

Cabinet – Supplementary agenda No.1

A meeting of the Cabinet will be held on:

Date: 28 March 2018

Time: 10.00am

Venue: Civic Suite - Level 2, Gun Wharf, Dock Road, Chatham ME4 4TR

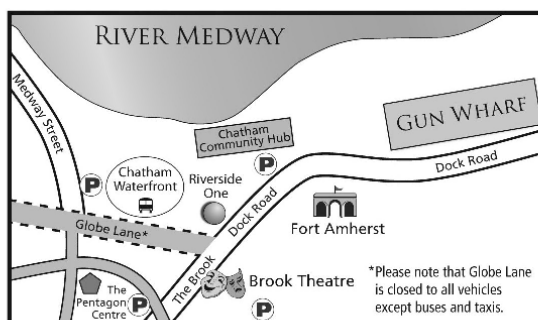
Items

4. Closure of Deangate Ridge Golf Course

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Date: 21 March 2018



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CABINET

28 MARCH 2018

CLOSURE OF DEANGATE RIDGE GOLF COURSE

Portfolio Holder:	Councillor Howard Doe, Deputy Leader and Portfolio Holder for Housing and Community Services
Report from:	Richard Hicks, Director Regeneration, Culture, Environment and Transformation and Deputy Chief Executive
Author:	Tomasz Kozlowski, Assistant Director, Physical and Cultural Regeneration

Summary

This report advises the Cabinet of the outcome of consideration of a call-in and related petitions by the Regeneration, Culture and Environment Overview and Scrutiny Committee on 12 March 2018, in relation to Cabinet decisions (23/2018 and 24/2018) to approve the closure of Deangate Ridge Golf Course and associated golf facilities on the basis of ongoing substantial financial loss, which is unsustainable, on 31 March 2018 and to instruct officers to begin detailed planning for consultation and development of a new sports centre for the Hoo Peninsula.

The Regeneration, Culture and Environment Overview and Scrutiny Committee has referred both decisions back to Cabinet for reconsideration as set out below.

A Special Cabinet meeting has been arranged to consider this matter before the start of the new financial year.

1. Budget and Policy Framework

- 1.1 The rules relating to call-in are set out in section 15 of Part 5, Chapter 4 of the Constitution.
- 1.2 On this occasion, the Regeneration, Culture and Environment Overview and Scrutiny Committee has agreed to refer both decisions back to Cabinet for reconsideration, in accordance with paragraph 15.6 of Part 5, Chapter 4 of the Constitution.
- 1.3 This report has been included on the Forward Plan in accordance with Section 10 (General Exception) of the Local Authorities (Executive

Arrangements) (Meetings and Access to Information) (England) Regulations 2012. This report has been circulated separately to the main agenda. Therefore, the Cabinet is asked to accept this report as urgent to enable consideration of the matter before the start of the new financial year (the next scheduled Cabinet meeting is due to take place on 10 April 2018).

2. Background

- 2.1 The Cabinet considered a report entitled Deangate Ridge on 6 February 2018 and made the following decisions:

Decision number: **Decision:**

23/2018 **The Cabinet approved the closure of Deangate Ridge Golf Course and associated golf facilities on the basis of ongoing substantial financial loss, which is unsustainable, on 31 March 2018.**

24/2018 **The Cabinet instructed officers to begin detailed planning for consultation and development of a new sports centre for the Hoo Peninsula.**

Note: In accordance with Council Rule 12.6, Councillor Filmer requested that his vote against decisions 23/2018 and 24/2018 be recorded in the record of decisions.

Reasons:

Currently, there is a need for an annual Council subsidy to operate the facility against a backdrop of a decline in the number of golf participants. On this basis, it is not possible to project a time when the centre will be self-sustaining.

It is the Council's intention to provide a modern sports centre for the Hoo Peninsula, which reflects the needs of present and future residents.

- 2.2 The above decisions were subsequently called in by six Members of the Council and referred to the Regeneration, Culture and Environment Overview and Scrutiny Committee for consideration. The reasons for the call in were as follows.

“Although we are not principally opposed to the decision for the council to declare Deangate Ridge surplus we have concerns around two key areas:

1. The total lack of consultation prior to making the decision, both as regards the issue generally but also some of the detailed specifics such as the placing of loved ones ashes and memorial plaques & benches.

2. The financial justification for making the decision has serious consequences for all of Medway Council's remaining Leisure facilities and creates uncertainty for staff and service users. This demands further scrutiny."

- 2.3 At the same time a petition was received containing 3725 valid signatures, entitled Save Deangate Ridge “, set out in the following terms:

‘Medway Council propose to close the Deangate Ridge Golf Club in Hoo. They state that the club is running at a loss – average £200k per annum in the past 5 years. Whilst no one can suggest that the Council should be funding the Club at a loss, they have not demonstrated to local people that a fair attempt at trying to increase revenue has been undertaken. They have not opened up the club for other uses nor has there been any advertising campaigns to increase membership of numbers. They have not run well advertised golf days and competitions, not opened their doors for public events like fund days or considered other business models such as doubling up as a wedding venue. A cynic would wonder whether the Council has almost let it run into the ground to make the site viable for sale and redevelopment. This petition asks the Medway Cabinet to consider new business models to increase income or to tender the management of the Club to a private provider prior to a decision of closing the club as part of a viability assessment.’

- 2.4 Two letters were also sent to the Leader and Cabinet on behalf of the petitioners on 4 and 12 February 2018. A full response to the petition was sent to the petitioners prior to RCE Overview and Scrutiny Committee (see **Appendix C of Annex 1**).
- 2.5 Under the Council's Petition scheme the Director of Regeneration, Culture, Environment and Transformation and Deputy Chief Executive's provided a response to the Lead petitioner, which is set out in **Appendix C of Annex 1**. The Petitioners then asked for the petition to be referred for consideration by the Regeneration, Culture and Environment Overview and Scrutiny Committee under the Petition Scheme.
- 2.6 A special meeting of the Regeneration, Culture and Environment Overview and Scrutiny Committee was held on 12 March 2018. A report was included in the Agenda which provided details of the call in and the petition together with a copy of the Council's response to a number of requests for information on the matter under the Freedom of Information Act. Copies of the report and the addendum report are set out in full at **Annexes 1 and 2** respectively.
- 2.7 The minutes of the Committee's consideration of the call-in is set out in **Annex 3** to this report. At the meeting the Committee heard representations from six people on behalf of the petitioners and Councillor Filmer in his capacity as the ward member for Peninsula

ward. The petitioners' statements which were read out at the Committee meeting are attached at **Annex 4** for Cabinet Members' information.

2.8 The Committee agreed the following:

- a) that in the light of the additional information seen by the Committee, decision 23/2018 be referred back to Cabinet for further consideration.
- b) that decision 24/2018 also be referred back to Cabinet on the basis that implementation of this decision should be delayed pending the Cabinet's reconsideration of decision 23/2018.
- c) to note that the Cabinet report on decision 23/2018 will include the concerns raised by the petitioners

3. Key issues – advice and analysis

3.1 The Cabinet has been asked by the Regeneration, Culture and Environment Overview and Scrutiny Committee to reconsider the decisions 23/2018 and 24/2018.

3.2 The Cabinet is required to reconsider those decisions and to reach a final decision which may then be implemented. In reaching its decision, the Cabinet has been asked by the Overview and Scrutiny Committee to take into account the concerns raised by the petitioners.

3.3 A copy of the agenda and supplementary agenda for the Regeneration, Culture and Environment Overview and Scrutiny Committee are attached as Appendices to this report together with the full text of the statements made to the Committee by each petitioner. To assist the Cabinet, a summary of the key issues discussed by the Regeneration, Culture and Environment Overview and Scrutiny Committee is set out below, including the main points raised by the petitioners:

3.4 Lack of consultation with service users, the wider community and Golf England ahead of the decision being taken

3.4.1 One reason cited for the call- in of Cabinet decisions 23/2018 and 24/2018 was the lack of any public consultation ahead of these decisions being made both generally and in relation to some specifics such as the placing of loved ones ashes and memorial plaques and benches. The petitioners also raised a concern about the lack of consultation with the public and Golf England with reference to this representing a breach of the commitments given in the Code of Corporate Governance within the Council's Constitution and Best Value Statutory guidance

3.4.2 **Officer response:** As set out in the response to petitioners and further stated at the RCE Overview and Scrutiny Committee, the Chief Legal

Officer (and Monitoring Officer) has advised that there is no statutory legal duty to consult on the proposed closure of Deangate Ridge Golf Course, that no legitimate expectation of consultation can have existed, since the Council did not promise to consult.

- 3.4.3 He further advised that there is no established practice that all Cabinet decisions about the closure of facilities will involve consultation. The closure of the library in Bryant Road Strood and its subsequent renovation into the Medway Archives Centre is cited as a previous example whereby Cabinet action on service closure was undertaken without prior public consultation being undertaken.
- 3.4.4 The Cabinet decision to no longer operate a council golf course at Deangate Ridge with effect from 31 March does not preclude options for future golf provision being presented by interested parties, as part of the Local Plan consultation process.

3.5 Risk of closure of other Leisure facilities at short notice

- 3.5.1 One of the reasons for the call-in of these decisions was that the financial justification for making the decision to close the golf course has serious consequences for all of Medway Council's remaining Leisure facilities and creates uncertainty for staff and service users.
- 3.5.2 **Officer response:** There is an ongoing Council subsidy averaging more than £220,000 per annum for one sport at Deangate Ridge, compared with the subsidised provision across a diverse range of sports and physical activity in Medway Council sport centres.
- 3.5.3 At its meeting on 6th February, Cabinet asked officers to commence detailed planning for a modern new sports centre for the Peninsula. Comparison between recently developed multi-sport centres at Medway Park (£11m) and Strood Sports Centre (£2m) demonstrate the increased usage of multi-sport centres.
- 3.5.4 At its meeting on 6th February, Cabinet asked officers to commence detailed planning for a modern new sports centre for the Peninsula.
- 3.5.5 A modern multi-sports centre delivers significantly increased opportunities for residents of all ages, abilities and genders to engage in sport and physical activity when compared with a sports facility delivering one sport. This increased engagement provides a wider scope for healthy physical activity, supporting the Medway Council Plan priority to encourage healthy and active communities.
- 3.5.6 This correlates directly with the Sport England strategy 2016-2021 Towards An Active Nation which states: "When making major investments we will prioritise multi-sport facilities, recognising this will make it easier for families to play in the same place, ensure year round use and offer the best value for money to the public purse."

- 3.5.7 This also reflects the Government position in its document – Sporting Future: A New Strategy for an Active Nation. This states: “The impact of fantastic new sports facilities that can only be used for a single sport is likely to be less than one that can cater to a wider range of people who want to play different sports. New sporting infrastructure needs to accommodate the maximum possible number of sports so that people have the broadest choice of how to be active.”
- 3.5.8 Comparison between recently developed multi-sport centres at Medway Park and Strood Sports Centre demonstrate the increased usage of multi-sport centres.
- 3.5.9 As of March 1st, 2018 the membership numbers for each centre were as follows:
- Deangate Ridge – 212
 - Medway Park – 5,226
 - Strood Sports Centre – 2,174
- 3.5.10 Football for each sports centre in 2017 was circa
- Deangate Ridge – 144,500
 - Medway Park – 772,200
 - Strood Sports Centre – 336,300
- 3.5.11 In the budget setting for 2018/19 £50,000 for feasibility studies to be carried out on future sports centre provision for the Peninsula and the east of Medway was approved.
- 3.5.12 Based on the current figures at Medway Park and Strood it is anticipated new sub-regional sports centre provision for the Peninsula and east of Medway will increase both memberships and footfall in these areas, thereby increasing the range of sporting and physical activity options available to Medway residents and through this commercial usage reducing the subsidy required from the council.
- 3.5.13 Further multi-sport centres attract significant usage by customers aged 60+. Based on membership figures as of March 18th, 2018 the number of members aged 60+ across Medway Council sporting facilities was as follows:
- Deangate Ridge – 64
 - Medway Park – 331
 - Hoo Sports Centre – 79
 - Splashes – 106
 - Strood Sports Centre – 238.

3.6 Whether the decision to close the golf course should have been referred to full Council as it was outside the Council's Policy Framework or contrary to or not wholly in accordance with the Council's budget

3.6.1 Officer response: The comments of the Monitoring Officer and the comments of the Chief Finance Officer are set out as follows:

3.6.2 Comments of the Monitoring Officer

3.6.3 The Council's priorities are:

- Medway: A place to be proud of
- Maximising regeneration and economic growth
- Supporting Medway's people to realise their potential

3.6.4 To meet the above three priorities, the Council has identified a number of ways of working, which includes giving value for money.

3.6.5 The executive decision to close Deangate Ridge golf course is an operational matter and is consistent with the Council Plan (policy framework) with regards to giving value for money.

3.6.6 The Council Plan outcomes includes 'Healthy and active communities' and includes a programme to improve everyone's health and reducing inequalities. The proposal to begin detailed planning for the development of a new sports centre on the Hoo Peninsula to meet the modern needs of residents provides an opportunity to widen the type of sporting facilities on offer to be attractive to a wider group of individuals.

3.6.7 The decision of the Cabinet to close Deangate Ridge golf course is therefore considered to be wholly in accordance with the policy framework.

3.6.8 Comments of the Chief Finance Officer

3.6.9 The Council's 2017/18 budget approved by the Council on 23 February 2017 includes a subsidy of £43,000 in respect of Deangate Ridge golf course, with the overall 2017/18 net expenditure budget for Sport Leisure, Tourism and Heritage set at £1.554m.

3.6.10 The Council has subsidised Deangate Ridge golf course, accepting that the service operated at a net annual cost to the council for the past seven completed financial years as shown in the Cabinet report. In addition to this agreed level of subsidy the golf course has operated at a cost in excess of this agreed subsidy level for 2015/16, 2016/17 and is projected to do so for 2017/18.

3.6.11 The decision of the Cabinet to close Deangate Ridge golf course is therefore considered to be wholly in accordance with the budget.

3.7 A decision on Deangate Ridge Golf course being taken ahead of public consultation on the draft Local Plan for Medway

3.7.1 Petitioners felt that the timing of the decision to close the golf course had removed scope for effective and meaningful consultation under the Local Plan process where the public should be able to engage in the development of a vision and framework for the area which should include an opportunity for the public to express a view about retention of the golf course as an important community asset.

3.7.2 **Officer response:** Medway Council has a legal obligation to produce a balanced budget. The ongoing financial instability of Deangate Ridge with no realistic expectation of this position improving in the foreseeable future necessitated the need for a Cabinet decision.

3.7.3 The Cabinet decision is that the Council will no longer operate a golf course at Deangate Ridge. It makes no recommendation on the future use of the land on which the golf course currently operates.

3.7.4 Creating a clear Council position prior to public consultation on the draft Local Plan enables full and frank discussion about the future use. It does not preclude any future use of the land, including future operation of a golf course on the land by parties other than the Council.

3.7.5 Any option can be put forward for use of the land within the Local Plan public consultation. Once consultation is completed, all options will be considered before a preferred option is brought forward, as part of forthcoming stages of the Local Plan.

3.8 Financial justification for the decision to close the golf course

3.8.1 Concern was expressed that the financial information presented to the Cabinet as the basis of the recommendation for closure was weak and not compliant with CIPFA or HMRC guidelines. The petitioners suggested the Cabinet should have been provided with a more detailed breakdown of the revenue and capital costs and income streams associated with Deangate Ridge, comparative information for other Leisure facilities and a financial evaluation of a range of other options for the future running of the golf course. It was argued that social impact should also have been factored into the considerations put before the Cabinet in terms of the health and wellbeing of senior citizens

3.8.2 **Officer response:** The financial information provided in the Cabinet report listed both income and expenditure for Deangate Ridge for each financial year from 2010/11. The figures had central charges (costs levied by the Council to cover charges like Human Resources, Legal and other internal services) removed in order to provide Members with direct costs for the operation of the golf course.

