

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: Democratic Services
committee.services@tmbc.gov.uk

11 October 2022

To: MEMBERS OF THE COMMUNITIES AND ENVIRONMENT SCRUTINY
SELECT COMMITTEE
(Copies to all Members of the Council)

Dear Sir/Madam

Your attendance is requested at a meeting of the Communities and Environment Scrutiny Select Committee to be held in the Council Chamber, Gibson Drive, Kings Hill on Wednesday, 19th October, 2022 commencing at 7.30 pm.

Members of the Committee are required to attend in person. Other Members may attend in person or participate online via MS Teams.

Information on how to observe the meeting will be published on the Council's website.

Yours faithfully

JULIE BEILBY

Chief Executive

A G E N D A

1. Guidance for the Conduct of Meetings

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PART 1 - PUBLIC

2. Apologies for absence
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4. Declarations of interest 9 - 10

Members are reminded of their obligation under the Council's Code of Conduct to disclose any Disclosable Pecuniary Interests and Other Significant Interests in any matter(s) to be considered or being considered at the meeting. These are explained in the Code of Conduct on the Council's website at [Code of conduct – Tonbridge and Malling Borough Council \(tmbc.gov.uk\)](https://www.tmbc.gov.uk).

Members in any doubt about such declarations are advised to contact Legal or Democratic Services in advance of the meeting

5. Minutes 11 - 14

To confirm as a correct record the Notes of the meeting of the Communities and Environment Scrutiny Select Committee held on 20 July 2022

Matters for Recommendation to the Cabinet

6. Tonbridge Castle - Outcome of public consultation and options for future commercial activities. 15 - 72

This report updates Members on the outcome of the public consultation and sets out high level options for further consideration.

7. Working with Housing Associations to tackle Anti-Social Behaviour 73 - 80

This report considers how the Borough Council and its housing association partners work together to tackle anti-social behaviour

8. Use of the Council's Public Open Spaces 81 - 100

This report reviews the new policy and fees and charges for the use of Council owned land introduced in January of this year.

Matters submitted for Information

9. Waste Services - Key Performance Indicators 101 - 106

Report on performance of the Waste Contract against a suite of Key Performance Indicators

10. Work Programme 2022/23 107 - 108

The Work Programme setting out matters to be scrutinised during 2022/23 is attached for information. Members can suggest future items by liaising with the Chair of the Committee.

11. Urgent Items 109 - 110

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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12. Exclusion of Press and Public 111 - 112

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

PART 2 - PRIVATE

13. Urgent Items 113 - 114

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 S A Hudson (Chair)
Cllr Miss G E Thomas (Vice-Chair)

Cllr Mrs J A Anderson
Cllr Mrs P A Bates
Cllr Mrs S Bell
Cllr C Brown
Cllr A Cope
Cllr N Foyle
Cllr F A Hoskins

Cllr M A J Hood
Cllr A Kennedy
Cllr J R S Lark
Cllr W E Palmer
Cllr M R Rhodes
Cllr Mrs M Tatton

GUIDANCE ON HOW MEETINGS WILL BE CONDUCTED

- (1) All meetings of the Borough Council will be livestreamed to YouTube here, unless there is exempt or confidential business to be discussed:

<https://www.youtube.com/channel/UCPp-IJISNgoF-ugSzxjAPfw/featured>
- (2) There are no fire drills planned during the time a meeting is being held. For the benefit of those in the meeting room, the fire alarm is a long continuous bell and the exits are via the doors used to enter the room. An officer on site will lead any evacuation.
- (3) Should you need this agenda or any of the reports in a different format, or have any other queries concerning the meeting, please contact Democratic Services on committee.services@tmbc.gov.uk in the first instance.

Attendance:

- Members of the Committee/Advisory Board are required to attend in person and be present in the meeting room. Only these Members are able to move/ second or amend motions, and vote.
- Other Members of the Council can join via MS Teams and can take part in any discussion and ask questions, when invited to do so by the Chairman, but cannot move/ second or amend motions or vote on any matters. Members participating remotely are reminded that this does not count towards their formal committee attendance.
- Occasionally, Members of the Committee/Advisory Board are unable to attend in person and may join via MS Teams in the same way as other Members. However, they are unable to move/ second or amend motions or vote on any matters if they are not present in the meeting room. As with other Members joining via MS Teams, this does not count towards their formal committee attendance.
- Officers can participate in person or online.
- Members of the public addressing an Area Planning Committee can participate in person or online. Please contact committee.services@tmbc.gov.uk for further information.

Before formal proceedings start there will be a sound check of Members/Officers in the room. This is done as a roll call and confirms attendance of voting Members.

Ground Rules:

The meeting will operate under the following ground rules:

- Members in the Chamber should indicate to speak in the usual way and use the fixed microphones in front of them. These need to be switched on when speaking or comments will not be heard by those participating online. Please switch off microphones when not speaking.
- If there any technical issues the meeting will be adjourned to try and rectify them. If this is not possible there are a number of options that can be taken to enable the meeting to continue. These will be explained if it becomes necessary.

For those Members participating online:

- please request to speak using the 'chat or hand raised function';
- please turn off cameras and microphones when not speaking;
- please do not use the 'chat function' for other matters as comments can be seen by all;
- Members may wish to blur the background on their camera using the facility on Microsoft teams.
- Please avoid distractions and general chat if not addressing the meeting
- Please remember to turn off or silence mobile phones

Voting:

Voting may be undertaken by way of a roll call and each Member should verbally respond For, Against, Abstain. The vote will be noted and announced by the Democratic Services Officer.

Alternatively, votes may be taken by general affirmation if it seems that there is agreement amongst Members. The Chairman will announce the outcome of the vote for those participating and viewing online.

Community and Environment Scrutiny Select Committee – Substitute Members (if required)

	Conservative	Liberal Democratic	Green	Ind. Kent Alliance	Note
1	David Cooper	Tim Bishop	April Clark	Tim Shaw	
2	Roger Dalton	Garry Bridge	Nick Stapleton		
3	Howard Rogers	Trudy Dean			
4	Frixos Tombolis	Anita Oakley			
5	Colin Williams	David Thornewell			

Members of Cabinet cannot be appointed as a substitute to this Committee

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Declarations of interest

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TONBRIDGE AND MALLING BOROUGH COUNCIL

COMMUNITIES AND ENVIRONMENT SCRUTINY SELECT COMMITTEE

MINUTES

Wednesday, 20th July, 2022

Present: Cllr S A Hudson (Chair), Cllr Miss G E Thomas (Vice-Chair),
Cllr Mrs P A Bates, Cllr C Brown, Cllr A Cope, Cllr F A Hoskins,
Cllr M A J Hood, Cllr W E Palmer, Cllr M R Rhodes,
Cllr Mrs M Tatton, Cllr D J Cooper, Cllr H S Rogers and
Cllr C J Williams

Councillors R V Roud and T B Shaw were also present pursuant to Council Procedure Rule No 15.21.

Councillors M Boughton, V Branson, M Coffin, D Harman, D Keers, B Luker, A Oakley, J Sergison and K Tanner participated via MS Teams and joined the discussion when invited to do so by the Chair in accordance with Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors Mrs J A Anderson, Mrs S Bell (substituted by C Williams), N Foyle (substituted by H Rogers), A Kennedy and J R S Lark (substituted by D Cooper).

CE 22/1 NOTIFICATION OF SUBSTITUTE MEMBERS

Notification of substitute members were recorded as set out below:

Cllr D Cooper – substitute for Cllr Lark
Cllr H Rogers – substitute for Cllr Foyle
Cllr C Williams – substitute for Cllr Bell

In accordance with Council Procedure Rules 17.5 to 17.9 these Councillors had the same rights as the ordinary member of the committee for whom they were substituting.

CE 22/2 DECLARATIONS OF INTEREST

There were no declarations of interest made in accordance with the Code of Conduct.

CE 22/3 MINUTES

As this was first meeting of the Communities and Environment Scrutiny Select Committee there were no minutes to be considered.

CE 22/4 WORK PROGRAMME 2022/2023

In advance of the meeting, Members had been asked to submit suggestions to be considered for inclusion in the Work Programme for 2022/23. The following suggestions were received:

- Tonbridge Castle – outcome of public consultation
- Biodiversity and Climate Change
- Review of how the Community Safety Partnership deals with Anti-Social Behaviour with the housing associations and residents who fail to comply.
- Performance of Waste Services, including KPIs

MATTERS FOR RECOMMENDATION TO THE CABINET

CE 22/5 SATURDAY FREIGHTER SERVICE

The joint report of the Cabinet Member for Technical and Waste Services and the Director of Street Scene, Leisure and Technical Services reminded Members that the Saturday Freighter Service had been suspended since 28 March 2020, initially as a result of the Covid pandemic and subsequently due to the national HGV driver shortage and the prioritisation of resources on the delivery of frontline collection services. Members were reminded that the service had been established to compensate for the non-provision of a Household Waste Recycling Centre (HWRC) within the Borough's boundary and that Kent County Council (KCC), as the Waste Disposal Authority, had supported the provision of the freighter service with a payment of £9,000 per annum. This payment ceased following the commissioning of the new HWRC at Allington.

Members gave detailed consideration to the report which provided details of the resources required for the current service, indicated alternative disposal opportunities, identified environmental considerations and advised that, as the service did not promote or incentivise residents to recycle, it contradicted the aims of the Council's Climate Change Strategy and associated Action Plans and had a negative impact on recycling rates by increasing the tonnage of waste sent for incineration.

A number of Members expressed concern that withdrawal of the service could lead to an increase in fly tipping and were advised that the data set out in Annex 1 suggested that there was no correlation between increased fly tipping and the suspension of the service. In response to comments regarding the location of the new facility at Allington relative to communities in the South and West of the Borough the Director of Street Scene, Leisure and Technical Services advised that those residents would be able to use the KCC HWRCs at North Farm, Cuxton and Tovil. Attention was drawn to the bookable Household Bulky Waste

Collection service which provided a doorstep collection and was offered at a reduced rate for those on Council Tax Reduction benefit.

RECOMMENDED: That

- (1) Cabinet be asked to remove the Saturday Freighter Service; and
- (2) Cabinet be asked to consider a sliding scale of charges for the bookable Household Bulky Waste Collection service to include two free collections per annum for residents on benefits.

* Referred to Cabinet

MATTERS FOR CONSIDERATION IN PRIVATE

CE 22/6 EXCLUSION OF PRESS AND PUBLIC

There were no matters considered in private.

The meeting ended at 9.10 pm

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TONBRIDGE & MALLING BOROUGH COUNCIL

COMMUNITY and ENVIRONMENT SCRUTINY SELECT COMMITTEE

19 October 2022

Report of the Director of Central Services & Deputy Chief Executive

Part 1- Public

Matters for Recommendation to Cabinet - Non-Key Decision

1 TONBRIDGE CASTLE – OUTCOME OF PUBLIC CONSULTATION & OPTIONS FOR FUTURE COMMERCIAL ACTIVITIES

This report updates Members on the outcome of the public consultation exercise and sets out high level options for further consideration.

1.1 Background

- 1.1.1 Tonbridge Castle and grounds is an excellent historic strategic asset, which is unique in the South of England being of great historical importance as one of the best examples of a Motte and Baily Castle. The Castle is a designated as a scheduled ancient monument (save for the Georgian buildings east of the gatehouse), and the gatehouse and offices are grade I listed (Tonbridge Castle and grounds).
- 1.1.2 The Castle is a heritage hub, culture centre, tourist venue with great potential for commercial activities. It is also used as a location for many of the Council's high-profile civic events e.g., the Royal Proclamation in September 2022.
- 1.1.3 Indoor at Tonbridge Castle is a Kent County Council (KCC) funded Gateway; TMBC Customer Services, the Cemetery Office, Outdoor Leisure Services staff, Tourist Information Centre; attraction/ exhibition; offices (including space currently leased to Citizens Advice and Protection Against Stalking) and meeting rooms. It is also used as a wedding venue and is the current temporary location of the Post Office. Outside are the Castle lawns (used for many events), Motte walls and car parking. Many have revenue streams attributed to them for a myriad of different activities. Activities within the Castle i.e., the attraction/ exhibition, shop, weddings, room bookings and Tourist Information Centre are managed by Customer Services, with external activities e.g., events on the Castle lawn/ grounds and grounds maintenance being managed by Leisure Services.

- 1.1.4 As Members may be aware, the Gateway agreement with Kent County Council will expire on 6 July 2024, the County Council having given notice that they no longer wish to continue with the Gateway at Tonbridge Castle after that date. This is permissible under the terms of the agreement with the County Council, with no compensation payable (the agreement provides that either party may terminate without compensation 15 years after practical completion of the Gateway i.e., 6 July 2009).
- 1.1.5 During the financial year 2021/22 a total of £141,892.00 was paid by the County Council to the Borough Council towards the costs of running the Gateway.
- 1.1.6 Given the expected loss of income from the Gateway with effect from July 2024, Member and Officer Steering Groups have been established to evaluate the current commercial operations at Tonbridge Castle and grounds, understanding the different activities that are currently taking place, and to propose how the Borough Council utilises the strategic asset of Tonbridge Castle and grounds to generate sustained long term revenue streams to make the site as cost effective as possible, thereby significantly reducing the subsidy provided by the Council. Opportunities for revenue savings will also be explored.
- 1.1.7 The work programme agreed by the Steering Group has been divided into 3 phases: -

Phase 1 - 2022	<ul style="list-style-type: none"> - Understanding the current revenue and capital costs of primary and secondary budgets encompassing Tonbridge Castle and grounds - Understanding the needs of the community through consultation - Evaluate the different work streams (revenue and costs) and agree which workstreams to focus on
Phase 2 - 2023	<ul style="list-style-type: none"> - Agreeing future plans for Tonbridge Castle and grounds - Planning implementation for future plans – working with TMBC Officers and chosen partners as identified - Agree the governance arrangements to oversee Tonbridge Castle and grounds, once business model is confirmed
Phase 3 - 2024	<ul style="list-style-type: none"> - Managing termination of any relevant contracts, and decommissioning of Gateway - Managing and overseeing transition of future plans

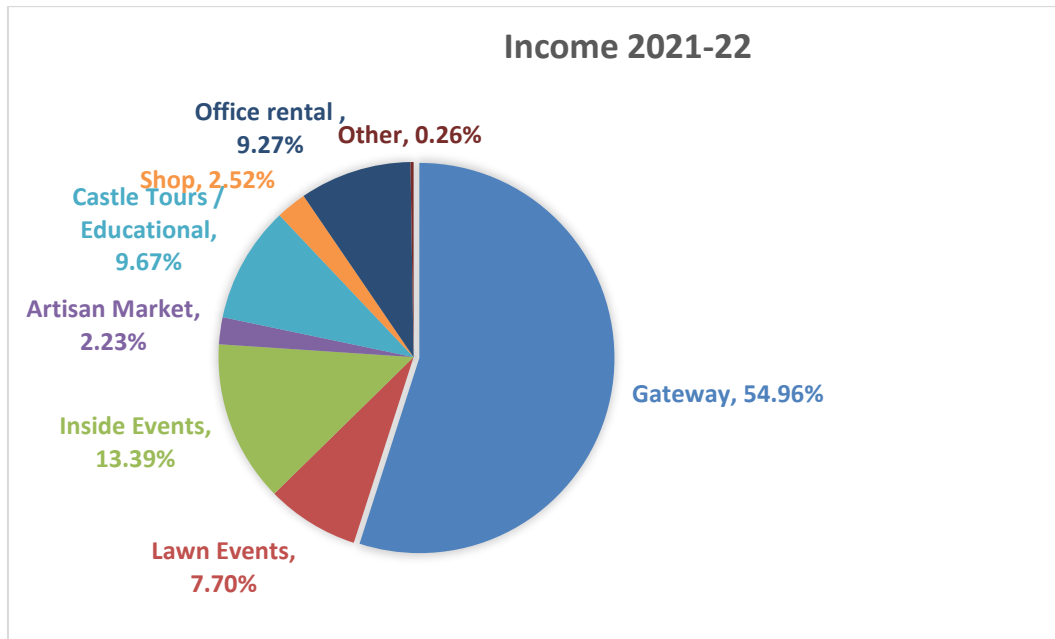
- 1.1.8 This report sets out the work undertaken thus far in Phase 1. Members are asked to consider the responses to the public consultation exercise and identify the high-level options they wish to be investigated further.

1.2 Budgets

1.2.1 The current income streams at Tonbridge Castle are set out in the table below.

	Actual		Actual		Actual		Actual		Budget	
	18/19 (£)	%	19/20 (£)	%	20/21 (£)	%	21/22 (£)	%	22/23 (£)	%
Gateway – KCC	-130,729	57.35%	-116,076	47.80 %	-139,842	76.22 %	-141,892	54.87 %	-130,000	51.95%
Gateway - Partner	-9,879	4.33%	-11,675	4.81%	0	0.00%	-225	0.09%	-4,000	1.60%
Box Office	0	0.00%	-8,921	3.67%	0	0.00%	0	0.00%	0	0.00%
Lawn Events	-13,374	5.87%	-30,107	12.40 %	-1,700	0.93%	-19,901	7.70%	-35,000	13.99%
Chamber	-4,485	1.97%	-11,222	4.62%	-5,112	2.79%	-18,729	7.24%	-15,000	5.99%
Weddings	-9,550	4.19%	-12,917	5.32%	-3,229	1.76%	-13,024	5.04%	-18,000	7.19%
Artisan Market	0	0.00%	0	0.00%	0	0.00%	-5,765	2.23%	0	0.00%
Paranormal	-1,310	0.57%	-1,159	0.48%	-900	0.49%	-2,875	1.11%	0	0.00%
Castle Tour	-16,232	7.12%	-12,273	5.05%	-6,872	3.75%	-17,569	6.79%	-25,000	9.99%
Education al	-11,906	5.22%	-11,907	4.90%	0	0.00%	-7,424	2.87%	0	0.00%
Shop	-4,489	1.97%	1,980	-0.82%	-1227.56	0.67%	-6,520	2.52%	-3,500	1.40%
Marketing	0	0%	0	0.00%	0	0.00%	-105	0.04%	0	0.00%
Mooring Fees	-129	0.06%	-356	0.15%	-87	0.05%	-263	0.10%	-300	0.12%
Commissi on	-678	0.30%	-905	0.37%	-407	0.22%	-301	0.12%	-750	0.30%
Concessio ns	-750	0.33%	0	0.00%	-200	0.11%	0	0.00%	0	0.00%
CAB	-20,424	8.96%	-22,991	9.47%	-21,899	11.94 %	-21,981	8.50%	-16,700	6.67%
Historical Society	-2,000	0.88%	-2,000	0.82%	-2,000	1.09%	-2,000	0.77%	-2,000	0.80%
Total	-225,935	1	-240,529	1	-183,476	1	-258,574	1	-250,250	1

1.2.2 Members will note that there is very strong reliance on the Gateway revenue stream from Kent County Council (KCC) which accounted for 54.96% of income during 2021/22. This will have to be replaced by alternative revenue streams from 2024, to ensure not only replacement income, but as importantly, incremental revenue streams.



1.2.3 Further details on the cost structure and revenue streams are set out in **Annex 1**.

1.3 Consultation

- 1.3.1 A public consultation exercise was undertaken from 1 April to 31 July 2022, seeking views on how the Castle and its grounds can be used in the future to further meet the needs of the local community.
- 1.3.2 The consultation was published through press articles/ posters, press interviews with the Leader and via the Council's website. Emails were also sent to TMBC Councillors, KCC Councillors, Parish Councillors, Taxi stake holders, Resident associations, Tonbridge community groups 840 Businesses, 595 Taxi/Private Hire drivers, Youth Forum and TMBC Employees.
- 1.3.3 A total of 724 responses were submitted online. 400 one-to-one interviews were also undertaken at different Castle events as well as outside the Castle footprint (using the same questions as the online survey), giving a total of 1,124 responses.
- 1.3.4 375 respondents to the consultation have also volunteered to be part of a focus group for the Castle & grounds review. These people will be invited to participate in future online surveys and focus groups to test out concepts and ideas as we formulate our plans.
- 1.3.5 The results of the consultation exercise are set out at **Annex 2**. Key findings from the consultation are also summarised below.

- 1.3.6 **Visiting Tonbridge Castle & grounds** – just over half of respondents (52%) visited Tonbridge Castle with family members. This
- 1.3.7 Approximately 27% of respondents visited the Castle & grounds for a walk in the grounds. Other reasons given for visiting included using the Castle Lawn (21%) attending an event (20%) and visiting the exhibition (12%).
- 1.3.8 A significant majority of respondents (67%) travelled to the Castle and grounds on foot. 27% used a private car and 14% used a taxi. Only 4% of respondents used public transport to visit the Castle and grounds.
- 1.3.9 Just under half of respondents (49%) live within 1 mile of Tonbridge Castle. A further 31% live within 2-3 miles of the Castle, with only 11% living more than 5 miles away.
- 1.3.10 **Attendance at events/ activities** – just under half of respondents (48%) have attended events on the Castle Lawn, with a further 33% having attended events within the grounds. 16% of respondents said they had attended events inside the Castle.
- 1.3.11 **The future** – respondents were asked what types of events and facilities they would like to see at the Castle. In respect of facilities, the most popular choice was a café/ bistro (59%), followed a by bar (25%). Other suggestions included toilets, an ice rink, museum, and restaurant.
- 1.3.12 In respect of events, the most popular choice was music (245 respondents), followed by food (138), market (133) and community (84).
- 1.3.13 **Gender and age profile** – most respondents (67%) were female. 25% of respondents were aged between 41-50, with an almost identical amount aged between 31-40. Less than 7% of respondents were aged under 30, with 8% aged over 70.

1.4 Options for consideration

- 1.4.1 There are five main concepts to consider, which are shown in the table below. In total there are 40 incremental fee revenue streams that have been identified. These concepts have emerged both through discussion at the Steering Groups and through the responses to the consultation exercise. A number of these are already delivered at the Castle and grounds but Members are invited to consider whether they wish to continue to support these as future options for delivery at Tonbridge Castle. The evaluation of the identified work streams will then be considered as part of Phase 1.

- 1.4.2 It is considered that we need to have a balance of concepts in place, recognising that many may generate additional fee income, while some others may not. A critical factor to consider will be the costs incurred to TMBC in respect of each option in terms of resource and infrastructure. The concepts will also vary in their risk profile.
- 1.4.3 A final option would also be to continue to operate as we do now, making no changes to the activities at Tonbridge Castle.

Concept	Reference
Café / Bistro restaurant	A
Events and activities <ul style="list-style-type: none"> • Events on Castle and grounds • Weddings • Artisan Market • Conference and banqueting • Paranormal • Watergate concession 	B
Castle Tour – Educational <ul style="list-style-type: none"> • Castle attraction tours • Education workshop 	C
Castle shop	D
Other concepts	E
Make no changes	F

- 1.4.4 These options are considered further below. Members are asked to note that these options relate only to those aspects of the Castle operation that have an associated revenue stream. As set out in paragraph 1.1. of this report, the Castle also acts as a key location for civic events, provides the Tonbridge location for the Council's Customer Services function, Cemetery Office, and Outdoor Leisure staff, and offers space for rent to third parties such as Citizens Advice and Protection Against Stalking.
- 1.4.5 Members are asked to review the options to assess whether they wish to continue with the current range (which could include reducing or expanding elements) or explore new opportunities.

A - Café/ Bistro restaurant

- 1.4.6 The creation of a café was a clear preference identified by respondents to the consultation, with 600 respondents (58.54%) indicating that they would like to see such a service being offered at the Castle.

1.4.7 The setting up and running of a Café/Bistro restaurant is not within the current skill set of TMBC staff, and as such, we would either need to employ staff to run this on our behalf or have a third party run this for us. If Members wished to explore this opportunity further officers would investigate the likely costs/ income levels that could be achieved. For example, the costs of set up could be negotiated, in a medium-term deal, which could include fitting out, including setting up a kitchen on the outside wall, that would also service the conference and banqueting needs, as well as events.

B - Events and activities

1.4.8 We have grouped several key activities within this option, covering all the events and activities taking place within the Castle and grounds. As Members will note from the table at 1.4.3, there are a range of activities and events that take place at Tonbridge Castle, some within the Castle itself and others on the lawn and grounds. A number of events utilise space both inside and outside the Castle. Events on the lawn accounted for 7.70% of income during 2021/22, with events inside the Castle accounting for 13.39%.

1.4.9 The Castle Chamber and large meeting room now have the flexibility of being used for art classes, training rooms, meetings, weddings etc, fully supported with the conference equipment you would expect to see in any business venue. The meeting rooms inside the Castle are frequently used in connection with events on the Castle Lawn and grounds.

