisfaction - Cleanliness	Head of Operations	Monthly	<p>LLC Q1 – 90% / 3.9 Q2 – 85% / 3.8</p> <p>This compares to 79% / 3.7 YOY.</p> <p>AC Q1 – 97% / 4.3 Q2 – 100% / 4.4</p> <p>This compares to 93% / 4.1</p> <p>TSP Q1 – 98% / 4.4 Q2 – 97% / 4.4</p> <p>This compares to 98% / 4.4 YOY.</p>
KEY OUTCOME: Increased participation from underrepresented groups including ethnic minorities, disabled, women and those on income support				
Aim	Measure	Lead Officer	Timescale	Progress
Increase penetration of Leisure Pass into qualifying households	■ Number of Leisure Pass holders)/ Penetration levels	Head of Business Development	Quarterly	<p>Q1 – 147 Q2 - 311</p> <p>Current total of 966 leisure pass holders</p>
Aim	Measure	Lead Officer	Timescale	Progress
Reduce overall consumption of gas, electricity and water by 5% at each facility	■ Consumption of utilities	Head of Operations	Quarterly	<p>Electricity Consumption LLC Q1 – 413,888 Q2 – 425,279</p> <p>This is an increase of 11,391 or 2.7% on the previous</p>

<p>quarter and a YOY decrease of 20,664 or 4.6%</p> <p>AC Q1 – 96,408 Q2 – 99,045</p> <p>This is an increase of 2,637 or 2.7% on the previous quarter a YOY decrease of 42,977 or 30%</p> <p>TSP Q1 – 233,490 Q2 – 237,482</p> <p>This is an increase of 3,992 or 1.7% on the previous quarter and a YOY decrease of 30,896 or 11.5%</p> <p>Gas Consumption LLC Q1 – 768,147 Q2 – 645,612</p> <p>This is a decrease of 122,535 or 16% on the previous quarter and a YOY increase of 86,946 or 15.5%</p> <p><u>Larkfield Leisure Centre remains under query 42712</u></p> <p>AC Q1 – 219,372 Q2 – 186,980</p> <p>This is a decrease 32,392 or 14.8% on the previous quarter and a YOY increase of 82,389 or 78%</p> <p><u>Query over Sep 2016 figure</u></p> <p>TSP Q1 – 170,685 Q2 – 94,585</p> <p>This is a decrease of 76,100 or 44.5% on the</p>

				<p>previous quarter and a YOY increase of 25,721 or 37%</p> <p>All the figures quoted above are based on manual readings input to LASER's Systemlink software and are not reflected exactly in billing records.</p>
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 and implement an action plan	■ NBS scores	Head of Operations	Annual	<p>LLC report has been received and action plan is in place.</p> <p>TSP financials to be submitted</p>
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	Head of Operations	Annual	<p>All facilities have Quest registration</p> <p>TSP and PW were assessed and maintained accreditation during Q2.</p>
Aim	Measure	Lead Officer	Timescale	Progress
Reduce accidents per 100,000 visits at each site	■ Accidents per 100,000 visits	Head of Operations	Monthly	<p>Accidents per 100,000 customers as follows;</p> <p>LLC Q1 – 104 Q2 – 69</p> <p>This is an increase of 16 or 30% compared to Q2 in 2016/17, and a reduction of 35 or 33% on the previous quarter.</p> <p>AC Q1 – 26 Q2 – 18</p> <p>This is a decrease of 7 or 28% compared to Q2 2016/17, and a decrease of 8 or 31% on the previous quarter.</p> <p>TSP Q1 – 64</p>

				<p>Q2 – 30</p> <p>This is a decrease of 24 or 44.5% compared to Q2 2016/17, and a decrease of 34 or 53% on the previous quarter.</p> <p>PWGC Q1 – 0 Q2 – 0</p> <p>This is a static position compared to Q2 2016/17, and a static position on the previous quarter.</p> <p>Overall Q1 – 73 Q2 – 49</p> <p>This is an increase of 2 or 4% on Q2 2016/17, and a decrease of 24 or 33% on the previous quarter.</p>
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	Leisuresafe Audits have taken place at all facilities. All 4 facilities have maintained accreditation.
Reduce number of RIDDOR reportable accidents year on year at each site	■ Number of RIDDOR reportable accidents	Head of Operations	Monthly	There was one RIDDOR during Q2. Slip on rapid steps at LLC resulting in injured shoulder
Respond to findings of LeisureSafe Audits and other statutory inspections	■ Action Plan completion	Head of Operations	31 March 2018	Action plans are in place at all 4 sites.
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	Head of Operations	Quarterly	Overall Sickness Q1 – 2.47% Q2 - 3.53% This is a 1.06% increase on the previous quarter and a YOY increase of 0.47%.
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	Head of Finance	Annual	Agreed reduction in place from 1 April 2017.