- 3.8.3 Deangate Ridge does contain non-golf sports facilities, including previously having an on-site gym. However, in recent years both the income and expenditure on non-golf related activity is negligible. In 2016/17 the income generated from non-golf sports activities was £1,016 and in 2017/18 to date it has been £4,000. Similarly in expenditure terms the annual sum spent by Norse on grounds maintenance of non-golf sports activities is circa £7,000 per annum.
- 3.8.4 Following the Cabinet report, a Freedom of Information request asked for financial information for the past ten years. This is attached at **Annex 5**.
- 3.8.5 To provide a comparison with newly developed Medway Council multi-sports centres, below is the annual council subsidy with central charges removed. While central charges are normally included as part of the figures their removal is to provide like-for-like information to Members.
- 3.8.6 2016/17 financial comparison
- Deangate Ridge: £206,321 subsidy
 - Medway Park: £60,194 contribution
 - Strood Sports Centre: £169,755 subsidy (includes £77,000 capital borrowing repayment)
- 3.8.7 The financial comparison figures demonstrate that it is more cost effective for the Council to operate modern multi-sport centres, such as Medway Park, which also attracts greater membership numbers and higher footfall, as set out previously in the report. This accords with the Cabinet recommendation to begin detailed planning for a new modern sub-regional sports centre for the Hoo Peninsula, as well as the feasibility study on a new sports centre for the east of Medway.
- 3.8.8 As previously stated in the report, modern multi-sport centres also offer greater opportunities for senior citizens to enjoy a diverse range of sport and physical activity, as well as attracting greater interest across genders.
- 3.9 **Request for delay in implementation of the Cabinet decision to allow time for a business case and alternative options to be produced**
- 3.9.1 The Committee received representations that the Cabinet had failed to undertake a comprehensive options appraisal and consider associated business cases, which is a generally accepted principle of decision – making. Reference was made to non-compliance with CIPFA and HMRC guidelines and the Council’s Code of Corporate Governance in this regard.
- 3.9.2 The petitioners stated they did not expect the Council to continue to subsidise the golf course in the current financial climate, but requested a delay in closure to enable a range of options to be considered including:

- Other business models such as multiple uses, improved marketing, events, golf competitions, partnerships with other sports enterprises
- Outsourcing to an external partner
- Development as a mixed use sports and social environment by the Council or an external provider
- Designation as a Country Park or similar
- Use of legislation enabling registration as an asset of community value and/or the transfer of the service to the community.

3.9.3 **Officer response:** The sport and leisure department within the Sport Leisure, Tourism and Heritage service is tasked by Members to provide sport and physical activity for the benefit of the community. Within this remit it is asked to perform as a commercial organisation, wherever possible, while recognising it also has a social responsibility, which Members recognise through the annual operating subsidy provided.

3.9.4 The information provided to Cabinet in the report of 6th February and reiterated in this report demonstrates the ongoing financial instability of operating Deangate Ridge golf course. Increasing budget constraints across the council have focused attention and raised questions about the viability of the Council continuing to subsidise one sporting activity. Further the development and subsequent operation of Medway Park have demonstrated both greater financial viability and greater customer footfall of well-developed modern multi-sport centres.

3.9.5 Options raised for consideration by petitioners to the RCE Overview and Scrutiny Committee included:

3.9.6 **Other business models, such as multiple uses, improved marketing, events, golf competitions, partnerships with other sports enterprises**

3.9.7 **Officer response:** There has been significant marketing in previous years of activities, examples of which are attached in **Appendix C of Annex 1**. The report to RCE Overview and Scrutiny Committee also stated that additional golf competitions had been tried in line with suggestions from England Golf, Footgolf had been introduced to try to broaden the appeal, other sports activities – Deangate Meangate tough-mudder, archery tag, cross-country – events have been held, and links to running and cycling clubs have been developed. However, these have made no tangible improvement to the financial position

3.9.8 **Outsourcing to an external partner**

3.9.9 **Officer response:** It is highly likely an external provider will expect the Council to subsidise (most likely via a management fee) the level of loss currently being incurred by the Council from operating Deangate Ridge. Thus, while over the course of a long-term lease it may be

possible to gradually reduce the subsidy it will not resolve the budgetary pressure facing the Council for the foreseeable future.

3.9.10 Development as a mixed use sports and social environment by the Council or an external provider

3.9.11 Officer response: The remit of the sport and leisure department is to provide sport and physical activity provision. Attempts to develop non-sporting activity would not meet that remit and would detract from legitimate sporting development. It is also recognised that the Deangate Ridge golf clubhouse only has one function/social area. Thus, renting this out on a regular basis for non-sporting social engagements would mean golf customers would not be able to use it. This would be a particular problem on weekends when social functions are most likely to be held and when the golf course is at its busiest.

3.9.12 Designation as a Country Park or similar

3.9.13 Officer response: Transforming the golf course into a country park is an option that can be raised through the Local Plan public consultation. A feasibility study would not consider non-sporting uses.

3.9.14 Use of legislation enabling registration as an asset of community value and/or the transfer of the service to the community

3.9.15 Officer response: S81 of the Localism Act 2011 enables a relevant body including voluntary or community bodies to express an interest in assisting in providing a council service provided by the authority in the exercise of any of its functions, subject to time limits. However, this is unlikely to apply in the circumstances as the running of a golf course is not a statutory function of a local authority. S87 of the Localism Act 2011 requires local authorities to maintain a list of assets of community value which have been nominated by the local community, when listed assets come up for sale or change of ownership the Act gives community groups the time to develop a bid and raise the money to bid to buy the asset when it comes on the open market. The asset will be removed from the list after a period of 5 years. Should a nomination be received, the local authority would have to decide whether the asset meets the definition of land of community value.

3.10 Transparency and access to information

3.10.1 Concerns were expressed that the Cabinet had breached the law on access to information and publicity in connection with executive decisions.

3.10.2 Officer response: The Council is required to produce a balanced budget each year. This can require the Cabinet to make decisions, which require action outside the standard 28-day timetable. The pressure on the leisure budget and the projections of a worsening position, as the financial year progressed, necessitated Cabinet action.

- 3.10.3 The relevant law on public access to meetings and information relating to decisions of local authority executives is contained in The Local Authorities (Executive Arrangements) (Meeting and Access to Information) (England) Regulations 2012.
- 3.10.4 The decision to close Deangate Ridge golf course was a key decision as defined in The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. Regulation 9 requires a notice to be published of the intention to make a key decision 28 clear days before the decision is made. In Medway this notice is provided in the Forward Plan of Cabinet key decisions which is published on the Council's website and in hard copy at Chatham Community hub 28 clear days ahead of each meeting of the Cabinet.
- 3.10.5 Regulation 10 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 makes a general exception where the publication of the intention to make a key decision under Regulation 9 is impracticable in which case the decision can be made as long as the Chairman of the relevant Overview and Scrutiny Committee has been informed by notice in writing of the matter about which the decision is to be made and the notice has been made available for public inspection and published five clear days before the decision is taken. A notice of the reason why compliance with regulation 9 was impracticable also has to be made available for inspection and published on the website. These requirements were met. The reason given for not providing 28 clear days' notice of the intention to make the decision to close Deangate Ridge golf course was because the proposals regarding the future of the golf course had not been finalised at the time for the publication of the Forward Plan 28 clear days ahead of the Cabinet meeting scheduled for 6 February 2018. This was as a consequence of the budget setting process timetable given that Cabinet recommended the final budget proposals on 6 February 2018 to Full Council for final consideration and approval on 22 February 2018.
- 3.10.6 Regulation 7 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 makes provision for access to the agenda and connected reports for public meetings of the Leader and Cabinet. A copy of the agenda and every report for a meeting must be made available for inspection by the public and on the Council's website at least five clear days before the meeting. This requirement was fully met in relation to the report on the future of Deangate Ridge golf course.

4. Chief Legal Officer's Comments

- 4.1 This report advises the Cabinet of the outcome of discussion at the Regeneration, Culture and Environment Overview and Scrutiny Committee as a consequence of the call-in of Cabinet decisions 23/2018 and 24/2018. Section 9F of the Local Government Act 2000 requires a local authority's executive arrangements to provide for Overview and Scrutiny Committees to have the power to review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are the responsibility of the Executive (i.e. Leader and Cabinet). This includes the power to review or scrutinise a decision made but not implemented (known as the call-in procedure) and to recommend that the decision be reconsidered by the person who made it (in this case the Leader and Cabinet) or to arrange for scrutiny of the decision to be exercised by full Council. The decision(s) subject to call-in cannot be implemented until the conclusion of this process.
- 4.2 The options available to the Regeneration, Culture and Environment Overview and Scrutiny Committee on 12 March 2018 in relation to this matter were either to consider the matter and accept the Cabinet decision, to ask the Leader and Cabinet to reconsider the decision or to refer the matter to full Council for scrutiny and a decision on whether to refer the issue back to the Leader and Cabinet (subject to guidance in the Constitution on the circumstances in which this may be an appropriate course of action). The Constitution is clear that a decision can only be called in once.
- 4.3 On 12 March 2018 the Regeneration, Culture and Environment Overview and Scrutiny Committee decided to request the Leader and Cabinet to reconsider decisions 23/2018 and 24/2018 as set out in paragraph 2.4.1. The Cabinet is required to reconsider those decisions and to adopt a final decision which may then be implemented. The options open to the Cabinet at this point are to confirm and implement decisions 23/2018 and 24/2018 taken on 6 February 2018 or to decide on an alternative course of action having considered the comments from the Regeneration, Culture and Environment Overview and Scrutiny Committee.

5. Risk Management

5.1 Cabinet Members were advised of the following risk management issues in the Cabinet report on 6 February 2018:

Risk	Description	Action to avoid or mitigate risk	Risk rating
Staffing	Medway Council will no longer require staff to work at Deangate Ridge	There are vacancies within the Sport Leisure, Tourism and Heritage service, which enable the Council to offer redeployment to staff affected, subject to each individual's suitability for the roles available.	A3
Norse	The number of grounds maintenance staff employed by Norse will be affected by the closure of the course and any subsequent plans for the land	Along with any budgetary implications for the Council associated with the reduced SLA, the reduced requirement from Norse will need to form part of an ongoing discussion.	B3
Golf customers	Golfers will no longer be able to play at Deangate Ridge	There are a number of golf courses in Medway and surrounding areas, which will offer alternative playing options for affected customers.	A3
Site security	A vacant site may attract anti-social behaviour	Discussions are ongoing with Council colleagues to identify the most appropriate method for securing the site pending a decision about its future	A2

6. Financial and legal implications

- 6.1 Cabinet Members were advised of the following financial and legal implications in the Cabinet report on 6 February 2018:
- 6.1.1 Based on the 17/18 budget, the following saving of £78,829 is projected to be achieved if the facility were to close.
- 6.1.2 However, Members are asked to consider that, while the saving based on budget is as above this is forecast on an income target which is not being achieved. Even allowing for what has been a relatively good summer for golf income compared to the past couple of years and there is additional income from return of the catering function to Medway Council the actual shortfall for the current financial year is estimated to be circa £130,000.
- 6.1.3 This saving is net of the maintenance cost of £7,000 after closure (based on Norse figure). Projected seasonal maintenance is estimated at £25-£30,000 per annum, plus additional costs for security provision to safeguard the site and also future demolition costs for the buildings.
- 6.1.4 There is an additional income target of £136,000 to meet the £1m, 3 years savings target, agreed at the budget-setting round for in 2015, which will no longer be deliverable if the facility were to close. This would need to be reconsidered during the 18/19 budget setting process.
- 6.1.5 Any decision to close a facility such as Deangate is likely to generate a degree of public interest and raise the possibility of challenge, however given the financial position it is clearly something that the Council can consider. Additionally there may be claims made around the redeployment of staff, but provided the consultation and other steps are carried out these should not represent a significant risk.
- 6.1.6 There is no contractual requirement in the membership terms and conditions to provide golf club customers with a set period notice of closure.
- 6.1.7 A percentage of golf club members pay annually in advance and have expiry dates later than 31 March 2018. They would thus be entitled to a proportionate refund. The total sum of refunds is estimated at less than £2,000.
- 6.2 Cabinet members are advised that in reaching a decision on this matter you should consider the presentations made and the views expressed at the Regeneration, Culture and Environment Overview and Scrutiny Committee (set out in this report and the attached appendices) and balance the wider community interests.

- 6.3 In reaching their decision, Cabinet Members and officers must act reasonably taking into account all relevant considerations and ignoring irrelevant ones. There is a need to ensure that when making decisions the result is not one which is irrational in the Wednesbury sense (i.e. one which no reasonable local authority could have made).
- 6.4 The Council must have regard to its public sector equality duties when making decisions. This includes the requirement to undertake a Diversity Impact Assessment in relation to all significant changes to policies, procedures or practice, and to pay 'due regard' to the need to eliminate discrimination and promote equality with regards to race, age, disability and gender. A Diversity Impact Assessment is attached within **Appendix A (Cabinet report dated 6 February 2018) of Annex 1.**
- 6.5 Where the Council has a statutory discretion, rather than a duty, proposals should not put the Council in a position so that the discretion may not be exercised at all, even where there may be compelling reasons for exercising the discretion in a particular case.
- 6.6 Members need to balance the wider community interests against the benefit of financial savings that could be met by closing Deangate Ridge Golf Course. If having taken into account all relevant (and disregarding all irrelevant) considerations, Members are satisfied that it is reasonable to make the decision to close Deangate Ridge golf course, then they may properly and reasonably decide to do so.

7. Recommendations

- 7.1 The Regeneration, Culture and Environment Overview and Scrutiny Committee has asked the Cabinet to further consider decision no. 23/2018 in light of the additional information seen by the Committee.
- 7.2 The Regeneration, Culture and Environment Overview and Scrutiny Committee has asked the Cabinet to reconsider decision 24/2018 on the basis that implementation of this decision should be delayed pending the Cabinet's reconsideration of decision 23/2018.

8. Suggested Reasons for Decision

- 8.1 The Cabinet is required to respond to the recommendations from the Regeneration, Culture and Environment Overview and Scrutiny Committee.

Lead officer contact

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Background papers

Report to 6 February 2018 Cabinet meeting – Deangate Ridge

<https://democracy.medway.gov.uk/ieListDocuments.aspx?CId=115&MId=3702>

Appendices

Appendix	Contents
Annex 1	Covering Report to Regeneration, Culture and Environment Overview and Scrutiny Committee 12 March 2018
Annex 1 – Appendix A	Cabinet Report – 6 February 2018 including a Diversity Impact Assessment
Annex 1 – Appendix B	Letters to Cabinet dated 4 and 12 February 2018 (from Joanne Shorter on behalf of petitioners)
Annex 1 – Appendix C	Director's response to petition (including Marketing Plan)
Annex 2	Covering Addendum Report to Regeneration, Culture and Environment Overview and Scrutiny Committee 12 March 2018
Annex 2 – Appendix D	Freedom of Information requests and consolidated response
Annex 2 – Appendix E	Petitioner's written request for the petition to be referred to the Regeneration, Culture and Environment Overview and Scrutiny Committee
Annex 3	Minutes of Regeneration, Culture and Environment Overview and Scrutiny Committee 12 March 2018
Annex 4	Petitioners' statements read out at the meeting of the Regeneration, Culture

	and Environment Overview and Scrutiny Committee held on 12 March 2018
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REGENERATION, CULTURE AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

12 MARCH 2018

CALL-IN AND PETITION REFERRAL: CLOSURE OF DEANGATE RIDGE GOLF COURSE

Report from: Richard Hicks, Director of Regeneration, Culture, Environment and Transformation and Deputy Chief Executive

Author: Tomasz Kozlowski, Assistant Director Physical and Cultural regeneration
Ellen Wright, Democratic Services Officer

Summary

This report advises the Committee of a notice of call-in received from six Members of the Council of Cabinet decisions 23 and 24/2018 to:

- | | |
|---------|---|
| 23/2018 | Close Deangate Ridge Golf Course and associated golf facilities on the basis of ongoing substantial financial loss, which is unsustainable, on 31 March 2018. |
| 24/2018 | Instruct officers to begin detailed planning for consultation and development of a new sports centre for the Hoo Peninsula. |

The Committee must consider the Cabinet decision(s) and decide either to take no further action, to refer the decision(s) back to Cabinet for reconsideration or to refer the matter to full Council.