C- Castle Tour & Educational

1.4.10 The interactive Castle Tour offers an oversight of medieval life, with escorted tours for school trips. Private tour guides can also be booked.

1.4.11 Castle staff run interactive activities with school children in the Castle Chamber, learning about life in the past e.g., dressing up; brass rubbing; understanding trebuchet.

1.4.12 The audio tour takes people around the Gatehouse and grounds, and is available in multiple languages, which is being updated to a digital platform.

1.4.13 The tour accounted for 9.67% of income during 2021/22.

D - Castle shop

1.4.14 The Castle shop has transitioned from a fully stocked Tourist information Centre, offering brochures to all parts of the UK, to stock quality merchandise, associated with the Castle and Tour.

1.4.15 The shop is currently also selling large volumes of bottles of water and teas/ coffees with light snacks.

1.4.16 The shop accounted for 2.52% of income during 2021/22.

E- Other concepts

- 1.4.17 Other concepts for consideration and evaluation to consider incremental revenue opportunities, are primarily taken from the feedback from the consultation.
- 1.4.18 These concepts will be considered by the Steering Group, which has Member representation through the Cabinet Member for Community Services, Cabinet Member for Finance, Innovation & Property and Deputy Leader, and the local Councillors of Castle Ward, in which Tonbridge Castle and grounds are located.
- 1.4.19 Members of the Scrutiny Select Committee are also asked to consider what existing services they wish to see retained at Tonbridge Castle. Currently there is a Customer Services/ Cemetery Services/ Outdoor Leisure Services presence, together with Castle Tours, flexible and adaptable meeting rooms, Weddings (the facility is licenced for this purpose by Kent County Council), and Castle shop, all of which generate income.
- 1.4.20 The current tenants on the first floor are Citizens Advice (CAB) of, and a charity called Protection against stalking (both generate rental income of £25,200), and The Historical Society. The first floor also has one hot desk office and one office used by the Outdoor Leisure Services staff.
- 1.4.21 Members will need to be mindful of the space required to accommodate additional concepts to generate incremental revenue. Whilst there will be a reduction in the Gateway footprint to free up some space from July 2024, the exact space available for new activities will be contingent upon the nature and extent of other services that Members wish to retain within the Castle and grounds. Furthermore, members will no doubt wish to understand the potential additional revenue associated with new concepts before determining whether to reduce the space occupied by other existing services/ activities at the Castle. This can be investigated as part of Phase 1.
- 1.4.22 At this stage Members are not asked to consider governance arrangements for the various options. These will be considered as part of Phase 2, and will include:
- - continuing to deliver services in-house
 - setting up a Trust to run Tonbridge Castle and grounds
 - contracting with one or more third parties
- 1.4.23 The model that will be used to test any concepts agreed by Members for further evaluation is attached as **Annex 3**.

1.5 Legal Implications

1.5.1 None arising at this stage. Legal Services will be involved at the relevant times during Phases 2 & 3.

1.6 Financial and Value for Money Considerations

1.6.1 The financial and value for money considerations are set out elsewhere in the report.

1.7 Risk Assessment

1.7.1 Each option within this report will have a different risk profile. At this stage Members are being asked to identify which options they wish officers to consider further. Each of those options will be subject to a detailed risk assessment prior to any final decision being taken by Members about the future activities at Tonbridge Castle.

1.8 Equality Impact Assessment

1.8.1 The recommendations in this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users. However, as the options agreed by Members are subjected to evaluation, consideration will also be given to any associated equalities implications.

1.9 Policy Considerations

1.9.1 Asset Management

1.9.2 Community

1.10 Recommendations

1.10.1 Members are requested to

(a) consider the outcome of the public consultation exercise; and

(b) consider the options set out at paragraph 1.4 and **AGREE** which options are to be recommended to Cabinet for further investigation and evaluation.

Background papers:

contact: Anthony Garnett

Nil

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Annex 1

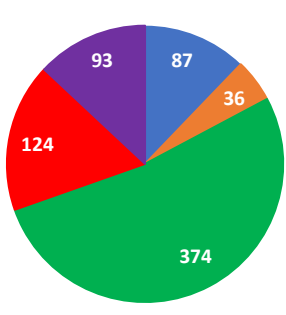
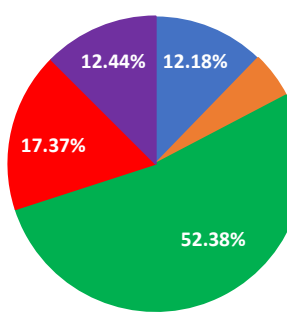
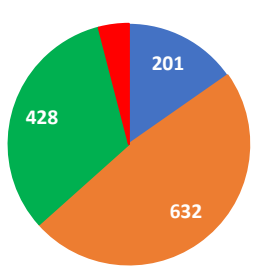
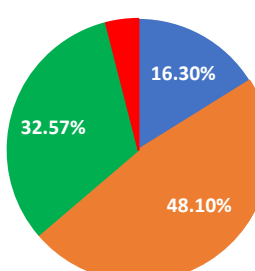
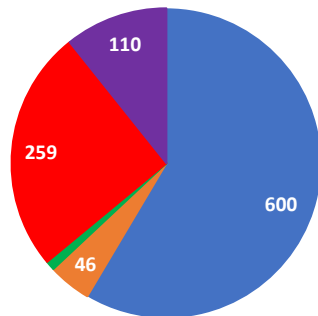
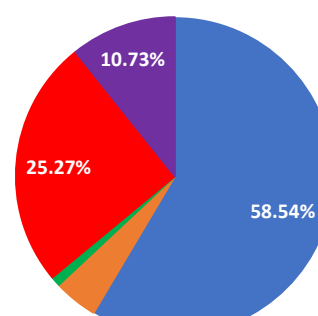
Cost Structure							Revenue Streams						
Timeline	18/19	19/20	20/21	21/22	Current budget 22/23	Note Ref	Timeline	18/19	19/20	20/21	21/22	Current budget 22/23	Note Ref
Salaries	157,702.00	152,116.00	176,087.00	194,097.00	210,950.00	001	Gateway						
Central Salaries	30,653.00	30,340.00	59,940.00	67,363.00	69,150.00	002	Gateway – KCC	-130,729.28	-116,075.57	-139,842.00	-141,892.00	-130,000.00	021
Depart Admin	79,429.00	81,639.00	85,271.00	110,344.00	111,700.00	003	Gateway - Partner	-9,878.52	-11,674.86	0	-225	-4,000	022
Building repairs	7,596.93	5,939.67	11,294.78	2,534.44	5,350.00	004	Box Office	0	-8,921.27	0	0	0	023
Main – General	36,745.96	58,938.28	62,832.16	32,769.64	28,200.00	005	Events /Activities						
No Current Asset depreciation						006	Lawn Events	-13,373.69	-30,107.04	-1,700.00	-19,901.40	-35,000.00	024
Grounds Maintenance	69,000.76	67,237.31	64,073.31	71,140.93	71,400.00	007	Chamber	-4,485.00	-11,221.91	-5,111.83	-18,729.21	-15,000.00	025
Marketing/promotions	4,949.49	7,316.11	805.00	5,625.59	11,300.00	008	Weddings	-9,550.01	-12,916.66	-3,229.16	-13,024.16	-18,000.00	026
Information Technology	5,777.00	3,517.53	482.48	1,850.32	2,800.00	009	Artisan Market	0	0	0	-5,765.00	0	027
Utilities	2,397.48	2,768.13	2,001.23	1,966.09	2,350.00	010	Paranormal	-1,310.00	-1,159.18	-900.00	-2,874.99	0	028
Insurance	7,810.86	9,570.56	12,047.28	13,656.79	14,650.00	011	Castle Tour /Educational	-16,231.73	-12,272.66	-6,871.66	-17,568.89	-25,000.00	029
Security	37,189.09	36,861.45	31,998.37	35,746.07	38,000.00	012		-11,905.72	-11,906.69	0	-7,423.57	0	030
Dev Art Support	6,107.82	2,588.42	0	0	0	013	Shop	-4,489.4	1,979.95	-1,227.56	-6,519.71	-3500.00	031
Dev Event Support	30,161.18	26,568.44	-51.62	21,304.50	22,000.00	014	Marketing				-105.00		032
Purchases Exhibits	8,160.14	8,816.12	6,126.98	6,426.78	9,500.00	015	Mooring Fees	-129.17	-355.68	-87.04	-262.50	-300.00	033
	975.50	1,432.89	0	0	2,000.00	016	Commission Concessions	-677.55	-904.72	-406.90	-301.26	-750.00	034
Historical Society	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	017		-750.00	0	-200.00	0	0	035
Other	5,356.80	8,699.90	6,928.90	9,119.90	8,950.00	018	Rent – CAB	-20,423.83	-22,990.74	-21,898.64	-21,980.63	-16,700	036
Total	292,013.01	506,349.81	521,836.87	575,945.05	610,300.00		Historical Society	-2000.00	-2,000.00	-2,000.00	-2,000.00	-2,000	037
							Total	-227,933.90	-242,827.03	-183,474.79	-258,573.32	-250,250.00	

Page 25

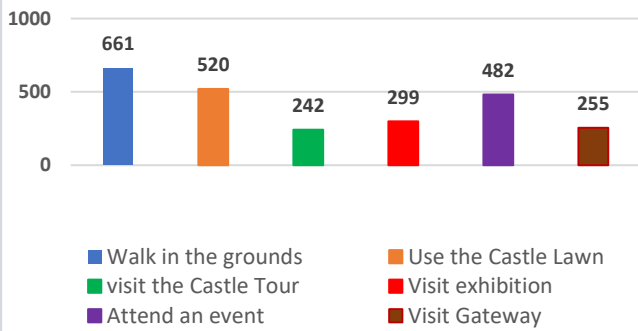
Ref:	Comment	Ref:	Comment
001		021	The payment from Kent County Council is to have the space within Tonbridge Castle ground floor to operate a Gateway, where various services can be provided to the public.
002		022	Partner income is where different organisations rent front counter desk space or interview room to see members of the public by appointment. Drop in organisations post Covid.
003		023	Box office relates to selling tickets in advance for forthcoming events. Identified growth area to sell tickets for events within Borough on commission bases.
004		024	Breakdown of Lawn events on page 55
005		025	Conferences – Meetings – Art Classes – Event bookings – Teas/Coffees -
006	Financial services have suggested taking No Current Asset depreciation out of Costs	026	Weddings take place in the Castle Chamber as well as the Gatehouse - Identified growth area to have package of Marquee on Castle Lawn
007		027	New Activity – Held every forth Sunday from June until November
008		028	We have groups of people who stay overnight in the Gatehouse to interact and investigate phenomena activity pertaining to ghosts.
009		029	Gateway tours tickets include an audio guide to take the user around the Gatehouse and grounds. 50 pence from each ticket sold is ringfenced to reinvest in Exhibits/Castle tourism facilities.
010		030	School trips to the Castle include, either an escorted tour or tour and workshop held in the Castle Chamber.
011		031	Shop profit is currently calculated by taking years sales from the value of stock in hand at the years end. Current focus is on stocking items with high margins, on profit on return.
012		032	Appropriately placed adverts in trade publications and initiates with Visit Kent or English Tourist Board.
013		033	Mooring fees is dependent on visiting river traffic and tends to seasonal
014		034	Commission from sales at Tourist Information Centre for events (Boat permits / Music Weekend)
015		035	Rental for catering concession at Tonbridge Castle
016		036	Citizens Advice current Tenant agreement runs until July 2024. In 2022 they reduced their footprint by two rooms, which we are letting out to another charity called "Protection against stalking" for 1 year lease of £6,500 from August 2022
017	The Historical Society are funded £2,000 a year by TMBC, which is paid from Budget D37PA 000 47008, Grants & Payments - Charitable & Voluntary org's	037	The Historical Society are funded £2,000 a year by TMBC, which is paid from Budget D37PA 000 47008, Grants & Payments - Charitable & Voluntary org's
018			
	To understand what is behind the Gateway fittings and fixtures, planning has recommended a non-intrusive heritage survey - £5,000, and Utility survey (water / electricity) - £5,000 to be completed.		

Annex 2A

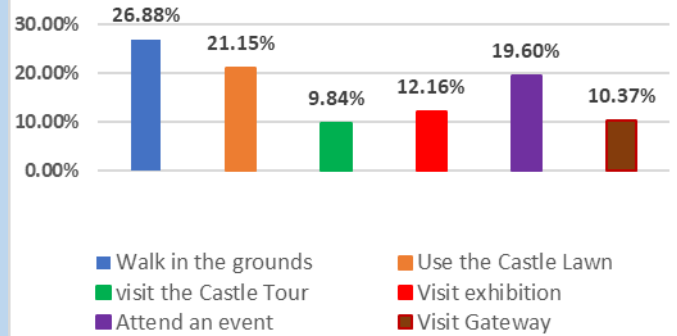
Overview of responses from some questions received

On-line responses	724	One-to-One responses	400
Focus Groups (301 on-line / 74 One-to-One)		375	
<p>When visiting Tonbridge Castle and grounds, were you:</p> <ul style="list-style-type: none"> On my own With a group With family With adults and children With friends 		<p>When visiting Tonbridge Castle and grounds, were you:</p> <ul style="list-style-type: none"> On my own With a group With family With adults and children With friends 	
<p>Have you attended any events/activities at Tonbridge Castle and grounds?</p> <ul style="list-style-type: none"> Inside Tonbridge Castle On the Castle Lawn Within the grounds I have never visited any events 		<p>Have you attended any events/activities at Tonbridge Castle and grounds?</p> <ul style="list-style-type: none"> Inside Tonbridge Castle On the Castle Lawn Within the grounds I have never visited any events 	
<p>What would you like to see at Tonbridge Castle and grounds?</p> <ul style="list-style-type: none"> Café Offices Residential accomodation Bar Other 		<p>What would you like to see at Tonbridge Castle and grounds?</p> <ul style="list-style-type: none"> Café Offices Residential accomodation Bar Other 	

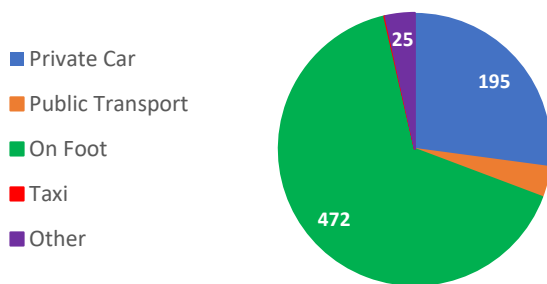
Why did you attend Tonbridge Castle and grounds?



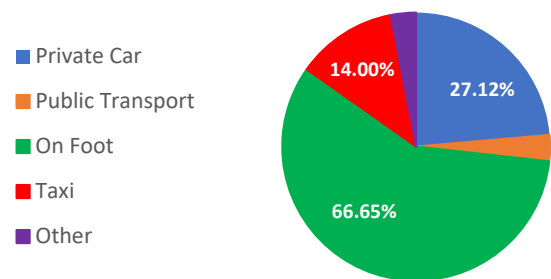
Why did you attend Tonbridge Castle and grounds?



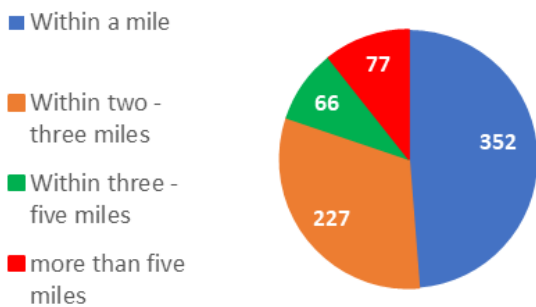
How would you travel when visiting Tonbridge Castle and grounds?



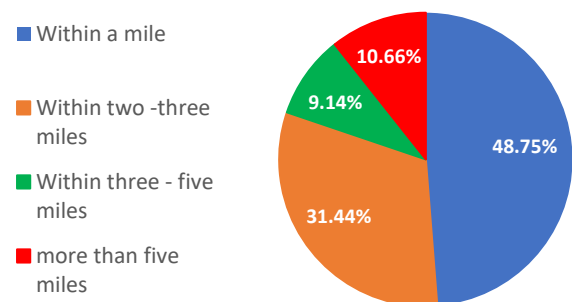
How would you travel when visiting Tonbridge Castle and grounds?



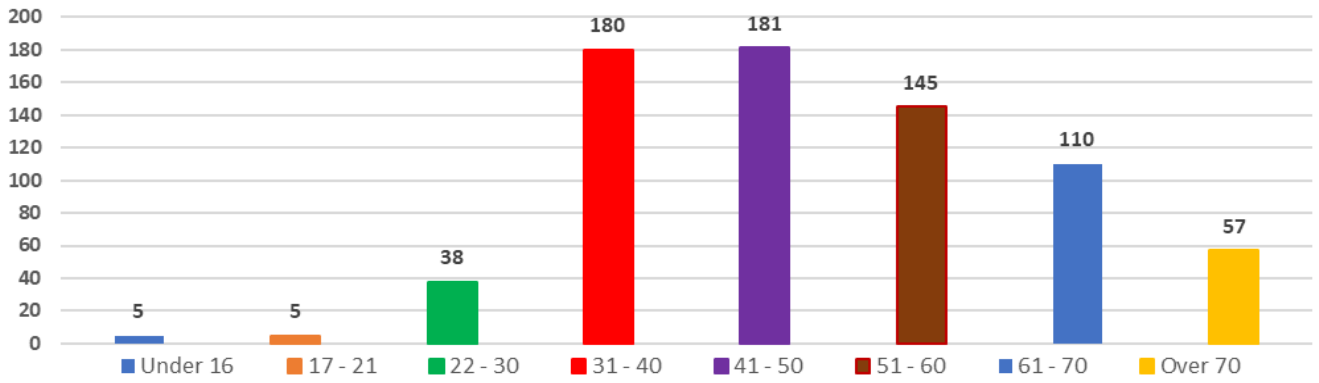
Can you tell us how far away you live from Tonbridge Castle and grounds?



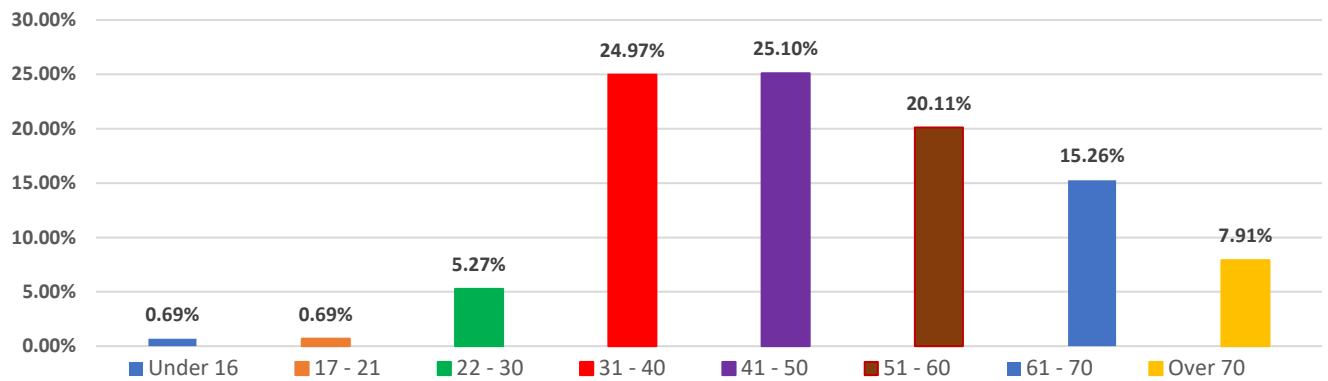
Can you tell us how far away you live from Tonbridge Castle and grounds?



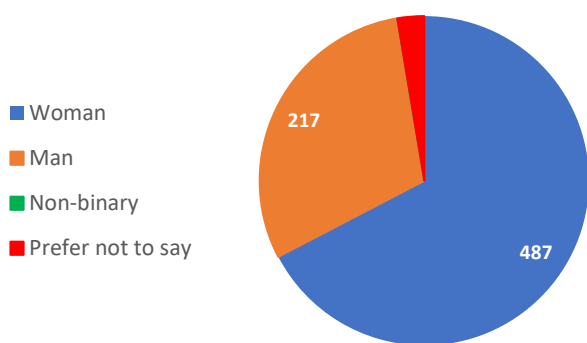
Please indicate which age-group you belong to:



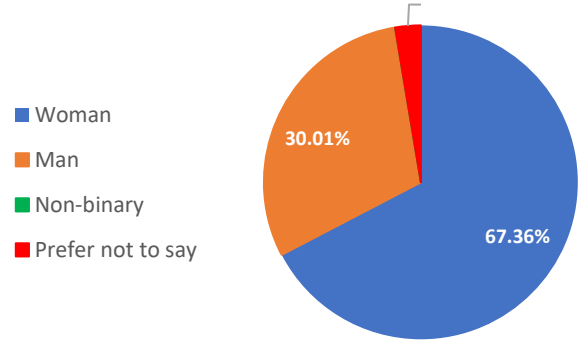
Please indicate which age-group you belong to:



What gender are you?



What gender are you?



What type of events would you like to see take place at Tonbridge Castle and grounds?		
1	Music	245
2	Food	138
3	Market	133
4	Community	84
5	Christmas	66
6	Cinema	61
7	Craft	43
8	Historical	40
9	Ice Rink	32
10	Medieval	30
11	Fete	27
12	exhibition	23
13	Live music	22
14	Wedding Facilities	15
15	Pop up	13

What facilities would you like to see at Tonbridge Castle or the grounds that are currently not there?	
Cafe	212
Toilets	104
Bar	74
Ice Rink	59
Museum	29
Restaurant	29
Music	20
Market	18
Tea Rooms	17
Food	15
Historical	15
Pop up	15
community	14
nothing	13
exhibition	9

What changes would you like to see at Tonbridge Castle and grounds?	
Café	37
Ice Rink	32
Flowers	31
Toilets	22
Flowers	22
nothing	19
Access	18
Community	17
Bar	16
Market	13
Music	12
Motte	12
Tea Rooms	9
Lighting	9
Food	7



Tonbridge Castle

Results of Online and On-Site Surveys 2022

Final
28 September 2022



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Introduction

Tonbridge and Malling Borough Council began a consultation exercise to gain further information on the views of residents, visitors, businesses and the local community on the potential future options for Tonbridge Castle and grounds (see text from webpage to the right).

Comparable surveys were posted online and interviews were carried out on-site. The online and on-site consultation also enabled people to add their names to a mailing list or sign up for workshops. This will enable further in-depth consultation and engagement to take place.

Online Survey

A survey was posted online between 1 April 2022 and 31 July 2022, hosted on Tonbridge and Malling Borough Council's website.¹ The survey was promoted through QR codes on business cards within the Tourist Information Office, on posters through the site and through social media.

There were 724 responses.

On-site Interviews

On-site interviews were carried out between April and the end of July on the following dates. Most interviews coincided with events.

- 24 April – Artisan Market
- 22 May – Artisan Market
- 28 May – Food and Drink Festival
- 29 May – Food and Drink Festival
- 12 June – Community Fete and Dog Show
- 26 June – Artisan Market
- 3 July – Music on the Lawn
- 24 July – Artisan Market
- 31 July – Music on the Lawn

Page on Tonbridge and Malling Borough Council website at the start of the online consultation

A consultation about the future uses of Tonbridge Castle has opened today.

Tonbridge and Malling Borough Council is inviting views from the public on the future use of its iconic attraction, Tonbridge Castle. The consultation opens on 1 April 2022 and asks whether the council could be putting the castle to better or different uses in the future.

The castle bordering the River Medway dates from the 13th century, and is popular with visitors and schools, while the grounds play host to variety of events from outdoor cinema to food and drink festivals and is a popular wedding venue.

The aim of the consultation is to better understand the needs of the visitors, community, and local businesses to ensure that they are involved in the decisions that affect this community asset. The consultation will run until 31 July 2022.

The review of Tonbridge Castle will be run in three stages, from the consultation in April through to the implementation from July 2024 of the plans, which will be agreed during 2023.

Cllrs Des Keers, TMBC's Cabinet member for community services, said: 'This consultation is a really important opportunity for us to understand the views of all people who use any part of Tonbridge Castle Estate, the general public, organisations, groups and potential future users of the castle and grounds.'

'We hope that many people will take part in the consultation and help us to agree plans for the future of the castle that will enhance and safeguard its use, as well as being ever mindful of the impact on the local environment.'

Published: Friday, 1st April 2022

¹ <https://www.tmbc.gov.uk/news/article/53/tonbridge-castle-consultation-opens>

People were chosen at random by trained surveyors.