Figure 1 Changing Room



Figure 2 Cardio Area

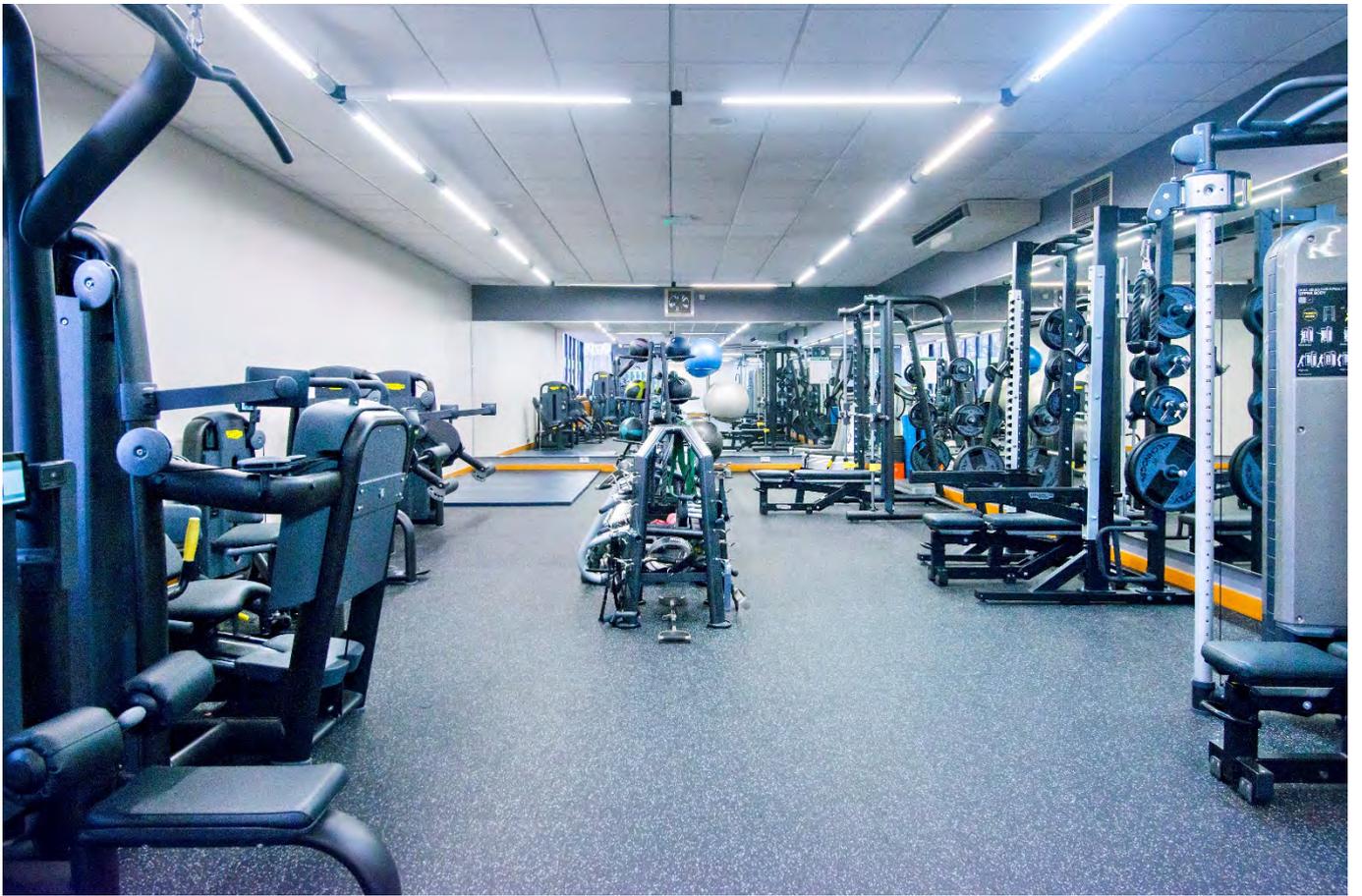


Figure 3 Resistance, Stretch and Free Weights Area

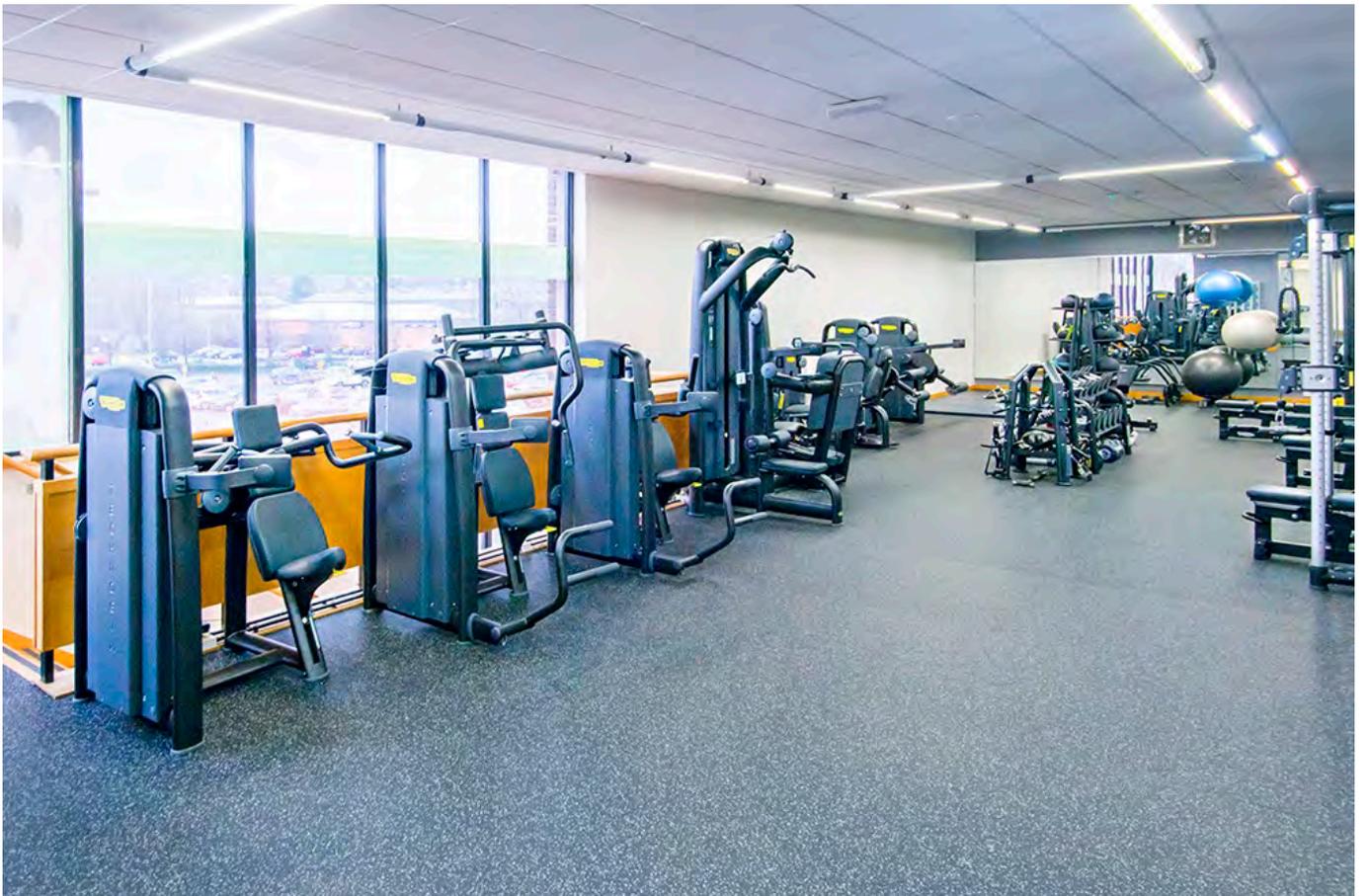


Figure 4 Resistance Area

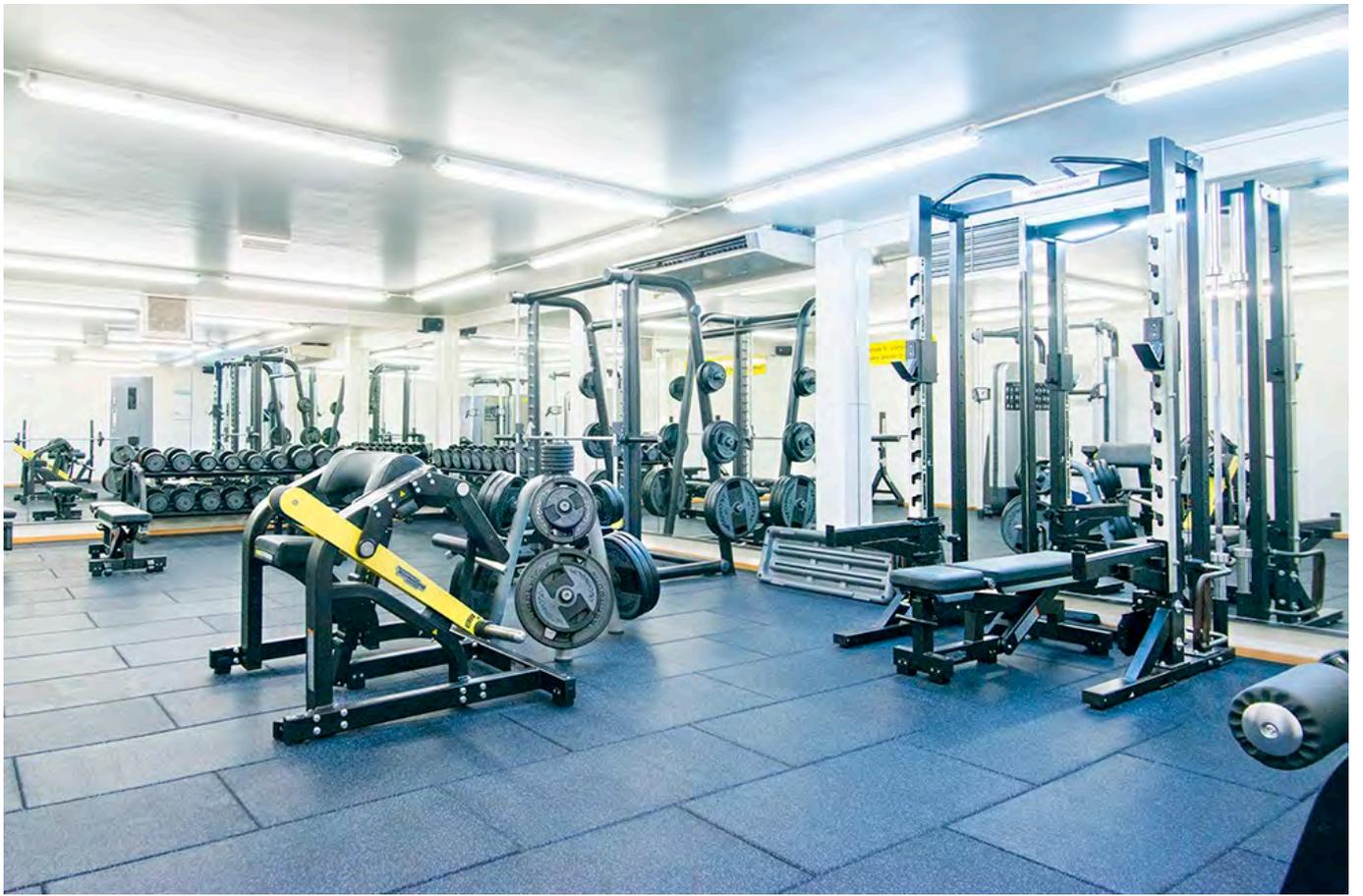


Figure 5 Separate Free Weights Room

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TONBRIDGE & MALLING BOROUGH COUNCIL
COMMUNITIES and HOUSING ADVISORY BOARD

27 February 2018

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

Part 1- Public

Matters for Information

1 CAPITAL PLAN PROJECTS

Summary

This report advises Members of progress with key projects contained in the Council's Capital Plan.

1.1 Introduction

1.1.1 It is important that progress on the Council's Capital Plan programme is kept under regular review and a number of key projects have been updated below. In addition, a full update reflecting the current List A schemes relevant to this Board is attached at **[Annex 1]** for information.

1.1.2 A review of the Capital Plan was considered and approved by Members of the Finance, Innovation and Property Advisory Board on the 3 January 2018 and by Cabinet on the 8 February 2018. The review is due for final approval at Full Council on 20 February. The review brings forward a number of Capital Plan Evaluations which have not been included in Annex 1. A full update on these schemes will be brought to Members of this Board at its next meeting on the 6 June.

1.2 Leybourne Lakes Country Park – Additional Car Parking

1.2.1 Currently on List A of the Capital Plan, this project's aim is to increase parking provision by increasing the number of bays (approximately 30) within the current overflow car park.

1.2.2 The total project cost was estimated at £17,000 with £9,700 being funded from receipts from South East Water, secured in relation to a recent Easement Agreement connected to the Park. I am pleased to advise that the project was completed in December 2017 within budget, and the new parking bays are now available for use.

1.3 Tonbridge Racecourse Sportsground – Riverside Revetment

1.3.1 Currently on List A of the Capital Plan this project's aim is to address erosion and the existing collapsing revetment on identified sections of the river bank. The total

budget allocation within the Capital Plan is £120,000, with external funding of £28,000 already secured from the Environment Agency.

- 1.3.2 Tenders have been sought for the works and unfortunately all far exceeded the budget allocation. It is recognised that the Council is not in a financial position to consider additional funding and, therefore, the scheme is being reviewed.
- 1.3.3 Consideration is being given to the extent of the works and materials used before the works are re-tendered. It is anticipated that the tenders for the re-designed scheme will be sent out shortly and works will take place after the school summer holidays.

1.4 Tonbridge School Athletics Track

- 1.4.1 Currently on List A of the Capital Plan this project's aim is to maintain community use of the athletics track at Tonbridge School, particularly by Tonbridge Athletics Club and local schools. The total budget allocation within the Capital Plan is £161,000, which is a contribution towards the refurbishment of the track, and the installation of new floodlights. The total project cost is in excess of £400,000 with the balance being met by the School and the Club. The total cost of this Council's contribution has been met from developer contributions. Access to the facility is protected by a Community Use Agreement between the Council and the School. I am pleased to report that the new floodlights have recently been installed and are operational. Works to refurbish the track will be undertaken later in the year during the School's summer holiday period.