The Committee is also advised that petitions have been received concerning the closure of the Golf Course. The petitioners have asked for the matter to be considered by this Committee under the Council's Petition Scheme at the same time as the call-in.

1. Budget and Policy Framework

- 1.1 In accordance with Chapter 4, part 5, paragraph 15.3 of the Constitution with regard to decisions, Cabinet decisions 23 & 24/2018 have been called-in to this Committee.

2. Background

- 2.1 The Cabinet considered this matter on 6 February 2018 and the discussion and decisions are set out below. A copy of the Cabinet report is set out at Appendix A.

Cabinet – 6 February 2018

This report provided details of a proposal to close Deangate Ridge golf course on the basis of ongoing financial instability. The report also set out a proposal to begin detailed planning for the development of a new sports centre on the Hoo Peninsula to meet the modern needs of residents.

The report gave details of the annual total net budget costs for operating Deangate Ridge golf course in the past seven completed financial years and concluded that given the income generated at Deangate Ridge golf course currently compared to the running costs of the course and the national decline in golf participation, it was not possible to project a scenario where the annual net cost situation for the Council would improve materially.

The report stated that the Bowls Club would be unaffected by the proposal to close the golf course and would continue to operate from its current location. The remainder of the sports facilities at Deangate Ridge would also remain open.

A Diversity Impact Assessment had been carried out on this proposal and was set out in Appendix 1 to the report.

Councillor Filmer made representations on behalf of local residents and requested that the consideration of the matter be deferred to enable consultation with the local community.

<i>Decision number:</i>	<i>Decision:</i>
--------------------------------	-------------------------

23/2018	The Cabinet approved the closure of Deangate Ridge Golf Course and associated golf facilities on the basis of ongoing substantial financial loss, which is unsustainable, on 31 March 2018.
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24/2018	The Cabinet instructed officers to begin detailed planning for consultation and development of a new sports centre for the Hoo Peninsula.
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Note: In accordance with Council Rule 12.6, Councillor Filmer requested that his vote against decisions 23/2018 and 24/2018 be recorded in the record of decisions.

Reasons:

Currently, there is a need for an annual Council subsidy to operate the facility against a backdrop of a decline in the number of golf participants. On this basis, it is not possible to project a time when the centre will be self-sustaining.

It is the Council's intention to provide a modern sports centre for the Hoo Peninsula, which reflects the needs of present and future residents.

3. Call-in

- 3.1 The above decisions were subsequently called in by six Members of the Council. The reasons for the call in are as follows:

Although we are not principally opposed to the decision for the council to declare Deangate Ridge surplus we have concerns around two key areas:

1. The total lack of consultation prior to making the decision, both as regards the issue generally but also some of the detailed specifics such as the placing of loved ones ashes and memorial plaques & benches.

2. The financial justification for making the decision has serious consequences for all of Medway Council's remaining Leisure facilities and creates uncertainty for staff and service users. This demands further scrutiny.

4. Petitions

- 4.1 The Committee is also advised that a number of petitions have been received objecting to the closure of the Golf Club.

- 4.2 The basis of the paper petition is as follows:

'Medway Council propose to close the Deangate Ridge Golf Club in Hoo. They state that the club is running at a loss – average £200k per annum in the past 5 years. Whilst no one can suggest that the Council should be funding the Club at a loss, they have not demonstrated to local people that a fair attempt at trying to increase revenue has been undertaken. They have not opened up the club for other uses nor has there been any advertising campaigns to increase membership of numbers. They have not run well advertised golf days and competitions, not opened their doors for public events like fund days or considered other business models such as doubling up as a wedding venue. A cynic would wonder whether the Council has almost let it run into the ground to make the site viable for sale and redevelopment. This petition asks the Medway Cabinet to consider new business models to increase income or to tender the management of the Club to a private provider prior to a decision of closing the club as part of a viability assessment.'

- 4.3 In addition, letters dated 4 and 12 February 2018 were sent to Cabinet and Ward Councillors and a copies of these are attached at Appendix B.
- 4.4 The number of signatures on the petition can be broken down as follows:

Type of petition	Date received	Total signatures
Signatures on the paper petition	9 February 2018	1215
E-petitioners with valid signature and postal addresses provided	16 February 2018	426
2 nd paper petition	16 February 2018	2084
	TOTAL	3725*
* May be duplicates in paper and e-petition		

- 4.5 A large number of Freedom of Information requests have also been received and officers are in the process of preparing a consolidated response. This will be circulated as soon as possible.

5. Director's Response to the call-in

- 5.1 For ease of reference, the Director has responded to each reason for call in individually.

1. The total lack of consultation prior to making the decision, both as regards the issue generally but also some of the detailed specifics such as the placing of loved ones ashes and memorial plaques & benches.

- 5.1.1 Medway Council has a statutory duty to provide a balanced budget.

As stated in the Cabinet report of 6 February 2018, the provision of leisure services is an executive function. Therefore, a decision to reconfigure service provision is a matter for Cabinet, in accordance with the council's budget and policy framework.

Having assessed the financial performance of Deangate Ridge golf course over a number of years and taking account of participation levels and historical trends the Cabinet has taken the executive decision that the Council will no longer provide a golf course as part of its leisure provision.

There was no legal duty to consult on the proposed closure of Deangate Ridge Golf Course. No legitimate expectation of consultation can have existed since the Council did not promise to consult and there is no established practice that all Cabinet Decisions about the closure of facilities will involve consultation.

On the basis of no statutory requirement and no legitimate expectation no consultation was undertaken on the proposal to close the golf course.

In making its decision, Cabinet has stated full consultation on the future of both the land at Deangate Ridge and wider sporting provision for the community of the Hoo Peninsula will be undertaken, through the Local Plan process.

This will provide all interested parties with the opportunity to state how they wish to see the land used in future. The extensive consultation this process provides ensures all aspects can be considered by Members prior to any decisions on the future of Deangate Ridge being taken.

The proposed closure of the golf course is not directly impacting on bereaved relatives at this stage as the Council is still enabling people to access the open space as of right and that any proposals that would impact on that will be the subject of consultation with affected individuals. Discussions have already been held between golf club members, centre management and families to ensure full consideration and sensitivity is given to this matter at all times.

2. The financial justification for making the decision has serious consequences for all of Medway Council's remaining Leisure facilities and creates uncertainty for staff and service users. This demands further scrutiny."

5.1.2 The suggestion of serious consequences for other leisure facilities from the proposed closure of Deangate Ridge Golf Course is not accepted.

While recognising that any change can cause uncertainty, Medway Council has a proven track record in supporting and developing leisure provision.

As recent as the Budget Council meeting on 22 February 2018, the Leader of the Council announced £50,000 for a feasibility study for the provision of new, modern leisure facilities for the Peninsula and East of Medway.

In recent years Medway Council has demonstrated significant capital investment in leisure facilities, including the £11m creation of a regional centre of sporting excellence at Medway Park, and a £2m refurbishment of Strood Sports Centre.

At its meeting on 6 February 2018, Cabinet instructed officers to begin detailed planning for a new sports complex for the Hoo Peninsula to meet the modern needs of residents. Details of this will be developed through public consultation to ensure the community has full engagement in developing the centre.

For the east of Medway, a Member working group has been established to consider future sports centre provision for the community

in this area. As this work develops there will be opportunities for public engagement to ensure current and future service users are consulted.

Staff affected by the proposed closure of Deangate Ridge have been kept fully informed at each stage and assured that potential alternative opportunities exist within the sport leisure, tourism and heritage service and the Council.

6. Director's response to the petition

- 6.1 The Director's response to the petition together with related issues raised in the letters sent on behalf of the petitioners to Cabinet on 4 and 12 February 2018 is set out in Appendix C to this report.

7. Advice from Monitoring Officer and Chief Finance Officer on budget and policy framework

- 7.1 The Monitoring Officer and the Chief Finance Officer have both further reviewed the Cabinet report and are satisfied that the decisions taken by Cabinet are not contrary to the budget and policy framework.

8. Comments of the Monitoring Officer

- 8.1 The Council's priorities are:

- Medway: A place to be proud of
- Maximising regeneration and economic growth
- Supporting Medway's people to realise their potential

To meet the above three priorities, the Council has identified a number of ways of working, which includes giving value for money.

The executive decision to close Deangate Ridge Golf Course is an operational matter and is consistent with the Council Plan (policy framework) with regards to giving value for money.

- 8.2 The Council Plan outcomes includes 'Healthy and active communities' and includes a programme to improve everyone's health and reducing inequalities. The proposal to begin detailed planning for the development of a new sports centre on the Hoo Peninsula to meet the modern needs of residents provides an opportunity to widen the type of sporting facilities on offer to be attractive to a wider group of individuals.
- 8.3 The decision of the Cabinet to close Deangate Ridge Golf Course can therefore, be considered to be wholly in accordance with the policy framework.

9. Comments of the Chief Finance Officer

- 9.1 The Council's 2017/18 budget approved by the Council on 23 February 2017 includes a subsidy of £43,000 in respect of Deangate Ridge Golf Course, with the overall 2017/18 net expenditure budget for Sports, Leisure, Tourism and Heritage set at £1.554m.
- 9.2 The Council has subsidised Deangate Ridge Golf Course, accepting that the service operated at a net annual cost to the council for the past seven completed financial years as shown in the Cabinet report. In addition to this agreed level of subsidy, the Golf Course has operated at a cost in excess of this agreed budgeted subsidy level for 2015/16, 2016/17 and is projected to do so for 2017/18.

The decision of the Cabinet to close Deangate Ridge Golf Course can, therefore, be considered to be wholly in accordance with the budget.

10. Options

- 10.1 The options open to this Committee in dealing with these call ins are to:
- a) to consider the matter and accept the Cabinet decisions, or;
 - b) ask Cabinet to reconsider its decisions if Members have concerns about them (setting out in writing the nature of any concerns), or;
 - c) refer the matter to full Council for consideration.
- 10.2 In accordance with rule 15.8 of the Constitution, to avoid the possibility of very many emergency Council meetings, Overview and Scrutiny Committees should normally only use the power to refer a matter to the full Council if it considers either:
- a) that the decision is contrary to the policy framework (i.e. those policies and plans listed in Article 4.1 of Chapter 2 of the Constitution) or contrary or not wholly in accordance with the budget;
 - b) where a request for call-in is signed by six or more members representing at least two political groups.
- 10.3 If the Committee considers the Cabinet decision is, or would be, contrary to the policy framework or not wholly in accordance with the Council's budget, then it must first ask for advice from the Monitoring Officer and/or Chief Finance Officer. If the officer advice is that the decision taken by Cabinet is within the policy framework or budget, and this is accepted by the Committee, then a referral to full Council, on the grounds that the decision is contrary to the budget or policy framework, would not be possible. As mentioned in paragraph 7 above, the Monitoring Officer and the Chief Finance Officer have confirmed that

the decisions taken by Cabinet set out in paragraph 2.1 above are not contrary to the Council's budget or policy framework.

10.4 The Committee may refer the call-in to full Council if:

- the officer advice confirms the view of the Committee that the Cabinet decision was outside the budget or policy framework, or
- the officer advice does not confirm the view of the Committee but Members do not accept the officer advice.

10.5 In the event of a referral to full Council for reasons relating to the budget or policy framework, Cabinet will then meet to consider the views of the Monitoring Officer and/or Chief Finance Officer, together with the views of the Overview and Scrutiny Committee. Having considered these views, Cabinet will decide what action to take and prepare a report for Council.

10.6 When the Council meets following a referral on the grounds that an Overview and Scrutiny Committee considers that a Cabinet decision is contrary to the policy framework or contrary or not wholly in accordance with the budget, it can decide:

- a) that the Cabinet decision falls within the existing budget and policy framework, in which case no further action is required, or;
- b) to amend the Council's budget or relevant policy framework document to encompass the decision, in which case the Cabinet decision takes effect immediately and no further action is required, or;
- c) to accept that the decision is outside the policy framework or budget, in which case Cabinet must reconsider the matter taking into account the views of full Council and take a decision which is in accordance with the advice of the monitoring officer/chief finance officer and which complies with the budget and policy framework.

10.7 When the Council meets following a referral on other grounds then it can decide:

- a) to accept the Cabinet decisions and therefore take no further action or;
- b) refer the decisions back to Cabinet for reconsideration, setting out the reasons for the referral back.

11. Risk Management

11.1 Risk management is addressed in section 5 of the Cabinet report attached at Appendix A.

12. Financial and legal implications

- 12.1 The financial and legal implications in relation to the Cabinet decisions are set out at section 7 of the Cabinet report attached at Appendix A.
- 12.2 In accordance with Chapter 4, part 5, paragraph 15.3 of the constitution, six members of the Council may call in a decision for scrutiny by the relevant Overview and Scrutiny Committee. Call-ins must be dealt with in accordance with Rule 15 of the Overview and Scrutiny Rules and Rule 7 of the Budget and Policy Framework Rules.
- 12.3 The legal position on consultation can be summarised as follows:

The duty to consult may be imposed by statute or may arise because the parties to be consulted have a legitimate expectation of consultation, which results either from a promise or from an established practice of consultation. What kind and amount of consultation is required in a particular case must depend on the circumstances. As stated elsewhere in the report, there was no legal duty to consult on the proposed closure of Deangate Ridge Golf Course

13. Recommendations

- 13.1 The Committee is asked to consider the called-in Cabinet decisions 23 and 24/2018 and decide either to:
- a) accept the Cabinet decisions and therefore take no further action or;
 - b) refer the decisions back to Cabinet for reconsideration, setting out the reasons for the referral back or;
 - c) refer the decisions to full Council for consideration having taken into account the advice set out in paragraph 10.2 – 10.4 of this report.
- 13.2 The Committee is asked to consider the petition referred to the Committee under the petition scheme and decide what if any action to take.

Lead officer contacts:

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Background papers

As set out in the Cabinet report at Appendix A.

Appendices

Appendix A - Cabinet Report – 6 February 2018

Appendix B – Letters to Cabinet dated 4 and 12 February 2018

Appendix C – Director's response to petition

Appendix D – Freedom of Information requests and consolidated response –
To follow



CABINET

6 FEBRUARY 2018

DEANGATE RIDGE

Portfolio Holder:	Councillor Howard Doe, Deputy Leader and Portfolio Holder for Housing and Community Services
Report from:	Richard Hicks, Director Regeneration, Culture, Environment and Transformation and Deputy Chief Executive
Author:	Tomasz Kozlowski, Assistant Director Physical and Cultural Regeneration

Summary

The report sets out a proposal to close Deangate Ridge golf course on the basis of ongoing financial instability.

The report also sets out a proposal to begin detailed planning for the development of a new sports centre on the Hoo Peninsula, which meets the modern needs of residents.

1. Budget and Policy Framework

- 1.1 The provision of leisure services is an executive function, therefore, a decision to reconfigure service provision is a matter for Cabinet, in accordance with the budget and policy framework.
- 1.2 The proposal to close Deangate Ridge Golf Course is consistent with the Council Plan (policy framework) with regards to giving value for money.

2. Background

- 2.1 Deangate Ridge has been a Council-owned golf course for more than 40 years. It is operated in-house by the Sport Leisure, Tourism and Heritage service with all grounds maintenance/course preparation undertaken by Medway Norse.
- 2.2 In addition to the main golf course there is a Par3 course, a driving range, football pitches, tennis courts and an athletics track. The total area is in excess of 180 acres.

- 2.3 Although there is multi-sport provision it is of limited standard with small customer usage. The overwhelming majority of income is derived from the golf course.
- 2.4 Over the past years there has been a national decline in numbers playing golf and the frequency with which golfers play. This is reflected in municipal courses, golf club memberships and Sport England annual participation surveys.
- 2.5 There is an annual net cost to the Council for operating Deangate Ridge. The following are the annual actual total net budget costs for operating Deangate in the past seven completed financial years.