There were a total of 392 survey responses. Some interviews were carried out on the High Street or in other places nearby the site (52). Only two of these people had not been to Tonbridge Castle and grounds.



Demographic Profile and Origin of Respondents

Demographic Profile

Gender

Most of the respondents (67%) in both the surveys were female, see Table 1.

Table 1: Gender of Respondents

Response	On-site		Online	
	Number	%	Number	%
Male	128	32.7	217	30.0
Female	264	67.3	487	67.4
Prefer not to say	n/a	n/a	19	2.6
Total	392		723	

Age

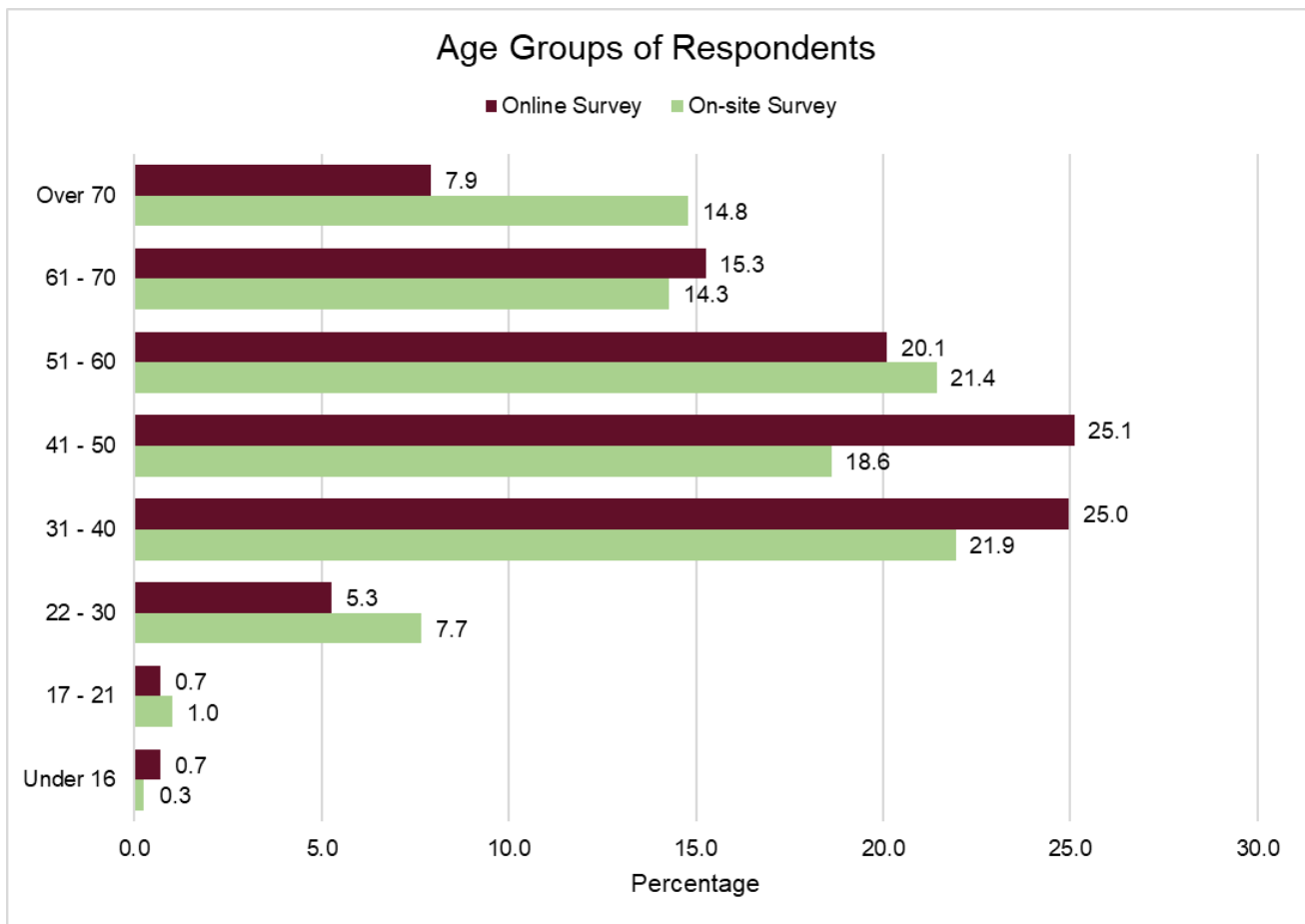
See Table 2 and Chart 1.

- In the on-site survey the highest number of respondents were in the age range 31-40, closely followed by the age range 51 - 60;
- In the online survey the highest number of respondents were in the age range 41-50, closely followed by the age range 31 - 40;
- The lowest number of responses in both surveys were from the age groups under 21 years old.

Table 2: Age Groups of Respondents

Age Group	On-site		Online	
	Number	%	Number	%
Under 16	1	0.3	5	0.7
17 - 21	4	1.0	5	0.7
22 - 30	30	7.7	38	5.3
31 - 40	86	21.9	180	25.0
41 - 50	73	18.6	181	25.1
51 - 60	84	21.4	145	20.1
61 - 70	56	14.3	110	15.3
Over 70	58	14.8	57	7.9
Total	392		721	

Chart 1: Age Groups of Respondents



Origin of Respondents

Those interviewed on-site were asked to provide the full postcode of their home. This enabled an accurate location to be geocoded. Respondents to the online survey were also asked for their full postcode, as well as being asked to estimate their distance from the Castle from four distance categories.

The summary of results which could be geocoded is shown in Table 3.

Table 3: Distance of Respondents from the Castle

Distance from the Castle	On-site	Online
Number of full postcodes which could be fully geocoded	355	361
Number of locations or partial postcodes identified to district level	35	19
Number of locations which could not be identified	2	0
Locations self-reported in distance bands	n/a	343
Total	392	723
Average distance from home - full postcodes only	10.1km	4.1km

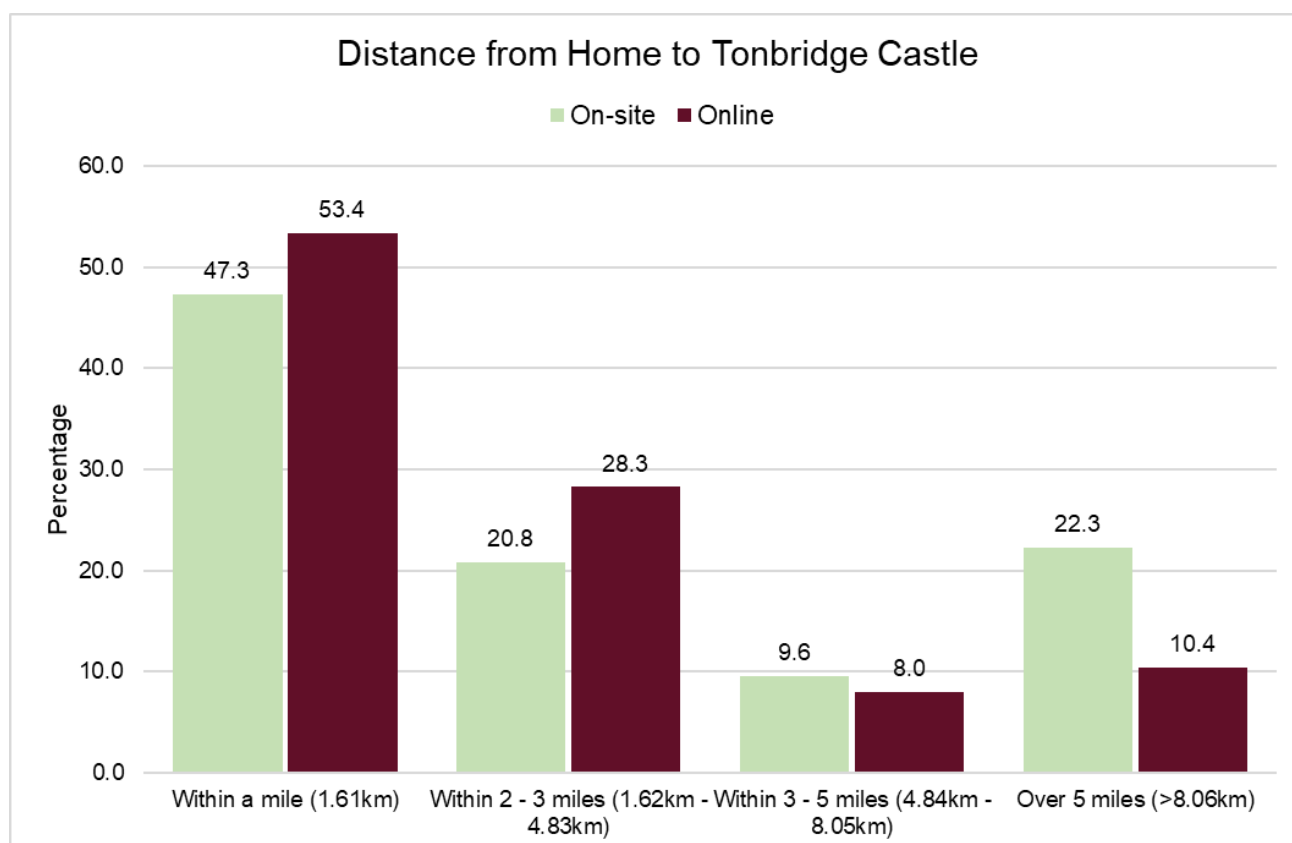
- Overall respondents to the online survey lived closer to Tonbridge Castle. The average distance of locations which could be geocoded from full postcodes was 4.1km;
- There was a greater geographic spread of those interviewed on-site. The average distance of the Castle from home, using full postcodes which could be geocoded, was 10.1km;
- Of those interviewed on-site, the furthest distances from the Castle were Broxtowe (East Midlands), Kingston upon Hull, Swansea and Bassetlaw (East Midlands) – all of which were over 200km;
- Of those responding online, the furthest distance from the Castle was York, at 322km.

The spread of the origin of respondents is shown in Plans 1 to 4 (this includes partial postcodes). The calculated distances were summarised within the distance bands, see Table 4 and Chart 2.

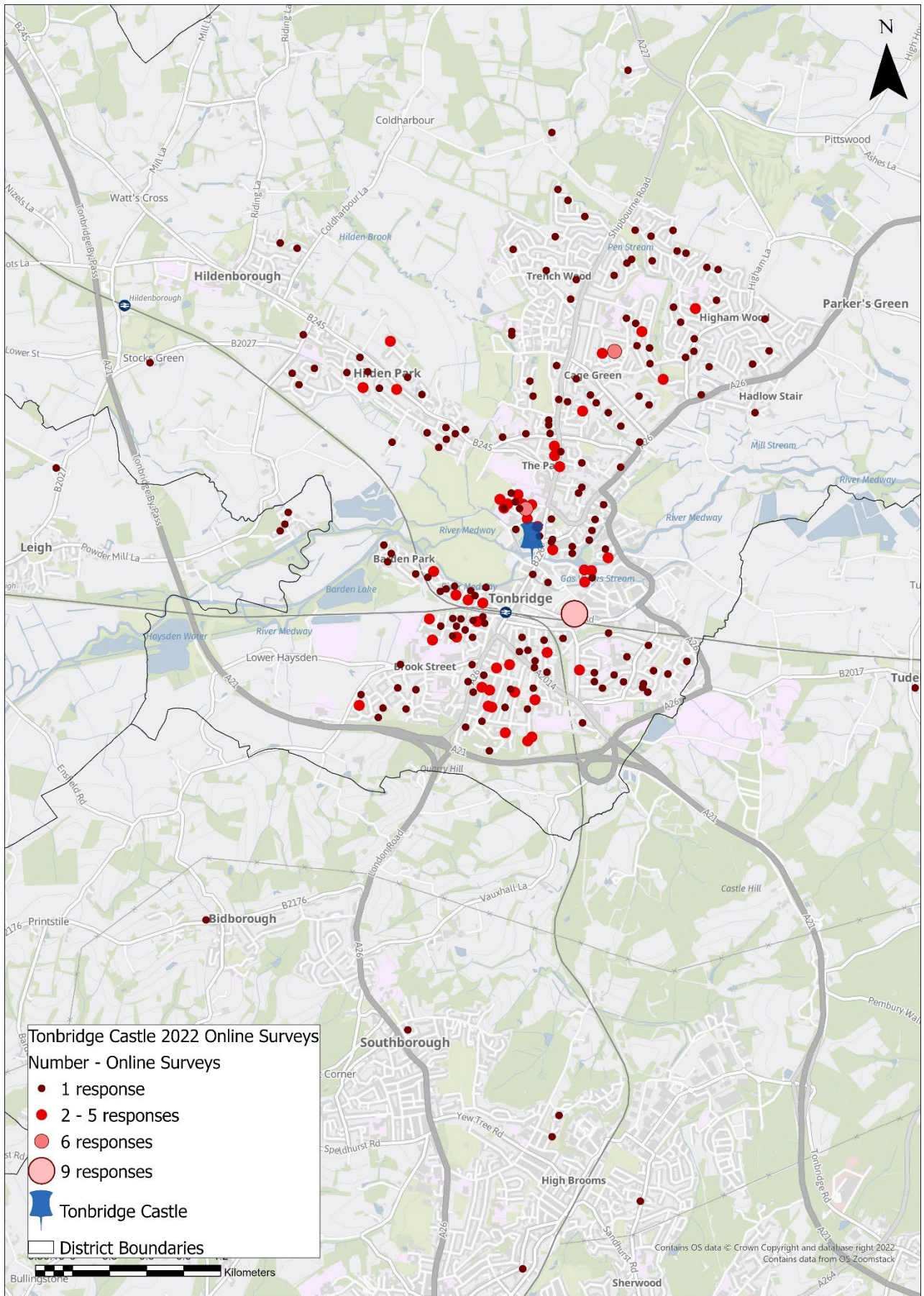
Table 4: Distance of Respondents from Tonbridge Castle by Distance Band

Distance	On-site		Online					
	Number	%	Full Postcodes		Self-reported Distance Bands		Total	
			Number	%	Number	%	Number	%
Within a mile (1.61km)	168	47.3	221	61.2	155	45.2	376	53.4
Within 2 - 3 miles (1.62km - 4.83km)	74	20.8	86	23.8	113	32.9	199	28.3
Within 3 - 5 miles (4.84km - 8.05km)	34	9.6	22	6.1	34	9.9	56	8.0
Over 5 miles (>8.06km)	79	22.3	32	8.9	41	12.0	73	10.4
Total	355		361		343		704	

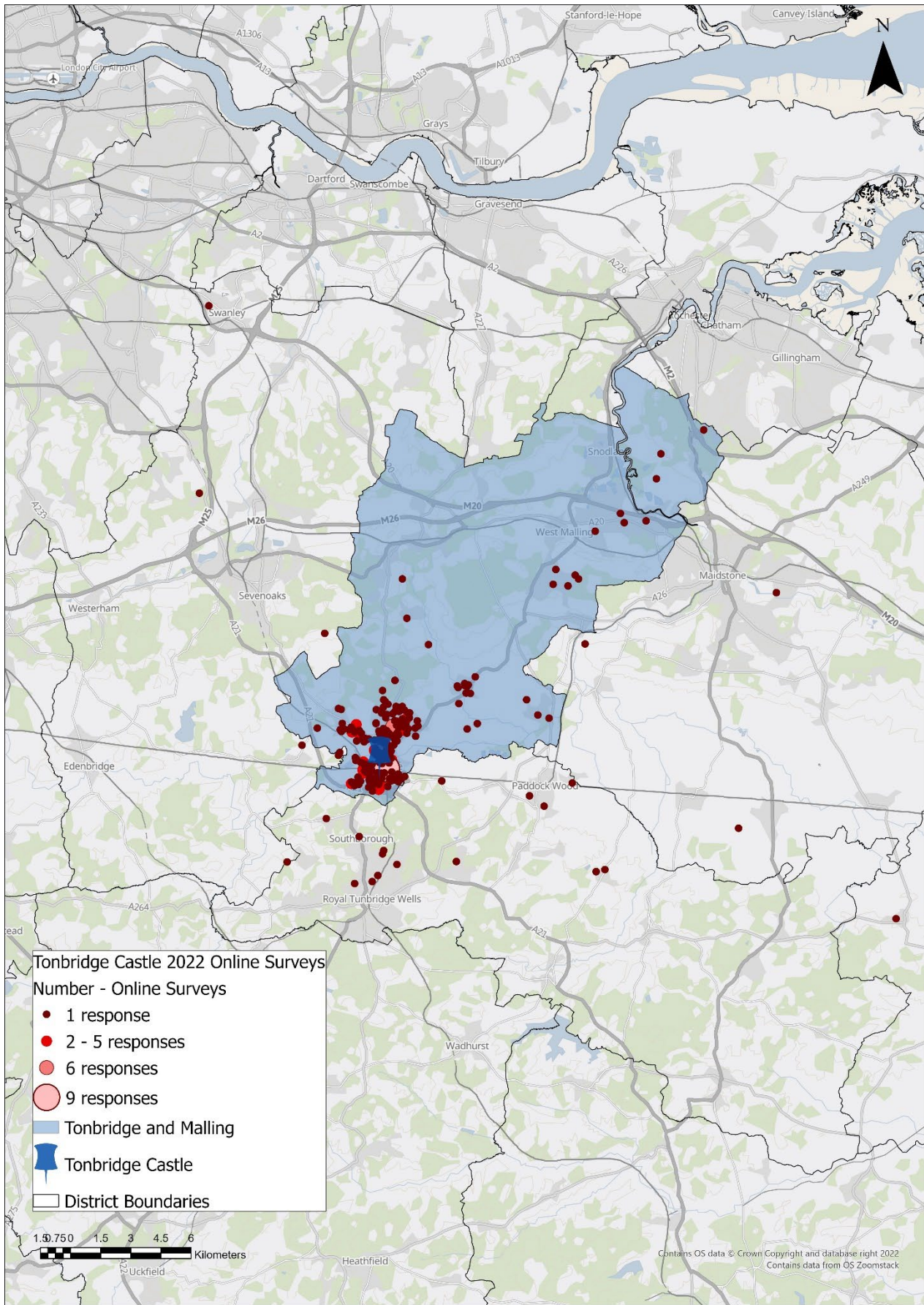
Chart 2: Distance of Respondents from Tonbridge Castle by Distance Band



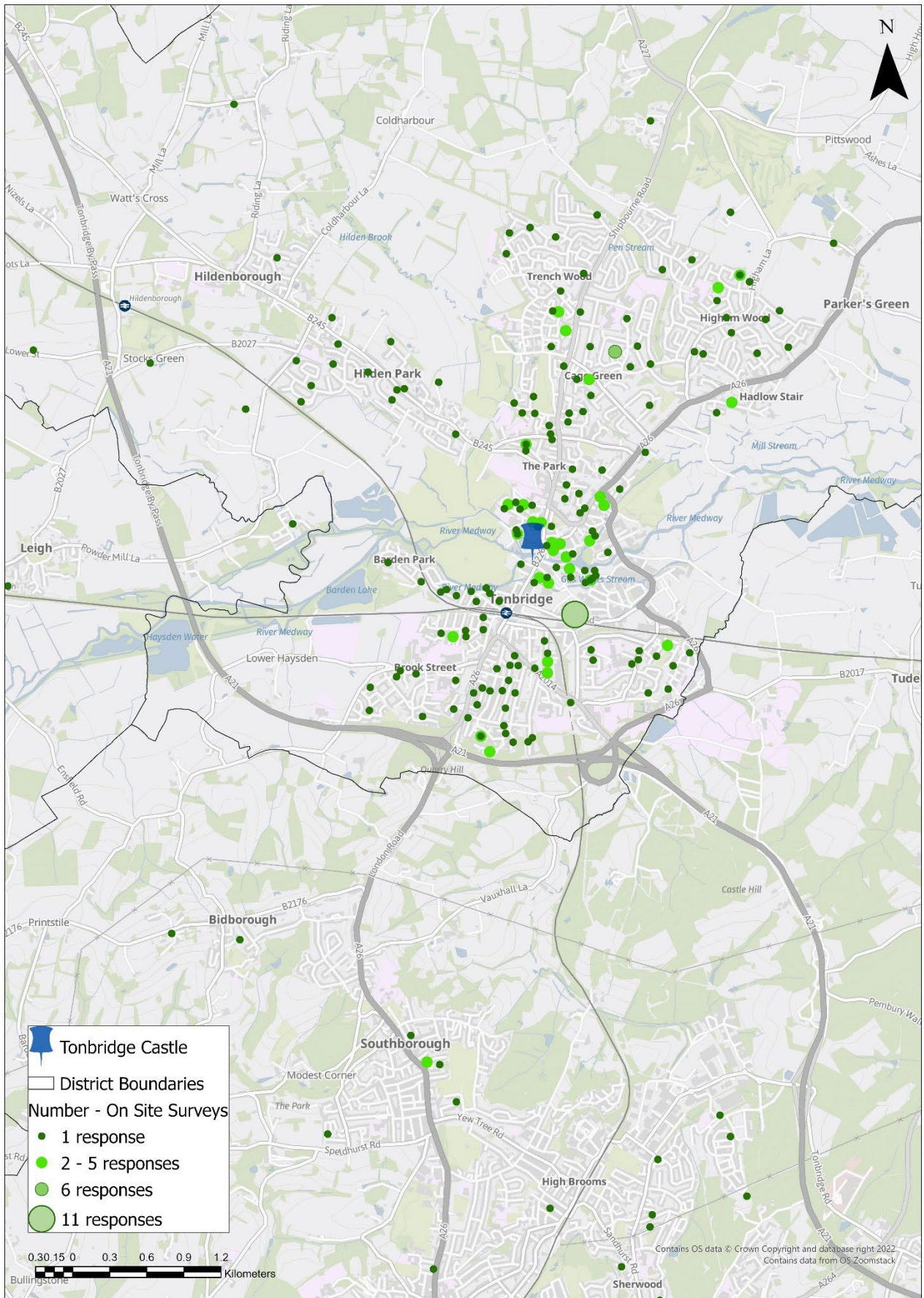
Plan 1: Location of Respondents - Online - Tonbridge Town Area



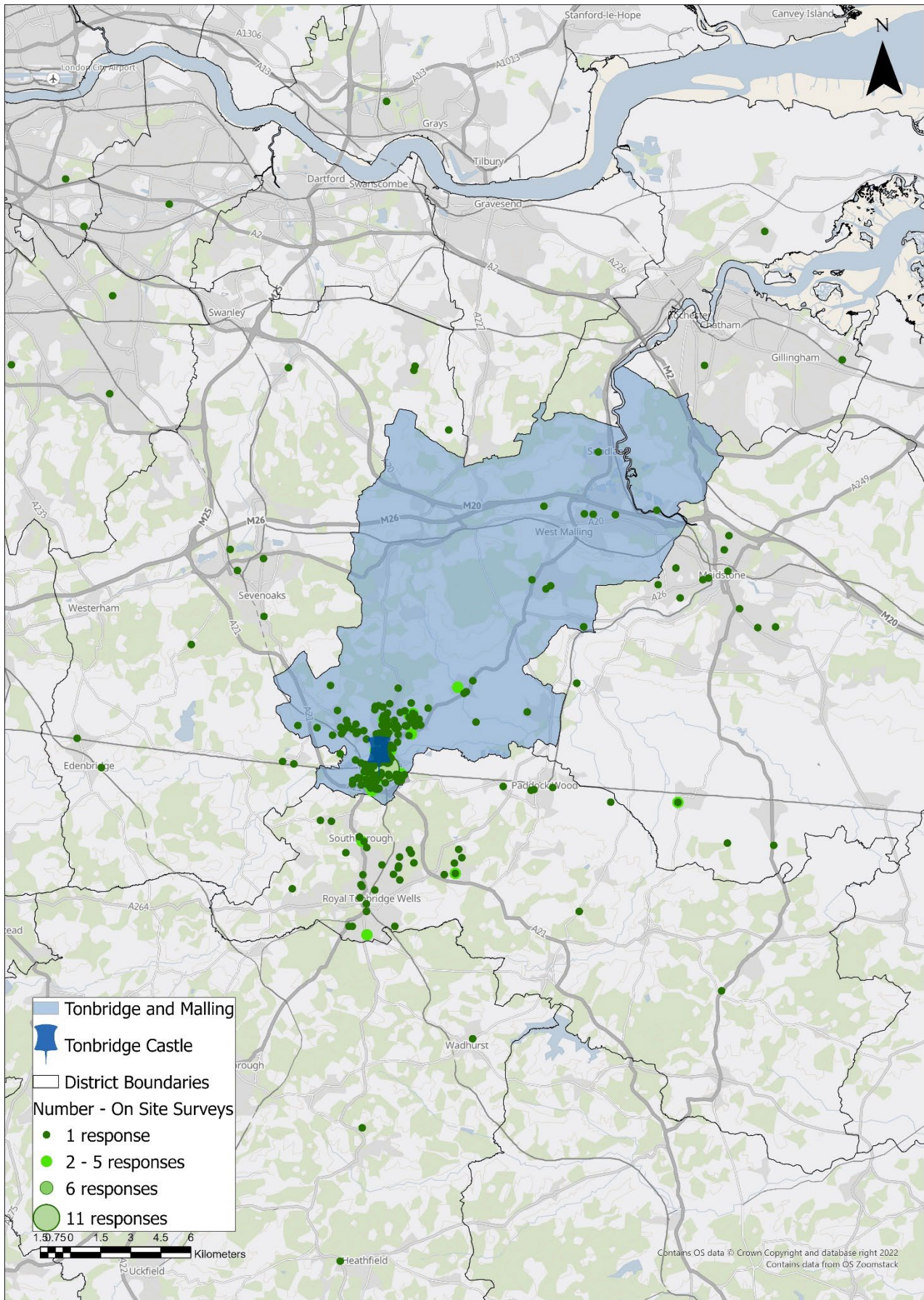
Plan 2: Location of Respondents – Online – Wider Area



Plan 3: Location of Respondents – On-site - Tonbridge Town Area



Plan 4: Location of Respondents – On-site – Wider Area



Most respondents came from Tonbridge and Malling District – 70.5% of those interviewed on-site and 90.6% of those responding online, see Table 5. The second highest district for both surveys was Tunbridge Wells. Only full postcodes could be geocoded to this level of accuracy.

