

**TONBRIDGE & MALLING BOROUGH COUNCIL**  
**OVERVIEW & SCRUTINY ADVISORY COMMITTEE**

**21 June 2018**

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

**Part 1- Public**

**For Decision**

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

**This report presents a review of the Council's approach to youth engagement, sports and events development. If Members are minded to continue to provide these services the report also makes a number of suggestions for future delivery, together with potential associated savings.**

**1.1 Background**

- 1.1.1 At the last meeting of this Committee Members agreed the scope for the review of these three discretionary Service areas. It was agreed that the review would need to assess what specific activities are funded by the allocated revenue budgets and decide whether these continue to provide value for money.
- 1.1.2 In addition, it was agreed by Members of the Committee that the review needed to explore partnership opportunities and ensure that duplication of service was not taking place within the Borough. Members also agreed that the report should demonstrate links to the Council's key priorities and the potential scope to generate external funding to help support those services and reduce overall costs. Furthermore, it was requested that the report highlights both primary and secondary income to ensure the full benefits of these services are shown.
- 1.1.3 In regard to the Youth Forum, Members requested further detail on the attendance/representation of the Forum and clarification on the Council's legal obligation under the Children's Act.
- 1.1.4 Members specifically requested attendance at the meeting of a Police representative to comment on the impact these services may have on crime reduction and I am pleased to advise that a representative will be attending the meeting on the night.
- 1.1.5 Members will be fully aware of the Council's need to make financial savings as detailed in the Savings & Transformation Strategy 2017/18 – 2020/21. All of the services outlined in this review are of a discretionary nature and it is therefore only right that they are the subject of close scrutiny. It is essential that if Members wish

to retain the services in the future they clearly contribute to the Council's strategic objectives, do not duplicate services provided by others and offer value for money.

## 1.2 Review

- 1.2.1 In order to assist Members in evaluating each Service area, attached at **Annexes 1-3** are detailed Service Appraisal templates for each Service area. Members will note that the templates outline the purpose of each Service, the current delivery arrangements, the allocation of resources and the partners involved. The template concludes with an assessment of value for money, associated risks and a suggested way forward including any potential associated savings for Members consideration.
- 1.2.2 In summary the templates highlight the following for each service area:-
- 1.2.3 **Events Development –** The Council's focus in this area is supporting and authorising local community events primarily those held on Borough Council land. In recent years the Council has stepped back from direct provision of events with such events now limited to the Tonbridge Remembrance and Armistice Services and the Medieval Fair at Tonbridge Castle.
- 1.2.4 This service area aims to strengthen community identity and pride, support local community events, increase income (through commercial activities and car parking) and support economic regeneration. With regard to the latter issue, whilst it is difficult to quantify secondary spend, the Council's Economic Regeneration Officer has advised on the benefits of local events predominantly in local coffee shops and food outlets and to a lesser extent on additional retail spend. Other benefits include the promotion of Council facilities encouraging return visits and additional income. A good recent example was the Food and Drink Festival at Tonbridge Castle. The event attracted approximately 3,000 people over the weekend, generated car parking income on the Saturday, enhanced spending within the Town and showcased the Castle as a visitor attraction and wedding venue.
- 1.2.5 As the service area is focussed on events on Council land it is not a direct duplication of services provided by others, however, it does mirror support offered by Parish/Town Council's to their local residents in respect to their respective land ownership.
- 1.2.6 As highlighted in the Scoping Report and shown at **Annex 1** direct budget provision in regard to this service area (excluding Staffing and Central, Departmental & Technical Support Services) is £26,800 with budgeted income of £5,000 and a net cost of £21,800. In 2017 this budget supported the provision of 73 community events and crudely this represents a cost of £298.63 per event. Attendance levels at events varies considerably though with attendance of larger events estimated up to and over 10,000, it is suggested that this represents excellent value for money. This does not take into consideration the additional

benefits of secondary spend highlighted at 1.2.4 above. Many of the events organised also raise significant funds for local charities.

- 1.2.7 Whilst it is acknowledged that many events supported by the Borough Council are within the Tonbridge area this reflects that the Council's primary event venue is Tonbridge Castle. This issue is, however, addressed through the allocation of Special Expenses as, with a total budget allocation of £63,650 for Events (including Staffing and Central, Departmental & Technical Support Services), £46,404 is currently allocated through Special Expenses. Events supported outside Tonbridge include Music at Malling, Heritage Open Days and a range of events at Leybourne Lakes Country Park.
- 1.2.8 **Annex 1** does identify a number of risks associated with the non-provision of this service area that will need to be taken into consideration though also highlights some opportunities for future delivery and potential budget savings.
- 1.2.9 In summary, it is considered that the current service provides good value for money and if Members are minded to continue to provide this service opportunities do exist to drive further income, reduce budget allocation and, therefore, reduce the net cost to the Council. The anticipated net saving to the Council is **£12,440** and is further detailed at **Annex 1**.
- 1.2.10 **Sports Development –** The purpose of the service area is developing, promoting, enabling and delivering sport and physical activities for residents across the borough. The primary aim is to support residents in a number of key areas, including physical health, mental wellbeing, individual development and social and community development through access to sport and activity.
- 1.2.11 To ensure this service is not duplicating provision provided by others, the Council adopts a partnership approach. This is primarily through liaison with Kent County Council's Kent Sports Partnership, the Tonbridge and Malling Leisure Trust and the Tonbridge Sports Association alongside many other organisations, schools, groups, clubs and individuals. This ensures a coordinated and efficient approach is adopted to provision. In specific regard to the KCC, Kevin Day, the Sport and Physical Activity Service Manager and Community Sport Partnership Director has provided the following comments:

*“Local engagement with clubs and organisations is invaluable, as the CSP does not have the capacity to work locally across all clubs and organisations across the whole of Kent & Medway. In addition, the current local officer has insight and information (built up over a number of years) on the local clubs and other community assets that the CSP doesn't have.”*

*“In addition, the work of the officers in Tonbridge & Malling in 2017-18 has also supported a sum of £54,369 being allocated to local projects and programmes in the area. This was the 3<sup>rd</sup> highest amount in the County and equated to 11.5% of funding allocated via Kent Sport. This indicates good engagement from local organisations, which would be less evident if Tonbridge & Malling BC did not have*

*a resource to provide information to local organisations on funding available. Given the part-time nature of the current resource this is significant and demonstrates the local value placed on this resource”*

1.2.12 This area of the service also supports volunteers that are vital to the sports sector providing training, guidance and support. A good example of this is the establishment of four parkruns across the borough (two in Malling and two in Tonbridge) that are now entirely managed by volunteers and sees in excess of 1000 participants running every weekend of the year. The following quote has been received from the local parkrun Ambassador:-

*“The Borough Council, and in particular Sports Development, have been incredibly supportive throughout the life of parkrun and have enabled the community to grow and flourish. Their support has materialised in many guises, including assisting in securing start-up funding, first aid courses for volunteers, health and safety advice and kit, support in arranging special events and acting as an intermediary if members of the public have an issue with parkrun”*

1.2.13 Sport England’s most recent survey on volunteering to support sport and physical activity (at least twice in the last year (adults aged 16+)) place Tonbridge and Malling ranked third in Kent.

1.2.14 The success of the partnership approach is also reflected in latest data from Sport England on levels of Activity covering November 2016-17, showing that Tonbridge and Malling has the highest rate of active population in Kent at 66.8% active for 150 minutes or more a week. Tonbridge and Malling also has the lowest rate of inactive population in Kent at 19.9% doing less than 30 mins a week. The partnership approach also allows the Council to minimise the operational budget and direct and steer outside investment into the borough.

1.2.15 As highlighted at **Annex 2** the service has an operational budget of £5,000 with £3,000 of this allocated to the Kent Sport Partnership and the remaining £2,000 used to develop opportunities and assist in attracting additional investment into the borough. In 2017/18 £54,369 was invested in the borough through the Kent Sports Partnership (a return of over £18 for each £1 spent by the Borough Council) and £12,800 of other external funding was also achieved. With regard to the £3,000 Kent Sport Partnership contribution, this level of funding is also provided by all other Districts/Borough Council’s within Kent.

1.2.16 As highlighted with events above, sporting activities also have additional benefits to the local economy and generate additional car parking income for the Council. In regard to the latter, based on average attendances at parkruns at Leybourne Lakes (160.5) and Tonbridge (353) if 50% of those attending went by car, this would equate to an annual income of £16,939.00. This figure is a conservative estimate given that Tonbridge parkrun regularly has over 500 attendees, far exceeding the four year average.

1.2.17 Whilst it is difficult to quantify the numbers of residents that benefit from this service, by way of example the Tonbridge Sports Association represents over 5000 individual members, covering 20 different sports and over 50 local clubs. In recognition of the funding contribution made by this Council, the Kent Sport Partnership also supports clubs and individuals across the borough in a number of ways including:-

- 60 clubs supported through The Kent Sport Connect programme.
- 38 coaches supported.
- 84 borough residents accessing KCC's Free Access to National Sports People (FANS) Scheme (the scheme supports athletes competing at a national level).
- 224 individuals, representing 24 workplaces registered and supported by the 'Workplace Challenge' programme.
- 13 'Satellite Clubs' in the borough. These are extensions of community sports clubs which are established in a new venue specifically targeting the 11-25 age group.
- 311 individuals from the borough took part in the Kent School Games finals.

1.2.18 In summary, it is considered that the current service provides good value for money. If Members are minded to continue to provide this service, considering the minimal level of revenue budget it is not anticipated that any further savings could be achieved.

1.2.19 **Youth Engagement** – The focus of this service area is to develop and promote opportunities for young people and ensure young people in Tonbridge and Malling have a voice in, and can influence, decisions taken that affect them.

1.2.20 Akin to Sports Development, a partnership approach is taken rather than direct service provision to encourage investment and action in Tonbridge and Malling in the most effective way. This includes working with a number of partners as highlighted at **Annex 3** and attendance and involvement in groups such as the Local Children's Partnership Group and the Children's Centres District Advisory Board.

1.2.21 The Council has taken a step back from direct service provision and, following a previous Overview and Scrutiny Review, the Council discontinued its own holiday activities programme and now supports and signposts external providers, which has removed this previous duplication in this area of work. The previous review resulted in a £59,000 saving to the Council. Work continues to support external providers and signpost opportunities for our residents and in accordance with the previous Scrutiny Review is now focussed on those residents most in need within

the Borough, through the Council's Leisure Pass Scheme. As shown at **Annex 3** it is worth noting that £18,000 is allocated to support Leisure Pass Subsidy, Play scheme Plus and Marketing in accordance with recommendations from the previous Overview and Scrutiny Review. The programme also includes the Y2 Crew that provides diversionary activities in partnership with Kent County Council Integrated Youth Services. In 2017 there were 200 attendances by young people, including 35 young people using Leisure Passes.

1.2.22 With specific regard to direct youth engagement this is primarily undertaken through the Council's Youth Forum. The Forum meet on a quarterly basis and is made up of representatives from fifteen different schools. The Forum provides the opportunity to discuss and consult young people on a range of borough issues and this has included the Tonbridge Railway Station improvements, mental health issues, dementia awareness and electoral services.

1.2.23 The Forum also engage with the Police and are represented on the Independent Police Advisory Group (IPAG). Following recent work with the Youth Forum representatives the following comments were recorded:-

*“Completed Young Persons survey which was completed by over 390 young people; fantastic!. This report will be escalated to Kent Police and County IPAG. A big thank you to the T&M IPAG Youth contingent who began the project which has proved to be a great success and to Tonbridge & Malling Borough Council for setting and escalating the survey monkey to young people across the borough and compiling the report.”*

1.2.24 The Chair of the Tonbridge and Malling Youth Forum also co-chairs the Kent County Council Youth Advisory Group (YAG) and ensures resources are targeted effectively within the Borough, issues are disseminated and discussed and that the views of young people in Tonbridge and Malling are given an appropriate platform.

1.2.25 The Scoping Report highlighted obligations that fall on the Council under the Children's Act 2014 – Section 11 Audit Voice of the Child. Section 11 of the Children Act highlights that Safeguarding children is everyone's responsibility and places a statutory duty on key organisations to make arrangements to ensure that in discharging their functions they have regard to the need to safeguard and promote the welfare of children. Further details can be found at **Annex 3**. With regard to Voice of the Child, Government guidance states, at an organisational or strategic level, partners are responsible for ensuring that children and young people are listened to appropriately and concerns expressed about their or any other child's welfare are taken seriously and responded to in an appropriate manner. As much as possible, the Council will actively seek feedback and listen to the views of children and young people, promoting their welfare and listening to the voice of the child. The Youth Forum currently assists the Council in discharging these responsibilities.

1.2.26 The Forum also supports the work of the Tonbridge and Malling Community Safety Partnership with the following specific actions identified to be undertaken in liaison with the Youth Forum (the 2018 – 19 Action Plan was approved by Members of the Community and Housing Advisory Board in May 2018):-

- Child Sexual Exploitation – ‘Link in with national campaigns to raise awareness of the issue’ and ‘Run educational programmes in schools to raise awareness’
- Modern Slavery/Human Trafficking - ‘Link in with national campaigns to raise awareness of the issue’
- Hate Crime – ‘Link to campaigns around reporting hate crimes’
- Mental Health – ‘Link to campaigns around raising mental health issues’

1.2.27 The Council does have an overall operational budget of £27,000 that supports Youth Engagement and this is further detailed at **Annex 3**.

1.2.28 In summary, it is considered that the current service provides good value for money and if Members are minded to continue to provide this service opportunities do exist to reduce budget allocation and, therefore, reduce the net cost to the Council. The anticipated net saving to the Council is **£2,500** and this would specifically reflect a reduction in the Youth Forum budget, as highlighted at **Annex 3**.

### **1.3 Staffing**

1.3.1 Direct staffing allocation for each service area is shown within **Annexes 1-3** and in total equates to 2.8 Full Time Equivalents (FTE’s). It should be noted that this staffing allocation also supports work outside of the three service areas shown above.

1.3.2 As highlighted within the Scoping Report following the completion of this Scrutiny Review, a review of current staffing arrangements will be undertaken to ensure there is an appropriate level of officer support to deliver the range of services approved by this Committee. Staffing arrangements will then be considered by the Council’s Management Team and Members of the General Purposes Committee, as appropriate.

### **1.4 Conclusions**

1.4.1 Taking into consideration the information above and further detailed within the **Annexes 1-3** it is suggested that these services do support the Council’s key priorities and offer value for money. The services provided compliment, rather than duplicate, services provided by others and aim to attract and steer provision and investment into the borough. The services do attract a direct level of income

though their benefits are far broader, including economic, health and social benefits.

- 1.4.2 If Members are minded to continue with these services a number of opportunities have been identified within the report and annexes to maintain service provision and reduce the net cost to the Council.

## **1.5 Legal Implications**

- 1.5.1 None

## **1.6 Financial and Value for Money Considerations**

- 1.6.1 Members will note from the Service Appraisal templates that it is felt that the existing Services do offer good value for money and the proposed options for future approach will offer both increased income to the Council and efficiencies leading to a reduction in overall expenditure.
- 1.6.2 If Members are minded to continue with these service provision an annual revenue saving to the Council of **£14,940** could be achieved, without a reduction in service delivery. The annual revenue saving represents a **28%** reduction in the current operational budget cost of these services to the Council.
- 1.6.3 It is clearly identified in the review that the Services do make a positive contribution to the Council's strategic objectives, and ongoing delivery is therefore justifiable. This point is particularly important bearing in mind the discretionary nature of the Services and the Council's overall financial position.

## **1.7 Risk Assessment**

- 1.7.1 Whilst the services are discretionary, the risks associated with the non-delivery of these services are highlighted in **Annexes 1-3** for Members consideration.

## **1.8 Equality Impact Assessment**

- 1.8.1 The Services covered by this review do provide opportunities to residents with protected characteristics under the Equality Legislation. Whilst the proposals outlined in this report have no perceived impact on the end users, a full Equality Impact Assessment would be required if it was decided to cease or reduce the current service delivery arrangements.

## **1.9 Policy Considerations**

- 1.9.1 Community, Crime & Disorder Reduction, Customer Contact, Equalities/Diversity, Healthy Lifestyles, Human Resources, Young People



## 1.10 Recommendation

1.10.1 Members are requested to consider the continuation of these services and if service provision is to continue it is **RECOMMENDED** that:-

- i) the contribution made by the Council's delivery of Youth Engagement, Sports and Events Services to the achievement of its strategic objectives be acknowledged;
- ii) the suggested changes to the existing delivery arrangements as outlined in the report and Annexes 1-3 be agreed;
- iii) the associated savings of £14,940 to the Council's annual revenue budget be included and reflected in the 2018/19 revised revenue budgets.

Background papers:

Nil

contact: Darren Lanes  
Stephen Gregg

Robert Styles

Director of Street Scene, Leisure & Technical Services