Year	Income (£)	Expenditure (Norse) (£)	Total (£)
2010/11	353,996	512,060 (0)	-158,064
2011/12	381,056	530,678 (0)	-149,622
2012/13	319,300	633,111 (0)	-313,811
2013/14	373,931	638,762 (160,049)	-264,831
2014/15	435,199	631,804 (192,059)	-196,605
2015/16	376,964	653,728 (192,059)	-276,764
2016/17	341,191	544,251 (192,059)	-202,841

- 2.6 While the dry weather of spring and early summer has seen an improvement in income projections for the current financial year, the level of income is still considerably below budget levels.
- 2.7 Given income generated at Deangate currently compared to the running costs of the course and the national decline in golf participation, it is not possible to project a scenario where the annual net cost situation for the Council will improve materially.
- 2.8 A requirement of Medway's ongoing working relationship with Sport England is that an independently-compiled Sports Facilities Strategy needs to be in place. Medway's is currently at draft final report stage.
- 2.9 As part of the strategy the consultants were asked to consider what will be appropriate sports facilities for the peninsula in future years, taking into account Local Plan proposals for the area.
- 2.9.1 The Consultants' report states "Due to falling participation rates in golf, owners and operators finding it increasingly difficult to sustain the operation in the face of falling membership numbers and revenues. There is no evidence of need for increased golf provision in the area. Indeed, the Council should consider the long term sustainability of the golf facilities it operates, in particular Deangate Ridge Golf Course, which operates at a revenue deficit and provides for a relatively small number of members (282). There is a range of alternative affordable provision within and outside the area, with seven courses within a 20 minute drive from Deangate Ridge Golf Course. Many of these offer golf on a pay and play basis, for non-members, at comparable prices to those of Deangate Ridge Golf Course".

3. Options

- 3.1 The future use of the site will need to be considered in line with the emerging Local Plan.
- 3.2 The Council recognises the need for a larger, more modern sports centre on the Hoo Peninsula, which will address the modern needs of residents and reflect the growing population in this area in future years.
- 3.3 Due to physical constraints, a new centre will not be possible on the site of the current centre in Main Road, Hoo, so it will be necessary to identify a new, suitable place as part of the Local Plan development and consultation.
- 3.4 The Bowls Club will be unaffected by the proposal to close the golf course and will continue to operate from its current location.

4. Advice and analysis

- 4.1 Analysis of the annual trading position of Deangate Ridge over past years, together with the decline in the number of golf participants nationally do not indicate a position where the facility will be financially sustainable without substantial ongoing subsidy from the Council.
- 4.2 Given the increasing demands on the Council's annual budget, it is considered a prudent time to consider alternative options which will not require ongoing subsidy by the Council.
- 4.3 At the same time, it is considered an opportune time for Members to consider the need for a new sports centre, which more accurately reflects the needs of residents. As such, officers have started initial work on proposals for a new sports centre, taking into account the needs analysis identified within the recently commissioned Sports Facilities Strategy. Once initial proposals have been developed officers are planning to undertake public consultation to ensure residents' needs are fully considered, the outcome of which will be reported back to Cabinet
- 4.4 Therefore, taking into account the financial situation of the golf facility at Deangate Ridge, and the opportunity to consider a new sports facility, it is recommended that the golf course and associated golf facilities are closed on 31 March 2018. A Diversity Impact Assessment has been carried out on this proposal and is set out in Appendix 1 to the report. The remainder of the sports facilities at Deangate Ridge will remain open.

5. Risk management

- 5.1 Risk management is an integral part of good governance. The Council has a responsibility to identify and manage threats and risks to achieve its strategic objectives and enhance the value of services it provides to the community.

Risk	Description	Action to avoid or mitigate risk	Risk rating
Staffing	Medway Council will no longer require staff to work at Deangate Ridge	There are vacancies within the Sport Leisure, Tourism and Heritage service, which enable the Council to offer redeployment to staff affected, subject to each individual's suitability for the roles available.	A3
Norse	The number of grounds maintenance staff employed by Norse will be affected by the closure of the course and any subsequent plans for the land	Along with any budgetary implications for the Council associated with the reduced SLA, the reduced requirement from Norse will need to form part of an ongoing discussion.	B3
Golf customers	Golfers will no longer be able to play at Deangate Ridge	There are a number of golf courses in Medway and surrounding areas, which will offer alternative playing options for affected customers.	A3
Site security	A vacant site may attract anti-social behaviour	Discussions are ongoing with Council colleagues to identify the most appropriate method for securing the site pending a decision about its future	A2

6. Consultation

- 6.1 Public consultation will form part of the needs analysis and planning for the proposed new sports centre on the Hoo Peninsula. It is envisaged this will take place at the same time as Local Plan consultation is undertaken.
- 6.2 Working with colleagues in HR, officers will undertake formal consultation with all Council staff affected should Members decide to close the golf course. As outlined in the risk management report above there are vacancies within the Sport Leisure, Tourism and Heritage service to enable the Council to offer redeployment to staff affected, subject to each individual's suitability for the roles available.

7. Financial and legal implications

- 7.1 Based on the 17/18 budget, the following saving of £78,829 is projected to be achieved if the facility were to close.
- 7.2 However, Members are asked to consider that, while the saving based on budget is as above this is forecast on an income target which is not being achieved. Even allowing for what has been a relatively good summer for golf income compared to the past couple of years and there is additional income from return of the catering function to Medway Council the actual shortfall for the current financial year is estimated to be circa £130,000.
- 7.3 This saving is net of the maintenance cost of £7,000 after closure (based on Norse figure). Projected seasonal maintenance is estimated at £25-£30,000 per annum, plus additional costs for security provision to safeguard the site and also future demolition costs for the buildings.
- 7.4 There is an additional income target of £136,000 to meet the £1m, 3 years savings target, agreed at the budget-setting round for in 2015, which will no longer be deliverable if the facility were to close. This would need to be reconsidered during the 18/19 budget setting process.
- 7.5 Any decision to close a facility such as Deangate is likely to generate a degree of public interest and raise the possibility of challenge, however given the financial position it is clearly something that the Council can consider. Additionally there may be claims made around the redeployment of staff, but provided the consultation and other steps are carried out these should not represent a significant risk.
- 7.6 There is no contractual requirement in the membership terms and conditions to provide golf club customers with a set period notice of closure.
- 7.7 A percentage of golf club members pay annually in advance and have expiry dates later than 31 March 2018. They would thus be entitled to a proportionate refund. The total sum of refunds is estimated at less than £2,000.

8. Recommendations

- 8.1 Cabinet is asked to approve the closure of Deangate Ridge Golf Course and associated golf facilities on the basis of ongoing substantial financial loss, which is unsustainable, on 31 March 2018.
- 8.2 Cabinet is asked to instruct officers to begin detailed planning for consultation and development of a new sports centre for the Hoo Peninsula.

9. Suggested reasons for decisions

- 9.1 Currently, there is a need for an annual Council subsidy to operate the facility against a backdrop of a decline in the number of golf participants. On this basis, it is not possible to project a time when the centre will be self-sustaining.
- 9.2 It is the Council's intention to provide a modern sports centre for the Hoo Peninsula, which reflects the needs of present and future residents.

Lead officer contact

Bob Dimond, Head of Sport Leisure, Tourism and Heritage, Gun Wharf, 01634 338238 bob.dimond@medway.gov.uk

Appendices

Appendix 1 – Diversity Impact Assessment

Background papers

None

TITLE Name / description of the issue being assessed	Closure of the golf course at Deangate Ridge and the provision of a new sports centre for the Hoo Peninsula																						
DATE Date the DIA is completed	29 January 2018																						
LEAD OFFICER Name, title and dept of person responsible for carrying out the DIA.	Bob Dimond, Head of Sport Leisure, Tourism and Heritage																						
1 Summary description of the proposed change <ul style="list-style-type: none"> What is the change to policy / service / new project that is being proposed? How does it compare with the current situation? <p>The proposal is to close the golf course at Deangate Ridge and associated facilities on 31 March 2018, on the basis of ongoing financial instability. It is also proposed that the Council begins detailed planning for a new sports centre serving the Hoo Peninsula, which better reflects the modern requirements of residents</p>																							
2 Summary of evidence used to support this assessment <ul style="list-style-type: none"> Eg: Feedback from consultation, performance information, service user records etc. Eg: Comparison of service user profile with Medway Community Profile <p>Financial performance information, membership information, national participation statistical trends, sports facilities strategy (draft)</p>																							
3 What is the likely impact of the proposed change? Is it likely to : <ul style="list-style-type: none"> Adversely impact on one or more of the protected characteristic groups? Advance equality of opportunity for one or more of the protected characteristic groups? Foster good relations between people who share a protected characteristic and those who don't? <p style="text-align: right;">(insert ✓ in one or more boxes)</p> <table border="1"> <thead> <tr> <th>Protected characteristic groups (Equality Act 2010)</th> <th>Adverse impact</th> <th>Advance equality</th> <th>Foster good relations</th> </tr> </thead> <tbody> <tr> <td>Age</td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> <td></td> </tr> <tr> <td>Disability</td> <td></td> <td style="text-align: center;">✓</td> <td></td> </tr> <tr> <td>Gender reassignment</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Marriage/civil partnership</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				Protected characteristic groups (Equality Act 2010)	Adverse impact	Advance equality	Foster good relations	Age	✓	✓		Disability		✓		Gender reassignment				Marriage/civil partnership			
Protected characteristic groups (Equality Act 2010)	Adverse impact	Advance equality	Foster good relations																				
Age	✓	✓																					
Disability		✓																					
Gender reassignment																							
Marriage/civil partnership																							

Pregnancy/maternity			
Race			
Religion/belief			
Sex		✓	
Sexual orientation			
Other (eg low income groups)			

4 Summary of the likely impacts

- Who will be affected?
- How will they be affected?

Current golf membership analysis demonstrates a high ratio of older males, compared to other age groups. They will lose the opportunity to play golf on a council-run course

5 What actions can be taken to mitigate likely adverse impacts, improve equality of opportunity or foster good relations?

- What alternative ways can the Council provide the service?
- Are there alternative providers?
- Can demand for services be managed differently?

The Council does not operate any alternative full-size golf courses. However, there are a number of alternative providers within a 20-minute travel radius, as identified through the sports facilities strategy (draft) undertaken by independent consultants in partnership with Sport England.

Golf predominantly attracts male participation, and membership analysis demonstrates a higher proportion of older members compared to those under 25.

The range of activities a new sports centre will be able to offer will attract higher overall numbers of participants, with a higher ratio of women and wider age group participating, compared to golf courses.

Golf is not a sport which is accessible for a number of people with disabilities. A new sports centre will provide greater opportunities for those with disabilities to undertake appropriate sport and physical activity.

The Council offers extensive sport and physical activity opportunities for older people within its sports centres, including free swimming and discounted memberships.

6 Action plan

- Actions to mitigate adverse impact, improve equality of opportunity or foster good relations and/or obtain new evidence

Action	Lead	Deadline or review date
Undertake public consultation on the priorities for inclusion in a new sports centre	Bob Dimond	May 2018

7 Recommendation

The recommendation by the lead officer should be stated below. This may be:

- to proceed with the change, implementing the Action Plan if appropriate
- consider alternatives
- gather further evidence

If the recommendation is to proceed with the change and there are no actions that can be taken to mitigate likely adverse impact, it is important to state why.

To implement the closure of Deangate Ridge golf course and associated facilities, on 31 March, 2018.

To undertake detailed consultation and planning for the development of a new sports centre for the Hoo Peninsula.

8 Authorisation

The authorising officer is consenting that:

- the recommendation can be implemented
- sufficient evidence has been obtained and appropriate mitigation is planned
- the Action Plan will be incorporated into the relevant Service Plan and monitored

Assistant Director

Date

Contact your Performance and Intelligence hub for advice on completing this assessment

RCC:	phone 2443	email: annamarie.lawrence@medway.gov.uk
C&A (Children's Social Care):	contact your usual P&I contact	
C&A (all other areas):	phone 4013	email: jackie.brown@medway.gov.uk
BSD:	phone 2472/1490	email: corppi@medway.gov.uk
PH:	phone 2636	email: david.whiting@medway.gov.uk

Address provided in email as this letter will be circulated to all signatories of Petition.

4th February 2018

Dear Members of the Cabinet

Potential Closure of Deangate Ridge Golf Club – Request to postpone discussions and decision making proposed for Cabinet Meeting 6th February 2018

Breach of Medway Council Constitution, breach of HMRC Business development Guidelines, breach of CIPFA Good Governance, breach of Cabinet Code of Corporate Governance

Medway Council have published on various forums and on the Agenda for the Medway Cabinet Meeting to be held 6th February 2018 that they will be making a decision with regards to the potential closure of Deangate Ridge Golf Club, Hoo.

The Agenda and supplementary report (Cabinet Report – Deangate Ridge – Agenda Item 10) which will form the basis for these discussions have been reviewed by members of the public. The report recommends approval for the closure of Deangate Ridge Golf Club on 31st March 2018 and for funding to carry out investigations into constructing a new sports facility elsewhere in Medway.

This letter requests that this decision be delayed until the Officers of the council have produced a compliant Business Case reviewing ALL options available for the future of the Golf Club.

An online petition to 'Save Deangate Ridge' has been signed over 2000 times by the public since Thursday 1st February 2018. The number of signatories continues to rise and final figures will be emailed to all members of the Cabinet the morning of the Cabinet meeting.

The petition can be found at <http://chn.ge/2EoF8Vs>

Aside from the loss of public amenities, impact on the wildlife and birds in the locality and lack of infrastructure to support redevelopment of the Deangate Ridge site (which are all of major concern), initially the rushed nature of this recommendation, lack of consultation and weak supporting evidence of the ONLY options reviewed and identified by the Officers of the Council are of major concern for the public.

It is the responsibility of the Medway Council Officers to develop a Business Case to weigh up the costs and benefits of ALL viable options available. The Public do not feel that a comprehensive analysis of options relating to the future of Deangate Ridge Golf Club has been undertaken. As per the supplementary report produced by an officer of the Council, the Cabinet of Medway Council will be meeting to consider just two options:

- 1) Golf Club remains open but runs at a loss to the public purse
- 2) Golf Club closes and is sold on for development.

The Treasury Guidelines clearly state that a Business Case provides the opportunity to undertake a comprehensive analysis of a preferred option. This does not mean that this preferred option should be reviewed in isolation prior to exploring all other viable options. Under the 'Five Case Model', as a minimum Medway Council have a responsibility to the public to carry out a full assessment of ALL options prior to excluding them from their Long List, Short List and thereby selecting their preferred option. The signatories of the 'Save Deangate' petition do not feel that Medway Council have demonstrated or provided evidence of considering any other delivery models nor have they been appropriately consulted as key stakeholders, therefore it can only be assumed that the Cabinet are unwittingly meeting to make a decision based on evidence and reporting that does not meet the *HMRC Guidelines* for Business Case Development processes nor has *Medway Code of Corporate Governance* been adhered to. May I draw your attention to Item 1.2 of the *Medway Council Code of Corporate Governance*:

1.2 Chartered Institute of Public Finance (CIPFA) International Framework: Good Governance in the Public Sector States that:

"To deliver good Governance in the public sector both governing bodies and individuals working for Public Sector entities must try to achieve their entities objectives while acting in the public interest at all times".

May I also quote *Core Principle B: B1 Openness as evidence of a failure to carry out due diligence and lack of adherence to Corporate Governance*:

- *Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of these decisions are clear.*
- *Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action.*

Item *Core Principle B3: Engaging with Individual Citizens and Service Users effectively* clearly outlines the requirements in its entirety for engagement of Key Stakeholders.

Part 4 of Leader and Cabinet Rules – 2.3 Consultation also clearly states that *"all reports to the Cabinet from any member of the Cabinet or an employee on proposals relating to the budget and policy framework, must contain details of the nature and extent of consultation with stakeholders and relevant overview and scrutiny committees, and the outcome of that consultation"*. As the public are one of the 'Key Stakeholders', the lack of consultation and engagement is a clear breach of the Councils *Code of Corporate Governance* and the *Councils Constitution for Leader and Cabinet Rules*.

The Deangate Ridge report that has been presented to the Cabinet by the Council Officers is biased and non compliant as it does not explore any other options nor provide supporting evidence as to why no other alternatives would or could be considered. To only have these options, one of which shows a £200k loss to the Council purse but without any other

exploration presents as though there is in fact only one possible outcome, closure of Deangate, which in all probability is not the case.

Core Principle D – D1: Determining Interventions of the Code of Corporate Governance states:

- *Ensuring decision makers receive objective and rigorous analysis of a variety of options including how intended outcomes would be achieved and associated risks therefore ensuring best value is achieved however services are delivered.*
- *Considering feedback from citizens and service users when making decisions about service improvements or where service are no longer required in order to prioritise competing demands with limited resources available et al.*

The Agenda report DOES NOT provide objective information nor has a rigorous analysis been demonstrated. Citizens have not been part of the decision making process as the wider community have not been consulted.

The signatories of the petition request that the decision be Postponed and as a minimum the following options are analysed and reviewed in order to allow for the final decision by the Cabinet to be unbiased based on compliant Governance and the best outcome for all involved:

- 1) Golf Club remains open but runs at a loss to the public purse – NOT VIABLE
- 2) Golf Club closes and is sold on for development – OFFICER'S CURRENT PREFERRED OPTION
- 3) Golf Club remains open but other business models are considered (ie multiple uses for the venue, increased advertising, golf competitions, fun days, partnerships with other sports enterprises etc)
- 4) Golf Club remains open under the management of an external partner.
- 5) Golf Club is redeveloped as a mixed use sports and social environment by Medway Council
- 6) Golf Club is redeveloped as a mixed use sports and social environment by an external provider.
- 7) Golf Club becomes a Country park or similar
- 8) Any other options.

In conclusion we the signatories of the 'Save Deangate Ridge Golf Club' respectfully request that the Agenda Item is postponed allowing a suitable time frame for all other options to be considered to ensure Medway Councils compliance to the *HMRC Business Development Guidelines (5 Case Model)*, *CIPFA compliance*, *Medway Council's Constitution and Medway Councils Code of Corporate Governance* to ensure an unbiased outcome/ decision and that the public are appropriately consulted prior to a future Cabinet meeting to agree an outcome for the Golf Club.

Incidentally, the 'add on' to the Agenda Report for the funding of a feasibility into a new sports Facility in Medway should be reviewed in isolation to the Deangate Ridge decision. This may or may not be successful therefore the funding for this review should not nor must not be reliant on the closure of Deangate Ridge.

Yours Sincerely

Joanne Shorter on behalf of all signatories.

MSc, PgDip, BA Hons

CC – All Cabinet Members.

CC – All Petition Signatories.

Address provided in email as this letter will be circulated to all signatories of Petition.

12th February 2018

Dear Members of the Medway Cabinet

Cabinet Decision to Close Deangate Ridge Golf Club – request to postpone closure until complaint Business Case has been produced, assessed and considered by Cabinet

On the 4th February 2018 I wrote to you requesting that the Cabinet postpone their decision relating to Agenda Item 10 due to breaches of **Medway Council Constitution, breach of HMRC Business development Guidelines, breach of CIPFA Good Governance, breach of Cabinet Code of Corporate Governance.** Further breaches of the public's right to information under the Local Government Act 1972 have since been identified among others

To be clear, at no point in the content of my original letter did I suggest or make reference to plans and future uses of the Deangate Ridge Golf Club site.

Having reviewed the Agenda Item 10 report which was published on various forums I informed you that the report which was to form the basis of the Cabinet's decision was NOT COMPLIANT nor had due process and due diligence been carried out. I simply asked that the decision be delayed until Officers of the Council had produced a compliant report or business case reviewing and analysing all of the available options. I intimated and hoped that you had been unaware of the non-compliance of the report as you had relied in good faith on the professional advice of an officer of the Council.

Sadly, my letter and the evidenced grounds for my concerns has been ignored. I have received a generic response from Cllr Alan Jarrett which in no way responds to the content of my letter.

An online petition to 'Save Deangate Ridge' has been signed over 3000 times by the public and has now been handed (Friday 9th February) to the Head of Democratic Services. The number of signatories continues to rise and final figures will hand delivered to the Council Offices on Friday 16th February 2018.

IN SIGNING THIS PETITION THE PUBLIC HAVE NOT QUERIED THE FUTURE USE OF THE SITE – THE PUBLIC WISH FOR GOVERNANCE DUE PROCESS AND DUE DILIGENCE TO BE CARRIED OUT IN ORDER FOR THE CABINET TO MAKE THE RIGHT DECISION FOR THE FUTURE OF DEANGATE RIDGE GOLF CLUB.

As stated very clearly in my previous letter, it is the responsibility of the Medway Council Officers to develop a Business Case to weigh up the costs and benefits of ALL viable options available. The Public do not feel that a comprehensive analysis of options relating to the future of Deangate Ridge Golf Club has been undertaken. As per the Agenda Item 10 report produced by an officer of the Council, the Cabinet of Medway Council met to consider just two options:

- 1) Golf Club remains open but runs at a loss to the public purse
- 2) Golf Club closes and is sold on for development.

The Treasury Guidelines (which are part of your own Constitution therefore you have agreed to adhere to these guidelines in a mandatory capacity) clearly state that a Business Case provides the opportunity to undertake a comprehensive analysis of a preferred option. This does not mean that this preferred option should be reviewed in isolation prior to exploring all other viable options. Under the 'Five Case Model', as a minimum Medway Council have a responsibility to the public to carry out a full assessment of ALL options prior to excluding them from their Long List, Short List and thereby selecting their preferred option.

The signatories of the 'Save Deangate' petition do not feel that Medway Council have demonstrated or provided evidence of considering any other delivery models nor have they been appropriately consulted as key stakeholders, therefore it can only be assumed that the Cabinet met to make a decision based on evidence and reporting that did not meet the *HMRC Guidelines* for Business Case Development processes nor has *Medway Code of Corporate Governance* been adhered to.

I very clearly brought this to the Cabinet's attention in my letter dated 4th February 2018, therefore to ignore my advice without any form of investigation means that the Cabinet met and in full knowledge of the potential issues completely disregarded adherence to their own Code of Corporate Governance and Constitution.

May I again draw your attention to Item 1.2 of the *Medway Council Code of Corporate Governance*:

1.2 *Chartered Institute of Public Finance (CIPFA) International Framework: Good Governance in the Public Sector States that:*

"To deliver good Governance in the public sector both governing bodies and individuals working for Public Sector entities must try to achieve their entities objectives while acting in the public interest at all times".

May I also again quote *Core Principle B: B1 Openness as evidence of a failure to carry out due diligence and lack of adherence to Corporate Governance*:

- *Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of these decisions are clear.*
- *Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action.*

Item Core Principle B3: *Engaging with Individual Citizens and Service Users effectively* clearly outlines the requirements in its entirety for engagement of Key Stakeholders. Medway Council HAVE NOT on any occasion consulted with the public with regards to Deangate Ridge.

Part 4 of Leader and Cabinet Rules – 2.3 Consultation also clearly states that “all reports to the Cabinet from any member of the Cabinet or an employee on proposals relating to the budget and policy framework, must contain details of the nature and extent of consultation with stakeholders and relevant overview and scrutiny committees, and the outcome of that consultation”. As the public are one of the ‘Key Stakeholders’, the lack of consultation and engagement is a clear breach of the Councils *Code of Corporate Governance* and the *Councils Constitution for Leader and Cabinet Rules*.

The Deangate Ridge report was presented to the Cabinet by the Council Officers was biased and non compliant as it does not explore any other options nor provide supporting evidence as to why no other alternatives would or could be considered. Having reviewed the scrutiny committee minutes on the Medway Website (as in accordance with various laws including the Housing Act), there is no record of ANY FURTHER SUPPORTING INFORMATION that demonstrates an analytical approach to this decision. To only present these options, one of which showed a £200k loss to the Council purse but without any other financial analysis of what may have lead to these losses means that the report presented as though there was in fact only one possible outcome, closure of Deangate, which in all probability is not the case.

Core Principle D – D1: Determining Interventions of the *Code of Corporate Governance* states:

- *Ensuring decision makers receive objective and rigorous analysis of a variety of options including how intended outcomes would be achieved and associated risks therefore ensuring best value is achieved however services are delivered.*
- *Considering feedback from citizens and service users when making decisions about service improvements or where service are no longer required in order to prioritise competing demands with limited resources available et al.*

The Agenda report DOES NOT provide objective information nor has a rigorous analysis been demonstrated. Citizens have not been part of the decision making process as the wider community have not been consulted.

Aside from the various breaches outlined with this and my previous letter I would like to draw your attention to the Legal case of *R (Joicey) v Northumberland CC 35. R (Joicey) v Northumberland CC [2014] EWHC 3657*. This case concerned the effect of breaches of requirements to publish information in advance of meetings at which decisions are made, and the effect of such breaches.

As stated, I wrote to you on 4th February outlining a raft of information that was missing from the Agenda Item 10 Report. Information and analysis of which the public were entitled to see as part of your decision making process **prior** to the Cabinet making a decision.

The aforementioned case concerned a planning application for a wind turbine. Noise was a key issue in the application, and the local authority had commissioned a noise report.

Sections 100A-E of the Local Government Act 1972 provide for rights to access to local authority meetings. Section 100B provides for access to agendas and reports. Section 100D provides for access to background papers. All such documents must be “open to inspection by members of the public at the offices of the council” at least five clear days before the meeting. In this case the noise report, a key background paper within section 100D of the 1972 Act, was not available for inspection for the required five clear days before the meeting. One of the people opposing the planning application became aware of the existence of a noise report. He requested to see a copy of the report before the meeting. He also attended the Council offices to inspect the files, but did not find any noise report there.

I personally requested in my letter (on behalf of 3000 petition signatories) exposure of all documentation that lead to the short listed options presented in Agenda Item 10 and in the event that the Medway Council did not have this information, requested a postponement of their decision until such a time that this information was available – as someone who has produced many Business Cases for public funded developments and ‘change’ projects, I requested nothing more than the minimum requirements that would be expected. At no time was any information other than the Agenda Item 10 report issued for public viewing by Medway Council. We the public can only assume that this was the ONLY document presented to garner a Cabinet decision.

In the case example, Mr Joicey attended the Council committee meeting and complained about the fact that it had appeared only the day before – we the signatories gave the Cabinet 2 clear days notification of the breaches yet this was at no time discussed as part of the Cabinet Committee decision discussions during the meeting. Mr Joicey later brought judicial review proceedings, raising the non-availability of the noise report as one of his grounds. The Court held that there had been a number of breaches of the public’s right to information under the Local Government Act 1972. Further, the fact that the report was not available on the Council’s website also constituted a breach of its undertakings in its Statement of Community Involvement, prepared pursuant to its obligations under section 18 of the Planning and Compulsory Purchase Act 2004. The planning permission was quashed.

Whilst our complaint is not a planning issue, the breaches and their impact bare many similarities. I am certain (and whilst I am not a lawyer), I can bring many other examples of Legal Precedents in relation to the Deangate Ridge Agenda Item 10 breaches. Incidentally I am also certain that should a postponement of closure not be given now and a full Business Case produced, that a Judicial Review is very likely to side with us the signatories of the Save Deangate Ridge Petition.

May I also draw your attention to the Local Government Transparency Code 2014 (“the Code”) which deals with the publication by local authorities of information relating to the discharge of their functions. The Code was issued pursuant to section 2 of the Local Government, Planning and Land Act 1980. The stated purposes of the Code are to “place more power into citizens’ hands to increase democratic accountability and make it easier for local people to contribute to the local decision making process” (Code para 1). The Code’s starting position is stark: “all data held and managed by local authorities should be made available to local people unless there are specific sensitivities” (Code para 3). Part 2 of the Code then lists types of information and publication cycles. All expenditure over £500 and procurement information, are to be published quarterly: Code paras 21-22. Various types of information relating to local authority land holdings, parking, senior salaries and a variety of

other organisational information, are to be published annually: see Part 2.2 of the Code. Details of waste contracts need only be published once: para 44. Part 3 of the Code goes into more detail on the minimum data that should be published under each category. These provisions are expressed as “recommendations”. It seems astonishing that the financial reporting in the Agenda Item 10 Report was nothing more than a very basic profit and loss summary when over the previous 5 years a number of Major Capital Works were undertaken at the Deangate Ridge site – directly impacting revenue generation. Surely these should have been published as part of the financial assessment and included as part of the financial report to show whether there was a direct correlation? There were also no financial forecast assessment showing future projections based on current usage of the golf club by Pay as you go players, membership fees, club and bar revenue income and the like in a ‘normal climate’ with NO Capital works within the financial year. Nor was there any assessment against other business models.

In addition to these facts the statements made in the report with regards to Golf being in a decline were not substantiated by any form of source referencing and should have only be treated as hearsay without. Golf England very much oppose this statement and evidence can and will be provided.

The signatories of the petition **again** request that the decision to close Deangate be Postponed, public engagement undertaken and as a minimum the following options be analysed and reviewed in order to allow for the final decision by the Cabinet to be unbiased based on compliant Governance and the best outcome for all involved:

- 1) Golf Club remains open but runs at a loss to the public purse – NOT VIABLE
- 2) Golf Club closes and is sold on for development – OFFICER’S CURRENT PREFERRED OPTION
- 3) Golf Club remains open but other business models are considered (ie multiple uses for the venue, increased advertising, golf competitions, fun days, partnerships with other sports enterprises etc)
- 4) Golf Club remains open under the management of an external partner.
- 5) Golf Club is redeveloped as a mixed use sports and social environment by Medway Council
- 6) Golf Club is redeveloped as a mixed use sports and social environment by an external provider.
- 7) Golf Club becomes a Country park or similar
- 8) Any other options.

In conclusion we the signatories of the ‘Save Deangate Ridge Golf Club’ respectfully request that the closure of Deangate Ridge Golf Club is postponed allowing a suitable time frame for all other options to be considered to ensure Medway Councils compliance to the *HMRC Business Development Guidelines (5 Case Model)*, *CIPFA compliance*, *Medway Council’s Constitution and Medway Cabinets Code of Corporate Governance* to ensure an unbiased outcome/ decision and that the public are appropriately consulted prior to a future Cabinet meeting to agree an outcome for the Golf Club.

If the Medway Council choose to move forward without postponement, it sets a terrible precedent and greatly impacts the public’s faith in democracy.

As a matter of courtesy I feel that the concerns outlined in this and my previous letter merit a written response from Medway Council, prior to 31st March 2018 - or perhaps in line with time scales as laid out in your own policies for responding to accusations of breach of Code of Conduct and Constitution.

Yours Sincerely

Joanne Shorter on behalf of all signatories.

MSc, PgDip, BA Hons

CC – All Cabinet Members.

CC – All Petition Signatories.

Please contact: 01634 306000

Your ref:

Our ref:

Date: 01 March 2018



Parish Councillor George Crozer

**Regeneration, Culture, Environment and
Transformation**

Gun Wharf
Dock Road
Chatham
Kent ME4 4TR

Telephone: 01634 306000

www.medway.gov.uk

Dear Cllr Crozer

I am writing in response to the petition received by the Council entitled “Save Deangate Ridge”. The petition asks whether the Council has made a fair attempt to increase revenue and consider alternative business models ahead of the decision taken by the Cabinet on 6 February 2018 to close the golf course. The petition also asks whether the Council has allowed the golf course to be run into the ground to make the site viable for sale and redevelopment.

In addition, I will address other points raised in letters sent on behalf of the signatories to the petition to all Members of the Cabinet on 4th and 12th February 2018.

Decision to close Deangate Ridge golf course

The provision of leisure services is a non-statutory (discretionary) function of Medway Council so there is no requirement for the council to provide this service.

The Leader and Cabinet decide on an annual basis how to apportion the funding available to ensure delivery of a balanced budget in line with its aims and objectives. This is entirely consistent with the annual budget setting process.

In the face of long-running and increasing annual financial deficits in the running of Deangate Ridge golf course, totalling more than £1.5m in the past seven years , together with a national decrease in golf participation over the past decade, the Cabinet has made an executive decision to no longer use Council funding to provide a golf course at Deangate Ridge.

National decline in golf participation

While the petitioners say that Golf England refute the advice provided to the Cabinet that golf is in decline, the attached link sets out a report in Golf Business stating there was an 11% year-on-year drop in the number of golf rounds played in the final quarter

of 2017, meaning last year had the lowest monthly average rounds in the past five years.

<http://www.thegolfbusiness.co.uk/2018/02/shock-11-drop-in-golf-rounds-played-at-end-of-2017/>

In July 2017 BBC Radio 4 presented “In The Rough: Golf’s Uncertain Future.

<http://www.bbc.co.uk/programmes/b08wn9mj>

In that programme, the editor of Golf Business, Alistair Dunsmuir stated: “The industry has been suffering tremendously over the last 20 years or so.

“Between 2008 and 2015 the number of golfers who played once a month in England fell from over 1.5million to 1.1million, a trend that’s been happening since the late 1990s.

“It had a knock-on effect of golf club closures.”

Those closures include nine golf courses in Kent, Surrey and Sussex in the past four years as stated on the golf website - Golf’s Missing Links. The latest to shut was Broke Hill Golf Club in Sevenoaks at the end of 2017.

Efforts to increase revenue

Medway Council has made extensive efforts to increase revenue at Deangate Ridge in recent years

Annual increases in income targets at Deangate Ridge were built into the medium-term financial plan prepared by the chief finance officer on the basis of a three-year plan to increase revenue by improving the golf offer while at the same time diversifying into other sports. Among the activities introduced were:

- Deangate Meangate tough-mudder run
- Tag archery
- Cycling club
- Cross-country
- Footgolf
- Meangate Ultra – all-night run

Unfortunately, income generated from these new activities was insufficient to overturn the annual deficit of running the centre, and any income generated was being largely offset by the additional expenditure being incurred to run the activities. There were also complaints from golfers about the use of the course for events, such as Deangate Meangate, which meant they were unable to use the facilities.

Alongside the proposal to increase revenue a marketing plan was developed by the council’s marketing and communications team. I enclose a summary of the action taken

in this respect. In addition there was ongoing social media activity through Medway Sport twitter , for example.

Business case and consideration of alternative business models

In the petition and a letter sent on behalf of the petitioners to the Leader and Cabinet dated 4th February 2018, concerns are raised that the Cabinet did not give consideration to a full options appraisal when it took the decision to close the golf course and reference is made to Treasury Management Guidelines, HMRC guidelines and the Council's Code of Corporate Governance. A request is made on behalf of the petitioners for consideration to be given to other business models including use of the club for weddings and other events, redevelopment as a mixed use sports and social environment, entering into arrangements with an external provider for management of the golf course or conversion of the site into a country park.

The decision to close the golf course has not been taken lightly and, as set out above and in the enclosure to this letter, this is only after extensive, but unsuccessful efforts have been made to increase revenue at Deangate Ridge golf course over the last three years. In reaching the decision the Cabinet has recognised the need for a larger, more modern sports centre on the Hoo Peninsula, which will address the modern needs of residents and reflect the growing population in this area in future years.

A balance had to be struck between providing substantial ongoing subsidy to the golf course, while alternative business models were explored with no guarantee they would generate the required improvement in revenue streams, and the duty to have regard to the Council's immediate and overriding financial position together with the interests of the wider community. This was against a backdrop of a national decrease in participation in golf over the past decade, low membership levels at Deangate Ridge and the closure of a number of golf courses across the country.

Ongoing development and maintenance of the site

The financial provision made by the Council for development and maintenance of Deangate Ridge Golf Course has not decreased in recent years. Medway Norse has had the same annual funding, as was previously available when maintenance was in-house.

Regular meetings regarding Deangate were held between Norse and the Council's sport leisure, tourism and heritage service to ensure outstanding issues were being addressed and forthcoming matters planned. These meetings continue to be held (the latest meeting was on February 13th)

Improvements have been made to the driving range, and a new Footgolf course has been established, as well as ongoing maintenance to the golf course.

As outlined above, there were increased income targets identified through diversification of the sporting offer, linked to an ongoing marketing plan.

Impact of capital works on income generation

The financial period covered in the Cabinet report included years when capital works improvements were being undertaken and years when they were not, including the past two years when the improved driving range has been fully operational and the new footgolf course has been available.

Despite these works, there has been no material improvement in the financial deficit being incurred through operating Deangate Ridge golf course, as highlighted in the Cabinet report.

Consultation on closure of golf course

There was no legal duty to consult on the proposed closure of Deangate Ridge Golf Course.

No legitimate expectation of consultation can have existed since the Council did not promise to consult and there is no established practice that all Cabinet decisions about the closure of facilities will involve consultation.

The Cabinet decision, to no longer operate a council golf course at Deangate Ridge with effect from 31 March does not preclude options for future golf provision being presented by interested parties, as part of the Local Plan consultation process.

Future development of the site

No decision on the future use of the Deangate Ridge site has been taken at this point. This will be subject to the Local Plan process.

Medway Council recognises and supports the need for community consultation on the future of Deangate Ridge and, in line with the Local Plan's Statement of Community Involvement, there will be a period from March 16th until early May 2018 for full consultation. This will provide all interested parties with the opportunity to put forward proposals. These will then be considered during the Summer before a preferred option is developed.

Transparency and access to Information

In the letter sent to the Cabinet on behalf of petitioners dated 12 February 2018, questions have been raised about the Council's duty to meet legal requirements relating to the publication of reports in advance of meetings.

The Cabinet Agenda , including the report on Deangate Ridge golf course, was published on 29 January 2018 , five clear days in advance of the meeting, in accordance with the relevant legislation; specifically section 7 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 and rules 7 and 21 of the Access to Information Rules in the Council's Constitution (Chapter 4, Part 2). In addition, the item had been included on the

Cabinet's Forward Plan in accordance with the relevant legislation; specifically section 10 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 and rule 16 of the Access to Information Rules in the Council's Constitution (Chapter 4, Part 2).

I hope I have addressed all the key points raised in the petition and the letters sent to the Cabinet dated 4 and 12 February 2018.

Under the Council's Petition Scheme you may now ask for this matter to be reviewed by the Regeneration, Culture and Environment Overview and Scrutiny Committee if you feel that the Council has not dealt with your petition properly. You should do this by giving notice, by email, to the Head of Democratic Services at the postal address above or by email (democratic.services@medway.gov.uk).

You would normally have 10 working days to request a referral to the Committee. However, since receiving your petition, a request to 'call in' the Cabinet decision on the closure of Deangate golf course has been received from six members of the Council and the date and time of the meeting of the Regeneration, Culture and Environment Overview and Scrutiny Committee to consider the call-in is Monday 12 March at 6.30pm. It would be appropriate for any petition referral to be considered at the same meeting. Could I therefore please ask that, should you wish to request a referral to the Overview and Scrutiny Committee, you do so as soon as possible and ideally by email.

Yours sincerely



Tomasz Kozlowski
Assistant Director Physical and Cultural Regeneration

cc. Cllr Craven, Cllr Franklin, Cllr Osborne

Communications and Marketing

Examples of spend and activity for Deangate Ridge

June 2014 Marketing Plan

Objectives

Use generic sports brochure and leisure centre membership offers with the existing identity of Deangate Ridge Golf complex to create a style in which to present offers.

Deploy the portfolio of collateral that has been developing within leisure. Define the items/sites but within the suite of leisure material for a complementary fit.

Promote a new member referral scheme to encourage new members to the club:

- Introduce a new member and receive 1 free month of golf (i.e.1 extra month will be added to the end of your membership)
- Join Deangate Ridge as a member having been introduced by a current member and get your first month free

Campaign activity/materials

PRINT	Referral posters (A1 x 5; A3 x 10; A4 x 20) Referral vinyl banner x 1 Referral barracuda Referral flyers x 1500 Sail flags x 2 Corporate offer poster x A1 x 3; A3 x 20; A4 x 50 Corporate offer A5 flyer x 5000 Deangate Ridge £10 poster x5 Roller Banner Vinyl banner x2 print Posters x222 4pp flyer x 10000
DIGITAL	Email distribution Screen design for Gun Wharf and Chatham Big Screens 50k kmonline impressions over Aug Flyer distribution via Mailchimp Google Ads in July and Aug
MEDIA	April 2014 – Medway Festival of Sport’s 80 days of action-packed activity. Details of Medway Golf Open included. June 2014 – Medway Open golf tournament
CHANNELS	Medway Matters ad Aug/Sept Issue 53

PRESS ADVERTS	KM ad space1, 4,6 Aug

June 2015 Marketing Plan

Objectives






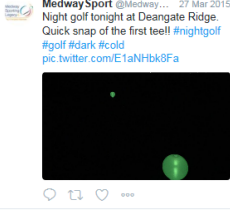

To increase revenue Deangate was positioned as more than a golf complex. Rather than encroach on the golf course, we developed ideas to use the surrounding woods and the land on top of the hill.

- Pay and play – to encourage people to turn up and play. These types of golfers can bring in more revenue than members. Target market - males aged 30 – 40.
- Footgolf
- Golf
- Golf lessons were promoted
- New event launched - *Deangate turns Meangate* is a tough mudder type event within the surrounding woodland of Deangate

Having invested in a range of print collateral last year, this year the marketing and communications team deployed more digital marketing.

Campaign activity

Medway Golf Open	A5 leaflet to promote this event. Launched golf lesson vouchers at this event for people to buy as gifts.
Footgolf Promotion	Banner and digital advertising. Archery Tag was put on in the woods to develop a package.
Pay and play promotion	so we created adverts such as “get a round in at Deangate” and “play a round for £20”
Additional activity	Night golf event. Driving range promotion
Deangate turns Meangate	First wholly digital marketing campaign.
	Core marketing collateral – video; viewed by 90,000 people on Facebook (minimum period required to count as a view: 3seconds). YouTube adverts - 15,300 views (minimum period required to count as a view: 30 seconds). Solus emailer - sent to 6,800 people, 3,826 total opens (24% open rate) and a 3% click through rate.

	<p>Meangate web page - nearly 7,000 hits, c. 6,000 of these were unique visits</p>
Media	<p>Pre-event coverage from BBC Kent, KM Group and KMTV. KM also attended on the day.</p>
Social media	<p>        </p>

2016 Marketing Plan

Objectives

- To heighten the profile of Deangate via a new Guinness World Record.
- To promote:
 - World record attempt and golf lessons
 - A Monday £7 a round offer
- To promote Meangate II and increase competitors.
 - Feedback on the autumn event highlighted aspects the marketing and communications team used as key selling points. A new video used footage from the recent event to emphasise:
 - New obstacles and a cross-country rather than tarmac course
 - Showers and free parking.

All course infrastructure established and marketing collateral in place – video, banners, signs.
Promotional activity prompted 100 charity advance places booked for the 2017 event.

Campaign activity and materials

New Guinness World Record	New record achieved
60-minute live Twitter Q&A - a Medway Council first – to promote the world record attempt and to promote golf	Hosted by one of Deangate's pro-golfers; 60 minutes were packed with questions, 500 website hits to the dedicated page
Monday £7 a round offer	Doubled the number of Monday players
Golf video to promote golf lessons and the Medway Golf Open.	Out across social media
Meangate II –	Press and digital adverts
	Branded headbands to appear in photos /selfies competitors took and posted on social media/Instagram
	Course signage and banners - runners were encouraged to hold up changed signage while they had photos taken; the images were an effective way of promoting Meangate when shared on social media.
	Media – June 2016 - Medway Open Series 'The Medway Golf Open is a long-established competition

	<p>held at Deangate Ridge Sports Complex for men, women and young people.'</p> <p>June 2016 - Guinness World Record attempt at Deangate Golf Course</p> <p>June 2016 - New promotions - press release promoted gym, swim, classes and the golf course</p> <p>KM Group and Radio Kent did pre-promotion; KM attended on the day.</p>
	2016 event videoed for 2017 promotion


2017 Marketing Plan


Objectives

To promote:

- Medway Golf Open
- Meangate Ultra – a new, night time event

Campaign activity

Medway Golf Open - digital	Enewsletters – Medway Matters and Your Medway (MC staff)
	<p>Social media -</p> 

	<p>Medway Council @m... 16 Jun 2017</p> <p>Sign up today for the Medway Golf Open taking place at Deangate Ridge on Sun, 9 July medway.gov.uk/openseries #golf #medway @MedwaySport</p>  <p>MedwaySport @Medway... 15 May 2017</p> <p>The Medway Golf Open 2017 takes place at Deangate Ridge. This high quality golf tournament tees off on Sun, 9... fb.me/6Y1kYNLVD</p>
Deangate Ultra	<p>See screengrabs/images below for examples of print and digital activity across social media, enewsletters, What's On and Medway Matters magazine.</p> <p>Updated video – shown on Chatham Big Screen; links from medway.gov.uk and MC intranet carousels</p>

6 September 2017

FW: Courtesy Copy: Medway Sport - events and activities coming up - Message (HTML)


File Message Developer Tell me what you want to do...

Ignore Delete Reply Reply All Forward More... Move OneNote Actions... Mark Unread Categorize Follow Up... Translate Related Select... Zoom

dennis, jo collins, cathy Mon 17:04

FW: Courtesy Copy: Medway Sport - events and activities coming up

Find out more at www.medway.gov.uk/sport View this email as a web page.




Enjoy an active summer with Medway Sport


Sep lean less not lean Med Frar

FW: Courtesy Copy: Medway Sport - events and activities coming up


season on Saturday, 16 September. [Grand Final](#) and [Kent Cup](#) tickets start from just £2.




Open Days
Keep your eyes peeled this Friday for details of our special membership offer running on our [Sports Centres Open Day](#) on Sunday, 17 September. Plus don't miss our [Disability Sport Open Day](#) taking place at Medway Park on Saturday, 23 September.



Meangate just got meaner
Are you brave enough for our 12-hour night time trail endurance run on the fairways of Deangate Ridge on Saturday, 4 November? Sign up now for our new [Meangate Ultra](#) event.



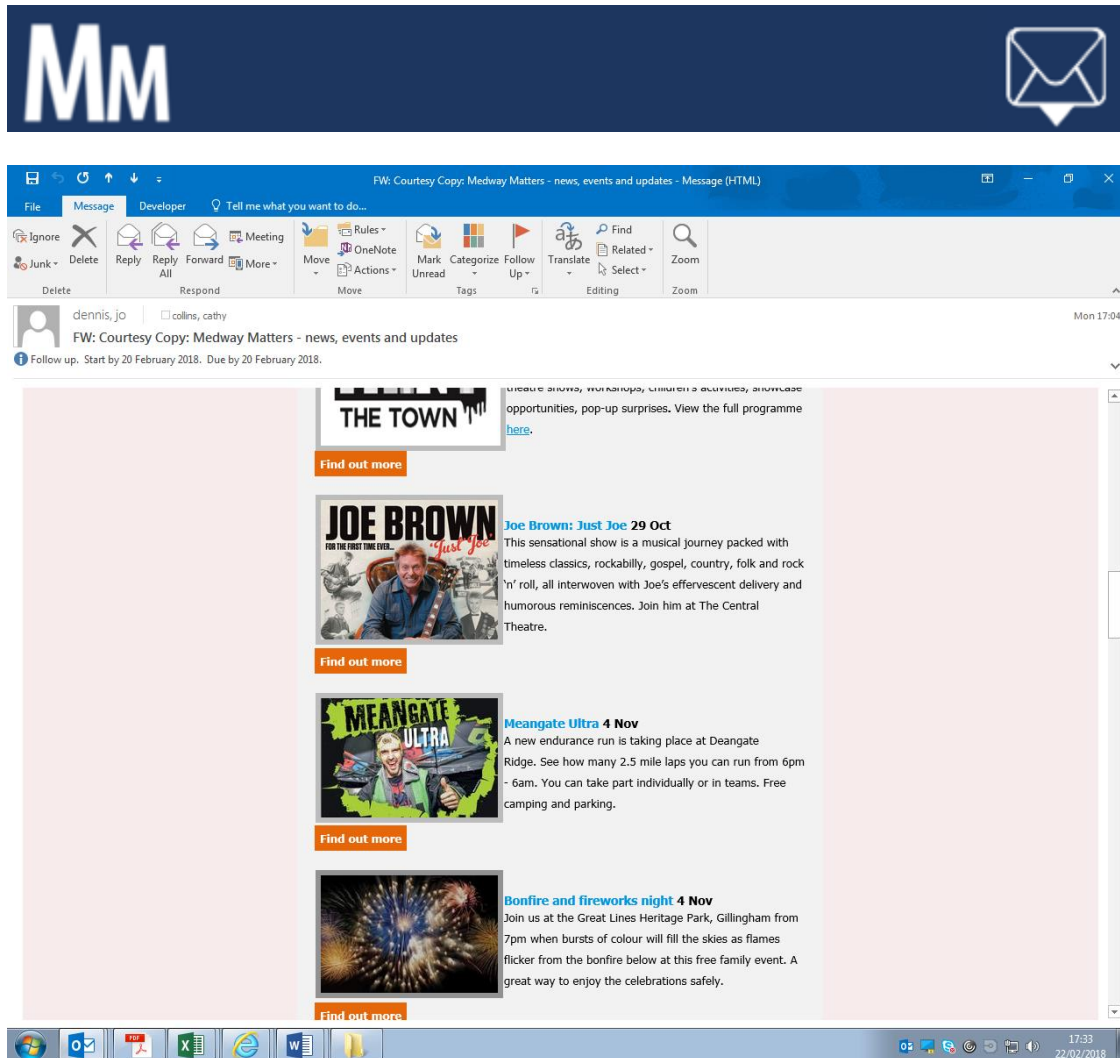
Pool party
The Friday Night Pool Party at Splashes in Rainham returns from this Friday (8 Sept), 6pm-8pm. Swim and play under the disco lights at Medway's fun pool. No booking required.



Training courses
Medway Sport offers [quality training courses](#) in first

17:30 22/02/2018

13 October 2017



23 January 2017

Medway Sport

Medway
Sporting
Legacy 
Play • Compete • Spectate



Deangate turns Meangate - get your tickets NOW!

Runners are booking their places on Medway's meanest obstacle course race, why don't you join them? It's much more fun to run with friends, so take advantage of the group and team options to get your places

The 4km, 8km and 16km purpose-built course is designed to challenge your strength, stamina and resolve. It includes tunnels, scramble nets, inflatables, straw bale hurdles, tyre walls, slides, ladders and walls, natural obstacles including hills, trenches, swamps, ponds and of course, mud. Watch last year's [video](#) for an idea of what you will endure.

Want to take part with your friends or as part of a club? No problem... we have [group](#)

for as little as £22.50.

For those of you who have not heard of Meangate before... it is the extreme cross country obstacle course run on the rolling hills and woods of Deangate Ridge Sports Complex, taking place on [Saturday, 11 March](#).

and [team](#) entries available.

For more details on booking and for group/team information, visit our [Meangate page](#).



Not for the faint hearted...



It WILL get muddy...



Oh, did we mention the river?

[Sign up](#) for further topic updates so you never miss a thing in Medway.

What last year's runners thought...



At least there is somewhere to 'clean' yourself up!



"Best OCR I have done in a while. Was great event and great day." James Parkinson

It's not all bad, there's also a slide!



"Best two hours ever spent on a golf course". Laurence Leppard

Just when you thought it was hard enough, there's a net!



"Brutal first 3km at Meangate today." Maynard Paton.



[Edit your preferences or unsubscribe](#)

Medway Council, Gun Wharf, Dock Road,
Chatham, Kent ME4 4TR

Medway
COUNCIL
Serving You

24 February 2017

Medway Sport



Two weeks to go until Meangate... get your tickets now!

Time is running out for you to give yourself the ultimate challenge! In response to last year, when some people said our 8km course wasn't long enough, we have introduced a 16km course, and for those who don't quite fancy the 8km, we also offer a 4km course.

The courses are open to anyone - children as young as 11 can enter with an adult, and the 16km course especially will challenge even the most experienced of runners.

The course includes tunnels, scramble nets, inflatables, straw bale hurdles, tyre walls, slides, ladders and walls, plus natural obstacles including hills, trenches, swamps, ponds and of course, lots of mud.

This will all be happening on **Saturday, 11 March** at **Deangate Ridge Sports Complex**.

Don't miss out - [book](#) your tickets today for as little as £22.50.



This isn't a race, this is a challenge!



Numerous water challenges...

Sign up for further topic updates so you never miss a thing in Medway.

On your own, or with friends, give it a go!



There will at least be a pond so you won't be muddy the *whole* time!



And some tyres that are just slightly too small to be comfortable!



And just in case you thought we were kidding about the amount of mud... we weren't.



[Edit your preferences or unsubscribe](#)

Medway Council, Gun Wharf, Dock Road,
Chatham, Kent ME4 4TR

Medway
COUNCIL
Serving You

The tough get tougher

Meangate is meaner. Sign up for our new, ultra endurance event where competitors have the added excitement of running through the night to complete as many laps as they can of the 5km cross country course in 12 hours. Saturday, 4 November. medway.gov.uk/meangate



Crisp walks at country parks

Medway's parks are some of the very best in the world. Seven received the prestigious Green Flag Award this summer. Take a walk and see why. medway.gov.uk/parks



Archives Centre, Strood

Discover your local ancestry or research local history at Medway's new archives centre. Based in the former Strood library building in Bryant Road, there are now more historical records available to view than ever before. medway.gov.uk/archives

Frightful knight at Rochester Castle

Hands-on family craft fun in time for Halloween. Make your own frightful knight to protect the haunted castle. Tuesday, 24 and Thursday, 26 October. enjoymedway.org



How Kent weathered the storm

It's 30 years since a hurricane hit Kent. Revisit the drama through the photos of former newspaper editor Bob Ogley. He flew over Kent and captured scenes of the devastation. *Wigmore Lecture On Tour*, Wednesday, 18 October. medway.gov.uk/wigmorelectures





Mon, 4 Sep to Sun, 17 Dec for 14 weeks

Swimming lessons term dates

Our autumn term of swimming lessons. Lessons available across our pools for all levels. Plus don't miss the October half-term holiday crash courses, running across our pools from Mon, 23 – Fri, 27 October. **£6.95 per lesson or £97.30/term** (payable in two instalments). Discounts available for Premier Membership holders. Diving, syncro and rookie lifeguarding lessons also available.

medway.gov.uk/swimacademy

**Medway Park, Strood Sports Centre,
Hoo Sports Centre and Splashes**



Tue, 24 to Fri, 27 Oct, 9.30am to 3.30pm

October half-term sports camps

You can book for single days or up to four days for these sports camps. Download a booking form at medway.gov.uk/sportscamps. For more information phone 01634 338763 or email john.hatchett@medway.gov.uk. **Advanced bookings: £15 per day or £45 for all four days. On the day: £20 per day or £55 for all four days.** *Please note the four day offer is for consecutive days in the same week only.*

A discount is available for junior members and children of Premier membership holders.

Medway Park

Sat, 4 Nov, 6pm – camping from 2pm

Meangate Ultra

The Meangate brand returns with an ultra endurance event. Competitors will run through the night aiming to complete as many laps of the 5km cross country course in the 12 hour window as possible. Free camping for all participants will enable them to set up and prepare for their race. The well-stocked fuel stations, chip timing and floodlit race HQ and camping area will make the run a great experience. Competitors can enter individually or in teams of four.

£30 per person. £100 per team of four.

More info: medway.gov.uk/meangate

Deangate Ridge Sports Complex



© Sport Action Photo

B = Advance booking essential



Medway Sport

Sponsored · 🌐



Are you brave enough?

Meangate Ultra is a new 12-hour, night time, trail, endurance run taking place on Sat, 4 Nov at Deangate Ridge. How many 2.5 mile laps can you run? Free parking and camping.

Find out more at medway.gov.uk/meangate or email medwaysport@medway.gov.uk

#medwaysport #OCR



22

17 comments 12 shares



Like



Comment



Share

[Report a problem with this preview](#)



Medway Sport

Sponsored · 🌐



Mud-loving runners and cyclists will take over the golf course for two action-packed days.



Deangate Uncut, an extreme 8K cours...

Deangate Turns Meangate

SIGN UP



Like



Comment



Share

Joe
Home

MEANGATE ULTRA

Go **ULTRA!**
Tackle a new 12-hour, trail endurance run through the night

Start on the night of **Saturday, 4 November,**
finish on the morning of **Sunday, 5 November 2017**

5km course - run as many laps as you can

More details at www.medway.gov.uk/meangate

Enjoy Medway
Published by SocialSignIn [?] · 28 August 2017 ·

Have you got what it takes to run through the night? If so, Medway Sport's Meangate Ultra is the challenge for you!

Meangate Ultra is the new 12-hour, night time, trail, endurance run taking place on Sat, 4 Nov. Entry costs £30 per runner or £100 per team of four. Entry includes free parking, free camping, entry to the golf course clubhouse and changing rooms, fuel stations and your Meangate Ultra medal including distance pin badges. Find out more www.medway.gov.uk/meangate

Your video is popular with [women aged 35-44](#)

[Boost Post](#)

1.7k Views

medwaysport
Deangate Ridge Golf & Sports Complex >

enjoy_medway • Follow

MEANGATE ULTRA

SATURDAY 4 NOV 6PM-6AM

A 12-HOUR NIGHT TIME TRAIL, ENDURANCE RUN

FREE CAMPING, ENTER INDIVIDUALLY OR IN A TEAM OF FOUR

enjoy_medway Can you handle a 12 hour run through the night? Camping is provided! Sign up now - you can enter individually or in a group of four. Find out more Medway.gov.uk/meangate or call 01634 333943

#meangateultra
#medway #ocr #deangateridge
thega_singh @sportsrarerevolution

11 likes

SEPTEMBER 15, 2017

[Log in to like or comment.](#)



Meangate Ultra is a new 12-hour, night time, trail, endurance run. Sat, 4 Nov. Get involved! Find out more socsi.in/bSatz




12:00 am - 26 Oct 2017

1 Like





Medway Council 

@medway_council

Follow



Meangate Ultra is this weekend! It's not too late to book your place. Get involved! Find out more socsi.in/GwA7k



12:35 am - 2 Nov 2017





Enjoy Medway

Published by SocialSignin (7)
Page Liked · 2 November 2017 · €

Meangate Ultra is this weekend! It's not too late to book your place.
Meangate Ultra is a new 12-hour, night time, trail, endurance run. Runners enter to take up the challenge of running as far as they can throughout the night. Sat, 4 Nov, Deangate Ridge - get involved! Find out more <http://socsi.in/PWEZg>



Like



Comment



Share



Write a comment...



Medway Council ✓

@medway_council

Follow



Meangate Ultra is a new 12-hour, night time, trail, endurance run taking place on Sat, 4 Nov at Deangate Ridge. socsi.in/XFMoL

REGENERATION, CULTURE AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

12 MARCH 2018

ADDENDUM REPORT FOR CALL-IN AND PETITION REFERRAL: CLOSURE OF DEANGATE RIDGE GOLF COURSE

Report from: Richard Hicks, Director of Regeneration, Culture, Environment and Transformation and Deputy Chief Executive

Author: Tomasz Kozlowski, Assistant Director Physical and Cultural regeneration
Ellen Wright, Democratic Services Officer

Summary

This supplementary report provides the following additional information to support the report circulated with the agenda for the meeting of the Regeneration, Culture and Environment Overview and Scrutiny Committee to be held on 12 March 2018:

Appendix D - Freedom of Information request and consolidated response

Appendix E - Letter from the lead petitioner confirming their request for the petition to be referred to the meeting of the Regeneration, Culture and Environment Overview and Scrutiny Committee along with the Director's response.

1. Budget and Policy Framework

1.1 This was set out in the main committee report.

2. Background

2.1 This was set out in the main committee report.

3. Petitions

3.1 In accordance with paragraph 4.5 of the main report the consolidated response to the petitioners request for information under the Freedom of Information Act is attached at Appendix D.

- 3.2 The petitioners have confirmed in writing that they wish their petition to be referred to this Committee and a copy of this request is attached at Appendix E.

4. Director's response to the petition referral letter

- 4.1 The petitioner's letter dated 2 March 2018 gives reasons for wishing their petition to be referred to Committee, which echo many of the comments made in correspondence dated 4 February and 12 February 2018, sent by the petitioners to Cabinet Members in advance of their meeting on 6 February 2018. I understand that the Cabinet referred to the correspondence in their debate and issues raised. For those reasons I do not propose to address previously raised concerns.
- 4.2 One additional point does appear to be made in the 2 March 2018 letter, which is at the top of page 3 where the question is posed "...Why did the Council not liaise with Sport England and England Golf (as the governing body)....."
- 4.3 The Council did liaise with Sport England and with England Sport.
- 4.4 Sport England co-funded with the Council the Sports Facilities Strategy, which is referred to at paragraphs 2.8 and 2.9 of the Cabinet report.
- 4.5 The Deangate Sports Centre Manager and Development Officer met with Charles Molony, County Development Officer (Kent) from England Golf around April 2016, primarily about the Council's sporting community projects. He spoke about Beckenham & Braeside golf club closing down and becoming a public park. The meeting was more a general conversation about the state of golf rather than a specific business meeting regarding Deangate. Mr Molony did mention the virtual England Golf clubhouse, an online resource primarily for private clubs to assist with back-of-house activities, such as Human Resource advice, Legal advice etc. That was not relevant to the Council, as it has in-house teams who deal with such matters.
- 4.6 One initiative Mr Malloy did suggest was 'night golf' and sent Officers information about it. This was something the Council had tried several times over the years (the last time was March 2015) if the winter was not too wet. "Night golf" events have never proved particularly profitable (if profitable at all), due to the cost of the equipment needed and because of the cold. The event needs to be completed quickly, which means it is only open to around 30 players maximum.
- 4.7 The Council also spoke to Mr Malloy about 'get into golf' which is a group coaching scheme for new or returning golfers, run by the Kent golf partnership. Tom Crozer our head pro at the time had trialled this in 2013/14 and it was unsuccessful. We had no new golfers attend these sessions. In the end we had to ask Kent golf partnership to stretch the criteria for "get into golf" to allow our current members, that had not played for a few weeks, to qualify for this coaching. Thus, in

effect, we were merely giving existing members free coaching sessions.

- 4.8 To the best of Officers recollections there were no other suggestions from England Golf and nothing they put forward, which the Council has not tried.

Lead officer contacts:

Tomasz Kozlowski, Assistant Director Physical and Cultural Regeneration
Tele no. 01634 338121
Email: tomasz.kozlowski@medway.gov.uk

Ellen Wright, Democratic Services Officer
Tel: no: 01634 332012
Email: ellen.wright@medway.gov.uk

Background papers

As set out in the Cabinet report at Appendix A to the main report.

Appendices

Appendix D – Freedom of Information requests and consolidated response

Appendix E – Petitioner’s written request for the petition to be referred to this Committee

Statement for Deangate FOI - Questions

Q 1.1 - What are the actual income figures received from members (not including outstanding DD), from financial year 2012/13 to 2016/17?

- **Answer:**
 - **2012/13**
 - **Golf memberships income £66,673, gym membership income £30,669**
 - **2013/14**
 - **Golf memberships income £55,043, gym membership income £16,187**
 - **2014/15**
 - **Golf memberships income £92,556, gym membership income £14,222**
 - **2015/16**
 - **Golf memberships income £76,930, gym membership income £11,593**
 - **2016/17**
 - **Golf memberships income £63,515, gym membership income £10,376**
-

Q 1.2 - What are the Footgolf numbers?

- **Answer: Footgolf opened in April 2016. Income figures to date are:**
 - **16/17 net income = £15,124.07**
 - **17/18 net income = £12,156.34 (April – January)**
-

Q 1.3 - List the Profit and loss, for the financial years 2007/08 to 2016/17

- **Answer: See Actuals document (Excel) at**
<http://www.medway.gov.uk/pdf/1.3%20Deangate%20Ridge%20Actuals.pdf>
Copy attached at Appendix D(i)
-

Q 1.4 - What are the types of memberships and numbers of memberships?

Answer: As of February 15th 2018, these figure capture live current data

- **Adult 7day DD – 71**
- **Adult 7day Advanced – 24**
- **Adult 5day Advanced – 7**
- **Senior 5day DD – 56**
- **Senior 5day Advanced - 29**
- **Adult 5day off peak DD - 15**
- **Adult 5day off peak Advanced – 4**
- **Intermediate DD – 9**
- **Intermediate Advanced – 2**

- Junior DD – 6
- Junior Advanced – 11

Total 234

Q 1.5 - List the Cost of all Major works in excess of £10,000, the records date back to the financial year 2011/2012

- **Answer: Information is contained within the transparency reports published monthly by the Council. These can be viewed on the following link**
<http://www.medway.gov.uk/thecouncilanddemocracy/finances/councilspendingdata.aspx>

Q 1.6 - List income and expenditure, list central and indirect overheads, past 3 years

- **Answer: Please refer to Q1.3, DOC 6D046 Actuals, financial year 2014/15 to 2016/17**

Q 1.7 - What is the Income received from landfill, from financial year 2010/11 to 2016/17?

- **Answer: £225,940**

Q 1.8 - Where did the money go leisure or central budget?

- **Answer: Leisure budget**

Q 1.9 - What are the expenditure figures on renovations from financial year 2007/08 to 2017/18?

- **Answer: In addition to the annual Service Level Agreement with Norse, an additional £62,752 was spent on improvements to the driving range**
-

Q 2.1 – What is the planned maintenance schedule for the financial years 2010/11 to 2017/18?

- **Answer: Medway Norse became responsible for maintenance of Deangate Ridge in 2013. Please see the grounds maintenance annual works as set out in the Service Level Agreement - <http://www.medway.gov.uk/pdf/2.1%20Deangate%20Ridge%20maintenance.pdf>**
Copy attached at Appendix D (ii)

We do not hold a formal maintenance plan prior to this.

Q 2.2 - Specific statement of work in January 2018, list both works within annual contract & outside of annual contract

- **Answer: The grounds maintenance work is included in the annual grounds maintenance schedule as set out in the Service Level Agreement**

Please refer to the service level agreement doc attached in question 2.1

Q 2.3 - What is the difference in running costs between Norse and Medway Council during the time Norse were contracted?

- **Answer: The funding provided to Medway Norse for maintenance reflects the annual sum which was previously being spent by the Council on Deangate Ridge for the same work programme**
-

Q 2.4 - Who approves (employees and representatives) works for the annual maintenance work?

- **Answer: The grounds maintenance work is included in the annual grounds maintenance schedule as set out in the Service Level Agreement agreed with Medway Norse when the joint venture was established**

Please refer to the service level agreement document - <http://www.medway.gov.uk/pdf/2.1%20Deangate%20Ridge%20maintenance.pdf>
Copy attached at Appendix D(ii)

Q 2.5 - Why was the contract with Norse to run Deangate terminated?

- **Answer: The contract with Norse has not been terminated**
-

Q 2.6 - Provide the names and roles of all Medway Council employees and representatives that hold, or have held the authority to approve work and activities relating to Deangate Ridge Golf Course for both financial and non financial services. Including but not limited to, annual maintenance of the Deangate ridge golf course site. For clarity, an example of these activities would be the works carried out by Medway Norse Jan 2018.

- **Answer: Deangate Ridge golf Course is operated within the Council's Sport, Leisure, Tourism and Heritage Service. It forms part of the Physical and Cultural Regeneration Division.**

The Assistant Director for Physical and Cultural Regeneration is Tomasz Kozlowski.

The Head of Service for Sport, Leisure Tourism and Heritage service is Bob Diamond.

Q 3.1 - What was the procurement process used to contract Norse, was there any invitation to tender?

- **Answer: "The Council created a joint venture company Medway Norse to provide facilities management and then additional services such as greenspaces as set out in the attached 3 Cabinet reports. No procurement process or invitation to tender process was used for the reasons set out in the reports.**

<https://democracy.medway.gov.uk/ieListDocuments.aspx?CId=115&MIId=2530>

- **Medway Norse was approved in March 2013**
- **<https://democracy.medway.gov.uk/ieListDocuments.aspx?CId=115&MIId=2535>**
- **Medway Norse brief was enhanced in October 2013 with the addition of Green Spaces**
- **<https://democracy.medway.gov.uk/ieListDocuments.aspx?CId=115&MIId=2535>**

Q 3.2 - Provide a Copy of the ecological assessment

- **Answer: An ecological assessment has not been undertaken by Medway Council**
-

Q 3.3 - How was the decision made to clear away undergrowth regarding the recent maintenance work at Deangate?

- **Answer: There is a Service Level Agreement with Norse to undertake the grounds maintenance of Deangate Ridge. A copy of the details of the grounds maintenance programme for Deangate Ridge is attached in Q 2.1.**

In previous years the seasonal maintenance works have been undertaken in the build-up to Deangate Meangate, held in early March. Council staff have worked with Medway Norse over the three-month build-up to that event to complete the works. For that reason it did not attract any separate cost from Medway Norse in those previous years.

As Deangate Meangate is not taking place in 2018 and there were no council staff available to assist Medway Norse, the Council's Assistant Director, Physical and Cultural Regeneration discussed, with the Managing Director of Norse, undertaking the work in a more concentrated timeframe when the golf course is traditionally at its quietest.

It was agreed the work would be undertaken in early January with a payment of £33,092.85 to Medway Norse to reflect the requested change in timeframe.

As this is an ongoing operational matter no notes relating to this decision by the Assistant Director were taken.

See a copy of the payment invoice for the works -

<http://www.medway.gov.uk/images/3.3%20Medway%20Norse%20Invoice.jpg>

Copy attached at Appendix D (iii)

Q 3.4 - Who made the decision?

- **Answer: The nature of the works form part of the Service Level Agreement between Medway Council and Medway Norse. The specifics of the decision are given in Q3.3**
-

Q 3.5 - Cost of this work

- **Answer: The cost of the work including reparation of the land afterwards was £33,092.85.**
-

Q 3.6 - Who paid for this, what department funded the work?

- **Answer: The work was paid for from the Sport Leisure, Tourism and Heritage budget**
-

Q 3.7 - Notes from Managers meeting DMT outlining what attempts/consideration have been made to generate profit

- **Answer: There are no notes from DMT relating to this matter as this is an operational matter which would not be taken to DMT.**

**Attached as an appendix are details of marketing activity undertaken to promote Deangate Ridge and generate income (Appendix A).
(This was circulated with the main RCE O&S Agenda)**

Q 3.8 - What has been considered in terms of development of the existing facilities to benefit the residents of Medway?

- **Answer: The Cabinet report of February 6th instructed officers to begin detailed planning for Sport centre provision on the peninsula. This will include assessment on the viability of developing existing facilities.**

A link to the Cabinet report of February 6th is attached.

- **<https://democracy.medway.gov.uk/ieListDocuments.aspx?CId=115&MId=3702>**

This was attached to the main RCE O&S Committee agenda

Q 4.1 - Provide a business plan for Footgolf, past five years.

- **Answer: There is no formal business plan for Footgolf.**

Footgolf has been operating at Deangate for the past two years. It was introduced as an additional income generator in advance of the Par 3 course being ready for traditional golf. Marketing activity to promote the opening was organised through Medway Council's marketing and

communication department, in addition to use of relevant social media outlets.

Q 4.2 - Provide operational period and footfall numbers from financial years 2011/2012 to 2017/18

- **Answer: The Totals given here are the recorded footfalls for the last two years; we do not hold the information prior to that**

Footfall Financial year 2017/18 total 124,635

Footfall Financial year 2016/17 total 136,107

Q 4.3 - Provide types of memberships and numbers of memberships.

- **Answer: These figures are live current data recorded on 15th February 2018**
 - **Adult 7day DD – 71**
 - **Adult 7day Advanced – 24**
 - **Adult 5day Advanced – 7**
 - **Senior 5day DD – 56**
 - **Senior 5day Advanced - 29**
 - **Adult 5day off peak DD - 15**
 - **Adult 5day off peak Advanced – 4**
 - **Intermediate DD – 9**
 - **Intermediate Advanced – 2**
 - **Junior DD – 6**
 - **Junior Advanced – 11**
 - **Total 234 (as at February 15th, 2018)**
-

Q 4.4 - How much disruption did the staff at the golf course have to deal with over the past 7 years because of the building works?

- **Answer: Medway Council does not record this information and therefore does not hold this information**

However, we can advise that the excellent staff at Deangate Ridge work exceptionally hard to deliver high-quality customer service at all times

Q 4.5 - What seven golf courses do you refer to in your letter to members?

- **Answer: A letter sent to Deangate Ridge golf course members sent 29th January 2018 referred to a number of golf courses in the vicinity of Deangate Ridge. These include Gillingham Golf Club, Mid Kent Golf Club, Rochester and Cobham Park Golf Club, Gravesend Golf Centre, Southern Valley Golf Club, Cobtree Manor Park Golf Club, Upchurch River Valley Golf Course**
-

Q 4.6 - How was the Footgolf and driving range funded?

- **Answer: The Footgolf course and driving range works were undertaken through a soil importation scheme which meant it was designed and built at no cost to Medway Council.**

The contractor built the Par 3 golf course for £300,000 as per the Heads of Terms Agreement, with no additional funding coming from the Council.

Q 4.7 - How much did Footgolf conversion cost?

- **Answer: The Footgolf course was undertaken through a soil importation scheme which meant it was designed and built at no cost to Medway Council. The specific set-up costs for Footgolf holes, balls etc was £3,760 paid for from the Medway Sport budget. Installation was undertaken by staff at Deangate Ridge.**
-

Q 4.8 - How much money was spent on converting part of the course for Golf Cross?

- **Answer: Golf Cross was a concept sport that was installed at Deangate for zero cost to the Council by the Golf Cross owners. Golf Cross was expected to have TV coverage but unfortunately Golf Cross itself went out of business before it properly established. It was installed on the old pitch & putt course that had been unused for a couple of years.**
-

Q 4.9 – Provide the total number of participants of Golf Cross at Deangate for the entire period it was in operation

- **Answer: Zero – Golf Cross was never officially launched at Deangate**
-

Q4.10 – How long was this period of operation, outline the exact period (from month year to month year)?

- **Answer: Zero – Golf Cross was never officially launched at Deangate**
-

Q4.11 How long was the Footgolf period of operation, outline the exact period (from month year to month year)?

- **Answer: April 2016 - present**
-

Q 4.12 - What has the business plan been for the golf course from financial year 2012/13 to 2017/2018?

- **Answer: Medway produces a Cultural Strategy (2014-2019) and a Sporting Legacy Strategy (2017-2020). These set the strategic direction for the Council in these areas.**

Links to these strategies:

- <http://www.medway.gov.uk/pdf/CS%20booklet%20web%20version.pdf>
- <http://www.medway.gov.uk/pdf/MedwaySportsStrategy2017-20v1.pdf>

Copies attached at appendices D(iv) and D (v)

No separate business plan was produced for the golf course.

	2007/08 Actuals	2008/09 Actuals	2009/10 Actuals
Expenditure			
Employee Expenses	356,826.58	231,352.37	218,060.03
Premises Related Expenses	188,472.40	193,236.64	158,465.72
Transport Related Expenditure	51.34	903.70	1,503.32
Supplies & Services	70,776.13	50,516.50	77,492.70
Support Costs - Medway Norse			
Third Party Payments	17,342.32	15,664.67	34,145.00
Total Expenditure	633,468.77	491,673.88	489,666.77
Income	-459,644.82	-375,865.65	-410,487.09
Total Income	-459,644.82	-375,865.65	-410,487.09
Net Loss	173,823.95	115,808.23	79,179.68

2010/11 Actuals	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Actuals	2015/16 Actuals
227,436.16	217,867.97	273,555.22	197,912.37	172,373.38	169,428.47
229,162.48	249,876.96	249,706.71	163,250.76	114,141.26	116,357.56
1,146.43	948.36	2,250.04	1,875.33	1,949.57	1,853.13
24,753.87	57,785.08	104,814.03	106,911.23	150,849.25	174,029.81
			160,049.00	192,059.00	192,059.00
29,561.04	4,199.82	2,785.45	8,763.25	431.40	0.00
512,059.98	530,678.19	633,111.45	638,761.94	631,803.86	653,727.97
-353,996.15	-381,055.71	-319,300.40	-373,931.10	-435,198.59	-376,432.93
-353,996.15	-381,055.71	-319,300.40	-373,931.10	-435,198.59	-376,432.93
158,063.83	149,622.48	313,811.05	264,830.84	196,605.27	277,295.04

2016/17
Actuals

147,947.88

132,399.07

1,786.46

73,453.27

192,059.00

0.00

547,645.68

-341,324.40

-341,324.40

206,321.28

Maintenance of Deangate Golf Course

Greens

Height of Cut

- 4mm - May – November
- 5mm - November – December
- 6mm - December – March
- 5mm - March – April

The exact time of changing the height of cut is flexible & dependant on conditions at that time. Height of cut is also flexible and may be subject to change for certain club competitions. At certain times of the year it may be necessary to cut with the pedestrian mower only. **To be advised by Course Management.**

Frequency of Cut

- 6 x weekly - May – November
- 4 x weekly - November – December & March – April
- As required - January - February

Routine Maintenance

- Hand Water dryer areas of greens, with breaker tablets (x2 per wk {Daily during prolonged dry and/or warm spells})
- Brush prior to mowing (fortnightly)
- Trim Sprinkler heads in the surrounds (Weekly)
- Notify line manager of any damage and fix immediately (animal scrapes, pitch marks etc)
- Monitor for signs of disease, pests and weeds. Notify management and treat asap
- Move the holes and adjust the pin marker flags accordingly (twice weekly)
- Trim the holes (Daily)

Scheduled

- Fusarium patch and disease prevention - Jan – Feb (6 weekly)
- Worm control (carbendazim) - Jan & Nov
- Iron sulphate (colour and hardening) - Feb & September
- Fertiliser (colour and growth) Spray - Feb – Nov (monthly)
- Fertiliser (colour and growth) Granular -
- Seed (Browntop Bent species conversion) - March
- Fusarium patch and disease curative - March, Sept & Nov
- Renovations (Slitting & Poa-busting) - April – August (monthly)
- Wetting agent ongoing programme - April - September
- Seaweed programme (root development) - April, June, August & Nov

- Greens renovations (& sand dressing) - April & Sept
- Followed by Sand topdressing - May – August (monthly)
- Greens weed control - May
- Growth regulator programme - May – August (monthly)
- Wetting agent application - May & August
- Map wet areas in preparation for wet season - Start of wet season

Mow Green Surrounds & Approaches, Tees & Temp Greens

Height of cut

- 12mm - April - November
- 15mm - November – March

The exact time of changing the height of cut is flexible & dependant on conditions at that time. Height of cut is also flexible and may be subject to change for certain club competitions. At certain times of the year it may be necessary to cut with the pedestrian mower only. **To be advised by Course Management.**

Frequency of Cut

- 2 x weekly - April – November
- 1 x weekly - November – December & March
- As required - January - February

At certain times of the year it may be necessary to change the frequency or day of cut. For example, prior to a competition. **To be advised by Course Management.**

Routine Maintenance

- Move the tee blocks on rotation from front left to back left and then from front right to back right and then repeat (twice weekly)
- Apply 80:20 divot mix to scarred Tee areas only (As blocks are moved)
- Brush Tees prior to mowing (fortnightly)
- Monitor Tees for signs of disease, pests and weeds. Notify management and treat asap
- Trim Sprinkler heads on Tees (Weekly)
- Flymo Tee banks (Weekly)
- Notify management of any damage and fix immediately (animal scrapes, pitch marks etc)
- Hand Water approaches & surrounds (x2 per wk {Daily during prolonged dry and/or warm spells})
- Mow the Temporary Greens with Tri-king (weekly). