

Classification: Public

Key Decision: No

Gravesham Borough Council

Report to: Community & Leisure Committee
Date: 4 June 2019
Reporting officer: Assistant Director (Communities)
Subject: Overview of Community & Leisure Portfolio

Purpose and summary of report:

To provide the Committee with an overview of the service areas included within the Community & Leisure portfolio.

Recommendations:

1. That the contents of the report be noted.

1. Introduction

- 1.1 The terms of reference for Cabinet Committees, included in Annex 1.7 of the Council's Constitution, are:

1.1.1 To make recommendations to the relevant portfolio holder as to determining any matters within his/her remit. The Committees may invite such other persons as appear appropriate to attend and take part in their deliberations, subject to the nondisclosure of confidential and exempt information (as defined in the Access to Information Rules set out in Annex 2.2 to this Constitution).

- 1.2 The following service areas are within the scope of this Community & Leisure Cabinet Committee:

- 1.2.1 Sport Development
- 1.2.2 Gravesham Community Leisure Limited (GCLL)
- 1.2.3 The Woodville
- 1.2.4 Community Engagement
- 1.2.5 The Gr@nd
- 1.2.6 Arts, Heritage & Tourism
- 1.2.7 Gravesend Borough Market

- 1.3 An overview of each of these service areas follows and short presentations will be made to the Cabinet Committee. This will be an opportunity to apprise Members of the areas within the scope of this Committee and to ask questions. Hyperlinks to background supporting information.

2. Sport Development

Overview of Service Area

- 2.1 Delivery of the council's sports, recreation and physical activity responsibilities; their direct management/operation (development, monitoring, administration, etc.) either directly or by working with others; and strategic planning.
- 2.2 General Sports Development
 - 2.2.1 Partnership working with clubs, organisations, groups and sports specific officers to develop opportunities for target groups e.g. girls and ladies, elderly, young people etc. Developing links between schools, local providers and clubs to encourage progression from physical education and extracurricular activities to community participation.
 - 2.2.2 Managing the audit of sport and leisure opportunities, the organisations and individuals involved and identifying supply and demand issues.
 - 2.2.3 Assisting with the development of local sports facilities (e.g. leisure centres, parks and open spaces, etc.) to improve opportunities and encourage participation.
- 2.3 Children's Play/Physical Activity - developing, designing and distributing a Summer Fun guide for children's play during the holiday period, to promote partner activities and to deliver specific targeted sport and physical activity development activities.
- 2.4 Community Recreation - supervising the council's management, operation and development responsibilities in relation to football, bowls, and cricket provision within the borough.

Activities/Current Issues

- 2.5 Overseeing the management of council owned football pitches in the Borough e.g. Kings Farm, Cascades, Culverstone, Springhead Recreation Ground and Istead Rise. Specific local issues relate to the mix of adult and junior based sized pitches in the borough, as well as the amount of artificial pitches. This should be mitigated by the development of the Fleet Leisure site in the near future. However, additional pitches are likely to be required elsewhere.
- 2.6 Overseeing the management of cricket provision and square (Wombwell Park), as well as organising the annual Kwik Cricket Schools Tournament at Bat and Ball Cricket Ground - 12 June 2019 in partnership with Kent Cricket.
- 2.7 Tennis and Bowls management at Windmill, Wombwell and Woodlands Park in partnership with local sports clubs/organisations.
- 2.8 Working with The Gr@nd and Cygnet Leisure centre to deliver weekly sports development sessions regarding Walking Football sessions and Walking Netball Sessions to those who are looking to get back into the sport.

- 2.9 Supporting the setting up of an additional Park Run within the Borough based at Cyclopark.

Background Information

- 2.10 The Gravesham Active Lives Survey (Adults) can be found [here](#).
- 2.11 Summer Fun 2018 report to Community Services Committee [26 November 2018](#).

Officer Contact

- 2.12 Danielle Lock, email: danielle.lock@gravesham.gov.uk; telephone: 01474 337806

3. Gravesham Community Leisure Limited (GCLL)

Overview of Service Area

- 3.1 Cascades Leisure Centre and Cygnet Leisure Centre are managed on a day to day basis by Gravesham Community Leisure Limited (GCLL) on behalf of the council. The organisation was formed in 1999 and is an established Industrial & Provident Society (IPS) with clear charitable objectives.
- 3.2 GCLL is a not-for-profit organisation, registered with the Financial Conduct Authority (FCA). The organisation has 12 Board Members, all of whom are volunteers and support the strategic direction and governance of the company, led by Robert Swain, the Managing Director.
- 3.3 The leisure centres are technically owned by the council and so we are responsible for the actual structures and the ongoing replacement of plant and machinery. GCLL are the service providers as well being responsible for ongoing repairs and maintenance within the buildings.

Activities/Current Issues

- 3.4 GCLL have shown over the years that with the right level and type of investment in the current leisure centre stock, that they are able to increase income and meet the obligations set within the existing contract to pay back the council the agreed levels of surplus, whilst meeting high qualitative standards in levels of service.
- 3.5 The council undertook an assessment of open space, sport and recreation as part of the Local Plan Review work (Knight, Cavanagh and Page, 2016). An evaluation of the leisure sites identified that both sites will require a major re-think in terms of provision in the long term. The study proposed that a feasibility study be commissioned to determine future options for the sites, taking into account major developments in and around the area, such as Ebbsfleet Garden City and the Lower Thames Crossing. In the meantime, the council has commissioned full structural surveys of both sites which will support any planned works up to the end of the current contract period and inform discussions around their long term viability.
- 3.6 The leisure centre contract runs up to 2025, allowing the council to assess the long term future of both Cascades and Cygnet Leisure Centres.

Background Information

- 3.7 The Community Services Committee received an update on Gravesham Community Leisure Limited at its meeting on [7 February 2019](#).
- 3.8 [Open Space, Sport & Recreation Assessment](#) (Knight, Cavanagh and Page, 2016).

Officer Contacts

- 3.9 Adrian Hickmott, Leisure & Resilience Manager – email: adrian.hickmott@gravesham.gov.uk; telephone: 01474 337322
- 3.10 Rob Swain, Managing Director GCLL – email: rob.swain@gcll.co.uk; telephone: 01474 555376

4. The Woodville

Overview of Service Area

- 4.1 The Woodville comprises two main performance areas – the main theatre auditorium and the lower Studio - together with the Blake Gallery, Spotlites Café and Kent Bar and private hires of associate rooms and the Community Square.

Activities/Current Issues

- 4.2 Council Shows – programming for four seasons each year, the theatre brings in a number of performances ranging from comedy to plays, musical entertainment to classical concerts. These shows are based on a deal arrangement where the Woodville will receive a percentage of total sales.
- 4.3 The Paul Greengrass Cinema - presents a range of popular movies. The 11am maintains significant popularity and it is cited that this can be the only regular outing and the morning screening means that patrons are able to enjoy the films without the worry of travelling in the dark. The audience for live screenings from the Royal National Theatre and the RSC among others is also a very popular way for our audiences to see top quality drama and performance without having to travel.
- 4.4 Audience Development - in which more contemporary work is sourced and presented largely in the Studio.
- 4.5 Private Hire Shows - these are where the theatre hires out its space to a production company or performer. That company then retains all ticket sales income from the production.
- 4.6 Youth and outreach – working with schools and other youth organisations, the theatre reaches out to young people to help bridge the gap between young people and the arts. The theatre promotes youth drama to help young people build their confidence and explore or develop their own performance skills. The theatre also works with educational establishments to support the delivery of the curriculum for example through Shakespeare School Festival productions.
- 4.7 Blake Gallery – an exhibition space used by a range of groups and organisations from community groups and schools to private hire. The space is also ideal as a small performance space.

- 4.8 Community Square / committee suite private hires – overseeing the hire of spaces from community group uses to private organisations.
- 4.9 Food and beverage – managing the Spotlites Café and Kent Bar. Using these facilities to maximise secondary spend activities which positively support the Woodville’s financial position.
- 4.10 Gravesham Art Salon – set up and chaired by the General Manager, a regular meeting of art/creatives from across the Borough, initially as a networking arrangement, but developing to ensure a consistent focus and understanding of the wider cultural offer within the Borough. Now a constituted group, accessing external funding directly and developing specific cultural activities, such as the Riverside Fringe Festival.
- 4.11 The Woodville Choir in partnership with Make A Noise meets every Monday and has a growing membership. The choir not only offers an outlet for those wishing to sing it has also regularly performed at local events with significant success.
- 4.12 The Woodville has a large cohort of regular volunteers who assist with all aspects of welcoming and seating patrons for shows, events and cinema. The volunteer scheme has proved so successful that the number has had to be limited to 50 with a growing waiting list.
- 4.13 The Woodville has produced an in-house Christmas show for the past three years which runs in parallel with the pantomime and is aimed at younger children. Last year The Woodville also took one of the existing productions (Flipper’s Perfect Present) to the Stag in Sevenoaks to perform in their studio space in the week leading up to Christmas.

Background Information

- 4.14 An update on The Woodville was reported to Community Services Committee on [27 September 2018](#). The Woodville’s current programme can be viewed on its website www.woodville.co.uk.

Officer Contacts

- 4.15 Anita Tysoe, Theatre & Customer Services Manager - email: anita.tysoe@gravesham.gov.uk; telephone: 01474 337360.
- 4.16 Mandy Hare, General Manager – email: mandy.hare@gravesham.gov.uk; telephone: 01474 337456.

5. Community Engagement

Overview of Service Area

- 5.1 This service area supports and develops the communities living within the Borough; encouraging involvement in opportunities and projects that bring communities closer together and enabling opportunities to learn from each other and share different experiences, cultures and views, thus making a strong sense of community wellbeing, belonging and growth.
- 5.2 The Community Involvement Officer acts as a link between the council, its communities and other agencies, helping to identify and understand issues, develop actions for improvement and promote community well-being and integration.

5.3 Community events are delivered as part of our community engagement work.

Activities/Current Issues

- 5.4 Delivery of a number of community events including: Armed Forces Day, Commonwealth Day, Eid, Black History, Chinese New Year, Interfaith.
- 5.5 Working with partner organisations to support the delivery of activities and events that benefit the Borough e.g. St George's Day, Fusion Festival.
- 5.6 Supporting communities to deliver projects and seek funding where appropriate e.g. Prospect Place/Raphael Road Tunnel Project.
- 5.7 Supporting environmental projects, such as litter picks within the Great British Spring Clean (March/April 2019).
- 5.8 Promoting diversity, equal opportunity, social inclusion and community action. Reviewing the Council's Equality Duty and equality objectives.
- 5.9 Supporting departments, as required, with consultation and engagement work.
- 5.10 Assisting with demographic information as required.

Background Information

5.11 An annual report on the council's community cohesion activities was made to Community Services Committee on [26 November 2018](#).

Officer Contacts

- 5.12 Anita Tysoe, Customer & Theatre Services Manager – email: Anita.tysoe@gravesham.gov.uk; telephone:
- 5.13 Kirsty Gaunt, Community Involvement Officer – email: Kirsty.gaunt@gravesham.gov.uk; telephone

6. Events Programme

Overview of Service Area

- 6.1 The council organises a large number and variety of events activity either directly or, in some instances, in partnership with local groups and organisations, as well as other departments/teams. The vast majority of activities, especially the large corporate events, are managed or facilitated by the Leisure Team.
- 6.2 There are also a number of events, predominantly based on council land, that are organised by other local organisations, which require indirect management support and guidance. This can include advice on external funding opportunities, advertising/promotion, completion of event management documentation, health and safety guidance, licencing, equipment, access to site arrangements, as well as referral and support to the Safety Advisory Panel where necessary.

Activities/Current Issues

- 6.3 The main events that are directly managed by the council, include;
 - 6.3.1 St George's Day parade and Scouts Parade
 - 6.3.2 Riverside Festival
 - 6.3.3 Fireworks Display

- 6.3.4 Remembrance events
- 6.3.5 Christmas Lights Switch-On parade
- 6.4 A calendar of events is appended to the Town Centre events report on this Committee agenda.

Background Information

- 6.5 A review of the annual events programme was reported to Community services Committee on [26 November 2018](#).

Officer Contacts

- 6.6 Amit Hayer, Leisure Events Officer – email: Amit.hayer@gravesham.gov.uk; telephone 01474 337481.

7. The Gr@nd

Overview of Service Area

- 7.1 The Gr@nd provides the Healthy Living Centre for Gravesham and delivers the Gifted Young Generation Programme for Young People.
- 7.2 The Gr@nd hosts like-minded services like Citizens Advice and Waipoua Vegan café in the centrally located base at The Old Courthouse which is open to the public 5 days a week. The team work with community groups and individuals to help improve wellbeing, health and happiness both in the Gr@nd, Gravesham and around the county.
- 7.3 The Gr@nd's Gifted Young Generation programme allows young people to develop skills from inspiring professionals in arts and culture, sport, construction, and business. Mental health and wellbeing support is available through essential services with The Gr@nd's H4U committee raising funds to support 1-1 counselling. The Gr@nd inspires young people, raises aspirations and creates positive memories.

Activities/Current Issues

- 7.4 An ever changing and varied timetable offers something for all ages, such as exercise and arts and crafts which bring people together for friendship, fun and laughter.
- 7.5 An interactive calendar of activities at The Gr@nd's can be found at www.thegrاند.org.uk. A timetable of regular healthy living centre sessions and sessions specifically for young people is appended to this report (Appendix 2).
- 7.6 New sessions which have not been added onto the timetable include opening until 10pm on a Friday night for young people.
- 7.7 As part of the Councillors training programme all councillors are invited to come to the Gr@nd on Monday 17th June drop-in 2-4pm to meet the team, have a look around and learn more about what The Gr@nd does. It is an open building and if Councillors are unable to make that time they are welcome to pop in whenever they are in town.

Gifted Young Generation

- 7.8 Every Councillor is invited to attend the annual Gifted Young Generation celebration at the Woodville on the evening of Friday 15th November. Formal invites will be sent out shortly.

Gravesham Youth Council

- 7.9 The Gr@nd co-ordinates the Gravesham Youth Council which meets monthly to consider issues pertinent to young people. Their priority areas of focus are established through regular surveys of local secondary schools students (see link in paragraph 7.23). The attendance of Youth Council representatives at council committees is to be progressed to encourage their input into the council's decision making.

North Kent District Deal.

- 7.10 This activity relates to the health impacts of local authority activity. The Council's impacts on health have been mapped and the next stage is to create an action plan.
- 7.11 Making Every Contact Count training has been undertaken to enable front line staff to know about the services available to people to make a positive change in their lifestyle.
- 7.12 Target work in respect of Lower Super Output Areas (LSOA) or areas of inequality.

Background Information

- 7.13 The Grand was set-up in 2001 as a multi-partner agency working across the borough. Since then it has established the Gifted Young Generation Programme; helped hundreds of people get online and to learn how to use the internet; assisted people in their search for a new job; and, helped people lose weight and improve wellbeing.
- 7.14 The Gr@nd has worked with every school in the borough, managed community events, hosted an annual youth performance at the Woodville theatre for the past 10 years and run a community allotment.
- 7.15 The Gr@nd's work and objectives change as local needs change and funding is available, but it constantly strives to assist residents with their physical, emotional and mental health, both at The Grand or by referring people to partner or local organisations who are best placed to help.

The Community Interest Company (CIC)

- 7.16 The Gr@nd is run by the Gravesham Development Network CIC, whose board members oversee the running and direction of the organisation.
- 7.17 The CIC was established in 2012 and meet bi-monthly to look at the progression of the organisation.
- 7.18 The board is made up of local businessmen, experienced public sector workers and councillors and ex civil-servants who help guide and steer our work.
- 7.19 An update on The Gr@nd was reported to Community Services Cabinet Committee on [5 March 2019](#). For more information visit www.thegrand.org.uk.
- 7.20 North Kent District Deal was reported to Community Services Committee on [5 June 2018](#).
- 7.21 The outcome of a survey of secondary school students in the Borough and priority areas of focus for the Youth Council were reported to Community Services Committee on [9 April 2018](#).

Officer Contacts

7.22 Liz Read, Operational Manager, The Gr@nd – email: manager@thegrand.org.uk; telephone 01474 320123. 26 King Street, Gravesend DA12 2DU.

8. Arts & Heritage

Overview of Service Area

- 8.1 Arts development activity to promote a diverse range of creative opportunities in the Borough.
- 8.2 Oversee the operation of the council's heritage property assets at New Tavern Fort, Milton Chantry, Blockhouse, St Andrews Arts Centre and Woodlands Park Cold War Bunker.

Activities/Current Issues

- 8.3 Arts development - working with local artists and strategic arts bodies, such as KCC and Arts Council England to develop creative arts and cultural engagement opportunities. £4.3 million funding has been awarded from the Cultural Development Fund towards delivery of the Thames Estuary Production Corridor (to be "a world leader for the creative and cultural industries") and this funding will help to develop arts within this part of the Corridor. It is anticipated that Gravesham will also benefit from new apprenticeships within the creative sector enabled by this funding.
- 8.4 Increasing participation – working with local voluntary arts organisations, including Gravesham Arts Council and associated member organisations to increase cultural participation. An expression of interest, on behalf of the Dartford and Gravesham, for Creative People & Places funding has been submitted to Arts Council England by a consortium led by Ebbsfleet Development Corporation. This aims to increase the level of engagement of local communities in arts and culture and the outcome of this bid is expected later this year.
- 8.5 Curating workshops, exhibitions, etc. - emphasising opportunities for young people, elderly people, ethnic minorities etc. Utilising the Blake Gallery and other exhibition locations within the Borough. The Borough will figure with installations and development activity around the Estuary 2020 international arts festival that is being planned for the Thames Estuary, 18 September to 18 October 2020.
- 8.6 Heritage assets – management responsibilities (Health & Safety, repairs and maintenance, marketing, utilities etc.) in respect of the council's heritage properties and overseeing operational agreements with Thames Defence Heritage in respect of New Tavern Fort, Chantry Heritage Centre and the Woodlands Cold War Bunker. Liaison with English Heritage in respect of the council's role as custodian of the Chantry Heritage Centre on behalf of English Heritage.
- 8.7 Gravesham Collection – the management of artefacts in the care of the council.

Background Information

- 8.8 A review of the council's heritage property assets was reported to Communities Cabinet Committee on [7 February 2019](#).
- 8.9 The opportunities arising from the successful Cultural Development Fund submission and background on the Creative People & Places funding bid were reported to Communities Cabinet Committee on [7 February 2019](#).

Officer Contacts

- 8.10 Lyndsey Thompson, Arts & Heritage Officer – email: Lyndsey.thompson@gravesham.gov.uk; telephone: 01474 337442.

9. Tourism & Town Twinning

Overview of Service Area

- 9.1 Developing the visitor potential of the Borough and overseeing the operation of the Gravesend Visitor Centre Point in Gravesend Borough Market.
- 9.2 Town Twinning contact for the council, developing civic twinning partnerships and arranging a programme of visits with Cambrai (France), Chesterfield (Virginia, USA), Jalandhar (Punjab, India) and Neumunster (Germany).

Activities/Current Issues

- 9.3 Visitor information – operation of the Visit Gravesend Visitor Information Point at Gravesend Borough Market, management of the tourism destination website www.visitgravesend.co.uk and promotion of the area via [Twitter](#), [Facebook](#) and [Instagram](#).
- 9.4 Visitor attractions and accommodation - liaison with local attractions and accommodation through co-ordinating local networking. Development of additional visitor opportunities, e.g. river charters, welcoming cruise ships visitors from the London Cruise Terminal, visits to Gad's Hill Place, promotion of sporting events, e.g. the Women's Tour cycling stage at Cyclopark (11 June 2019).
- 9.5 Visitor related events activity – to promote the Borough's attractions, e.g. via Kent Big Weekend, and events, e.g. Riverside Festival and Christmas programme, to a wider audience. Development of new opportunities, e.g. participation in the national Heritage Open Days event (September 2019) and participation in Dickens 2020 (150 years since Dickens death at Gads Hill Place, Higham).
- 9.6 Gravesham Tour Guides – work with the 12 accredited guides in promoting the area to group visits via a programme of guided walks.
- 9.7 Strategic Visitor Promotion - maintaining effective links and partnership working with other organisations, such as Visit Kent and other tourism and heritage agencies.
- 9.8 Town Twinning - co-ordinate programmes with the Twin Towns - 2019/20 programme to include a visit to Cambrai on 30 June 2019 to celebrate the 30 years anniversary of town twinning between Gravesham and Cambrai; a possible invitation visit to Neumunster later in 2019; Skype contact with Chesterfield to share best practice on specific issues.

Background Information

- 9.9 The Community Services considered a report on the development of the Gravesham Tourism Guides on [8 February 2018](#).

Officer Contacts

- 9.10 Virginie Whittaker, Visitor & Town Twinning Manager – email: Virginie.whittaker@gravesham.gov.uk; telephone: 01474 337202.

10. Market

Overview of Service Area

- 10.1 Gravesend Borough Market is the oldest charter markets in Kent with the earliest charter dating back 1268. In December 2016, the Borough Market re-opened following major refurbishment made possible with the help of Coastal Communities Funding.
- 10.2 The Borough Market trades 6 days a week, hosting permanent and temporary stall holders, events and a food court. The Borough Market is also the current delivery point for tourist information.
- 10.3 Gravesend Borough Market is part of the GO Trade Interreg funded project focussing on sustainable markets in the UK and France.

Activities/Current Issues

- 10.4 Permanent Traders: The market can accommodate up to 22 permanent businesses operating from within single or double, secure units. Units are ideal for new business starts ups or those wanting to expand from a home-working arrangement. Units are a low risk solution for those wanting a 'shop-front' trading space and are particularly good for businesses with an online offer.
- 10.5 Food court: There are 7 food court stalls in the Borough Market Building; originally designed for street food traders to hire on a daily basis, they are occupied by permanent traders. Due to popularity of the food offer, there are currently 3 traders occupying all 7 spaces.
- 10.6 Temporary Traders: Up to 33 temporary traders can be accommodated within the market at any one time. Temporary traders tend to attend for specific events and activities such as Christmas markets, Twilight Markets, Vintage Fair etc. A Tuesday and Saturday pop up market offer is currently being development.
- 10.7 Go Trade Events: As part of the European Interreg project, Gravesend Borough Market is able to use funding to develop a series of themed markets and events which are specifically designed to increase footfall and achieve sustainability. A full programme of events has been planned until the end of the project (June 2020).
- 10.8 Business support for stallholders: Through the Go Trade Interreg project, a series of training opportunities are available for stallholders. These have included marketing and presentation; social media and finance. The training opportunities are designed to support all traders and businesses operating from within the market.

Background Information

- 10.9 For more information on the Market and its programme of events activity, visit www.gravesendboroughmarket.co.uk.

Officer Contacts

- 10.10 Anita Tysoe, Theatre & Customer Services Manager – email: Anita.tysoe@gravesham.gov.uk; telephone:
- 10.11 Graham Long, Town Centre & Market Manager – email: Graham.long@gravesham.gov.uk
- 10.12 Sarah Cheshire, Market Co-ordinator – email: Sarah.cheshire@gravesham.gov.uk

11. BACKGROUND PAPERS

11.1 There are no background papers pertaining to this report.

Anyone wishing to inspect background papers should, in the first place, be directed to Committee & Electoral Services who will make the necessary arrangements.

IMPLICATIONS	APPENDIX 1
Legal	No implications. The report is for informaiton only.
Finance and Value for Money	Budget Book references?
Risk Assessment	No implications. The report is for informaiton only.
Data Protection Impact Assessment	<i>A data protection impact assessment (DPIA) should be carried out at the start of any major project involving the use of personal data or if you are making a significant change to an existing process.</i>
	<p>a. Does the project/change being recommended through this paper involve the processing of personal data or special category data or criminal offence data?</p> <p>A definition of each type of data can be found on the Information Commissioner’s Office website via the above links.</p>
	<p>b. If yes to question a, have you completed and attached a DPIA including Data Protection Officer advice?</p>
	<p>c. If no to question b, please seek advice from your nominated DPIA assessor or the Information Governance Team at gdpr@medway.gov.uk.</p>
Equality Impact Assessment	<p>a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community? If yes, please explain answer.</p>
	<p>b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality? If yes, please explain answer.</p>
	<i>In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above</i>
Corporate Plan	Strategic Objective 2 - A Stronger Gravesham
Crime and Disorder	No implications. The report is for informaiton only.
Digital and website implications	No implications. The report is for informaiton only.
Safeguarding children and vulnerable adults	No implications. The report is for informaiton only.