Table 5: Origin of Respondents by District (Full Postcodes Only)

District	On-site		Online	
	Number	%	Number	%
Tonbridge and Malling	275	70.5	327	90.6
Tunbridge Wells	44	11.3	16	4.4
Maidstone	18	4.6	2	0.6
Sevenoaks	14	3.6	7	1.9
Bromley	5	1.3	-	-
Ashford	5	1.3	1	0.3
Wealden	4	1.0	-	-
Swale	3	0.8	-	-
Medway	3	0.8	-	-
Greenwich	2	0.5	-	-
Bassetlaw	1	0.3	-	-
Bexley	1	0.3	-	-
Broxtowe	1	0.3	-	-
Croydon	1	0.3	1	0.3
Dorset	1	0.3	-	-
Enfield	-	-	1	0.3
Folkestone and Hythe	1	0.3	-	-
Gravesham	1	0.3	-	-
Harrow	1	0.3	-	-
Hastings	1	0.3	1	0.3
Kensington and Chelsea	-	-	1	0.3
Kingston upon Hull, City of	1	0.3	-	-
London Borough of Lewisham	1	0.3	-	-
Mid Sussex	1	0.3	1	0.3
Norwich	1	0.3	-	-
Swansea	1	0.3	-	-
Tandridge	1	0.3	1	0.3
Thurrock	1	0.3	-	-
Wealden	1	0.3	1	0.3
York	-	-	1	0.3
Total	390		361	

Visits to the Castle

Mode of Travel – On-site Survey

Those interviewed on-site were asked how they travelled to the Castle. Most had travelled to the Castle by car, but a high proportion had walked.

Table 6: Mode of Travel to Tonbridge Castle - On-site Survey Only

Mode of Travel	Number	%
Private Car	190	49.0
On Foot	171	44.1
Public Transport	17	4.4
Bicycle	10	2.6
Total	388	

Visits to the Castle – Online Survey

Those responding online were asked if they had visited the Castle:

- 98.6% (714) had visited the Castle;
- Of the remaining 1.4% - 8 respondents had not visited the Castle and 2 respondents did not provide an answer

Respondents were asked why they had visited the Castle from a set of options. More than one answer could be chosen. Most people (91%) had visited the Castle grounds, followed by 71.6% who had visited the Castle Lawn, see Table 7.

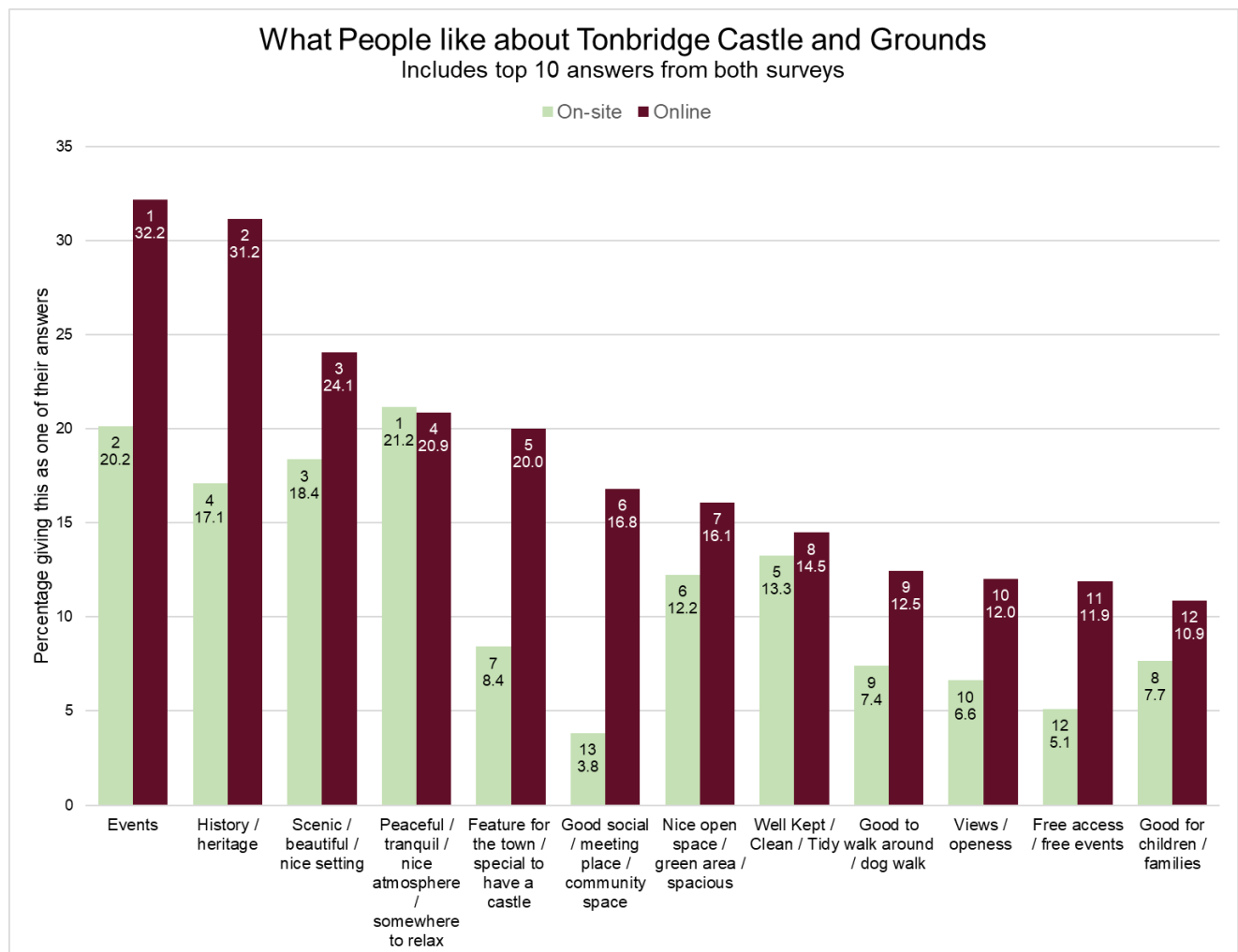
Table 7: Reasons for Visiting Tonbridge Castle - Online Survey

Reason	Number n.714	% Giving this as one of their answers	% of all answers
Walk in the grounds	653	91.5	29.9
Use the Castle Lawn	511	71.6	23.4
Attend an event	397	55.6	18.2
Visit an exhibition or attend an event	267	37.4	12.2
Visit the Castle Tour	225	31.5	10.3
Visit the Gateway	128	17.9	5.9
Total	2181		

Respondents to the online survey were then asked whether they visited alone or with other people, from a set list of options. Respondents could only choose one answer. The highest response, with just over half of people (52.4%), was visiting family, see Table 8.

Table 8: Type of Visiting Group - Online Survey

Type of Group	Number	%
With family	374	52.4
With adults and children	124	17.4
With friends	93	13.0
On my own	87	12.2
With a group	36	5.0
Total	714	



What People Like about Tonbridge Castle and Grounds

Respondents to both surveys were asked what they liked about Tonbridge Castle and grounds. This was a free text question and people could give any answer they wished. Respondents of the online survey often gave longer, more detailed responses than those on site.

The responses were categorised as far as possible into commonly given answers. These are shown in Table 9. In the on-site survey 688 categorisable responses were given by 392 people and in the online survey 1927 categorisable responses were given by 690 people.

Events: This was the highest scoring answer in the online survey, given by 32.2% of people, and second in the on-site survey, given by 20.2% of people. Respondents appreciated the range of events, the versatility of the venue and the Castle and grounds as a location for community events.

History and heritage: This was close behind events in the online survey, given by 31.2% of people and fourth in the on-site survey, given by 17.1%.

The attractiveness of the Castle: This was the third highest scoring in both surveys, given by 24.1% of people online and 18.4% of people on-site. Beautiful, picturesque, majestic, stunning and pretty were commonly used to describe the castle. Related to this was an appreciation of the views from the Castle and the Motte, which were mentioned by 12% of people online and 6.6% of people on-site (ranked 10th in both surveys).

Peaceful and tranquil: This scored highest in the on-site survey, mentioned by 21.2% of people, and ranked fourth in the online survey, given by 20.9% of people. People commented that the Castle and grounds were a peaceful and calming place; somewhere they would come and sit and relax. A haven of peace close to the town centre.

A landmark of Tonbridge: This was mentioned by 20% of people in the online survey, ranking 5th and 8.4% in the on-site survey, ranking 7th. These comments centred around the Castle being unique, a landmark, iconic, the heart of Tonbridge and something which was very special to the town.

A community and social space: This was ranked 6th in the online survey and mentioned by 16.8% of people. However it was ranked 13th in the on-site survey, being mentioned by 3.8% of people. These comments reflected the range of community events, a venue for coming together for civic celebrations and as a place to for people to come together and socialise.

Green space – open and spacious: There were a wide range of comments which broadly showed appreciation for there being a green space and open space. This ranked 6th on-site, mentioned by 12.2% of people, and 7th online, mentioned by 16.1% of people. Comments appreciated the green space close to the town centre, that it was a 'green lung' for Tonbridge and the size and openness of the space. People thought it was a good place to walk, with this aspect ranking 9th in both surveys (given by 7.4% of people on-site and 12.5% of people online).

Well-kept: People were complementary regarding the maintenance of the Castle and grounds. This ranked 5th in the on-site survey, mentioned by 13.3% of people, and 8th in the online survey, mentioned by 14.5% of people. Respondents appreciated that the grounds were well-maintained,

clean and free of litter. Related to this, 7% of people in the online survey (2% on-site) specifically mentioned the flower beds and gardens as an attractive feature of the Castle and grounds. The presence of wildlife and trees was also mentioned by 4.8% of people in the online survey.

Free to access: Being able to freely access the Castle grounds at any time, plus the provision of free events, was another aspect appreciated by respondents, ranking 12th on-site (mentioned by 5.1% of people) and 11th online (mentioned by 11.9% of people).

Other features which were appreciated, but which were mentioned less often, included:

- A good place for families and children – at events, to play and to climb the Motte;
- Accessible – that the grounds were easy to access;
- A central location – close to the High Street and part of a wider complex of green spaces and leisure facilities;
- By the river – the setting next to the river added to the appeal;
- That the Castle and grounds is a visitor and tourism attraction;
- It is a good wedding venue or was where the respondent was married;
- The facilities inside the Castle – the tour, the tourist office, the coffee shop;
- That the location was safe;
- There is a good range of facilities including a large number of benches.

A summary is shown in Table 9. Chart 3 shows the top ten responses from both surveys.

Chart 3: Top Ten Responses - What People like about Tonbridge Castle and Grounds

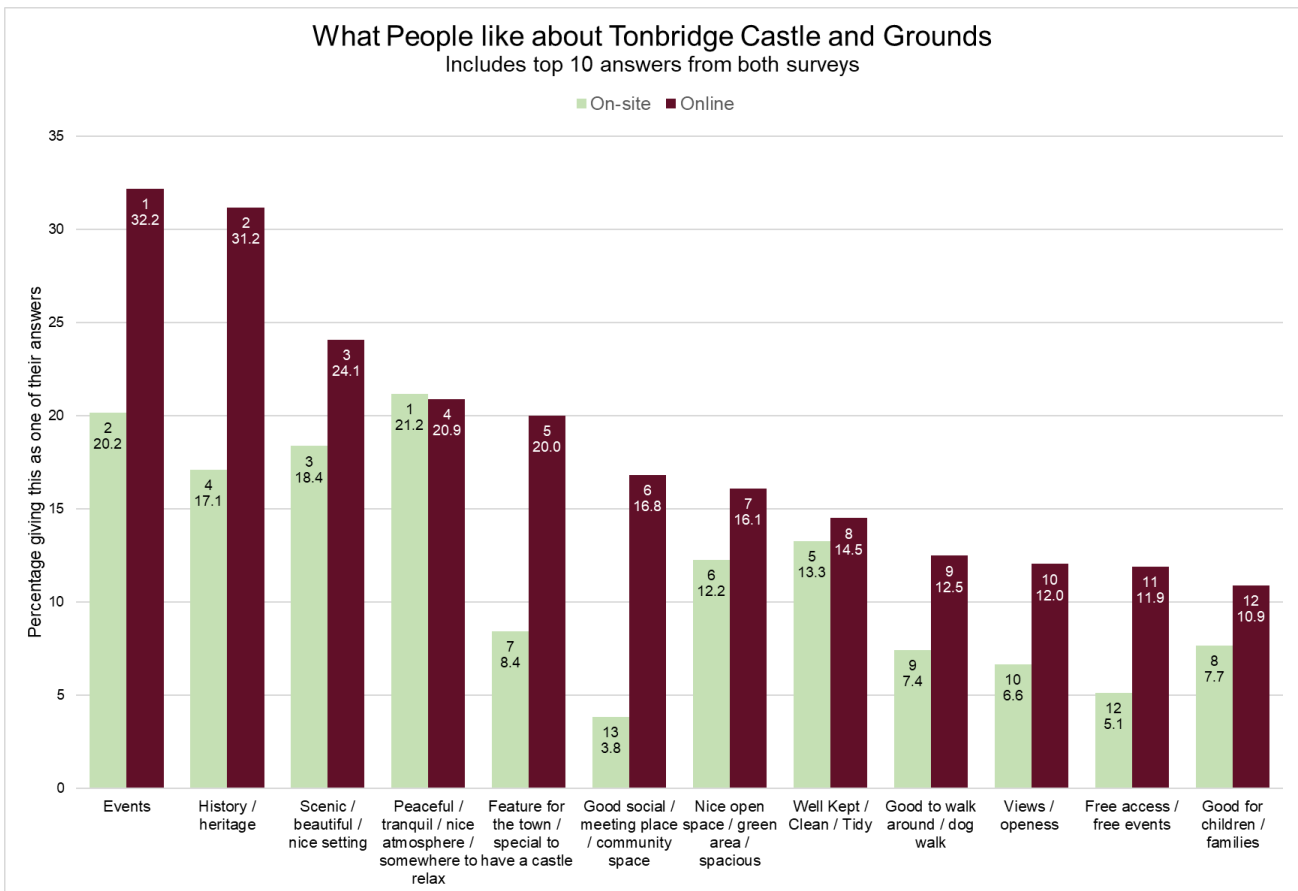


Table 9: What People like about Tonbridge Castle and Grounds

Aspect of the Castle and Grounds	On-site			Online		
	Number (n.392)	% of people giving this as one of their answers	Rank	Number (n.690)	% of people giving this as one of their answers	Rank
Events	79	20.2	2	222	32.2	1
History / heritage	67	17.1	4	215	31.2	2
Scenic / beautiful / nice setting	72	18.4	3	166	24.1	3
Peaceful / tranquil / nice atmosphere / somewhere to relax	83	21.2	1	144	20.9	4
Feature for the town / special to have a castle	33	8.4	7	138	20.0	5
Good social / meeting place / community space	15	3.8	13	116	16.8	6
Nice open space / green area / spacious	48	12.2	6	111	16.1	7
Well Kept / Clean / Tidy	52	13.3	5	100	14.5	8
Good to walk around / dog walk	29	7.4	9	86	12.5	9
Views / openness	26	6.6	10	83	12.0	10
Free access / free events	20	5.1	12	82	11.9	11
Good for children / families	30	7.7	8	75	10.9	12
Accessible	15	3.8	13	58	8.4	13
Flower beds /gardens	8	2.0	19	49	7.1	14
Close to the High Street / good location / located with other parks	22	5.6	11	47	6.8	15
By the river	11	2.8	17	45	6.5	16
Wildlife / wildflowers / trees	7	1.8	22	33	4.8	17
Picnics / eat lunch	11	2.8	17	32	4.6	18
Other	14	3.6	15	23	3.3	19
Visitor / tourist attraction	-	-	-	22	3.2	20
Inside the Castle (tours, drinks, tourist information)	3	0.8	25	21	3.0	21
Good facilities / benches	8	2.0	19	19	2.8	22
Safe	8	2.0	19	13	1.9	23
Everything / the entirety of the place	14	3.6	15	9	1.3	24
Good parking	5	1.3	23	7	1.0	25
Weddings / got married here	5	1.3	23	7	1.0	25
First visit (on-site) / Not visited (online)	3	0.8	25	4	0.6	27
Total	688			1927		

Events

Attendance at Events

Respondents were asked whether they had attended any events at the Castle. More than one answer could be given.

Most people had attended an event, with the highest responses in both surveys being 'On the Castle Lawn' or 'Within the grounds', see Table 10. NB. All of those interviewed at the Castle were attending on a day in which an event was taking place, although 52 were interviewed outside of the Castle and grounds.

Table 10: Attendance at Events

Event Location	On-site n.392			Online n.722		
	Number	% giving this as one of their answers	% of all answers	Number	% giving this as one of their answers	% of all answers
On the Castle Lawn	288	73.3	43.4	632	87.5	48.1
Within the grounds	247	62.8	37.2	428	59.3	32.6
Inside Tonbridge Castle	79	20.1	11.9	201	27.8	15.3
This is my first time (on-site) I have never visited any events at the Castle (online)	50	12.7	7.5	52	7.2	4.0
Total responses given	664			1313		

Events People Would Like at the Castle

Respondents were asked 'What type of events would you like to see take place at Tonbridge Castle and grounds?'. This was a free text question and respondents could give any answer they wished.

The responses were categorised as far as possible into commonly given answers. These are shown in Table 11. In the on-site survey 784 categorisable responses were given by 392 people and in the online survey 1622 categorisable responses were given by 661 people.

There was good support for the events programme currently on offer; 15% of respondents to the online survey and 11% of those interviewed on-site specifically mentioned that the current range of events was appropriate. However, even if support for the current range of events was not explicitly stated, the suggestions for events closely reflected the current programme on offer.

Overall, the theme which appeared from responses was that events should be in keeping with the heritage and setting of the Castle. People viewed the Castle and grounds as a community asset and wanted to see it used for the benefit of the community.

There were also some comments made about improving the advertising of events.

Music: The highest response in both surveys was for music events – 56% of respondents of the on-site survey and 46% respondents of the online survey gave this as one of their answers. The current

offering of free events was popular. There was a range of opinions on the type of music and there was not a consensus on genre; most respondents indicated that they wanted 'concerts' or 'music' without specifying a genre. Those which were mentioned included jazz, blues, opera, classical, choirs, local bands, tribute bands, new bands, choirs, 'big name' bands, teen disco, silent disco, rock bands, bands for younger generation and brass bands.

Food and Drink: The second most popular category in both surveys was for events involving food and / or drink – 33% of respondents of the on-site survey and 24% of respondents to the online survey gave this as one of their answers. Events combining food and music held appeal for respondents. The current food festival was popular. Most respondents did not indicate a type of food event but those which were mentioned included beer and cider festival, cheese and wine, Oktoberfest, drink tasting festival, gin event, coffee event, pop-up food and drink stalls, vegan and vegetarian market or festival, chicken wing festival, cooking festival and cocktails on the lawn.

Castlemas: The Castlemas event was single most popular event mentioned by name and was the third highest response in both surveys - 13% of respondents of the on-site survey and 21% respondents of the online survey gave this as one of their answers.

Theatre: Theatre and plays was the fourth highest response in the online survey with 16% of online respondents giving this as one of their answers, ranked 9th in the on-site survey with 7% giving this as one of their answers. Most respondents indicated only 'theatre' or 'plays', but there were a few specific suggestions for theatre for children.

History and Heritage: In the online survey in particular, events which celebrated the heritage of the Castle were requested, with 16% of respondents giving this as one of their answers and ranking as the equal 5th highest answer. In the on-site surveys, 9% of those interviewed indicated historical events. Most respondents suggested a Medieval event or fayre / festival and historical re-enactment and living history events. Other suggestions included jousting, Tonbridge Historical Society events and tours of the Castle and dungeons.

Community and Charity: In the online survey in particular, events which served the community and the use of the Castle as a community space featured highly, with 16% of respondents indicating 'community' as one of their answers and ranking as the equal 5th highest answer. Most respondents indicated 'community events', but specific examples included scouting and events for charity. Also mentioned were marking civic occasions such as St George's Day or May Day, or events such as the Queen's Jubilee.

Markets, Fairs, Fetes and Festivals²: Although respondents were not consistent in how they described such events (using all the terms markets, fairs, fetes and festivals) it is clear that these types of events were popular. Most often one of these terms was used without specifying what type of event was preferred – 16% online (13% generic markets; 3% generic 'festivals') and 9% on-site (8% generic markets; 1% generic 'festivals'). Some respondents indicated that the Farmers' Market should be held at the Castle rather than at Sainsbury's (3% online, 2% on-site). Some types of fair were mentioned – vintage and antique fairs (2% online, 1% on-site). Other comments included that

² 'Festivals' in this survey was taken to mean a market-type event due to the popular food and drink market being named the 'Food Festival' and the frequent use of the word in this context; unless it was clear that a celebration or parade-type event was meant (e.g. Pride).

a weekly Tonbridge market should be held at the Castle and that local businesses should be supported and showcased.

Events for Children and Families: Events for children and families were requested (11%, ranked 9th online and 8% on-site ranked 7th). Specific comments made were events for younger children to appreciate history, bouncy castle, children’s theatre, circus, holiday play schemes and free school holiday activities, child-friendly music events and general comments around more events aimed at children and families.

Other: There were a range of other suggestions made which had a lower number of responses:

- Events linking with the river (e.g. Dragon Boat) and making more of the setting of the Castle by the river through extending more events onto the riverside;
- Supporting local business and extending the benefit from events to the High Street to help to revitalise the whole area. Supporting local businesses at markets and not just accommodating ‘touring’ craft stalls from a long distance;
- Ice rink / ice skating rink;
- Fireworks displays;
- Son et Lumiere or light shows;
- Sports and fitness – including yoga on the lawn, archery, dancing, collaboration with local gyms, mountain bike or cycling fair, climbing wall, bowls and boules, croquet, obstacle course;
- Shows for cars, vehicles or machinery – vintage cars and motorbikes, agricultural machinery, bulldozers, go-karting;
- Use for weddings and wedding fairs;
- Comedy and open mike;
- Picnics;
- Gardening and flower shows and fairs;
- Book and literary events.

Chart 4: Events wanted at Tonbridge Castle and Grounds - Top Ten from both Surveys

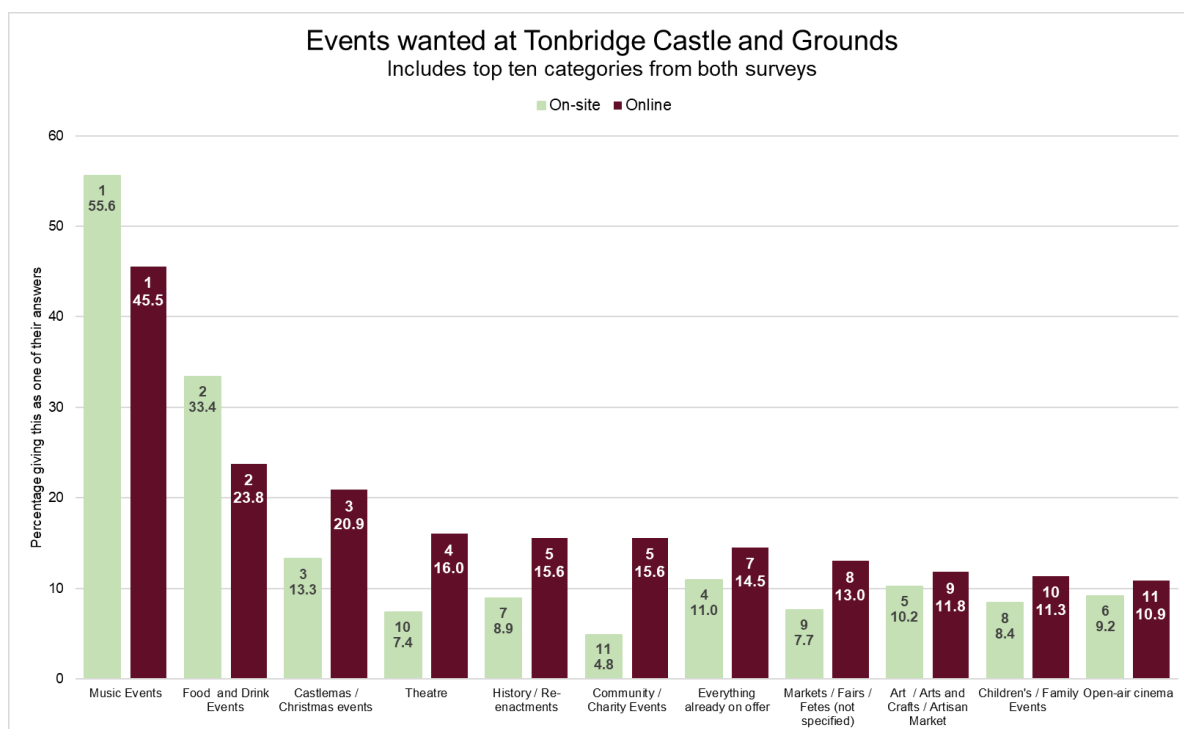


Table 11: What Events would you like to see at the Castle?

Type of Event	On-site n.392			Online n.661		
	Number	% giving this as one of their responses	Rank	Number	% giving this as one of their responses	Rank
Music Events	218	55.6	1	301	45.5	1
Food and Drink Events	131	33.4	2	157	23.8	2
Castlemas / Christmas events	52	13.3	3	138	20.9	3
Theatre	29	7.4	10	106	16.0	4
History / Re-enactments	35	8.9	7	103	15.6	5
Community / Charity Events	19	4.8	11	103	15.6	5
Everything already on offer	43	11.0	4	96	14.5	7
Markets / Fairs / Fetes (not specified)	30	7.7	9	86	13.0	8
Art / Arts and Crafts / Artisan Market	40	10.2	5	78	11.8	9
Children's / Family Events	33	8.4	8	75	11.3	10
Open-air cinema	36	9.2	6	72	10.9	11
Marking occasions (Easter, Jubilee, Halloween, May Day etc.)	6	1.5	20	39	5.9	12
Free / Low Cost / Affordable	8	2.0	16	28	4.2	13
Fireworks	7	1.8	18	24	3.6	14
Using interior of Castle	-	-	-	22	3.3	15
Festivals (not specified)	4	1.0	22	20	3.0	16
Farmers Market / Local Produce	9	2.3	15	17	2.6	17
Sport / Fitness / Dancing	8	2.0	16	17	2.6	17
Weddings / Wedding Fairs	2	0.5	30	13	2.0	20
Dog Events	11	2.8	13	12	1.8	21
Vintage / Antique Fairs	4	1.0	22	12	1.8	21
Ice Skating / Ice Rink	4	1.0	22	12	1.8	21
Connection with river (e.g. Dragon Boat)	4	1.0	22	10	1.5	24
Light Shows/ Projecting onto Castle	3	0.8	27	8	1.2	25
Comedy	1	0.3	31	8	1.2	25
Supporting local business / High Street	-	-	-	8	1.2	25
Picnics	3	0.8	27	7	1.1	28
Gardening / Flower Shows	4	1.0	22	7	1.1	28
Book / Literary Events	13	3.3	12	6	0.9	30
Car / Vehicle / Machinery Events	3	0.8	27	6	0.9	30
Don't go to Events / Not interested / No opinion	10	2.6	14	5	0.8	32
Exhibitions (not specified)	1	0.3	31	5	0.8	32
More events (not specified)	7	1.8	18	4	0.6	34
Other	6	1.5	20	17	2.6	17
Total of responses given	784			1622		

Facilities and Changes at Tonbridge Castle and Grounds

What Facilities People Want Retained at the Castle and Grounds

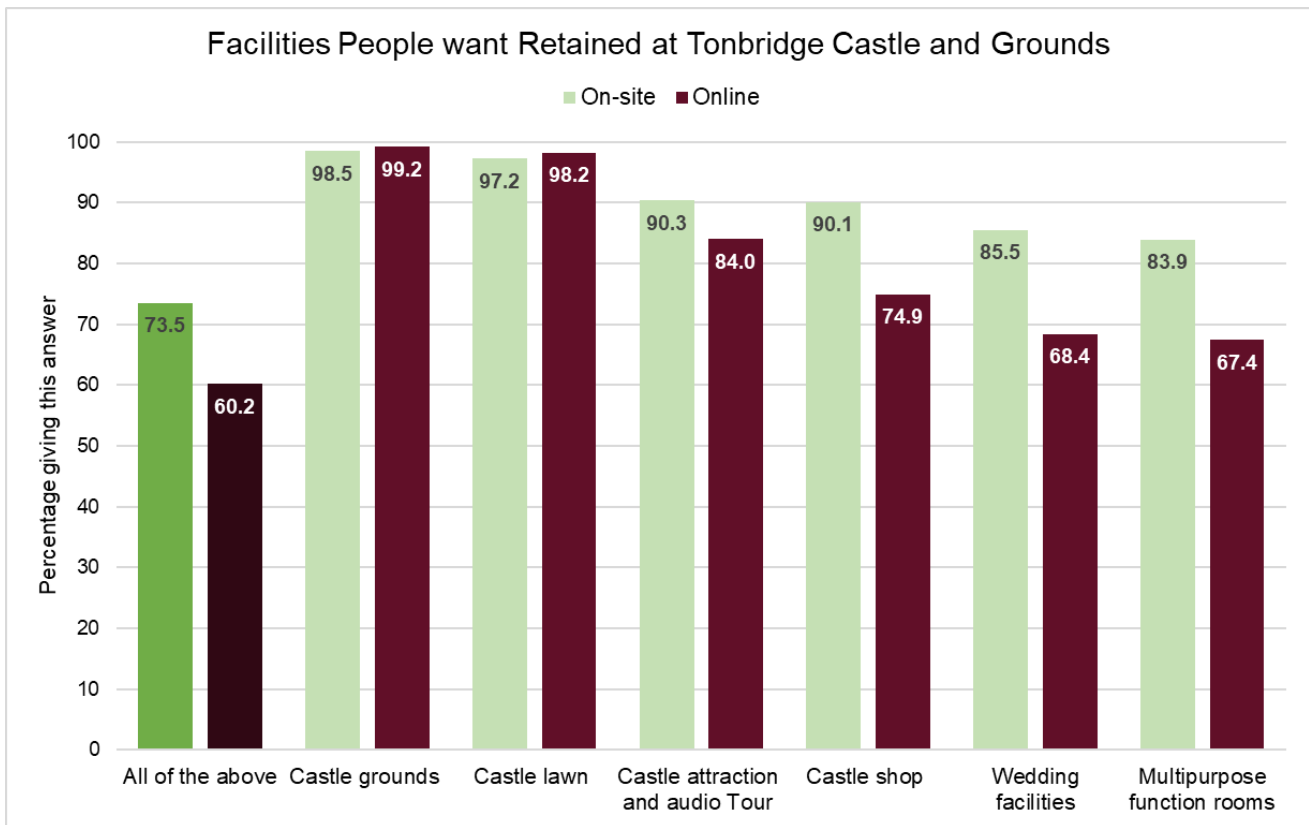
Respondents were asked what facilities they wanted to see retained at Tonbridge Castle and Grounds, chosen from a list. More than one answer could be chosen. Where a respondent had chosen 'all of the above' as well as other facilities from the choices, these were deleted as this would have resulted in double-counting. The 'all of the above' answers were combined with the responses for individual facilities to give a true representation of the level of support.

Over 97% of respondents in both surveys wanted both the Castle lawn and the Castle grounds retained, see Table 12 and Chart 5. The multi-purpose function rooms were the lowest scoring option in both surveys (83.9% giving this answer on-site and 67.4% online). The ranking of the facilities by preference was the same in both surveys, but online the castle attraction and audio tour, castle shop, wedding facilities and multipurpose function rooms scored lower than in the online survey.

Table 12: Facilities People want to be Retained at Tonbridge Castle and Grounds

Facilities	On-site			Online		
	Number n.392	Percentage giving this as one of their answers	Percentage plus 'all of the above'	Number n.718	Percentage giving this as one of their answers	Percentage plus 'all of the above'
All of the above	288	73.5	73.5	432	60.2	60.2
Castle grounds	98	25.0	98.5	280	39.0	99.2
Castle lawn	93	23.7	97.2	273	38.0	98.2
Castle attraction and audio tour	66	16.8	90.3	171	23.8	84.0
Castle shop	65	16.6	90.1	106	14.8	74.9
Wedding facilities	47	12.0	85.5	59	8.2	68.4
Multipurpose function rooms	41	10.5	83.9	52	7.2	67.4
Total answers given	698			1373		

Chart 5: Facilities People want to be Retained at Tonbridge Castle and Grounds



What you would like at Tonbridge Castle and Grounds – Categories Provided

Respondents were asked what they would like to see at Tonbridge Castle and grounds from a range of provided options. More than one answer could be chosen. ‘None of the above’ was an option in the on-site survey but not in the online survey.

Respondents could also choose ‘other’. However, there was not a facility for those taking the online survey to add any further comments if they chose ‘other’. Nor was there an option for ‘none of the above’ (16.7% choose this in the online survey). Some respondents took the opportunity to expand and provide further comment in their answers to following questions. However, 64 people taking the online survey did not answer this question at all. This may have been due to not wishing to choose any of the options provided for them as choices but there is no way of knowing the reason for respondents skipping this question. It was found that this question was also not always immediately understood by those being interviewed on-site. However, the surveyor was able to provide further context to the interviewee on the reason for the question to help them formulate their answer. This additional context may not have been provided in the online survey.

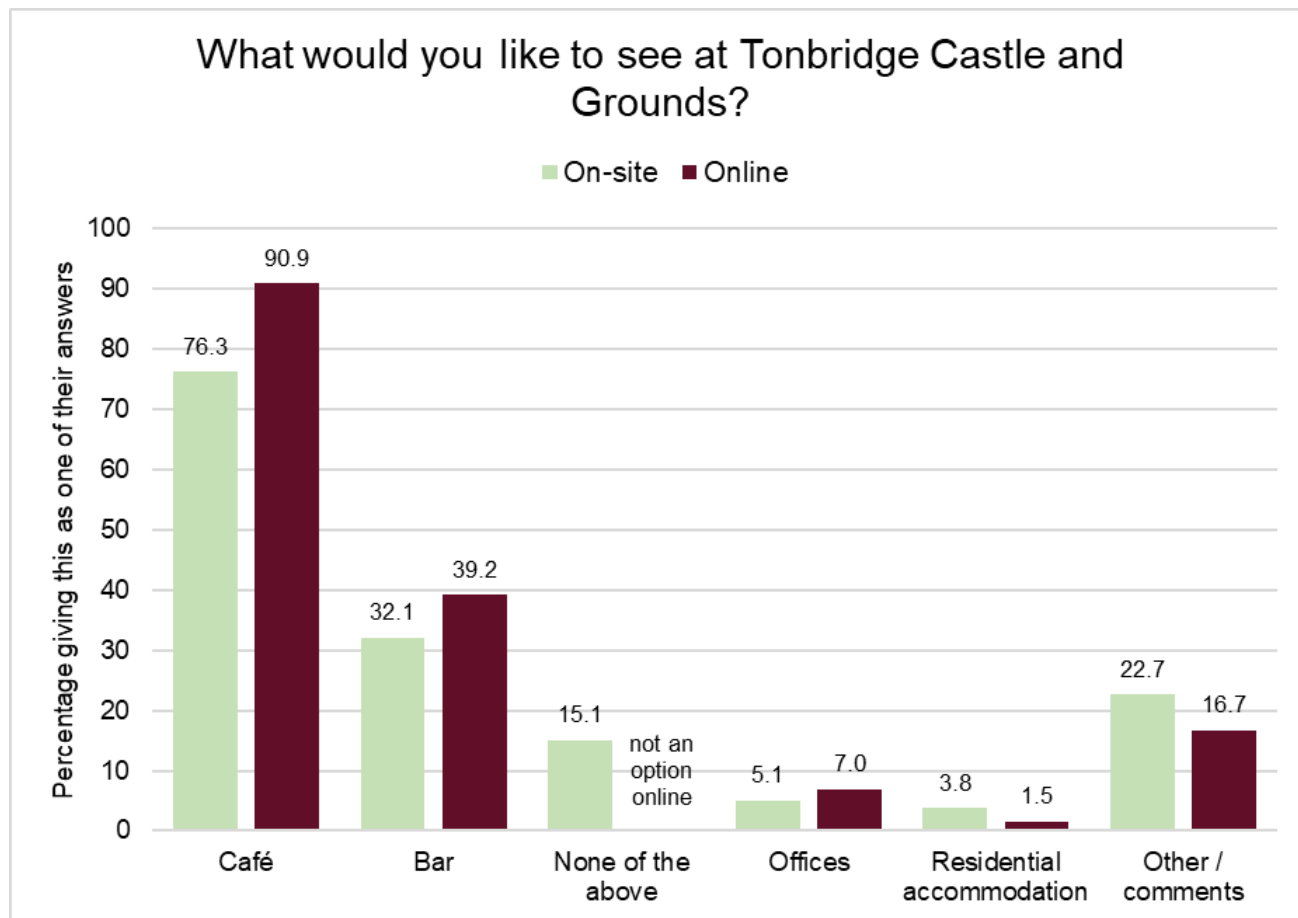
Due to these, albeit small, differences in the construction and application of the surveys, the results from this set of questions are not directly comparable. However, it is possible to ascertain overall sentiment and identify those answers which had high levels of responses. This and the following free text questions, along with the final opportunity for any additional comments, elicited a similar range of responses. These are therefore summarised in more detail from page 28, rather than for each individual question.

It is clear is that, out of the category choices provided, there was high support for a café in both surveys, with this answer scoring higher than the other options provided by some margin (76.3% gave this as one of their responses on-site and 90.9% online), see Table 13 and Chart 6. Second highest in both surveys was for a bar.

Table 13: What people would like to see at Tonbridge Castle and Grounds

Options	On-site		Online	
	Number n.392	Percentage giving this as one of their answers	Number n.660	Percentage giving this as one of their answers
Café	299	76.3	600	90.9
Bar	126	32.1	259	39.2
None of the above	59	15.1	-	-
Offices	20	5.1	46	7.0
Residential accommodation	15	3.8	10	1.5
Other / comments	89	22.7	110 ³	16.7
Total number of answers given	608		1025	

Chart 6: What people would like to see at Tonbridge Castle and Grounds – Categories Provided



³ Respondents did not have the facility in the survey to record comments.

Additional comments could be recorded for those interviewed on-site. These comments were categorised and summarised, see Table 14. The highest number of responses was for 'not residential' (46.1% giving this as one of their answers) followed by re-iteration of support for a café (23.6% giving this as one of their answers).

Further answers which only had one or two answers (included in 'Other' in Table 14) were adventure playground and zip wire, couple of swings in the area for children with disabilities, more events, museum, preference of offices to residential, revamp the inside of castle, shops for local crafts, toilets open at all times and tourist and 'crowd pleasers' e.g. comedy, jousting and re-enactment.

Table 14: Summary of Answers given under 'Other' - On-site Survey

Category of comment	Number n.89	Percentage giving this as one of their answers
Not residential	41	46.1
Café	21	23.6
Not offices	12	13.5
Bar	10	11.2
More community use (e.g. classes)	6	6.7
No bar	5	5.6
Restaurant / food offering	5	5.6
Nothing / keep as it is	5	5.6
No new building / development / respect the heritage	5	5.6
Better to do something than lose it	3	3.4
Tourist accommodation / Air B&B	3	3.4
Other	13	14.6
Total	129	

What facilities would you like to see at Tonbridge Castle or the grounds that are currently not there?

This question was a free text question and respondents could provide any answer they wished. The results were categorised and summarised. All of those interviewed on-site gave an answer and 541 online provided comments (183 did not).

The results from the two surveys are not directly comparable because those being interviewed on-site had the opportunity to expand on their answers to 'other' in the question directly before this in the questionnaire. Therefore, people did not always reiterate their answers.

However, the top three responses in both surveys were the same, although in a different order. These were a café (1st online, 3rd on-site), toilets or improvements to toilets (2nd online, 1st on-site) and nothing (3rd online, 2nd on-site).

Answers are summarised in Table 15.

Table 15: What facilities would you like to see at Tonbridge Castle or the grounds that are currently not there?

Answer Category	On-site			Online		
	Number n.392	% giving this as one of their answers	Rank (excluding 'Other')	Number n.541	% giving this as one of their answers	Rank (excluding 'Other')
Café / coffee shop / coffee van	73	18.6	3	244	45.1	1
Toilets / improvements to toilets	152	38.8	1	108	20.0	2
Nothing / fine as it is / none of the previous suggestions	96	24.5	2	64	11.8	3
Bar / pop-up bar	12	3.1	6	60	11.1	4
Restaurant / pop-up restaurant	9	2.3	10	32	5.9	5
Historical information / education packs & programmes / tours	12	3.1	6	30	5.5	6
Museum	4	1.0	18	29	5.4	7
Community use / workshops / community information / room hire	4	1.0	18	21	3.9	8
More events	15	3.8	5	15	2.8	9
Exhibitions / art / gallery	2	0.5	22	14	2.6	10
More seating / deckchairs / undercover seating / tables	18	4.6	4	13	2.4	11
Play facilities / toddler group / more for children	11	2.8	8	11	2.0	12
No residential	1	0.3	25	10	1.8	13
Ice cream	5	1.3	15	9	1.7	14
Improved shop	5	1.3	15	8	1.5	15
Bandstand / music stage / music venue	1	0.3	25	7	1.3	16
More flower beds	2	0.5	22	7	1.3	16
Sports / activities	5	1.3	15	7	1.3	16
Markets /pop up shops	2	0.5	22	6	1.1	19
Offices / drop in office space	0	0.0	30	6	1.1	19
Wildflowers / improved for nature	0	0.0	30	6	1.1	19
No offices	0	0.0	30	5	0.9	22
Improvements for those with disabilities	7	1.8	12	5	0.9	22
Function room / wider / evening use of function rooms / conference venue	6	1.5	13	5	0.9	22
Don't know	8	2.0	11	5	0.9	22
Retain / improve Tourist Information Centre	1	0.3	25	4	0.7	26
Wedding reception facilities	0	0.0	30	4	0.7	26
Professional kitchen	0	0.0	30	3	0.6	28
Utilising Motte	1	0.3	25	3	0.6	28
Improved signage	1	0.3	25	3	0.6	28
Better parking / cycle parking	3	0.8	20	2	0.4	31
Holiday accommodation	3	0.8	20	2	0.4	31
Improve advertising	6	1.5	13	2	0.4	31
More litter / dog bins	10	2.6	9	1	0.2	34
Other	8	2.0		37	6.8	
Total	483			788		

What changes would you like to see at Tonbridge Castle and grounds?

This question was a free text question and respondents could provide any answer they wished. The results were categorised and summarised, shown in Table 16. In the online survey 508 people made comments (216 did not) and on-site all those interviewed commented (although the majority indicated there should be no changes – 58.9%).

Table 16: Changes at Tonbridge Castle and Grounds

Answer Category	On-site		Online	
	Number n.392	Percentage giving this as one of their answers	Number n.508	Percentage giving this as one of their answers
Nothing / everything fine / continue as is	231	58.9	139	27.4
Café	15	3.8	46	9.1
More flowers / flower beds / beds retained / landscaping	16	4.1	43	8.5
More events / continue with events / changes to events	8	2.0	39	7.7
As previous answer / n/a	0	0.0	33	6.5
Improved toilets	8	2.0	22	4.3
More benches / seating / sheltered seating / picnic benches	15	3.8	19	3.7
Better use of indoor spaces / more access	1	0.3	18	3.5
Clean the Moat / riverbank vegetation / refill with water	9	2.3	17	3.3
Improved promotion / advertising	21	5.4	16	3.1
Improved paths / issue with gravel	19	4.8	14	2.8
Historic and heritage information	7	1.8	14	2.8
Discount / free entry for residents /reduced fees	3	0.8	13	2.6
Lighting	2	0.5	11	2.2
Improvements to Castle tour /guided tours	0	0.0	10	2.0
Do not over-develop / commercialise / detract from Castle	2	0.5	10	2.0
More for children / families	11	2.8	9	1.8
Maintenance of Motte	0	0.0	9	1.8
Improved signage	2	0.5	9	1.8
Bar	0	0.0	8	1.6
Improvements for wildlife and nature	1	0.3	8	1.6
Don't know	11	2.8	7	1.4
Better maintenance	3	0.8	7	1.4
No residential / offices / bar	2	0.5	7	1.4
Restore / maintain the Castle	0	0.0	7	1.4
Museum	0	0.0	6	1.2
Control pigeons and squirrels	0	0.0	5	1.0
Improved shop	2	0.5	4	0.8
Restaurant	0	0.0	4	0.8
No dogs / dogs on leads	0	0.0	4	0.8
Improvements to parking	7	1.8	3	0.6
Music stage / bandstand	1	0.3	2	0.4
Other	27	6.9	58	11.4
Total	424		621	

The highest response in both surveys was for 'nothing / everything fine / continue as is' and in both surveys this answer was significantly higher than any other answer category. Some respondents took the opportunity to re-iterate comments from previous questions – e.g. support for a café, more events, more seating, improvements to toilets etc.

New categories which appeared from the analysis of this question which had more than 2% of people giving this answer were:

- Expanding and reinstating the flower beds;
- Better publicity and advertising for events and the Castle;
- Comments about the unsuitability of the new gravel path in terms of accessibility;
- Cleaning the moat and refilling with water;
- Discounts or reduction in fees for audio tour, lawn and room hire;
- Improvements to the Castle tour.

Any Other Comments

Finally, respondents were asked if there were any other comments they would like to make. The results were categorised and summarised, shown in Table 17. In the online survey 397 people made final comments (327 did not) and on-site, 267 gave final comments (125 did not).

In the online survey, respondents took the opportunity to state that they did not wish any residential development; this being the highest category of response, given by 19.1% of the those answering this question.

In the on-site survey, where respondents had already had the opportunity to voice opinions on the four options provided in the earlier questions, the top response was to not change the Castle and grounds / keep it as it is. This was given by 25.8% of those interviewed. This response was the second highest in the online survey, given by 18.9% of respondents.

The third highest response in the online survey (given by 15.6% of respondents) and second highest in the on-site survey (given by 11.6% of respondents) was to keep or expand events, or suggestions were made for events.

The fourth highest response in the online survey (given by 14.9% of respondents) and fifth highest in the on-site survey (given by 6.7% of respondents) was to state the importance of the Castle and grounds at the heart of Tonbridge, that it is a community asset and at the heart of the community.

Table 17: Any Other Comments

Answer Category	On-site			Online		
	Number n.267	Percentage giving this as one of their answers	Rank	Number n.397	Percentage giving this as one of their answers	Rank
No residential	8	3.0	11	76	19.1	1
Don't spoil it / change it / keep its heritage & beauty / like it as it is	69	25.8	1	75	18.9	2
Keep / expand events / suggestions for	31	11.6	2	62	15.6	3
Heart of town / asset for town / heart of community	18	6.7	5	59	14.9	4
Keep it open for all / public and community space and use	8	3.0	11	47	11.8	5
No offices or commercial	0	0.0	25	30	7.6	6
Do not privatise / sell / keep as community & public asset & space	1	0.4	23	30	7.6	6
Don't make too commercial	3	1.1	17	17	4.3	8
It is well maintained / keep it well maintained / restore / conserve	21	7.9	3	17	4.3	8
Is a tourist (visitor) attraction / create more of a tourist attraction	2	0.7	20	16	4.0	10
Venue for education / history / improve historic information & events	11	4.1	8	15	3.8	11
No new buildings / development	4	1.5	14	14	3.5	12
Keep free events / reduce fees / keep free parking	13	4.9	7	14	3.5	12
Better promotion and advertising	21	7.9	3	12	3.0	14
More seating / lighting / access improvements / planting / other general improvements	18	6.7	5	11	2.8	15
No bar	1	0.4	23	10	2.5	16
Consult / seek further advice	2	0.7	20	10	2.5	16
Café / bar / restaurant	11	4.1	8	10	2.5	16
Fewer events / events disruptive to local residents	0	0.0	25	7	1.8	19
Use inside of buildings more effectively	3	1.1	17	6	1.5	20
Keep up the good work	3	1.1	17	6	1.5	20
Toilets / disabled toilet	2	0.7	20	5	1.3	22
Make more of river location / utilise river walk	4	1.5	14	5	1.3	22
Issues with new gravel path	6	2.2	13	4	1.0	24
More for wildlife / nature	4	1.5	14	4	1.0	24
More for children	9	3.4	10	3	0.8	26
Don't turn it into a play park / keep Racecourse for that function	0	0.0	25	2	0.5	27
Other	37	13.9		39	9.8	
Total	310			606		

Discussion

Further Views on Options Provided as Choices

The following four options were provided to respondents. Further insight is detailed below, from the additional comments made.

Café

A lovely cafe with cream teas, locally resourced.

There was a high level of support for a café and this was the most popular choice by a considerable margin, receiving broad and majority support. When choosing between the four options provided in the survey (café, bar, offices and residential), in the online survey, 90.9% of people in the online survey and 70.6% of those interviewed on-site wanted a café. Support for a café was often re-iterated in subsequent free text survey questions.

Within this overall support, some additional comments were made:⁴

- Seating on the lawn was a very popular suggestion. Some people suggested deckchairs; others, tables and chairs. Sheltered seating outside a café was also requested;
- The Castle and grounds as a meeting place was raised by several respondents and the café was highlighted as a potential meeting place, for example for parents and young children (who could play on the lawn) or as a meeting place after community group meetings or classes held in the Castle;
- Some respondents wanted a summer time café or tea room only;
- The current £1 price for take-away tea and coffee was raised and some people requested that prices at any café should continue to be reasonable;
- Some people requested a mobile coffee van rather than a café;
- Some people raised that there were lots of cafes in the area already and another was not needed. Some people also questioned whether a café at the Castle would draw trade away from the High Street;
- The provision of ice-cream, not necessarily just from a café, was also a popular request.

A cafe would be great, with some chairs and tables that overlook the lawn.

Outdoor cafe during the summer, afternoon teas, maybe a tea dance.

A cafe might be nice, but there are lots in the area.

⁴ It is difficult to fully quantify these additional comments into percentages of people giving these responses. The summaries provided aim to provide insight into the range of views expressed.

Bar

A bar was the second most popular option but did not have majority support. When choosing between the four options provided, in the online survey, 39.2% of people in the online survey and 32.1% of those interviewed on-site wanted a bar.

However, the range of ideas of what a 'bar' constituted seemed to vary, ranging from temporary licensed stalls at events to a permanent evening bar. 'Bar' suggestions encompassed:

- A pop-up bar, or a temporary bar for some events;
- Provision of alcohol with food from a licensed café or restaurant. Often respondents would indicate café/bar or restaurant/bar without giving further detail. Some form of licensed venue serving food was the most popular suggestion;
- A 'beer café'-type bar; conversely some specifically said not a 'beer café'-type bar;⁵
- A wine bar;
- A pub-style bar.

The main reservations against a bar were:

- That there are bars in the High Street and that another at the Castle was not needed;
- That the Castle is a family and community space and that this should be the primary role of the Castle and grounds;
- Fears around rowdy behaviour, especially after dark;
- That it would change the atmosphere of the Castle and grounds.

A basement bar and terrace on the northern side. A cafe with table and chairs overlooking the lawn. A kitchen which would enable far more variety for catering for events such as in the Castle's Keep itself for banquets.

A wine bar at the front where the basement entrance is located. Also a huge licensed cafe restaurant where the current shop is with lots of outdoor seating in summer and heated covered seating outdoor in winter.

A bar would be a bad idea as it's a family space and also there are plenty of bars in town

I don't think it's an appropriate place for a bar, much as I love a glass of wine! It would change the peaceful atmosphere up there. And although more could be made of the space, it is lovely to have an open space above the town, so please don't change that!!

⁵ Fuggles was specifically mentioned in this context. <https://fugglesbeercafe.co.uk/>

Offices

There was little support for offices. When choosing between the four options provided, in the online survey, 7% of people in the online survey and 5.1% of those interviewed on-site supported offices.

Small flexible office facilities that people could hire as a supplement to working from home or for occasional meetings etc. for businesses.

Overall there were few additional comments to provide further insight. Those expressing an opinion against offices often simply stated 'no offices' or indicated that it would make the Castle and grounds too commercial and that it should be a community space. There were a few comments indicating that flexible office space for small businesses, drop in hot-desks and co-working spaces or meeting rooms would be appropriate.

Offices or residential is a terrible idea. That would ruin the community feel.

Residential

There was little support for residential; indeed there was strength of feeling against any residential development. When choosing between the four options provided, in the online survey, 1.5% of people in the online survey and 3.8% of those interviewed on-site supported residential as an option.

Where further background on these views were given, these centred around:

- That it was a community asset and shouldn't be privatised in any way;
- That through such development, access may be restricted to parts of the Castle, including onto the Castle Lawn;
- That it would make the Castle 'exclusive' and the needs and wishes of residents would take precedence;
- That events or activities may be restricted or curtailed (noise etc. becoming a nuisance to residents);
- In the context of residential accommodation some respondents gave their views on development more widely in Tonbridge, and in particular the development of apartments on the southern side of the river.

Tonbridge has been devastated over the years with far too many blocks of flats. I think the castle and grounds must remain as a facility for townspeople and visitors and certainly should not be considered for residential use.

Other Suggestions and Themes

There were additional suggestions and themes which were raised by some respondents. The more frequent suggestions and themes are listed below.

Toilets

When asked what facilities were wanted, the provision of toilets, or the improvement of existing toilets, was the highest response in the on-site survey and second in the online survey. This request was re-iterated in responses to some of the other questions.

The majority of respondents simply stated that toilets or 'better toilets' were needed. More specific comments included:

- Accessible disabled toilet facilities;
- Facilities for changing disabled child in a wheelchair;
- Cleaner toilets;
- Toilets open at all times (not just when Tourist Information Office is open);
- Comments around nearby toilets (in the Racecourse Sportsground) being unpleasant.

Castle as the Heart of the Town and a Community Space

There were many comments that the castle was the heart of the town, a landmark of Tonbridge and that is an asset which must be cherished and preserved.

The primary function of the Castle and grounds as a community space was strongly expressed throughout the surveys. This was expressed through comments encompassing:

- That the Castle grounds should be open to all, at all times;
- That priority should be given to community groups, classes and community use of the inside of the Castle;
- Events held which are accessible to the whole community, including those which are not chargeable to enter;
- The Castle and grounds should be the venue for civic events to mark significant national and local occasions.

There was a strong feeling against any privatisation, reduction in access or diminishing of the role as a community resource.

Respondents did not wish to see any of the uses, for example

residential or office use, to restrict the community use or access to the Castle or grounds.

The Castle and grounds are an iconic landmark for the town of Tonbridge. They need to be enhanced and supported to ensure that they remain a feature for the Community for many more years to come.

We need to ensure that there are still opportunities for community groups to use the grounds and that the people of Tonbridge remain the main focus of any improvements, profit has to be a consideration but not the only one.

Restaurant

A restaurant was mentioned less than a café, but there was some support. Most additional comments indicated that this should be a high-quality venue. Ideas and comments included:

- A pop-up restaurant;
- A restaurant / bistro and wine bar;
- A restaurant would extend use of the Castle into the evening;
- There is a need for a good quality restaurant in Tonbridge;
- In the summer, outdoor dining on the lawn;
- Installation of a catering kitchen for a restaurant and to provide on-site catering for a full wedding function.

A wonderful cafe, or restaurant would be fab. But it would have to be well done and sell excellent coffee, you have got a number of very nice cafes nearby.

Celebrating History and Heritage

A theme through the additional comments was that the Castle and grounds should be a venue for celebrating history and heritage. These comments including:

- The Castle being the location of a Tonbridge museum or a venue which provided information and displays on local history;
- Historical exhibits;
- Historical tours;
- Facilities for children – a children’s trail showing heritage, rubbings for children around the site, dressing up in robes or costumes, educational facilities for school visits, educational programme for children;
- Updates to the tour inside the Castle;
- Re-enactment events were a popular response for events;
- Living history camp, medieval banquet;
- More and improved interpretation and signage around the grounds;
- More free access to the interior of the Castle and guided tours.

I would like to see either a museum or else another way of providing more information about local history and things happening in the town. We have the tourist information, but that seems to have lots of information about other parts of the UK. I think our town has an awful lot to offer tourists whether from abroad or on a day trip from London.

Please keep the history alive. It's an important part of the town and I remember a school trip to visit it when I was younger. I'd love my children to have the same experience!

A theme throughout the comments was that any changes and new ventures should be in keeping with the heritage and history of the Castle and grounds and should not detract from this. There were also comments that the primary aim should be to protect and restore the Castle infrastructure.

Art and Culture

There were a broad range of suggestions to develop the Castle as a hub for art and culture. These included:

- Art and sculpture exhibitions;
- Gallery space;
- Art and creative classes and workshops;
- Book and literary fairs;
- Venue for theatre, music, cinema, dance and other art forms.

Charges and Fees

There were some comments around charges and fees:

- That access to the Castle grounds should remain free of charge;
- There should be a discount for residents for entrance, or free entrance, into the Castle;
- That the price for use of the Castle Lawn was too high for schools and community groups, and that this should be a free facility;
- That there shouldn't be a charge for bands or community organisations using the Castle Lawn or for other events which benefit the town, such as the St George's Day parade;
- The price for the tour is too expensive compared with comparable attractions.

Access for People Living with Disabilities

There were a few comments on the new gravel path. Some commented that the gravel spread around the site. However, more concerning were comments that it was not suitable for disabled and wheelchair access as the stones were too slippery on the slope.

The path down to the river - it's been replaced with gravel and it's dangerous to anyone on a mobility scooter, wheelchair or anyone with impaired mobility.

There were also requests for:

- Disabled toilets (adults and children);
- Sensory garden;
- Better access to the lawn area for people living with disabilities during events;
- More for Special Educational Needs children in the Castle, grounds and at events.

Seek further Input

There were several suggestions of other examples which might provide useful ideas:

- Edinburgh Castle;
- Amelia Scott Centre in Tunbridge Wells;
- Kaleidoscope Gallery in Sevenoaks;
- Oakham Castle in Rutland (www.oakhamcastle.org) cafe sympathetic to its location;
- Newhaven Fort;
- Eynsford Castle - encouraging non-invasive plants which are not detrimental to masonry, increase biodiversity, manage the grass banks to encourage more wildflowers;
- Calvary Grounds, Tunbridge Wells
- Glasshouse, Tunbridge Wells <https://glasshousebar.co.uk/about/>
- Consult marketing teams at larger local businesses, e.g. AXA;
- Carry out market research and feasibility of options before committing to a direction.

There were also several comments urging Tonbridge and Malling Borough Council to continue to engage and consult with users, community groups and residents on the future of the Castle and grounds.

Events

Most people responding to the survey had attended an event at the Castle. This was most likely to have been on the Castle Lawn (88% online survey; 73% on-site) or in the grounds (60% online; 63% on-site) rather than inside the Castle (15% online; 20% on-site).

The current range of events on offer was well-supported. Whilst 15% of online respondents and 11% of those interviewed on-site explicitly indicated that they liked the current programme of events, the responses given overall were very much in line with the current offering.

Music and food and drink were the highest responses for preferred events in both surveys (music - 56% on-site; 46% online and food and drink - 33% on-site; 24% online). Combining music with food and drink was popular.

Castlemas was popular and was the third highest response in both surveys (13% on-site; 21% online) and the highest scoring event mentioned by names. A range of markets, fetes and fairs were also popular choices.

Many of the events suggested were cultural, including theatre, music, art exhibitions, comedy, arts and crafts, Son et Lumiere events and book and literary events

Overall, the theme which appeared from responses was that events should be in keeping with the heritage and setting of the Castle. People viewed the Castle and grounds as a community asset and wanted to see it used for the benefit of the community. This was expressed in a range of ways, including the Castle and grounds being the venue for charity events, scouting, clubs and societies and events which were marking civic celebrations (May Day, St George's Day, Jubilee etc.). Some respondents mentioned the costs of events – with the free events appreciated and in keeping with

the perceived role of the Castle as a community asset and venue. Responses also included supporting local businesses, linking events with the river and events which benefited the High Street and the wider area.

There were some comments around broadening the market for younger generations. This included more events for children and for younger adults (e.g. silent disco). This included those in their 20's, with the perception that the style of music and type of events appealed to older generations.

There were also several comments around the need for more advertising and better promotion of events. Suggestions included at the railway station and consistency in advertising on social media. Comments were made from those not living in central Tonbridge, that there wasn't sufficient promotion of events at the Castle. This also extended to wider promotion to attract visitors, and revenue, to the Castle from further afield.

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Model for testing concepts

In order to consider if a concept can proceed to the next detailed planning stage, we need to consider:

SWOT analysis

The classic SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) give an overview for each fee incremental revenue opportunity. Identified opportunities can overcome weakness and threats.

Value proposition

A value proposition is a statement that clearly identifies the benefits a company's products and services will deliver to its customers

For the Tonbridge Castle and grounds OSG, we are aligning the value proposition to the Residents, Business and Visitor needs, outlining the benefits to the local economy within Tonbridge & Malling Borough Council.

Key performance measure

With any initiative TMBC launches, it is paramount to have a set of Key performance measures in place. Where possible we are using industry standard best practice measures to be able to understand how any initiative is performing.

Scoring – against set criteria

To enable benchmarking between the different initiatives we are using the following indicators, each having a weighting of importance shown against them - 1) Little importance, 2) Slightly important, 3) Important, 4) Very important, and 5) Critical.

- Residents / Community need
- Market / Competition
- Alignment to TMBC Strategies
- Resource (TMBC / External partner)
- Cost / funding requirements
- Revenue opportunities

Scoring – against indicator

The scoring ranges from 1 to 5 and is dependent primarily on the impact to TMBC. The higher the risk, cost or minimal incremental fee revenue the lower the score would be.

An example of the evaluation for a Café / Bistro restaurant are shown on the next three pages

Concept: Café / Bistro restaurant

Evaluation example

Strength	Weakness	Value proposition
<ul style="list-style-type: none"> • Strong consultation feedback for Café / Bar from residents • High profit margins • Attracting people to meetup for cream teas • Celebrate special occasions - birthday lunches and evening meals • Pre Lawn entertainment lunch or dinner • Move financial risk of running opportunity to outside business/organisation. • Assessable access • To continue purchasing all goods and services from local community where possible. 	<ul style="list-style-type: none"> • Required capital investment in Kitchen to be sited on outside wall to invest now for a sustainable future • We would need to enhance support staff (Caretakers) to cover evening trading. • High turnover of staff- average restaurant employee lasts two months and manager/supervisor four months. 	<ul style="list-style-type: none"> • Addressing customer need through Tonbridge Castle consultation • Rental income from Franchise operator/private company to run this operation. • Iconic historic venue with views over Castle Lawn • Offering a range of hot and cold food, Cream Teams, drinks, and alcoholic drinks for consumption on or off the premises, for all day and evening dining. • Large catchment area • Digital online bookings • Focus venue to celebrate special occasions, group meals, seasonal themed events and tailored promotions • Potential quality fine dining • Sell dining as part of package with Castle tour and Castle Lawn events. • Themed nights with entertainment • Local employment opportunities and local economy uplift for other businesses through partnerships.
Opportunities	Threats	
<ul style="list-style-type: none"> • Café kitchen to support all Castle events (Conference and banqueting). • Serving hatch to Castle Lawn • To allow an outside business Franchise to bid to run the Café/restaurant/bar. • Themed food days and night • Quality fine dining • Local employment – enabling people to access work and use their skills / develop new skills • Select certain nights for select and appropriate entertainment. • To open the Watergate concession unit as weather is good, or opportunity arises • Bring in people that will spend money on other businesses/activities 	<ul style="list-style-type: none"> • Kent County Council does not decommission the Gateway facias to restore the rooms to usable state (KCC Contract to be reviewed). • Business and franchise would have to invest heavily to be able to trade and may not succeed. 	

Key Performance Measures	
<ul style="list-style-type: none"> • Sales – impacts breakeven point and gross profit – track historical sales to determine forecasting, planning and reduce costs. • Break-Even Point • A restaurant's prime cost is the sum of all its staff costs (salaried, hourly, benefits, etc.) and its Cost of Goods Sold (COGS) • Overhead Expenses • Net Promoter Score (NPS) – how likely it is for a customer to recommend your restaurant • Table turn time – measured through Point of Sale (POS) 	<ul style="list-style-type: none"> • Customer retention rate – percentage of customers that return to your restaurant • Revenue per seat hour – Hours the restaurant is open – number of available seats and revenue generated • Seating layout efficiency – divide number of occupied seats by total number of seats – determines If you have more 4 and 6 tables than you need • Staff turnover rate – (High turnover of staff in the industry)

Scoring Matrix example

Indicator	Weighting 1 - 5	Weighting Scoring 1 – 5	Rational	Scoring 1 – 5	Total score (Weighted x Score)	
Resident / Community need	1	Little demand	<ul style="list-style-type: none"> Large catchment area Appeal to everybody, who wants to experience food and drink in an iconic location Huge number of residents walk in the grounds and need to have a drink / snack while enjoying the open space A very good venue for celebrating special occasions with cream teas, meals etc <p>Consultation</p> <ul style="list-style-type: none"> From 640 returns: 529 want at Café (X%) 	5	20	
	2	Some demand				
	3	Demand				
	4	Strong demand				
	4	Strong demand				
	5	Very strong demand				
Market / Competition	1	No market for concept	<p>Tonbridge Castle, where the proposed Café/restaurant would be sited, if set back from Tonbridge High Street.</p> <ul style="list-style-type: none"> Old Fire Station is closest premises selling coffee to the castle. <p>Café in/off Tonbridge High Street</p> <p>Jel's Café, 74 High Street, Psws Cat Café, Angel Walk, The Bakehouse, 124 High Street, Finch House Café & Fine Foods, The Pavilion, 66mm coffee, River Walk, Creams Factory, 160 High Street, The Finnchouse Café, High Street</p> <p>Basil Wholefoods, 30 High Street, Goodfellas Café, 76 High Street, Jimmys Café, 28 Avebury Avenue, Caffe Nero, 34 High Street, Nancy's Tearoom, Lamberts Yard</p>	4	12	
	2	Some demand for concept				
	3	Demand for concept				
	4	Strong demand for concept				
	4	Strong demand for concept				
	5	Very strong demand for concept				
Members views Alignment to Strategies	1	No alignment with strategy	<p>Achieving Efficiency</p> <ul style="list-style-type: none"> focusing on ensuring good value for money Changing demands and needs of our residents and businesses 	<p>Embracing Effective Partnership Working and Funding</p> <ul style="list-style-type: none"> achieving more by working and engaging effectively with a wide range of local partners from the private, public, voluntary and community sectors. 	4	16
	2	Little alignment with strategy				
	3	Some alignment with strategy	<p>Innovation</p> <ul style="list-style-type: none"> Digital booking at Café/restaurant and on-line booking of meal/attraction packages. 	<p>Measuring Future Success</p> <ul style="list-style-type: none"> The post implementation 5-year review plan each year, will ensure the agreed operation is monitored at regular intervals and corrective action is taken as an when required. 		
	4	Aligns with strategy				
	4	Aligns with strategy				
	5	Fully aligns with strategy				

Indicator	Weighting 1 - 5	Weighting Scoring 1 – 5	Rational	Scoring 1 – 5	Total score (Weighted x Score)
Resource – Staff	1	TMBC employs all staff	External Company Employing Staff	4	20
	2	TMBC employs some staff			
	3				
	4				
	5	Staff employed by external company			
Cost / funding	1	TMBC invest in 100% set up	External company to cover costs of fit out of designated space	3	9
	2	TMBC invest in 60% set up			
	3	TMBC invest in 40 % set up			
	4	TMBC invest in 10% set up			
	5	External company pays set up fees			
Revenue opportunities	1	Little incremental revenue identified	Notes: Not all revenue will be realised in year 24-25 due to the closure of the Gateway in July 2024, decommissioning and setup/build of identified opportunity.	Total Scoring	77
	2	Some incremental revenue identified			
	3	Incremental revenue identified			
	4	Strong incremental revenue identified			
	5	Very strong incremental revenue identified			

Ref:	Incremental revenue Opportunities	Year (£000's)					Proceed to detailed planning	Do not proceed
		24-25	25-26	26-27	27-28	28-29		
001	Fee from outside contractor running café (Current advertised rental fees for retail premises in Tonbridge £25.91 - £29.54 per Sq. ft per year) Example 1,100 Sq. ft *£28 plus annual inflation (Discuss premium rate)						Yes/No	Yes/No
R002	Refreshment orders for conference and banqueting at higher margins to TMBC						Yes/No	Yes/No
R003	Tender for concession at Watergate						Yes/No	Yes/No
R004	Selling to Events on Lawn where no catering is engaged.						Yes/No	Yes/No
R005							Yes/No	Yes/No

Note:

- Incremental fee revenue would need to be tapered, to reflect metrics of launching each initiative and growth.
- When undertaking the analysis of each fee revenue opportunity, the chart would incorporate Red, Amber and Green (RAG) scheme tracking.

TONBRIDGE & MALLING BOROUGH COUNCIL

COMMUNITY AND ENVIRONMENT SCRUTINY SELECT COMMITTEE

19 October 2022

Report of the Director of Central Services and Deputy Chief Executive

Part 1- Public

Matters for Recommendation to Cabinet - Non-Key Decision

1 **WORKING WITH HOUSING ASSOCIATIONS TO TACKLE ANTI-SOCIAL BEHAVIOUR**

Following a request from Members to look at how the Community Safety Partnership works with Housing Associations to tackle Anti-Social Behaviour (ASB), this report considers how the Borough Council, and its housing association partners work together to tackle anti-social behaviour. The report will also identify the actions that can be taken against residents who cause anti-social behaviour and look at whether any improvements to the service are required.

1.1 Definition of Anti-Social Behaviour

1.1.1 Tonbridge & Malling Borough Council produced an Anti-Social Behaviour Policy which set out what we meant by anti-social behaviour and our objectives for how we would tackle ASB. Within the Policy we define anti-social behaviour using the definition set out in the Anti-Social Behaviour, Crime & Policing Act, 2014.

1.1.2 Section 2(1) of the Act defines the meaning of anti-social behaviour as:

- Conduct that has caused, or is likely to cause, harassment, alarm or distress to any person.
- Conduct capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises, or
- Conduct capable of causing housing related nuisance or annoyance to any person

1.1.3 However, the term anti-social behaviour (ASB) can be applied to a wide range of behaviours, impacting on a persons or community's quality of life. Anti-Social Behaviour may include but is not limited to the following:

Noise:

- Loud televisions and music
- Persistent, unnecessary or excessive noise
- Shouting or yelling
- Persistent alarms
- Excessively loud or frequent parties

- Dogs persistently barking
(Reports of noise may be passed to other departments in the Council to investigate as appropriate).

Intimidation, harassment and violence:

- Verbal or written abuse, which could also include social media posts
- Threats of violence
- Assault
- Damage to property
- Keeping or failing to control an aggressive dog
- Using or allowing the premises to be used for illegal activity such as prostitution, handling or storing drugs and handling or storing stolen goods
(Reports of intimidation, harassment and violence may be reported to the Police).

Environmental ASB:

- Dumping rubbish or littering
- Vandalism
- Dog fouling
- Graffiti
- Fly posting
- Abandoned vehicles
- Overgrown vegetation

(Reports of environmental ASB may be passed to other departments in the Council to investigate as appropriate).

Other ASB issues:

- Malicious behaviour from a neighbour
- Drone use which causes alarm, harassment, or distress
- Boundary issues/overgrown hedges

1.1.4 Within the ASB Policy, the Borough Council has stated that the following will not be considered as anti-social behaviour:

- Children playing in the street or in communal areas
- Young people gathering socially unless they are being intimidating
- Being unable to park outside your own home
- DIY and car repairs unless they are taking place at night
- Civil disputes between neighbours e.g. shared driveways
- One off complaints against noise e.g. parties

1.1.5 As well as the Borough Council, other organisations also tackle anti-social behaviour including the Police and Housing Associations. Those Housing Associations that are members of the Community Safety Partnership include Clarion Housing, Moat Housing, Hyde Housing, Southern Housing, Sanctuary Housing, Town & Country Housing and West Kent Housing. The main housing provider in Tonbridge & Malling is Clarion Housing.

1.1.6 Within the Community Safety Partnership, only five agencies are designated as 'Responsible Authorities' under the Crime and Disorder Act 1998 (Police, Local

Authority, Fire & Rescue Authority, Probation and Clinical Commissioning Groups). There is no statutory requirement for Housing Associations to work with the Community Safety Partnership to tackle ASB, although the Social Housing Regulator's Neighbourhood and Community Standard requires registered providers to work in partnership with other agencies to prevent and tackle ASB in the neighbourhoods where they own homes, and to publish a policy on how they work with relevant partners to prevent and tackle ASB in areas where they own properties. They should also make it easy for tenants to report anti-social behaviour, take complaints seriously and act professionally.

1.2 Anti-social behaviour reports and actions we can take to stop perpetrators

- 1.2.1 The Borough Council employs an Anti-Social Behaviour Officer, currently Michele Leak. Michele has been in post since February 2022.
- 1.2.2 During the period April 2021 to March 2022 the Borough Council received 111 number of ASB reports. From April 2022 until end of August 2022, the Borough Council received 186 reports. Of these, the majority were related to neighbour disputes. Of the 186 reports this year, 154 have been resolved and 32 remain ongoing or are being monitored (although some of these 32 complaints relate to the same offender/issue).
- 1.2.3 We do not currently record whether those reporting ASB issues to us are housing association tenants, however by checking our database it can be seen that during August 2022 we had 39 incidents of ASB reported to us. Of these, 17 were related to housing associations (Clarion, Hyde and Southern properties).
- 1.2.4 Unfortunately, due to Clarion Housing's systems being affected by a cyber-attack, they are unable to provide data relating to the number of ASB cases they have dealt with. For the period April to August 2022, the Police received 1,616 reports of ASB.
- 1.2.5 There are a number of tools available to us, and to social landlords which we can use to tackle offenders who do not cease their anti-social behaviour. These include:
- Acceptable Behaviour Agreements
 - Referral to Mediation services
 - Community Protection Warnings/Notices
 - Public Space Protection Orders
 - Criminal Behaviour Orders
 - Dispersal Orders
 - Closure Orders

- Civil Injunctions
 - Possession Proceedings
- 1.2.6 Acceptable Behaviour Agreements are voluntary agreements signed by the individual causing anti-social behaviour. They can be issued by the Police, local authority or housing association and can contain prohibitions as well as requirements. As this is a voluntary agreement it is not legally binding although a breach could lead to further actions being taken.
- 1.2.7 In the Borough there are two Mediation Services (West Kent Mediation and Maidstone Mediation) and they can offer mediation between parties who are experiencing anti-social behaviour. This is a voluntary service but does allow both parties to talk to each other about their issues. This can be a useful early intervention tool to prevent issues from escalating further.
- 1.2.8 Local authorities and the police can issue Community Protection Notices to an individual (over 16) or a business to address a wide range of problems such as littering and noise nuisance. A written warning must be issued first (a Community Protection Warning) and if the behaviour continues (and evidence of this can be provided) then a Community Protection Notice is served. Breach of the Community Protection Notice is a criminal offence, and a Fixed Penalty Notice can be issued. The Borough Council has issued 10 Community Protection Warnings so far this year and as a Council we are looking to use these more widely to ensure problems are stopped at an earlier stage. Of the CPW's issued, three were linked to Housing Association properties.
- 1.2.9 Public Space Protection Orders are used by local authorities to prevent behaviour and nuisance that is persistent, unreasonable and/or detrimental. Within the Borough we have a number of restrictions in place to prevent issues such as preventing urination/defecation in a public area, ensuring no unauthorised swimming in Leybourne Lakes and the exclusion of dogs from children's play areas. A breach of a PSPO is a criminal offence and a Fixed Penalty Notice can be issued (to those over the age of 16). This year we have issued 25 Fixed Penalty Notices for breaches of the PSPO. Our PSPO is due for renewal in April 2023 and we are beginning the stages of reviewing these.
- 1.2.10 Criminal Behaviour Orders (CBO) are issued by a criminal court against a person who has been convicted of an offence and is causing anti-social behaviour. They are generally obtained by the Police, although the local authority could apply for one if they wished (although there would be a cost attached to this). Breach of an Order is a criminal offence and could result in up to six months in prison or a fine, or both.
- 1.2.11 Dispersal Orders allow police officers to order a person who is causing harassment, alarm, or distress to leave a specific area for up to 48 hours. Within the Borough the Police have obtained these to disperse nuisance vehicles in Larkfield and groups causing issues in Snodland.

- 1.2.12 Closure Orders are a court order which closes down properties that are causing serious nuisance, disorder, or criminal behaviour. This means there is a temporary ban on occupying the property. These can be obtained by the local authority or police (although tend to be obtained by the Police). Housing Associations cannot apply for these themselves but could ask the police or local authority to apply for one on their behalf and pay the costs for these. The Police have previously applied for a Closure Order on a property in Snodland.
- 1.2.13 Civil Injunctions can be obtained through the courts by the police, local authority or housing associations to stop people (aged over 10) from engaging in acts of anti-social behaviour in a specific location. If this is breached, the offender could be issued with an unlimited fine or up to two years in prison. A breach is not a criminal offence.
- 1.2.14 In serious cases, landlords may be able to evict the perpetrator of anti-social behaviour through the courts by applying for possession of a property. Landlords are expected to take this action as a last resort only, where all other reasonable steps to stop the behaviour have failed. Due to the Covid Pandemic there is also a backlog in the courts which means that there is a delay to any court cases.
- 1.2.15 Victims of persistent anti-social behaviour, who do not think they have had a satisfactory response to their reports of ASB, have the right to ask for a multi-agency review of their case. Certain thresholds must be met for cases to qualify for ASB case reviews, which are also known as the Community Trigger. During an ASB case review, agencies will consider the action taken so far and will come together to try to find a solution. Agencies taking part include local authorities, the police, NHS Clinical Commissioning Groups and registered providers of social housing.

1.3 How we work with Housing Associations in the borough

- 1.3.1 The main housing provider for the borough is Clarion Housing. Clarion Housing employ Tenancy Specialist officers who are responsible for dealing with ASB cases. They can allocate work to Neighbourhood Response Officers (NROs) who will visit victims and offenders and then feed back to the Tenancy Specialist Officers. There are three Tenancy Specialist Officers who cover Tonbridge & Malling, although they cover a wider geographical area (e.g. the South of England) and are not just specific to our borough. The NRO's also cover other issues and are not specifically tackling anti-social behaviour. Other Housing Associations have similar roles, although their structure will vary. The Borough Council has one ASB Officer to cover the whole of the borough. At present, she has 66 cases open.
- 1.3.2 A key to resolving anti-social behaviour issues is information sharing and we hold a weekly community safety meeting where representatives from all agencies can attend to share information about ongoing cases. The Borough Council's ASB Officer has identified the need to share more detailed information about cases and

will be looking to set up regular meetings with Clarion (and other housing associations as appropriate) where she can share information about cases and agree actions required.

- 1.3.3 Clarion Housing have recently been affected by a cyber-attack which has had a major impact on the services they have been able to provide. This has led to some difficulties with the sharing of information, but it is hoped that as the systems come back online that this issue will be resolved.
- 1.3.4 The number of ASB reports does seem to be increasing (it is unclear on the reasons for this). This does put pressure on limited staff resources and means that a threshold must be applied to ensure that we are dealing with the most serious/persistent cases. Most Housing Associations will not conduct a full investigation into every report of ASB as often noise or other ASB if it is a one-off event as they would expect the resident to try and resolve the problem themselves first by speaking to their neighbour.
- 1.3.5 Whilst we (the Borough Council) do not currently have a threshold for reports of ASB, we do encourage residents to complete diary sheets to log the issues that they are experiencing and to show the persistent nature of any complaint. We will also pass on some complaints to other departments within the Council as relevant (e.g. if someone is reporting a noise issue then this will be passed to the Environmental Protection team to investigate).

1.4 Do we need to improve our work with Housing Associations?

- 1.4.1 Work to tackle anti-social behaviour in Tonbridge & Malling is effective and we do link in well with housing associations to address issues. However, there is always room for improvement so that our residents receive the best service available.
- 1.4.2 Sharing information about cases is key and the ASB Officer will be looking to set up regular meetings with the housing associations in order to achieve this. This will help to ensure that the housing associations can be reactive to issues and that we can work together to look at the most appropriate actions to take.
- 1.4.3 We will work with the housing associations (and with the Police) to identify at an early stage whether any of the more formal actions need to be taken (e.g., issuing a Community Protection Notice).
- 1.4.4 At present, housing associations are not designated by the Borough Council as being authorised to issue Community Protection Notices and this may be something that the Council wished to consider. We are lawfully able to designate housing providers to issue Community Protection Notices and Fixed Penalty Notices under the provisions of the 2014 Act.
- 1.4.5 The Council could also, in a last resort, look to issue housing associations with Community Protection Notices if they fail to address issues on their land (although we would want to work with them first to avoid this).

1.5 Legal Implications

- 1.5.1 There are a number of Acts in place which require the Council to help victims of anti-social behaviour including the Anti-social Behaviour, Crime and Policing Act 2014.

1.6 Financial and Value for Money Considerations

- 1.6.1 The Borough Council employs an Anti-Social Behaviour Officer.

1.7 Risk Assessment

- 1.7.1 Risk Assessments are carried out on a case-by-case basis.

1.8 Equality Impact Assessment

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

1.9 Policy Considerations

- 1.9.1 Crime & Disorder Reduction

1.10 Recommendations

- 1.10.1 That the Anti-Social Behaviour Officer to set up regular meetings with housing associations to discuss cases and agree actions.

- 1.10.2 Further consideration be given as to whether or not housing associations should be authorised to issue Community Protection Notices.

Background papers:

Nil

contact: Alison Finch, Safer &
Stronger Communities
Manager

Adrian Stanfield
Director of Central Services and Deputy Chief Executive

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TONBRIDGE & MALLING BOROUGH COUNCIL

COMMUNITY AND ENVIRONMENT SCRUTINY SELECT COMMITTEE

19 October 2022

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

Part 1- Public

Matters for Recommendation to Cabinet - Non-Key Decision

1 USE OF THE COUNCIL'S PUBLIC OPEN SPACES

Summary

This report reviews the new policy and fees and charges for the use of Council owned open space introduced in January of this year.

1.1 Introduction

1.1.1 At the May 2021 meeting of the Communities & Housing Advisory Board, Members recommended to Cabinet and Full Council:-

- a policy for the use of Council owned public open spaces;
- admin fees and charges as detailed in the policy;
- delegated authority to the Cabinet Members for Finance & Community Services to consider and determine appeals and fees & charges in exceptional circumstances.

1.1.2 The recommendations were approved by Council and the new policy and charges were introduced on 1st January 2022 in advance of the annual events programme. It was also agreed that a first year review would be presented to Members.

1.2 Policy

1.2.1 A copy of the policy including the approved fees and charges is attached at **ANNEX 1**. The policy sets out criteria against which each request for an event is assessed, establishing a fair and transparent system. The policy states that it should be reviewed every four years with the charges being reviewed annually.

1.3 Review

1.3.1 Attached at **ANNEX 2** is a spreadsheet showing events in 2022 including the nature of events (commercial/community).

- 1.3.2 As a result of the new policy and charges, there has been no detrimental impact on the number of events taking place, and in fact the number has increased from 71 in 2021 to 94 in 2022 (a 32% increase).
- 1.3.3 Income generated from the new admin fee for the events is £4,550 and income from the new event charges in 2022 is £41,361.
- 1.3.4 Only one complaint has been made to Officers from one of the band concert organisers, although it is worthy of note that the number of requests from bands to play on the lawn increased in 2022. 4 appeals have been made to and determined by the Cabinet Members as highlighted below.
- **Ukraine prayer vigil** 23 March 2022 – was decided not to charge;
 - **Sussex Road Easter Egg hunt** – Reviewed and full charges given - (£25 admin fee + £100 land hire);
 - **North Downs Way 100** (water station) running event 6-7 August 2022- Reduced charge to 50% given it was 1 gazebo in corner of car park and post pandemic situations;
 - **Christmas in Snodland** 26 Nov 2022 - Reviewed and full charges given - (£50 admin fee + £100 land hire).

1.4 Financial and Value for Money Considerations

- 1.4.1 The 2021/22 operational revenue budget for events shows the following:-
- Expenditure - £22,000
 - Income - £45,000
- 1.4.2 It is worthy of note that of the entire budget of £67,550 (including staffing and central, departmental and technical support services), £48,517 is allocated through Special Expenses.
- 1.4.3 In addition to the direct income generated from the events there is also significant indirect income generated from Parking, Tonbridge Castle secondary spend, economic investment and promotion of our own facilities and to the businesses in the local area.
- 1.4.4 Funds raised indirectly for local charities each year, is estimated to be over £12,000.
- 1.4.5 A continued emphasis will be on income generation particularly through marketing and promotion and seeking new events.
- 1.4.6 It is proposed that the income budget for 2023/24 is increased from £35,000.00 in 2022/23 to £45,000.00.

1.5 Legal Implications

1.5.1 Whilst this is a discretionary service there is a legislative requirement for the Council to approve events taking place on Council owned land. The events programme contributes significantly to the emerging vision and corporate priorities, in particular economic regeneration. Income generated and reduced expenditure has fundamentally changed the cost implications to the Council and additional income is proposed in the revenue budget for 2023/24.

1.6 Charges

1.6.1 The existing charges, included in section 6 of the policy have not had a negative impact on the number of events taking place and in line with corporate guidance it is suggested that the prices be increased in line with inflation and reported to Cabinet.

1.7 Summary

1.7.1 In summary, the review shows that:-

- the existing policy has worked well to date;
- the new admin fee and charges have had no negative impact on the number of events, with demand for events increasing;
- there has only been one complaint from event organisers regarding the new policy;
- additional income of £10,911 above the budgeted income has been generated from the new charging policy, contributing to the Council's savings target;
- an inflationary increase to the charges is suggested.

1.8 Risk Assessment

1.8.1 All applicants for use of Council owned land are required to provide safety plans, risk assessments and insurance as detailed in the Policy.

1.9 Equality Impact Assessment

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

1.10 Policy Considerations

1.10.1 Community

1.11 Recommendations

1.11.1 Members of the Scrutiny Select Committee are requested to consider and make recommendations to Cabinet on the outcome of the review, identify any improvements they may wish to see to the policy and consider the suggested inflationary increase in charges for 2023/24.

Background papers:

contact: Karena Harmer

Nil

Robert Styles

Director of Street Scene, Leisure & Technical Services

ANNEX 1

TONBRIDGE AND MALLING BOROUGH COUNCIL

POLICY FOR USE OF COUNCIL OWNED PUBLIC OPEN SPACES

1.0 THE REQUIREMENT FOR A POLICY

- 1.1 Tonbridge and Malling Borough Council (the Council) own and manage a range of open spaces across the borough, ranging from small amenity areas within housing estates through to country parks. These open spaces are utilised by a wide range of different users all year round and it is important that the Council ensures they remain safe and available to access.
- 1.2 Requests are often received from organisations to utilise areas of Council open space for a variety of uses. The Council has an established Events on Public Open Spaces procedure for applications relating to one-off events, however there is currently no policy framework underpinning the process and it does not deal with regular events / activities.
- 1.3 Such is the number of requests now being received, especially for regular use, it is felt a policy setting out the criteria against which each request will be assessed against is required to establish a fair and transparent system.

2.0 AIMS OF THE POLICY

- 2.1 The overarching aim of the policy will be to ensure the Council's open spaces remain a safe place for members of the public to use, while also allowing organisations to benefit from them where it is deemed appropriate and not to the significant detriment of the general public use. In addition, the policy will aim to protect the Council's existing income streams and/or third-party arrangements as well as to identify additional income streams.
- 2.2 The policy will set out the framework against which applications to use the Council's open spaces will be made.

3.0 SCOPE

AREAS

- 3.1 Council owned areas which will be considered to fall within the scope of this policy include (but are not limited to):
- Grassed areas
 - Woodland

- Play areas
- Sportsgrounds
- Country parks
- Tonbridge Castle grounds
- Car parks

3.2 Any part of a Council owned open space which has been leased to, or is managed by, another organisation will be out of scope on the basis those organisations will have control over those areas and any applications to use them should be made to those organisations.

ACTIVITIES

3.3 The policy will be used whenever an application is received to use an area of Council owned open space that would be considered not to fall within the broad parameters of 'normal' use of a public open space, whether that be for a one-off event or regular activity.

3.4 These events will include those run by individuals, voluntary and charitable organisations as well as commercial organisations. Examples may include (but are not limited to):

- Fitness classes or events
- Dog walking and training for more than 1 household
- Sports events or classes
- Markets
- Entertainment events
- The sale of food and beverage
- Boat hire
- Fun fairs
- Fund raising events

4.0 ASSESSMENT CRITERIA

4.1 When an application is received it shall be assessed against the following criteria.

SAFETY

4.2 Officers will need to determine the impact of the proposed event on the potential safety of those attending the event and/or members of the public using the open space at the same time. This will be achieved through the requirement to submit relevant safety documentation to demonstrate the organiser has considered all relevant safety matters to the full satisfaction of the Council.

4.3 The Council will provide comments and advice on the applicant's plans but will not 'approve' them in a formal sense as the responsibility for managing health and safety will be that of the applicant.

4.4 For larger events, attracting a significant crowd, an Event Management Plan may also be required.

INSURANCE

- 4.5 The requirement for public liability insurance will be assessed on a case-by-case basis, which may involve seeking the advice from the Council's insurers. Where it is determined insurance is required then minimum cover of £5m should be in place and adequate proof provided, although some events may require a higher indemnity limit.

ACCREDITATION

- 4.6 Officers will determine whether the proposed event or activity requires the organiser to be a member of a relevant professional association or similar to ensure standards or matters of safety are adhered to.

TYPE OF ACTIVITY

- 4.7 Officers will determine whether the proposed event is in keeping with the specific area of open space on which it is to be held. This will include an assessment of the following:
- 4.7.1 The purpose of the event. Is it in any way controversial or not in keeping with the Council's Corporate Strategy?
 - 4.7.2 The number of people attending. Can the area of open space cope with the proposed number of people whereby irreparable damage will not be caused?
 - 4.7.3 Duration and/or frequency of the event. On what day(s) will the event take place and at what time(s)? Will the duration or frequency of the event have an adverse impact on the location or other users?
 - 4.7.4 Infrastructure support for the event. Is the organiser providing enough facilities to manage the event, for example toilets, bins, barriers, marshalling, lighting, power generation etc.
 - 4.7.5 Proposed equipment to be used. Is the type of equipment appropriate for the particular open space and event? Are there any safety issues which may arise as a result of its use? In certain circumstances documents will be needed to demonstrate the piece of equipment is safe to use, such as electrical testing certification or testing and tagging for inflatable play equipment (PIPA).

TRAFFIC MANAGEMENT

- 4.8 If the proposed event is likely to impact on the movement of traffic in the surrounding area, then details will be required detailing what the impact will be and what mitigation measures will be put in place by the organiser. This will include an assessment of the following:
- 4.8.1 Will any proposed road closures and diversion routes cause unacceptable traffic issues elsewhere in the vicinity? Application for any road closures would need to be made to Kent County Council as the Highway Authority.

- 4.8.2 Are traffic marshals required and, if so, have an adequate number been provided with appropriate experience? Has their health and safety been taking into consideration?
- 4.8.3 Are there adequate car parking arrangements in place for both visitors and organisers/volunteers?
- 4.8.4 Organisers will be responsible for closing any car parks, including advance warning signs and manning the closure
- 4.8.5 Car parks should not be used to store equipment or facilities in unless they are closed

IMPACT ON EXISTING USER/USE

4.9 If an application is received which would impact upon an existing event for which the Council has already granted permission, Officers will determine which should take precedence. In arriving at a decision, the following factors will be considered:

- 4.9.1 Is there a contractual or legal requirement which means a particular event has to occur?
- 4.9.2 Is there an existing contractual or legal requirement which means another similar event cannot take place? For example, where an existing agreement or permission has an exclusivity clause.
- 4.9.3 Is it more economically advantageous to the Council to cancel or offer an alternative location for an existing event to accommodate a new application, if contractual conditions allow?
- 4.9.4 Would the proposed event have a negative impact on an existing event or user for which the Council has already granted permission?
- 4.9.5 Would the proposed event have an unacceptable effect on members of the public using the open space?
- 4.9.6 Where events have already been given permission, can the Council agree with those organisers to change dates to allow concurrent uses, if deemed appropriate?

LOCATION

4.10 When assessing applications, Officers will have regard to the location of the proposed event and whether it is appropriate. This will include an assessment of the following:

- 4.10.1 Will the event cause an unreasonable nuisance or disturbance to adjacent sites or residents?
- 4.10.2 Is there sufficient space at the proposed location to support the event?

- 4.10.3 Is there a more appropriate location for the event?
- 4.10.4 Are there any existing restrictions or controls at the proposed location which would mean the event could not take place?
- 4.10.5 Is the proposed location not in keeping with the event and/or will have a negative impact on the location? Consideration will be made as to whether the site has any special designation (listed, ancient monument for example) or has any specific safety issues (water course/bodies for example)

5.0 LAND USE AGREEMENTS

- 5.1 When assessing applications, Officers will consider whether a land use agreement is required in order to protect the Council's land interests, as well as to set out standard terms and conditions for events taking place on the Council's open spaces. It is anticipated that in the majority of cases a licence agreement will be put in place for one-off events. A pro-forma licence agreement can be found at **Appendix A** which will be completed for one-off events.
- 5.2 Where a regular or re-occurring event is proposed, the views of Administrative & Property Services and/or Legal Services will be sought as to whether a lease agreement is required. Each case will be assessed on its merits, although it is anticipated where an activity takes place regularly (on the same day at the same time, for example) and at the same location or space then a lease will be required in order to ensure no tenant rights are established.
- 5.3 Any leases granted will be 'contracted out' of the Landlord and Tenant Act 1954.

6.0 CHARGING

ADMINISTRATION FEE

- 6.1 When inviting applications for events to take place on Council owned land, it is important to consider the Officer time involved in assessing the applications. An administration fee will be charged based on particular criteria which is set out below for one-off events:

Type of event	Maximum attendees (at once)	Administration fee
Commercial	Less than 100	£50
	Less than 500	£50
	Between 500 and 1,499	£300
	More than 1,500	£600
Charity or community	Less than 100	£25
	Less than 500	£25
	Between 500 and 1,499	£50
	More than 1,500	£100

6.2 Where events or activities require the production of bespoke legal agreements the Council will charge legal fees based on a rate of £217 per hour.

CHARGES

6.3 In addition to the administration fee, the following charges will apply to one-off events taking place on Council owned land:

Type of event	Maximum attendees (at once)	Charge
Commercial	Less than 100	£500
	Less than 500	£500
	Between 500 and 1,499	£1,000
	More than 1500	£1,500
Charity or community	Less than 100	£0
	Less than 500	£100
	Between 500 and 1,499	£100
	More than 1,500	£100

6.4 Additional charges may apply where events require use of Council equipment, car parks or buildings. These charges will be determined on a case-by-case basis. In the event of a car park needing to be closed, the charge would equate to the loss of car parking income.

6.5 The charges, or rent, for regular activities will be determined on a case-by-case basis and will be specified in the legal agreement. In arriving at a charge or rent, Officers will take into account the following criteria:

6.5.1 The requirement for the Council to obtain best value. This assessment may result in the opportunity being tendered to provide other operators a chance to apply

6.5.2 The nature of the proposed activity, for example whether it is being run for commercial gain. The Council will assess the anticipated income/profit being generated and may seek comparable evidence from similar activities taking place in similar areas to arrive at a charge or rent

6.5.3 The frequency and duration of use. Activities which take place more frequently or for a longer duration will attract a higher charge than those taking place for short durations

6.5.4 The physical area on which the activity will take place. For example, the proposed location may result in additional income being generated

6.6 Charges for some areas may attract VAT.

7.0 PROCESS, CONSULTATION AND DECISION

ONE-OFF EVENTS

- 7.1 Applications to use an area of Council owned open space for a one-off event should be made to Leisure Services using the Event on Public Open Spaces Application Form, which can be found at **Appendix B**, available on the Council's website. Applications should be submitted at least 2 months prior to the event.
- 7.2 Upon receipt of a completed application form internal Council services shall be consulted depending on the application and the nature of the event. However, it should be made clear to the applicant that additional permissions may be required from other Council departments to hold the event, including (but not limited to):
- 7.2.1 Planning permission
 - 7.2.2 Food safety
 - 7.2.3 Noise
 - 7.2.4 Drinks licence
 - 7.2.5 Temporary events licence
- 7.3 By the Council granting permission as landowner, it does not mean additional permissions will be forthcoming. Operators will need to ensure compliance with all relevant statutory regulations and requirements.

REGULAR ACTIVITIES

- 7.4 Applications to use an area of Council owned open space for a regular or re-occurring activity should be made to Administrative & Property Services using the application form found at **Appendix C**, available on the Council's website.
- 7.5 Upon receipt of a completed application form internal Council services shall be consulted, depending on the application and the nature of the activity, and consideration given to whether a lease is required and what rent should be charged. Where an agreement over 5 years is proposed, Member approval will be required via the Finance, Innovation and Property Advisory Board.
- 7.6 Where the application concerns a regular commercial activity, Administrative & Property Services, in consultation with other relevant Council services, will assess whether the opportunity should be tendered to allow other potential operators to apply and so that the Council can demonstrate it is achieving best value.
- 7.7 Again, as outlined at 7.2, the application may require additional permissions from other Council departments to operate the activity.

DECISION

- 7.8 The applicant will be advised of the Council's decision to either permit the event or reject the application. If an application is rejected the applicant may appeal the decision, which will be considered by the Cabinet Members for Finance, Innovation & Property and Community Services, who's decision will be final.
- 7.9 The Council reserves the right to amend or cancel an event in the event of particular circumstances which may include (but are not limited to):
- 7.9.1 The Council or other public body requiring urgent use of the space
 - 7.9.2 The Council becoming aware of new information which may have affected its decision to approve the event
 - 7.9.3 Direction from the Police or other public authority that the event should be cancelled

8.0 UNAUTHORISED EVENTS

- 8.1 Where the Council becomes aware of an event or activity taking place on Council owned land which has not been approved, the organisers will be told to shut down the event. Should any substantial damage be caused as a result of the unauthorised event the Council may seek damages from the event organisers.
- 8.2 If the organisers of an unauthorised event make any future applications for additional events, the Council will factor into their decision making the fact an unauthorised event took place.

9.0 APPROVAL AND REVIEW OF THIS POLICY

- 9.1 This policy shall be considered by Members at an appropriate Advisory Board, Cabinet and then Full Council. The policy shall be formally reviewed every 4 years, with the charges being reviewed annually

Last reviewed:

July 2021

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ANNEX 2

Date	Event	Location	Anticipated attendance Nos/Music	Public/ Private
Ongoing				
Saturdays 9-10am	Park Run	Ton Racecourse Sportsground & Leybourne Lakes CP	Unknown	Community
Sundays 9-10am	Junior Park Run	Ton Farm Sportsground	100	Community
Every 2nd Sunday of month	Tonbridge Farmers Market	Sovereign Way Mid carpark		Community
Every 3rd Sunday	Wateringbury Market	Wateringbury carpark		Community
19 & 26 April 3,10,17 & 24 May 7, 14, 21, 28 June 5 & 12 July	Tonbridge Brownies meetings	Castle Lawn (Tuesday evenings)	Approx 24 / 4 staff	Private
7 June - 25 Aug (every Tues & Thurs)	Touch Rugby Games	Deacons Field, Tonbridge	Approx 40	Private
Feb				
19 & 20 Feb	A Dragons Tale	Castle Chamber		Bookable
March				
19 March	ESAA Cross Country Championships	Hop Farm		
20 March	Indian Community Festival	Tonbridge Castle Lawn	Approx 125	Community
23 March	Candlelight Vigil for Ukraine	Tonbridge Castle Lawn	Approx 200 - 300	Public
25 March	Tree Planting	Tonbridge Farm Sportsground		Private

26 March	Wildflower Walk	Haysden Country Park		
April				
2 April	Opening of the Sensory walk	Tonbridge Racecourse Sportsground	Approx 30	Private
14 April	Butterfly Survey	Holly Hill	Approx 8	Private
24 April	St George's Day Parade	Tonbridge Castle Lawn	Approx 1000	Community
24 April	St George's Day Parade	Road closure - High St Tonbridge		
24 April	St George's Day Parade	Road closure - various Roads - West Malling		
24 April (then every 4th Sunday of each month until Nov)	Artisan Market	Tonbridge Castle carpark/driveway	Approx 100 -200	Community
30 April	Offham May Day	Road closure - Teston Road		
May				
8 May	Castle Ride	Tonbridge Castle Grounds / chamber (setup starts on 7th May)	Approx 800	Public/Charity
14 & 15 May	West Kent Garden Show	Tonbridge Farm Sportsground (carpark)		
22 May (every 4th Sunday of each month until Nov)	Artisan Market	Tonbridge Castle carpark/driveway	Approx 100 -200	Community
22 May	Girls pitchup and play Judians Rugby club	Deacons Field	Approx 40	Public
27 May	Bat Walk	Haysden Country Park		Public/ tickett
28/29 May	Tonbridge Food & Drink Festival	Tonbridge Castle Lawn	Approx 7,500	Public
June				
2 June	The Queen's Platinum Jubilee Beacons Event	Tonbridge Castle lawn		Public
2 June	Jubilee Beacon Lighting (Wouldham Parish Council)	Wouldham (open space at Nelson Rd)	Approx 50	public
2 June	Hildenborough Queens Jubilee Beacon	Road Closure - Foxbush Hildenborough		
3 June	East Peckham Jubilee Parade	Road Closure - Pound Road, East Peckham		
3 June	Jubilee Street Party	Road Closure - Atlas Close, Kings Hill		
5 June	Jon Hamilton Big Band	Tonbridge Castle Lawn	Approx 100-150	
9 June	Kent Botanical Recording Group	Haysden Country Park		
9, 16, 23 & 30 June	Reconnect - Family Fun Days	Tonbridge Racebourse Sportsground	50 per event	Public
11 June	Big Scooter Rally	Tonbridge Castle Grounds	Approx 150-200	Private

12 June	Tonbridge Lions Community Fete & Fun Dog Show	Tonbridge Castle Lawn	Approx 80 staff/ 1500 at one time	Charity - Public
15 June	Girls Touch Rugby Festival	Deacons Field	Approx 45	Public
15 June	Ditton Cubs Scavenger Hunt	Woods Meadow, West Malling	Approx 12	Private
17 & 24 June	River Walk Music	River Walk, Tonbridge	Approx 499	Public
18 & 19 June	Snodland Town Football Tournament (Parking)	Paddlesworth Field, Snodland	Approx 1000 each day	Public
18 & 19 June	Football Fiesta	Racecourse Sportsground	Approx 1000	Private
19 June	Open Air Theatre - Awful Auntie	Tonbridge Castle Lawn	Approx 100	Public/ticketed
24 June	It's a Knockout	Angel Centre. Requires permits for spaces in Angel Centre Carpark	Approx 100 -200	Community
24 June	Tots Teachers Sports Day	Tonbridge Racecourse Sports Ground	Approx 110	Private
25 June	Tree of Hope Summer Fair	Tonbridge Castle Grounds	Approx 250+	Public
26 June (every 4th Sunday of each month until Nov)	Artisan Market	Tonbridge Castle carpark/driveway	Approx 100 -200	Community
26 June	2nd Wind Concert Band	Tonbridge Castle Lawn	Approx 100 - 150	Public
26 June	Tonbridge Boys' & Girls' Brigade Church Parade	Road Closure - various Rds Darenth Avenue		
30 June	Triathlon	Tonbridge Racecourse Sportsground	Approx 60	Private
July				
1, 2, 3 July	Luna Cinema	Tonbridge Castle Lawn	Approx 1600 per night	Public - ticketed
2 July	Snodland Carnival	Road Closure - various rds, Snodland		
3 July	Cranbrook Town Band	Tonbridge Castle Lawn	Approx 100-150	Public
3 July	Bee walk	Haysden Country Park		
7, 14, 21 July	Reconnect - Family Fun Days	Tonbridge Racecourse Sportsground	50 per event	Public
7 July	Queen's Baton Relay	Tonbridge Castle Lawn/ High St	1000	Public
8 -10 July	Tonbridge Music Weekend	Tonbridge Castle Lawn	Approx 1600-1800 per day	Public - ticketed
9 July	50th anniversary celebrations - Tonbridge Town Sailing Club	Haysden Country Park	Approx 100	Private

15, 22, 29 July	River Walk Music	River Walk, Tonbridge	Approx 499	Public
15 July	St James Primary School Educational visit	Tonbridge Castle Lawn	180	Private
16 July	Illyria - Midsummers dream	Tonbridge Castle Lawn	400	Public
23 July	Orienteering	Haysden Country Park & TRS	Approx 50	Public
23 & 24 July	Kent Gin Festival	Tonbridge Castle Lawn	Approx 1600 per day	Public
24 July (every 4th Sunday of each month until Nov)	Artisan Market	Tonbridge Castle carpark/driveway	Approx 100 -200	Community
27 July	Y2 Crew scheme activities - TMBC/KCC	Tonbridge Farm Sportsground	Approx 20	Community
28 July	Imago Young Carers Reconnect Day	Tonbridge Castle Lawn	Approx 30	Private
29 July	Tonbridge Juddian Skills Camp	Decons Field, Tonbridge	Approx 50	Private
29 July	Litter Pick Event	Holly Hill		
31 July	Sevenoaks and Tonbridge Concert Band	Tonbridge Castle Lawn	Approx 100-150	Community
31 July	East Peckham 10k	For information Only		
August				
5, 12, 19, 26 Aug	River Walk Music	River Walk, Tonbridge	Approx 499	Public
6 Aug	Tonbridge Pride Event	Tonbridge Castle Lawn	Approx 1600-1800	Public
6 Aug	Tonbridge Pride Parade	Road Closures - High St, River Lawn, Avebury Av		
6 & 7 Aug	North Downs Way 100 (water station)	Holly Hill Car Park	Approx 200 (10 runner per hour)	Private
7 Aug	East Grinstead Concert Band	Tonbridge Castle Lawn	Approx 100- 150	Community
10 Aug	Tonbridge Juddian Skills Camp	Decons Field, Tonbridge	Approx 50	Private
13 Aug	Tonbridge Calling	Tonbridge Racecourse Sports Ground		
14 Aug	Open Air Theatre - Twelfth Night	Tonbridge Castle Lawn	Approx 100	Public
16 Aug	Beginners bird and birdsong ID	Haysden Country Park		Public
20 Aug	Illyria - Peterpan	Tonbridge Castle Lawn	Approx 400	Public
21 Aug	East Sussex Concert Band	Tonbridge Castle Lawn	Approx 100-150	Public
27 Aug	West Kent Big Band	Tonbridge Castle Lawn	Approx 300-500	Community
28 Aug (every 4th Sunday of	Artisan Market	Tonbridge Castle carpark/driveway	Approx 100 -200	Community

each month until Nov)				
28 Aug	Illyria - Pirates of Penzance	Tonbridge Castle Lawn	Approx 400	Public
September				
2 Sept	Boy's Brigade Adult Leader training – British Canoeing	Haysden Lake	Approx 8	Private
2 & 9 Sept	River Walk Music	River Walk, Tonbridge	Approx 499	Public
3 & 4 Sept	Food and Drink Festival	Tonbridge Castle Lawn		Public
4 Sept	Dragon Boat	River	Approx 370-500	Public
10 Sept	Tonbridge Lions Diabetetes Screening	River Walk, Tonbridge	Approx 400-450	Public
11 Sept	Walk for Parkinson's	Tonbridge Racecourse Sportsground & Haysden CP		
13 Sept	Hoganas LTD - Private Event	Tonbridge Castle Lawn		Private
17 Sept	Teafest	Tonbridge Castle Lawn		
18 Sept	Tonbridge Town Sailing Club Open Day	Haysden Country Park		Public
18 Sept	Walk Tonbridge Festival	Tonbridge Castle Lawn	Approx 50 -150	Private
22 Sept	Wellbeing Walk (run by MVCP) Part of Walk Tonbridge Festival	Haysden Country Park		
25 Sept (every 4th Sunday of each month until Nov)	Artisan Market	Tonbridge Castle carpark/driveway	Approx 100 -200	Community
25 Sept	Higham Wood Scout and guide parade	Road closure - Higham Lane, Tonbridge		
October				
9 Oct	Tonbridge Half Marathon	For information only		
14 & 15 Oct	Oktoberfest	Tonbridge Racecourse Sportsground	Approx 1500-2000 per event	Ticketed
23 Oct (every 4th Sunday of each month until Nov)	Artisan Market	Tonbridge Castle carpark/driveway	Approx 100 -200	Community
November				
2 Nov	Snodland fire work event - Potyns Field	Road Closure - Paddlesworth Road		
6 Nov	Round Table Charity Fireworks	Tonbridge Racecourse Sportsground	Approx 103 staff/ 7000 visitors	Ticketed
13 Nov	Snodland remembrance parades	Road closure - various roads in Snodland		

16 Nov	Borough Green Christmas Lights Festival	Road Closure - Borough Green High St		
20 Nov	Round Table Charity Fireworks (reserve date)	Tonbridge Racecourse Sportsground		
20 Nov	Tonbridge Boys' & Girls' Brigade Church Parade	Road Closure - various Rds Darenth Avenue		
26 Nov	Christmas in Snodland	Rocfort Road Carpark	Approx 500	Public
26 Nov	Christmas in Snodland	Road Closure - High St Snodland		
27 Nov	Tonbridge Christmas Festival/Fireworks	Castle Lawn for Fireworks Only / High Street closure		Public
27 Nov (then every 4th Sunday of each month until Nov)	Artisan Market	Tonbridge Castle carpark/driveway	Approx 100 -200	Community
December				
8 Dec - 20 Dec	Bravo – Christmas on the lawn	Tonbridge Castle Lawn		

AWAITING
CONFIRMATION
from organiser
Not yet approved
Road closure

TONBRIDGE & MALLING BOROUGH COUNCIL

COMMUNITY AND ENVIRONMENT SCRUTINY SELECT COMMITTEE

19 October 2022

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

Part 1- Public

Matters for Information

1 WASTE CONTRACT - KEY PERFORMANCE INDICATORS

To report on performance of the Waste Contract against a suite of Key Performance indicators

1.1 Background

1.1.1 As part of the ongoing monitoring & management of the Waste Contract, currently delivered by Urbaser, a suite of Key Performance Indicators is measured and areas for improvement identified. This is in addition to day-to-day management of the contract through site inspections; health & safety checks; spot checks on crews; morning, midday, and end of day updates on collection progress; and daily afternoon briefings to identify causes of any delays and to agree deployment of resources for catch-up work if required.

1.1.2 As recommended by Members of this Committee on 7 July 2022, and subsequent approval by Cabinet on 7 September, the Overview & Scrutiny – Cabinet Protocol established that the Scrutiny Work Programme will have, as a standing item, Key Performance indicators relating to the service areas covered by each Scrutiny Select Committee. A corporate suite of KPIs to cover all service areas is currently being developed and will be reported to future meetings of each Scrutiny Select Committee.

1.1.3 In the meantime, Members of this Committee requested that a separate report on KPIs relating to the Waste Contract – as were previously reported to the Street Scene & Environment Advisory Board – be brought to this meeting for their consideration.

1.2 Key Performance Indicators

1.2.1 The data included within this report for each Key Performance Indicator is for the period April to August 2022, with comparative data for April to August 2021, together with percentage variance when compared with the 2021 performance. The exceptions are for those relating to recycling & composting performance, where the data for April to June 2022 is the most recent audited data available.

These are shown in comparison with the same period in 2021, and again with the percentage variance.

1.2.2 Narrative for key issues is provided below this table:

Description	April-August 2021	April-August 2022	%age Variance in Performance
Completion of scheduled collections (%age of rounds completed on scheduled collection day)	84.3%	96.3%	+13.9%
Missed Collections – total number of reports	7,683	7,071	-8%
Missed Collections - % of jobs not actioned within SLA - (24 hrs)	100%	100%	0
Formal complaints – (inc. Intents to default) - Refuse & Recycling	503	148	-70.5%
Formal complaints – (inc. Intents to default - Street Cleaning	7	0	-100%
Complaints (inc. missed collections, bin returns, pull outs, etc.) – total number	8,985	7,129	-20.7%
Green Box Requests – total number	1,539	1,198	-22.2%
Green Box requests - %age of jobs not actioned within SLA - (5w/days)	71%	39%	-45.1%
Bin Requests (inc. new properties, replacements & repairs) – total number	4,822	4,268	-11.48%
Bin Requests (inc. new properties, replacements & repairs) - % of jobs not actioned within SLA - (5 w/days)	88%	49%	-44.3%
Bulky Collections (inc. fridges/freezers) – total number	1,367	1,342	+1.8%
Bulky Collections (inc. fridges/freezers) - % of jobs not actioned within SLA - (scheduled collection date)	3%	3%	0
Fly Tipping – total number of incidents reported	317	290	-8.5%

	April-June 2021	April-June 2022	%age Variance in Performance
Recycling Performance – total % of waste recycled or composted	51.7%	52.7%	+1.9%
Recycling Performance - % of waste recycled	20.4%	19.0%	-6.9%
Recycling Performance - % of waste composted	31.3%	33.7%	+7.7%
Total waste collected (tonnes)	14,182.52	13,443.80	-5.2%
Recycling (tonnes)	2,887.99	2,557.04	-11.5%
Food waste (tonnes)	1,042.16	737.27	-29.3%
Garden waste (tonnes)	3,402.12	3,796.58	+11.6%
Refuse - black bin (tonnes)	6,850.25	6,352.91	-7.3%

1.2.3 Members will recall that last year there was significant disruption to collections, caused by staffing issues experienced by Urbaser due to the national shortage of HGV drivers and the ongoing impacts of Covid at that time. Such was the disruption that recycling collections had to be suspended for a collection cycle in June, and subsequently garden waste collections were suspended from late July. These issues are reflected in the “Completion of scheduled collections” performance of 84.3% (excluding Garden Waste from late July) in the 2021 reporting period, compared with 96.3% in 2022 following the reinstatement of the Garden Waste service. As mentioned at 1.1.1 above, several daily updates take place between Urbaser’s local management & TMBC’s client team, with a meeting at 3pm each day to identify any rounds which potentially may not complete that day, and the deployment of resources required to ensure any non-completion is rectified.

1.2.4 The number of individual missed collection reports has also reduced compared with the same period last year. Given that there are around 514,000 scheduled refuse, recycling, food waste & garden waste collections in each month, there would have been approximately 2,570,000 scheduled for the reporting period. This equates to a missed collection rate of 0.28% in 2022 compared with 0.3% in 2021. We will continue to work with Urbaser to further reduce the rate of missed collections, particularly for vulnerable residents on our assisted collection service, and for repeat misses at the same property.

- 1.2.5 The %age of missed collections completed within the SLA is difficult to assess, as currently the back-office system does not always recognise when missed collections have been completed by the same crew who missed it on the collection day, or if they have been completed by a different “missed collection” crew. Urbaser are currently looking into this issue with the systems, but until this is resolved, TMBC will continue to report using the data that is available.
- 1.2.6 The number of formal complaints has also continued to reduce compared with last year, from 102 per month to 30 per month in 2022. These complaints will include issues such as poor bin placement, spillage of waste, repeat missed collections, behaviour of crew, alleged mixing of waste, etc. The client team will continue to carry their schedule of proactive monitoring & spot checks and ensure that Urbaser also monitor “hot spot” properties.
- 1.2.7 Due to the number of bin requests increasing, particularly over the last few months with new builds being completed, Urbaser are currently bulking up bin orders to deliver them by area, including carrying out deliveries on Saturdays. This includes each month’s Garden Waste bin requests from new subscribers. This is considered more efficient than carrying them out in order of the request being made, which leads to increased mileage & driving time. As such, some deliveries have to be made outside of the current SLA. Officers are currently reviewing the SLA set in the back-office system in order to reflect this more efficient way of carrying out deliveries without impacting on frontline services.
- 1.2.8 Now that collections have generally stabilised, Urbaser are now being asked to refocus on some of the other aspects covered within the table above, such as delivery of containers within the contract SLAs, and the closing down of completed service requests in a timelier manner.
- 1.2.9 Members will note that the number of incidents of fly tipping has reduced in this reporting period compared with last year. Although TMBC continues to have one of the lowest levels of fly tipping in Kent, it remains a significant issue for Members & residents particularly in “hot spot” areas. As such one of the aims of the pilot of a third-party resource to carry out investigations & enforcement of fly tipping incidents – in addition to littering & dog fouling offences – is to reduce levels still further, as well as act as a deterrent through increased levels of enforcement.
- 1.2.10 It is pleasing to note that there has been an increase in the %age of waste collected for recycling or composting compared with the same period last year. However, the element of dry recycling (paper/card and plastics, glass & cans) has reduced so more analysis is required to identify which waste streams have been affected – as this includes bring site material – and the potential reasons for that reduction. If appropriate, further promotional & engagement activities will be implemented in addition to those already taking place & planned for the future.

1.2.11 Members will note that food waste tonnages have also dropped significantly, as have refuse bin tonnages. This would indicate that although residents continue to use the separate food waste collections as opposed to using black bins for food waste, there is likely to be less food waste being generated. Experience elsewhere would appear to show that as food waste becomes more visible to residents by them separating it from general waste, awareness of the amount being thrown away increases and affects residents' behaviours in a positive manner. The economic situation is also likely to be impacting on food waste arisings, as well as other material streams. This will continue to be monitored as these factors are likely to impact on recycling performance not just in Tonbridge & Malling but elsewhere in Kent and nationally.

1.3 Legal Implications

1.3.1 The measuring & monitoring of Key Performance Indicators complies with the legal obligations of the Waste Contract with Urbaser. The continued monitoring of recycling & composting performance will assist in delivering the Council's obligations set out in the legally binding Inter-Authority Agreement between the Council and Kent County Council (KCC).

1.4 Financial and Value for Money Considerations

- 1.4.1 The monitoring & management of the performance of the Waste Contractor, Urbaser, will assist in delivering value for money for the Council and its residents.
- 1.4.2 Improved recycling & composting performance, and reductions in black bin waste will assist in maximising the potential of the Performance Payments received from KCC.

1.5 Risk Assessment

1.5.1 Contractual performance is monitored at varying frequencies and varying levels, from daily update briefings to monthly Operational and Steering meetings.

1.6 Policy Considerations

1.6.1 Community

Background papers:

contact: Darren Lanes

Nil

Robert Styles
Director of Street Scene, Leisure and Technical Services

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COMMUNITIES AND ENVIRONMENT SCRUTINY SELECT COMMITTEE

WORK PROGRAMME 2022/23

Standing items:

- **Record of Executive (Cabinet and Cabinet Member) Decisions Taken;**
- **Record of Officer Decisions Taken (If any);**
- **Notice of Forthcoming Key Decisions;**
- **Key Performance Indicators**
- **Work Programme (for information).**

Meeting Date	Matter for Discussion	Requested by:	Director/Officer
19 October 2022	Tonbridge Castle – Outcome of public consultation	Cllr D Keers	Anthony Garnett
	CSP and addressing anti-social behaviour issues	Cllr P Bates	Alison Finch
	Events Charging Policy	Previously identified via Advisory Board	Darren Lanes
9 November 2022	Meeting moved to 19 October 2022		
8 February 2023	Biodiversity and Climate Change TBC THIS DATE	Cllr M Base	Gill Fox
	South East Water representative to be invited to address concerns re water shortage/leaks	Cllr S Hudson	

Item	Meeting Date	Papers published	Director/Officer
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24 May 2023			
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<p>Potential items to be considered for inclusion (to be confirmed by the Committee):</p> <ul style="list-style-type: none"> • Review of CCTV and Kent Police to be invited to address the Committee; • Review of fly tipping and littering enforcement pilot; • Review of one-year trial of rewilding at River Lawn; • Scheme to improve drainage at Tonbridge Racecourse Sportsground – options to resolve issues; • Capacity of Borough Council’s sportsgrounds and facilities and how well used are they; • Waste Services Contract
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Agenda Item 11

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 12

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 13

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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