1.5 Tonbridge Cemetery – Memorial Safety Inspections

- 1.5.1 The Borough Council's approved Memorial Safety Policy requires inspections to be carried out to all memorials/headstones at Tonbridge Cemetery and the Closed Churchyards in Tonbridge every five years. The next inspection is due in 2018 and as such a budget allocation of £15,000 is reflected in the Council's Capital Plan.
- 1.5.2 A faculty to permit the works is currently being sought from the Rochester Diocese and it is anticipated that the works will commence in the spring.

1.6 Legal Implications

- 1.6.1 All projects will be/are being delivered in accordance with the Council's adopted Procurement Rules and Procedures.

1.7 Financial and Value for Money Considerations

- 1.7.1 The capital and revenue financial implications of all projects are carefully considered at the evaluation stage. Performance against the approved budgets is reported to Members as part of a Post Implementation Review, twelve months after project completion.

1.8 Risk Assessment

- 1.8.1 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.

1.9 Policy Considerations

- 1.9.1 Asset Management, Health and Safety, Equalities/Diversity and Young People

Background papers:

contact: Darren Lanes

Nil

Robert Styles

Director of Street Scene, Leisure & Technical Services

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CAPITAL PLAN PROGRESS
COMMUNITIES & HOUSING ADVISORY BOARD – TUESDAY 27TH FEBRUARY 2018

	Corporate aims & priorities	Expenditure to 31.03.17 £'000	2017/18 Estimate £'000	2018/2023 Estimate £'000	Estimated Scheme Total	Notes
Larkfield Leisure Centre						
a) Refurbishment of Lifestyles Health Suite (Less TMLT Contribution)	1(key), 1g, 3(key), 3a	419 (62)	13		432 (62)	Scheme included the provision of a new spa bath, sauna, steam room and ventilation system. The new facility was formally opened on 15 th March 2016. Scheme completed.
Land Drainage/Flood Defence						
(a) Wouldham River Wall	2(key), 2g, 2h, 2i	2		998	1,000	Strengthening/rebuilding to address movement detected in the retaining wall between the public open space and the River Medway. Wall currently being monitored by external consultant to determine timescale of works.
(b) Tonbridge Castle River Bank Less Environment Agency Grant	2(key), 2g, 2h, 2i	120 (120)	2 (2)		122 (122)	Scheme to stabilise a section of the river bank at Tonbridge Castle by replacing an existing failing timber revetment with steel sheet piling. External funding secured through a Government grant. Scheme completed.
Sportsgrounds						
a) Tonbridge School Athletics Track Improvements Less developer contribution	3(key), 3a, 4(key), 4e		11 (11)	150 (150)	161 (161)	Refurbishment of the existing track and replacement of floodlights which provides community use via formal agreement between the Council and the School. Works proposed to take place in 2018/19 in partnership with school (see main report for update).

	Corporate aims & priorities	Expenditure to 31.03.17 £'000	2017/18 Estimate £'000	2018/2023 Estimate £'000	Estimated Scheme Total	Notes
b) Racecourse Sports Ground Riverside Revetment Less Grants	7d, 8b, 8a		60 (28)	60	120 (28)	Replace sections of the existing wooden revetment which is now failing and causing erosion of the riverbank at Tonbridge Racecourse Sports Ground. Scheme is part funded by grant from the Environment Agency. (See main report for update).
Open Space						
a) Public Open Spaces Site Improvements Phase 2 Less developer contribution	3e, 7a, 7b, 7c, 7d, 7g(key), 8a(key), 8b, 11a(key), 18a	57 (57)	12 (12)		69 (69)	Improvements to a number of open spaces in Tonbridge including St Philips Church, Frogsbridge, Woodlands Walk and Brungers Pond. Installation of new play equipment at Frogsbridge and new play area at St Philips complete.
b) Leybourne Lakes County Park Car Park Extension	1a, 18a		17		17	Additional parking provision to meet peak demand. Scheme part funded by South East Water. Net cost of scheme recouped overtime from additional income. (See main report for update). Scheme completed.
Other Schemes						
a) Tonbridge Cemetery i) Memorial Safety Less developer contribution	7d	92 (3)	4	15	111 (3)	Provisions based on Local Government Ombudsman's recommendation to inspect/repair memorials every five years. (See main report for update).

	Corporate aims & priorities	Expenditure to 31.03.17 £'000	2017/18 Estimate £'000	2018/2023 Estimate £'000	Estimated Scheme Total	Notes
b) Memorial Garden Improvement Less fundraising & developer contributions	3b(key) 8a(key) 10a(key)	334 (309)	3 (3)		337 (312)	Refurbishment scheme to meet the needs of the annual Remembrance Sunday Service and general use as an area for quiet contemplation. Majority of scheme cost was met from developer contributions and funding by the Trust. Scheme completed.
c) Community Group Funding	7b, 7c, 7d, 8a (key)	n/a	10	40	50	Funding for community groups to undertake capital projects at a number of outdoor leisure facilities/areas where user groups are actively involved in the management of the Council's facilities. Including Tonbridge Allotments and Gardens Association, Platt Wood and Basted Mill groups.
Capital Renewals						
a) Angel Centre		n/a	245	550	795	Provision for renewal of life-expired or obsolete assets. Renewals schedule subject to annual review
b) Larkfield Leisure Centre		n/a	427	722	1,149	
c) Tonbridge Swimming Pool		n/a	74	348	422	
d) Sportsgrounds and Open Spaces		n/a	113	637	750	
e) Poult Wood Golf Centre						Provisions reviewed by Overview and Scrutiny Committee January 2015. Savings target for 2016/17 onwards relates to Trust renewals only. Savings in respect of non-Trust items embedded within detailed renewals schedules by extending asset life.
i) Grounds Maintenance		n/a	90	235	325	
ii) Clubhouse		n/a	47	121	168	
iii) Course		n/a		92	92	
f) Provision for inflation Savings target (assumes 25%)		n/a n/a	 (221)	151 (555)	151 (776)	
Total		473	851	3,414	4,738	

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TONBRIDGE & MALLING BOROUGH COUNCIL
COMMUNITIES and HOUSING ADVISORY BOARD

27 February 2018

Report of the Director of Central Services

Part 1- Public

Matters for Information

1 COMMUNITY SAFETY PARTNERSHIP ACTION PLAN UPDATE 2017/18

To provide the Board with an update on progress made with the CSP Action Plan for 2017/18.

1.1 Background

1.1.1 The Community Safety Partnership (CSP) has to produce an annual Partnership Plan stating the priorities that it will focus on for the year ahead. Within this plan we also include an Action Plan which looks at the actions partners can take to address the issues identified in each of the priority themes.

1.1.2 The priorities that the CSP has for 2017/18 are:

- Anti-social behaviour
- Counter Terrorism
- Domestic Abuse
- Gangs/Organised Crime Groups
- Mental Health
- Substance Misuse

1.1.3 We have now received most of the data for the first three quarters of the year (April to December 2017) and we would like to present the latest updates to the Board for their information.

1.2 Latest updates

1.2.1 We have 44 actions spread across the priority areas. Most of these actions have now been started and are progressing well. There are some that still require some work but we are confident that we will be able to achieve these by the end of March 2018.

1.2.2 A copy of the Action Plan and updates are attached at Annex 1.

1.2.3 We will shortly be agreeing our priorities for 2018/19 and will develop an Action Plan on how we intend as a partnership to address these. We will bring this new Partnership Plan and Action Plan to a future meeting of the Board.

1.3 Legal Implications

1.3.1 It is a statutory requirement (Police and Justice Act 2006) for the Community Safety Partnership to provide an annual review of the Action Plan.

1.4 Financial and Value for Money Considerations

1.4.1 Any funding requirements are provided through the Community Safety Partnership.

1.5 Risk Assessment

1.5.1 All risk assessments are under taken as appropriate.

1.6 Policy Considerations

1.6.1 Community Safety

Background papers:

Nil

contact: Alison Finch
Safer & Stronger
Communities Manager

Adrian Stanfield
Director of Central Services

Anti-social behaviour - including environmental crime

Action	Owner/lead	Qrt 1 April to June	Qrt 2 July to Sept	Qrt 3 Oct to Dec	Status
1 Provide Mediation to deal with neighbour disputes and family conflicts	Maidstone Mediation	4 referrals were received during this quarter	3 referrals received. Circle refer their residents to West Kent Mediation.	1 referral received from Circle Housing during this quarter. Presentation provided by WKM for Clarion Housing Officers. At monthly case reviews Housing Officers will be encouraged to make referrals for applicable cases.	
2 Hold multi-agency Community Awareness days to engage with local residents	TMBC Circle	To be progressed	Events to be held in September and March. Further details to be discussed	Arrangements are to be made for a an event in March 2018.	
3 Identify hotspot areas and target resources to these areas	Kent Police	Ongoing	Ongoing work	Ongoing work. During this quarter Somerhill Green Estate in Tonbridge had some ASB issues and the Police were able to target resources to this area to help resolve the problems there.	
4 Provide and support diversionary activities for young people	TMBC Leisure	Ongoing. Y2 Crew organised for summer holidays	Y2 Crew scheme held over the summer holidays. Awaiting final report from KCC with further details.	200 young people attended the Y2 Crew scheme over the summer holiday.	

	Action	Owner/lead	Qrt 1 April to June	Qrt 2 July to Sept	Qrt 3 Oct to Dec	Status
5	Identify perpetrators of ASB and undertake actions to cease their behaviour	TMBC Kent Police Housing Associations KCC	Ongoing work. Perpetrators are being identified by TMBC, Housing Officers, Police and other partners and actions are being taken to address these. These actions include Injunctions, Community Protection Notices and Warning letters.	Circle Housing have actively worked with partners from TMBC's CSU to identify perpetrators of ASB and take the appropriate actions such as Injunctions, warning letters and where applicable safeguarding	This is ongoing work. Clarion Housing Team alongside CSU partners have achieved a number of successful actions tackling ASB across their housing stock.	
6	Explore opportunities for using the ASB powers/tools available	All partners	Probation have promoted information about CBOs to all IOM Chairs.	IOM Chairs continue to look for CBO opportunities during monthly case reviews.	IOM Chairs continue to look for CBO opportunities during monthly case reviews. Ongoing work for Clarion Housing. Successes continue to be achieved through partnership working.	
7	Increase education and awareness of support available	TMBC Youth Forum KCC	Youth Forum are willing for information to be shared through them.	Ongoing work	This is ongoing work through the Youth Forum	
8	Carry out scheduled joint initiatives at litter 'hotspots' with Police, Community Wardens and community groups to carry out promotional and enforcement activities	TMBC	28 events took place in Q1	21 events took place in Q2	10 events took place in Q3	
9	Deliver a programme of initiatives to promote responsible dog ownership	TMBC	5 events took place in Q1	5 events took place in Q2	1 event took place in Q3	
10	Deliver a programme of joint operations with the Police targeting illegal waste carriers and unlicensed scrap metal collectors in order to deter fly tipping and other waste offences	TMBC	1 event took place in Q1	2 events took place in Q2	1 event took place in Q3	
11	Deliver a programme of joint operations with the Police targeting untaxed and abandoned vehicles	Kent Police TMBC	2 events took place in Q1	2 events took place in Q2	1 event took place in Q3	

Counter Terrorism

	Action	Owner/lead	Qrt 1 April to June	Qrt 2 July to Sept	Qrt 3 Oct to Dec	Status
1	Promote the Prevent Strategy within the community	All partners	Probation have conducted a West Kent team training needs analysis and have requested WRAP (Workshop to Raise Awareness of Prevent) for all our Offender Managers - they have received this training before so this will be a refresher.	Updated WRAP training is planned for Offender Managers requiring it. Date TBC.	NPS continue with updating OMs WRAP training. All MAPPA eligible cases are screened a minimum of every 16 weeks for radicalisation concerns. Ongoing action for Clarion Housing - the Housing team have an awareness of the strategy and promote the Prevent agenda where applicable.	
2	Attend Chanel Panels where appropriate and provide support to individuals when required	TMBC	Staff attended a Channel Panel on 29 June where 4 individuals in T & M were discussed	No Channel Panels held involving T & M residents during this period.	1 Channel Panel was held during this quarter which discussed 2 individuals from T & M.	
3	Provide training for partners around the identification of vulnerable people	TMBC KCC	Prevent training for partners held on 16/5/17. 27 partners attended. Nick Wilkinson from KCC the Trainer.	Action completed.	Action completed	
4	Link in with the KCC Communication Strategy around Prevent to ensure consistent messages are published	TMBC KCC	Ongoing work. KCC are currently advertising for 2 Prevent Officers	Ongoing work. Will link in with communications strategy once available	Ongoing work. Will link in with communications strategy once available	
5	Ensure businesses in the borough consider/are aware of additional security measures required	TMBC Kent Police	Ongoing work. Need to link in with the Safer Towns Partnership	Work to be undertaken with the Safer Towns Partnership	Work to be undertaken with the Safer Towns Partnership	

Domestic Abuse

Action	Owner/lead	Qrt 1 April to June	Qrt 2 July to Sept	Qrt 3 Oct to Dec	Status
1 Work with DAVSS to ensure that all victims of domestic abuse can receive support	DAVSS	During this quarter 56 referrals were received. Of these 49 were low/medium risk and 7 high risk	During this quarter 76 referrals were received. Of these 68 were low/medium and 8 high risk. All referrals were female.	During this quarter 48 referrals were received. Of these 40 were low/medium and 8 high. All referrals were female.	
2 Work with the new KCC Commissioned services to ensure all victims in the borough receive the support they require	TMBC DAVSS Lookahead	New contract is going well. The IDVA received 23 new referrals and carried forward 6 cases.	New contract going well.25 High Risk referrals for this quarter.	51 High Risk referrals. Three Sanctaury Referrals.Two Emergency Accomodation referrals.	
3 Continue to support the One Stop Shop in Tonbridge	DAVSS Circle	Ongoing work. One Stop Shop is held every Wednesday. 11 people on average attending per month. Circle Housing remain committed to attending.	During this quarter 16 people accessed the One Stop Shop (15 female/1 male). Circle continue to support this service.	During this quarter 18 people accessed the OSS. Clarion continue to support this service.	
4 Set up a Domestic Abuse Forum to share good practice around tackling domestic abuse	TMBC	First DA Forum meeting held on 23 May 2017.	DASH training to be held in September (arranged through Forum)	DASH training held on 20 September. 29 attendees	
5 Run at least one Freedom Programme in the borough during the year	DAVSS	To be held later in the year. Also training for the Recovery Toolkit will be held during the autumn.	A Freedom Programme started in Tonbridge during September. 12 women are attending.	The next Freedom Programme for the borough will be held in September 2018.	
6 Consider the use of Adolescent to Parent Violence Mediation as appropriate	Maidstone Mediation	1 parent/teen and 5 anger management Courses held during this quarter. No referrals for the Adolescent to Parent Violence Mediation in this quarter.	2 referrals for the AM course, one from Social Services for a CHIN the other was for a school refuser plus APV	3 Anger Management referrals received during this quarter	

Action	Owner/lead	Qrt 1 April to June	Qrt 2 July to Sept	Qrt 3 Oct to Dec	Status
7 Refer perpetrators of domestic abuse to the Integrated Offender Management process	National Probation Service	Probation have seen an increase in referrals of DA cases to IOM and have accepted a number of these. Currently the West have 95 IOM nominals and an estimated 55% have relationships linked to offending.	Of 195 IOMs county wide, 95 have previous offending linked with DA. West Kent's currently have 91 nominals of which approximately 60% have relationship as a factor linked with offending.	NPS continue to refer DA perpetrators to IOM with some excellent examples of multi-agency management.	
8 Promote and increase awareness around the issues and the support available	TMBC DAVSS	Ongoing work.	Ongoing work. Linking in with DAVSS who will be putting up posters in public toilets and also using social media to increase awareness of the support available.	This is ongoing work.	
9 Page 71 Run preventative/educational programmes around healthy relationships	DAVSS Project Salus	During this quarter the DAY programme was run in West Kent College with 13 students attending.	Due to the school holidays during this quarter no DAY programmes were run.	No DAY programmes carried out in T & M during this quarter, however, preparation work is underway to deliver this programme to approximately 150 pupils at The Judd School during March 2018 with 2 further sessions planned for May 2018 at West Kent College	
10 Continue to support the CDAP programme in Tonbridge	CDAP	1 referral to CDAP during this quarter. 3 men from T & M due to start in June. Advertised programme in local Church magazine.	3 referrals to the programme during this quarter. 2 men have completed 7 out of 9 modules.	1 referral from T & M to the programme in this quarter. 1 man completed the course and 5 remain on the programme.	

Gangs/Organised Crime Groups (OCGs)

	Action	Owner/lead	Qrt 1 April to June	Qrt 2 July to Sept	Qrt 3 Oct to Dec	Status
1	Share information and report concerns about issues with partners	Kent Police All partners	All IOM staff have received gangs training and issues are regularly discussed at weekly and monthly IOM meetings. The Kent Resource Partnership are linking in with the Kent Intel Unit to provide information on flytipping (which can be linked to OCGs).	Gangs continue to be an IOM priority group. Of the 195 county wide IOMs, 25 have a gang marker. 7 of these are uner 18 years old.	All IOM staff have now had formal training on OCGs. Relevant cases continue to be referred into IOM though some have not been accepted due to no recent intel. Ongoing work for Clarion Housing - Housing Officers work closely with CSU partners and regularly share information about concerns on suspected gangs/OCG's.	
2	Work in Partnership to disrupt recognised gangs/OCGs and identify existing and emerging groups	Kent Police	Ongoing work	Ongoing work.	Partnership meeting held on 14 Sept to discuss current OCG and individuals involved in these. Further work required.	
3	Refer gang/OCG members to the Integrated Offender Management process	National Probation Service	Probation have seen an increase in referrals of gang cases to IOM and have accepted a number of these.	Gangs continue to be an IOM priority group. Of the 195 county wide IOMs, 25 have a gang marker. 7 of these are uner 18 years old.	All IOM staff have now had formal training on OCGs. Relevant cases continue to be referred into IOM though some have not been accepted due to no recent intel.	
4	Work with organisations such as Housing providers, British Transport Police and Schools to ensure early identification of young people being drawn into gangs	TMBC Kent Police (PCSOs) KCC Early Help	Ongoing work through the Weekly meeting. A letter has been sent to schools highlighting the issue of gangs.	Ongoing work	Ongoing work.	

	Action	Owner/lead	Qrt 1 April to June	Qrt 2 July to Sept	Qrt 3 Oct to Dec	Status
5	Increase awareness of the issues and the support available	TMBC Youth Forum CSU	Ongoing work with the Youth Forum	Ongoing work	The Youth Forum are aware of the issue and will raise as appropriate	
6	Work with 'Reform, Restore, Respect' to hold educational programmes within schools	Restore, Reform, Respect	Ongoing work.	Ongoing work. Report to be provided at the end of the financial year.	Ongoing work. Report to be provided at the end of the financial year.	

Mental Health

	Action	Owner/lead	Qrt 1 April to June	Qrt 2 July to Sept	Qrt 3 Oct to Dec	Status
1	Hold training around Mental Health	TMBC	To be arranged	Mental health awareness training for partners to be held during Qrt 3	Mental Health awareness training held on 29 November. 28 people attended.	
2	Ensure appropriate representation from Mental Health services attend meetings	TMBC	Ongoing work. The Shaw Trust have attended the Weekly meeting. Early Help CAMHS are currently recruiting mental health workers.	Mental health services are now attending the Weekly CSU meetings once a month.	Mental Health services are invited to attend the Weekly meeting and we link in with them when required.	
3	Ensure that there is an awareness of the referral process and that all partners are aware of where to signpost people who have been identified as having mental health issues	All partners	All NPS staff know where to refer people experiencing MH difficulties. CMHT not always accepting cases, particularly where dual diagnosis is an issue.	NPS West Kent mental health and personality disorder lead has visited local CMHT team meetings to try to improve partnership working and communications. Circle staff to attend Mental Health training in November.	A number of cases where mental health services have been required to manage risk of serious harm have been managed through the MAPPA process with positive outcomes. Ongoing work for Clarion Housing - have an awareness of the referral process and are taking appropriate action when responding to concerns about residents by either making referrals to the MH team or by signposting.	
4	Consider a partnership policy regarding our approach to how we tackle people with mental health issues	CSU	To be progressed	To be progressed	Due to the different needs of individuals it is difficult to develop a policy. However, we'll be looking further into this issue during the next Partnership Plan and Action Plan.	

	Action	Owner/lead	Qrt 1 April to June	Qrt 2 July to Sept	Qrt 3 Oct to Dec	Status
5	Consider providing a bespoke product from the CSU to mental health services	TMBC Kent Police	To be progressed	To be progressed	Following discussions it is felt that this is not necessary and that appropriate links have been made with mental health services.	
6	Increase awareness of issues and support available	TMBC Youth Forum CSU	Ongoing work	Ongoing work	This is ongoing work with the Youth Forum.	

Substance misuse

	Action	Owner/lead	Qrt 1 April to June	Qrt 2 July to Sept	Qrt 3 Oct to Dec	Status
1	Kenward Trust to engage with young people in hotspot areas	Kenward Trust	During this quarter the Kenward Team have visited Tonbridge High Street, MacDonalds (Ton High Street), Town Lock and the Race Park in Tonbridge. Cannabis and alcohol concerns in these areas. In Town Lock, different groups in this location and main issues Cannabis, litter and people jumping into the water. 300 young people engaged with over the quarter. 7 schools were visited during the quarter and also Kenward were at Safety in Action where over 1,200 Yr 6 pupils from Tonbridge & Malling attended.	During this quarter Kenward went to Town Lock, High Street (near McDonalds) and the Park in Tonbridge and also East Malling/West Malling. Saw 42 young people during this quarter but quieter due to summer holidays. Main issue, Cannabis but also increase in Spice. Has been a reduction of issues in the High Street in Tonbridge since quarter 1.	During this quarter Kenward went to Tonbridge High Street, Tonbridge Park and Snodland. They have engaged with around 250 young people over these three areas. The main ages are 13 to 18 mainly males re cannabis and alcohol.	
2	Continue the work of the Snodland Community Alcohol Partnership	TMBC	CAP meeting held 6 June 2017. New Action Plan confirmed	Meetings continue to be held. Nominated for National CAP Award. Award ceremony on 10 October	Meetings continue to be held. A Challenge 25 test to be arranged for quarter 4.	
3	Consider the use of Family Mediation and Restorative Processes for young people involved in Substance Misuse	Maidstone Mediation	1 parent and teen mediation received during this quarter	No referrals during this quarter	No referrals during this quarter	
4	Continue to provide pro-active drug work	Kent Police	Ongoing work	Ongoing work	This is ongoing work.	
5	Utilise the new PCSO role to work in schools and prevent substance misuse issues	Kent Police	New PCSOs not yet in post	New PCSO roles now in post. Work will begin to look at this issue in conjunction with other agencies.	The PCSO is now in post and is working with schools and other agencies to address these issues.	
6	Increase awareness of issues and support available	TMBC Kenward Trust CGL	CGL offices in Tonbridge have now closed and appointments only being made from Tunbridge Wells office. Referrals can be made via the website. 32 clients are in structured treatment in West Kent.	Ongoing work	Awaiting an update	

TONBRIDGE & MALLING BOROUGH COUNCIL
COMMUNITIES and HOUSING ADVISORY BOARD

27 February 2018

Report of the Director of Central Services

Part 1- Public

Matters for Information

1 COMMUNITY SAFETY PARTNERSHIP UPDATE

This report will provide an update of some of the recent work of the Community Safety Partnership

1.1 Priorities for 2018/19

1.1.1 We will shortly be meeting with partners to agree on our priorities for the forthcoming year (2018/19). This will use data from our Strategic Assessment, as well as local knowledge of emerging trends and issues.

1.1.2 Once the priorities have been agreed then a Partnership Plan/Action Plan will be developed which will guide the work of the Partnership for the next year. We will keep the Board informed of our priorities and will bring a copy of the Partnership Plan/Action Plan to the next appropriate Board meeting.

1.2 Serious Organised Crime Tactical Group

1.2.1 Organised crime can be defined as serious crime planned, coordinated and conducted by people working together on a continuing basis. Their motivation is often, but not always, financial gain. Organised criminals working together for a particular criminal activity or activities are called an organised crime group. Organised crime group structures vary. Successful organised crime groups often consist of a durable core of key individuals. Around them is a cluster of subordinates, specialists, and other more transient members, plus an extended network of associates.

1.2.2 The Police have now established a Serious Organised Crime Tactical Group which will be held once a month and will look at identifying any Serious Organised crime groups within the borough. Partners have also been invited to attend this meeting and they will help to disrupt any groups or identify any other individuals who might be part of an organised crime group.

1.2.3 One Organised Crime Group has already been identified within the borough and work is ongoing to disrupt their activities. Other individuals have also been identified as potentially being part of another organised group and work is

beginning to look at them and clarify whether they are involved in an organised group.

1.3 Anti-social Behaviour Officer

- 1.3.1 A new Anti-social Behaviour Officer for Tonbridge & Malling has been appointed. We are hoping that he will start shortly.
- 1.3.2 The ASB Officer's role is to support any residents who report anti-social behaviour and they will liaise with them to identify the perpetrator (if appropriate) and put actions into place to cease the behaviour.
- 1.3.3 If you, or one of your residents is experiencing anti-social behaviour and needs further advice/support, the ASB Officer can be contacted on csp@tmbc.gov.uk or 01732 876149.

1.4 Anti-social behaviour in Tonbridge

- 1.4.1 The Community Safety Unit is still working to resolve the issues of rough sleepers in Tonbridge town centre (around River Walk). There were a number of rough sleepers who were using this area and we were able to engage with Porchlight to help provide accommodation and support for these people. Most of the people there have now moved into accommodation although we are aware of one rough sleeper who remains in this area and who has erected a tent at the Penny Shelter. The individual has been supported by Porchlight and has been offered accommodation (along with his dog) although he has chosen not to accept this accommodation. Social Services are also aware of this individual and are trying to offer support. The CSU is looking at how we can continue to offer support or prevent the issues if the individual does not want to engage with us.
- 1.4.2 There have been some incidents of young people causing anti-social behaviour at York Parade in Tonbridge. A number of young people involved in this have now been identified and have been spoken to (with their parents). The Police have also put a Dispersal Order in place which means that they have the power to move on groups of people who are gathering there and causing anti-social behaviour.
- 1.4.3 We are looking to work with Trading Standards and others to develop a Community Alcohol Partnership (CAP) for Tonbridge. This would replicate the work that has taken place in Snodland to tackle underage drinking and proxy purchasing (where an adult buys alcohol for someone underage).
- 1.4.4 We have identified that some areas of Tonbridge are seeing a slight increase in young people gathering, some of whom will be consuming alcohol. The CAP will mean that each Licenced premises in the identified area will be visited and offered advice and training. A Challenge 25 test will then take place (anyone who looks under 25 should be challenged for identification). We will also link in with the schools in Tonbridge to help educate their pupils around alcohol consumption as

well as looking to see whether additional diversionary activities are required. We will keep this Board updated on progress with this scheme.

1.5 Tonbridge Safer Towns Partnership update

1.5.1 The Safer Towns Co-ordinator, Crissie Gonzalez has now left the post and her post is out for recruitment. This is led by the Safer Towns Partnership Board, which is an independent body who run the Safer Towns Partnership in Tonbridge. There are obviously close links between the Safer Towns Partnership and the work of the Community Safety Partnership so we look forward to working with the new Safer Town's Co-ordinator once they are in post.

1.6 Training

1.6.1 Before Christmas we arranged for some mental health awareness training to be held and 28 people attended this from different organisations. The training helped to raise awareness of the issue of mental health and how to help someone who might approach you for help.

1.6.2 We are also looking to hold some training around Gangs awareness (date to be confirmed). Although we don't have a problem with gangs in the borough (young people) we want to raise awareness of the issue with professionals who work with young people so that they can spot the signs of anyone becoming involved with anything gang related or know where to raise concerns if they have any.

1.7 Legal Implications

1.7.1 None

1.8 Financial and Value for Money Considerations

1.8.1 Any funding requirements are provided through the Community Safety Partnership.

1.9 Risk Assessment

1.9.1 All risk assessments are under taken as appropriate.

1.10 Policy Considerations

1.10.1 Community Safety

Background papers:

Nil

contact: Alison Finch
Safer & Stronger Communities
Manager

Adrian Stanfield
Director of Central Services

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TONBRIDGE & MALLING BOROUGH COUNCIL
COMMUNITIES and HOUSING ADVISORY BOARD

27 February 2018

Report of the Director of Planning, Housing and Environmental Health

Part 1- Public

Matters for Information

1 HOUSING SERVICES UPDATE

This report provides a summary update in various key areas across the Council's housing service.

1.1 Disabled Facilities Grant update

1.1.1 In the Autumn Budget, the Chancellor announced an additional £42 million of capital funding for Disabled Facilities Grants (DFG) in 2017-18 for local authorities in England. Towards the end of January 2018 Tonbridge & Malling B.C. received a further £107,283 from central Government for expenditure on DFGs or any other social care capital projects.

1.1.2 I am pleased to report that to date in 2017/18 we have approved significantly more DFGs than in previous years. This is due to the following actions/initiatives:

- West Kent Hospital Discharge Scheme – referrals in directly from the Health & Housing Coordinator following a home visit;
- Occupational Therapists seconded into the Housing Team - allowing a more flexible approach to enquiries, faster response times and support across the whole housing function;
- More targeted promotion of grants using benefit/disability information, assisted bin scheme list and local publications;
- Focus on offering Warm & Healthy Homes visits to residents where we can provide informal advice on keeping them safe in their homes with a real focus on prevention e.g. repairing paths to prevent falls;
- Focus on improving awareness of our services amongst health colleagues and other partners we work with.

1.1.3 We also have within our case list, the highest number of children's cases that we have had for a considerable number of years. We have been undertaking some promotion of availability of grants for children and we will continue to build on this across West Kent.

1.1.4 A full report on the DFG activity and spend for 2017/18 along with the West Kent Hospital Discharge Scheme will be provided at the next meeting of this Board.

1.2 Changes to licensing of Houses in Multiple Occupation

1.2.1 Under the Housing Act 2004 mandatory licensing is required for houses in multiple occupation (HMOs) that are

- Three or more storeys high **and**
- Occupied by five or more people in more than one household **and**
- Share bathroom, toilet or kitchen facilities.

1.2.2 In response to its consultation paper in December 2016 on HMO reforms, Government is proposing to:

- Extend mandatory licensing to all HMOs (other than section 257 HMOs and flats in larger purpose built blocks) that are occupied by five or more persons in two or more separate households. This will remove the existing "three storey" rule so that buildings meeting the above criteria, regardless of the number of floors, will fall within the scope of mandatory licensing.
- Introduce mandatory conditions in all licensed HMOs concerning minimum sleeping room sizes and maximum number of occupants. This would mean that when licensing the HMO the Council would disregard rooms of less than a prescribed size of usable floor area from being included as a room suitable for sleeping accommodation. The prescribed sizes are likely to be 6.52 m² for one person and 10.23 m² for two persons.
- Introduce a mandatory condition in all licensed HMOs concerning the provision of suitable and adequate refuse storage facilities for the number of persons or households permitted to occupy the HMO.

1.2.3 It is envisaged that the above changes, subject to parliamentary approval, will come into force in October 2018. The Council currently has twelve licensed HMOs but it is estimated that this number may at least double with the removal of the three or more storeys rule.

1.3 Energy Deal Collective Switching Scheme

1.3.1 Members are reminded that Tonbridge & Malling BC has been taking part in the Energy Deal collective switching scheme. A collective switching scheme is where a third party negotiates a better energy tariff on behalf of a collective of residents.

Such schemes enable residents to register an interest in participating in a 'reverse energy auction' and to subsequently receive a new energy tariff offer. The energy providers that offer the best deal on the auction day for the majority of residents will be selected. There is no obligation on registrants to accept the offer.

- 1.3.2 Under an interim arrangement the Energy Deal collective switching scheme partnership with Dartford District Council, Dover District Council, Gravesham Borough Council and Tunbridge Wells Borough Council accessed East Riding of Yorkshire's contract with iChoosr, thereby ensuring continuity of the collective switching initiative while a longer term procurement process took place.
- 1.3.3 This procurement process, led by Dover District Council, has now been completed and the contract has been awarded to iChoosr.
- 1.3.4 In liaison with Legal Services each Energy Deal authority will enter into a Memorandum of Understanding (MOU) with iChoosr enabling them to access the contract. Each authority will also enter into a new MOU/Participation agreement to confirm our continuing partnership working with Energy Deal councils and to reflect the new arrangements.

1.4 Energy Company Obligation – Flexible Eligibility Scheme

- 1.4.1 At the July 2017 meeting of this Board, Members were updated regarding the Energy Company Obligation (ECO) Flexible Eligibility mechanism whereby obligated energy companies are able to allocate ten percent of their Affordable Warmth Obligation to installing energy efficiency measures in households declared as eligible by a local authority.
- 1.4.2 The Council has published its Local Authority Flexible Eligibility Statement of Intent to enable those fuel poor households in the borough to benefit from energy efficiency improvements at the following link:

<https://www.tmbc.gov.uk/services/environment-and-planning/sustainability/energy-efficiency-advice-and-assessment>
- 1.4.3 The Flexible Eligibility approach provides an opportunity for local authorities to engage with energy suppliers by identifying and making referrals of those fuel poor households on low income, who are vulnerable to the effects of living in a cold home, and whose homes would benefit from energy efficiency improvements. Participation in flexible eligibility is optional for both energy suppliers and local authorities. Tonbridge & Malling BC is only one of three across Kent so far that has published its statement of intent.
- 1.4.4 Participating local authorities must publish a statement of intent on their website advising how they intend to identify eligible households for referral. A local authority declaration must be made determining the reason a household meets the flexible eligibility criteria. It should be noted that including a household in a declaration does not guarantee the installation of measures. The final decision

rests with the energy company and is subject to additional factors, such as, survey of the property and cost of measure, energy savings that can be achieved by installing the measure/s and whether the energy company has met or is close to their obligation target.

- 1.4.5 We will be targeting households that we believe may benefit from our flexible eligibility approach to provide assistance with heating and insulation.

1.5 Homelessness Reduction Act

- 1.5.1 As members will be aware the Homelessness Reduction Act will come in to force on 3 April 2018. The Act will modify and extend the existing homelessness duties in several ways, the key changes being;

- To improve the advice and information about homelessness and the prevention of homelessness to everyone in the Councils district.
- To extend the period during which a person becomes threatened with homelessness from the current 28 days to 56 days, allowing more time for the council to prevent homelessness.
- Introduces new duties to prevent and relieve homelessness for all eligible people regardless of priority need and intentionality.
- Introduces assessments and personal housing plans setting out the actions to be taken by the council and the applicant to secure accommodation to prevent and relieve homelessness.

- 1.5.2 It is expected that these changes will result in an increase in the number of customers approaching the Council for assistance and with this in mind we have recruited an additional Housing Options and Support Officer, increasing the team to five Officers.

- 1.5.3 Further to this a new Accommodation Team has been created specifically to work on initiatives to find and secure accommodation from the private sector intended to increase the Councils access to affordable housing options to resolve housing need and prevent and relieve homelessness. The Team will also be responsible for the management of emergency and temporary accommodation.

1.6 On-line Registration

- 1.6.1 Tonbridge and Malling Borough Council currently use the Choice Based Lettings system, Kent Homechoice for the allocation of social housing in the borough. Applicants who wish to be considered for affordable and social housing must apply to the housing register in order to have access to Kent Homechoice. Applicants are currently required to complete a paper application form which they submit to the Housing Options and Support team for processing.

1.6.2 We have now decided to offer our customers the option of on-line registration so that they have a choice of how they wish to submit their application. Many of our customers already use an on-line pre-assessment tool which informs them if they are eligible to join the register and we have received feedback from those customers that they would like to have the rest of the form available on line. It is likely on-line registration will be available by April 2018.

1.7 Auto-bidding

1.7.1 We are also looking to provide our customers with the option of 'automatic' bidding when they apply for housing. The customer will be able to register the type of property they need and the areas in which they would prefer to live in their application so that when a property is advertised that meets their specific requirements, their interest will be automatically registered.

1.7.2 The advantages of auto-bidding are;

- Customers will not miss suitable properties if they forget to log on to Kent Homechoice for one or more weeks.
- Customers will not have to call the Council to bid on their behalf if they are unable to access Kent Homechoice.
- Officers will be able to register vulnerable customers for auto-bidding rather than bidding manually which could lead to wasted bids and missed opportunities.
- Short-lists will be reduced because customers will invariably bid for properties just because they are available without properly considering the property type or its location.

1.8 Legal Implications

1.8.1 From 3rd April 2018 the Housing Service will be applying the new duties under the Homelessness Reduction Act.

1.8.2 Later this year the Private Sector Housing Team will review its procedures to adopt new requirements of the Government's HMO reforms.

1.9 Financial and Value for Money Considerations

1.9.1 None arising from this report.

1.10 Risk Assessment

None arising from this report.

Background papers:

Nil

contact: Linda Hibbs,
Jane Smither

Steve Humphrey

Director of Planning, Housing and Environmental Health

TONBRIDGE & MALLING BOROUGH COUNCIL
COMMUNITIES and HOUSING ADVISORY BOARD

27 February 2018

Report of the Chief Executive

Part 1- Public

Matters for Information

1 KEY VOLUNTARY SECTOR BODIES – ANNUAL REVIEW OF CORE GRANT SUPPORT

1.1 Background

1.1.1 For many years the Borough Council has provided funding to support a number of key voluntary sector bodies who provide support services to residents within the Borough. As Members will be aware, following the adoption of the Savings and Transformation Strategy, there was a need to identify savings and in 2016, consultation with the voluntary sector bodies took place and it was agreed (with the exception of the CAB) that a 20% reduction be applied. To allow for greater continuity the grants were fixed for three years – from 2016/17 – 2018/19.

1.1.2 We are now nearing the end of the second year and each grant recipient has been asked to submit a brief summary of progress achieved so far (Annex 1) against the objectives set out in the Service Level Agreements.

1.2 Requirements of the Service Level Agreements

1.2.1 The services offered by each of the organisations should be well known to the Board. The following however, is a summary of any specific requirements.

Advice Services: The key role of the Citizens Advice North and West Kent (CANWK) is to provide advice services on a range of specialist topics. Advice services are available via walk in appointments, by telephone or via online services. Home visits can also be arranged.

Over the past year CANWK have been able to offer assistance to 1,125 clients from Tonbridge and Malling via the telephone advice line. In addition to this, face to face support has been offered to 1,266 residents at either their main centre (Tonbridge Castle) or via outreach appointments (Aylesford, Larkfield or Snodland). Going forward there will be additional drop in services available at Tonbridge to allow for a greater number of face to face appointments.

Volunteering Services: Imago provide support for volunteers looking for placements and for organisations needing volunteer assistance in addition to a volunteer driving service focussed on the Tonbridge area. Involve provides a similar service for the Malling area.

Over the past year Imago have supported 16 organisations within Tonbridge in areas such as fundraising, volunteer promotion, charitable status and networking events for volunteer co-ordinators. They have also provided community transport services to 267 older residents living in Tonbridge and Malling.

Involve have focused on recruiting volunteers with additional support needs, they have also continued to develop the community transport provision in the Malling area. They currently have 17 registered volunteer drivers in the Malling area, with 745 trips undertaken.

Older People's Services: Age UK Sevenoaks and Tonbridge offer a range of services to support the elderly including transport services, health and day care and information services. The organisation is affiliated to Age UK as part of a national network.

Over the past year Age UK Sevenoaks and Tonbridge have increased their volunteer numbers as their information and advice services are in great demand. As well as sessions at Bradford Street in Tonbridge, home visits are also offered. Befriending is offered, along with support for dementia carers, lunch clubs, foot care and podiatry as well as counselling services.

Age concern Malling provides a similar range of services for Malling but has chosen not to be affiliated to Age UK, the grant they receive supports the transport costs incurred by clients who attend vital services at the Dementia Day Care centre in West Malling. Age Concern Malling also support work of the Local Strategic Partnership, self-neglect issues raised via the Community Safety Partnership as well as involvement in community partnerships.

Mediation Services: West Kent provides services in the Tonbridge area whilst Maidstone covers the Malling area. A range of mediation services are provided including neighbour and family disputes, made either by self-referral or via referrals from partner agencies. They are a key partner in the Community Safety Partnership. A single grant is shared equally between the two schemes.

Over the year they have continued to train volunteers to deal with neighbour disputes and anti-social behaviour within the borough. Their services are offered free to those in the borough who most need it.

1.3 Legal Implications

1.3.1 Addressed via adopted Service Level Agreements

1.4 Financial and Value for Money Considerations

1.4.1 The confirmed grants for the period 2016/17 – 2018/19 are as follows:

CAB - £95,000

Imago - £4000

Involve – £4000

Age UK Sevenoaks and Tonbridge – £8000

Age Concern Malling – £8000

Maidstone and West Kent Mediation Services – £4,800

1.4.2 As we approach the third and final year of the current three year agreement, each of the organisations have made good progress against objectives set out in their respective SLA's.

1.4.3 A further report will be brought to this board early in 2019 as Members will need to make decisions regarding future levels of funding for each of the organisations.

Background papers:

contact: Gill Fox

Nil

Julie Beilby
Chief Executive

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Key Voluntary Sector Bodies – Annual Updates

Imago

Between April and December 2017 we have provided one-to-one support to 16 organisations that deliver services in Tonbridge.

The type of support provided includes:

- The supply of model policies - Compaid was supplied with 10 model policies in this period
- Organisations were supplied with contacts and information about networking events
- Fibromyalgia in West Kent Support Group was provided with assistance as they were looking to change their legal status to become a registered charity. We had an initial visit with them alongside Funding for All and a KCC Community Liaison Officer. Thereafter there were several follow up meetings and advice with paperwork was provided.
- Some organisations received fundraising support including Home-Start South West Kent and Tonbridge Swimming Club.
- Several organisations were supported to explore changes to their legal status. In the main they wanted to become Charitable Incorporated Organisations. Sahrudaya an organisation that works to support people in India and promotes integration in this country needed help to change legal status and become a Charitable Incorporated Organisation. Challenger Troop CIC also received advice about this in this period.
- Worked with Stronger Kent Communities to help them schedule low cost fundraising training. We gave them information about venues in this area and advertised their workshops.
- We provide information to 5 thematic groups – the West Kent Young Peoples Provider Forum, the West Kent Older Peoples Provider Forum, the Community Groups Network, the Disabled and Sensory Impaired Network and the Volunteer Coordinators Forum.
- We produce monthly newsletters. Our Imago monthly newsletter is distributed to 536 recipients some of whom are Tonbridge based voluntary or public sector organisations.
- We also produce monthly Volunteer Centre newsletters comprised of local volunteering opportunities. This is distributed to 284 individuals in west Kent 73 of whom have addresses in Tonbridge.
- We organise networking events for Volunteer Coordinators 3 times a year.
- We offered free training to organisations on press releases and press photography.
- Volunteering presentations were delivered to WKC Fresher's Fayre, TAMS, Man 2 Man group, and International Older Peoples Day at the Angel Centre
- Dial 2 Drive Community Transport completed 12425 journeys for clients across West Kent, of which 267 are older residents living in Tonbridge and Malling District. The service continues to be promoted and expanded in the area.

Age Concern Malling

Age Concern Malling remains grateful for the ongoing support from TMBC towards the transport costs incurred at Age Concern Malling in assisting clients to attend vital services such as Day Care opportunities and Dedicated Dementia Day Care.

As a member of the LSP, we have benefitted from contributing to collaborative working across organisations for the benefit of the public residing in the Borough. It has been particularly rewarding addressing the issue of self-neglect through the Self-Neglect Forum. The opportunity to share information and develop an approach that best meets the needs of vulnerable individuals. The LSP has also opened the opportunity to debate broader political issues and raise concerns experienced at a local level driven by Central Government policy.

Maidstone Mediation Scheme (MMS) and West Kent Mediation Scheme (WKMS)

Maidstone Mediation and West Kent Mediation continue to train and 2 cohorts of new volunteers on a yearly basis. We have adjusted our training to meet the changing needs of the community; they are trained in basic mediation skills to deliver a mediation service to the residents of Tonbridge and Malling, to deal with neighbourhood disputes and problems of antisocial behaviour within the borough. We now also train our volunteers in working with families and the issues that arise in the home, we have worked with young people and their families to prevent them from being made homeless, sofa surfing and presenting at TMBC as homeless. We also work with families in the Tonbridge and Malling borough when there has been Adolescent to Parent violence and the threat of homelessness, residents/ parents ask for our support and help which prevents their children entering into the criminal justice system. We are also able to offer Anger Management courses to any resident from the age of 12 right through to adults; sometimes this need had been identified through the mediation process.

All of our work takes away some of the burden off the statutory agencies; Police and housing providers and the council who otherwise would have to get further involved in the situation or conflict if Maidstone Mediation and West Kent Mediation did not exist.

We are able to offer a free service to those in the borough who most need it. In June 2016 MMS achieved the Restorative Justice Quality Mark for Best Practice from the Restorative Justice Council (RJC.) Our policies, procedures and practices were scrutinised by the RJC, we were very proud to be one of the first organisations in the country to achieve the RJC Quality Mark which replaces the Legal Services Commissions Quality Mark. Last year West Kent also achieved the RJC quality Mark.

We continue to receive referrals from all agencies as suggested in the SLA as well as self referrals thus making the service available and accessible to all members of the public. Our administrators report back to the referrer during the course of the

referral and when the case has closed. At the end of each financial year a report is sent which outlines the work that we have achieved including evaluations.

Staff and volunteers have had the most recent Safeguarding training from KCC and are working to ensure that we are GDPR compliant as of 25th May 2018.

The Mediation services regularly attend the TMBC meetings, e.g. the TMBC CSVG, The TMBC DA forum, and Strategy group meetings. We attend any training that is offered to us e.g. Prevent training and also offer training to TMBC staff.

Involve Kent - Report to Tonbridge and Malling Borough Council 2017

Involve Kent has an SLA with Tonbridge and Malling Borough Council to provide support around volunteering in the Malling area of the borough. During 2017 we have been proactive in recruiting volunteers with a focus on those with additional support needs, taking referrals from support agencies. We have also continued to develop community transport provision in the area with a good responsive coverage now available. We have proactively promoted volunteering through work with GPs and other partners, through newsletters, leaflets and press releases. Our drop in at Maidstone Town Hall as closed, as Involve has moved to a more accessible retail unit in the Mall, adjacent to the bus station (the former bus ticket office). This has led to a significant increase in the number of enquiries (around 150 per month) of which around 25% are from residents in Tonbridge and Malling, encouraged by our proximity to the bus station. Our new name and brand (formerly Voluntary Action Maidstone) without the specification of Maidstone has enabled us to make positive links in Malling and enabled greater engagement with people and organisations outside Maidstone.

Reporting on the specifics in the SLA for 2017;

- Recruiting volunteers who reflect the demographic makeup of the district, and including volunteers who have experienced need for support from voluntary or statutory services.

This year we have recruited 52 volunteers living in the Tonbridge and Malling area. 63% have experienced a need for support, for reasons such as mental health issues, unemployment, physical health issues, housing or debt.

- Matching volunteers to opportunities within volunteer involving organisations

We have worked with 15 organisations based in Tonbridge and Malling to recruit volunteers. Includes Age Concern Malling, RBLI, Heart of Kent Hospice. We work with many more partners who cover the Malling area as part of a larger geography.

- Providing support for individual volunteers, particularly those facing barriers to volunteering e.g. through age, disability, culture, income etc.

Supported volunteering has grown and developed to include opportunities in art, craft, woodwork and retail. Volunteers are supported to attend training with Adult Education in area such as building confidence or work based learning such as Health and Safety. Close partnership working with Job Centre Plus (we are now based underneath the local Job Centre in Maidstone). Currently 50 volunteers registered with Involve receiving direct support live in the Malling area.

- Promoting, stimulating and encouraging local interest in volunteering and community activity

Talks at Snodland Active Retirement association, promotional stand at Tracey Crouch MP pensioners fair, stand at RBLI event in Aylesford, held Carers Forum in Ditton- 65 carers from Malling area attended and it included talk on volunteering. Talk at West Malling GP Practice. Leaflets sent to all GP surgeries. Regular exercise class and wellbeing sessions for older people including volunteer opportunities at Snodland Community Centre. Promotional stand at Tesco's Lunsford Park.

- Promoting existing volunteer driver schemes within the area

'Refer a Friend' scheme to promote volunteer driving. Currently 17 registered volunteer drivers in Malling area. 745 trips undertaken.

- Promoting good practice within organisations involving volunteers by providing support and information.

Information distributed in the weekly 'Digest' newsletter to 125 contacts in Malling. Events included a networking session and seminar 'volunteering for wellbeing'.

- Working in partnership with statutory, voluntary and private sector agencies including specialist groups to develop local volunteering opportunities

Work with 15 organisations including Age Concern Malling, RBLI, Heart of Kent Hospice. Work with RBLI is focused on supporting unemployed people to volunteer as a form of skill development.

- Liaising with local organisations, including parish councils and other voluntary groups to promote services

Contact is maintained through regular newsletters with all parish councils promoting volunteering and other community initiatives.

- Providing information through the Involve Kent website and online directory

The website is regularly updated alongside the directory. Volunteer opportunities are now advertised on Doit.org across Kent. Social media is now a key communication tool with approximately 1900 'followers' across Maidstone and Malling and daily updates.

- Participating in local, regional and national campaigns, either individually or in partnership with other providers

Campaigns include; Volunteers Week, World Mental Health Day, Carers Week, Carers Rights Day.

- Providing input into strategic development of volunteering locally, regionally and nationally

Response to Kent County Council 'Older Person's Wellbeing' consultation focusing on benefit of volunteering. Response to the national 'Fuller Working Lives' consultation on volunteering and caring.

- Carrying out DBS checks on all volunteers, working in Involve Kent, who work with vulnerable adults

Done

- Acting as an umbrella body for DBS checks for all Voluntary Organisations

Continue to act as umbrella body for DBS checks and promote the service widely.

Moving forward 2018 onwards

- Build links with key GP practices particularly Snodland to identify and support people with health needs to volunteer
- Focus on supported volunteering for isolated and disadvantaged people rather than generic brokerage (now done via Doit.org).
- Develop supportive volunteering for people with mental health issues, working with partners such as Live Well Kent and Mind.



Photo of Involve's forum in Ditton Community Centre in November 2017, attended by 65 people and including a talk from Healthwatch Kent.

Age UK Sevenoaks and Tonbridge

- Information and Advice services are in great demand and we now have a team of 4 people, 1 staff member and 3 volunteers, to cope with this increase of clients. We assist with everything from benefits, housing and other issues. A further new volunteer is currently undergoing training. We provide home visit and sessions at Bradford Street. Our I&A Manager attends the office once a week and other staff are available throughout the week. The service holds the Advice Service Quality Mark

- Befriending has continued, over 35 clients a week get regular visits from their befriender in their own homes. The service is to those older people who are often housebound and are lonely. We currently have around 25 volunteers providing the visits.
- The lunch club at Bradford street meets on a monthly basis and around 40 people attend. We are currently trying to find volunteers to run fortnightly as this service is very popular.
- We hold a weekly coffee morning at Bradford Street, people pop along for coffee, a chat and support. Many of the clients are carers or people living with early dementia.
- Falls prevention classes take place on a Monday, with a trained instructor and are well attended.
- Fridays we hold a weekly Knit and natter craft group and around 25 – 30 ladies attend, making items to sell and to donate to other establishments, such as the premature baby unit at Pembury or blankets to local residential homes. Again many of the ladies are very lonely when they start, but soon make friends within the group and they support each other.
- Independent Living Support – delivered in people's homes, including housework, shopping and gardening. We have seen an increase in numbers requesting this service. The service aims to keep people in their homes and as independent as possible.
- Advocacy Service - Our two advocates have been busy in the past year, dealing with complex issues for residents in Tonbridge. The issues can be anything from safeguarding, health and care, to disputes with other organisations or family issues.
- Counselling Service, Fran our Counsellor has been kept busy with clients, obviously the nature of her work, she works with only a few clients at a time, as she will have many sessions with them to try to resolve their issues. We are about to have a student placement to train along Fran for the next 6 months.
- Foot care and podiatry. This summer we took on board a second Podiatrist/Chiropodist to cope with the demand for this service. Full podiatry sessions and further toe nail cutting services are held each week at our Bradford St. premises. Often these services are a way of introducing people to the full range of services that we offer.

- We provide batteries for hearing aids on a pop in basis at Bradford Street.
- Town lock day centre continues to flourish and we have 20-22 frail older people attending each session x 3 days a week.

CANWK - Tonbridge & Malling Borough Council area activities Year to date to 26/1/2018

Service offer

Telephone Service

Five day per week telephone Adviceline 10am-3pm

Face to Face Service

Tonbridge Main Centre at the Castle

Appointments 10am-4pm

Monday – 2 upstairs interview rooms, 2 downstairs accessible interview rooms

Tuesday – 2 upstairs interview rooms, 1 downstairs accessible interview rooms

Friday – 2 upstairs interview rooms, 2 downstairs accessible interview rooms

Drop-in

Due to lack of reception space and interview rooms, we encouraged people to initially ring us and deal with the issue as much as possible by telephone.

Now that we have hired further interview space downstairs, we are reintroducing drop-in to the service from February 2018 on every day that we are open (Mon, Tues, Weds).

Outreaches

Outreaches are reserved for the most vulnerable clients/complex cases/those that cannot reach the main centre easily.

Aylesford – Thursday mornings, appointments

Larkfield – Tuesday mornings, appointments

Snodland – Tuesday mornings, appointments

N.B. We have found that these outreaches are used by people across the northern wards and not just the particular village locations, e.g. Larkfield outreach was used by people from 10 different northern wards.

Projects available to TMBC area clients

Funder	Project
Big Lottery	PATH (homelessness)
Big Lottery	MISP (immigration project)
Comic Relief	Debt project for highly vulnerable
TMBC & Gatwick Foundation	Benefits Specialists
Money Advice Service	MASDAP (debt project)
Citizens Advice/Central Govt	Energy saving and efficiency project
Good Things (Central Govt)	Tax advice

N.B. PATH has also offered nine monthly drop-in housing/homelessness sessions in the TMBC area (at St Stephen's Church, the Baptist Church, and a local pub) attended by Porchlight and other partner agencies. The Energy Project had a well-attended public switching event on 25/1/18 in the High Street.

Clients helped

Face to Face – 1,265 clients including 77 at the outreaches, and 181 clients receiving specialist project services.

Telephone Adviceline – 1,125 clients with a TMBC address.

Issues

For clients with a detailed TMBC address:
3,360 issues (approx. 3 issues per client).

Advice Together network

CANWK are the lead agency in this partnership of 25 advice providers across west and north Kent. Agencies meet quarterly at a CANWK hosted event. They use the Nellbooker referral service, administered by CANWK, to securely cross-refer clients. Agencies include:

Age UK, Age Concern Malling, Crosslight (West Debt Advice), Samaritans, West Kent Mediation, Kent Equality Cohesion Council, West Kent Mind, Carers First, DAVSS, Probation Service, Sevenoaks District Council, DGS Mind, Choices, Kent Family Mediation, Sevenoaks Counselling Service, Citizens Advice Tunbridge Wells & District, Citizens Advice Edenbridge & Westerham, Rethink, The Gr@nd, Compaid, Porchlight, CROP Kent, West Kent Housing Association.

The Advice Together project ensures clients can easily and rapidly be referred to another agency, ensuring a much better wraparound service for our clients with the assurance of the client being contacted by the agency. The partnership also ensures that current topics and best practice can be discussed by the agencies. The project was set up by CANWK using Big Lottery funds and is now largely self-funding via agency contributions.

Councils (and sub-departments) are welcome to join the partnership and referral network.

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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Agenda Item 13

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 14

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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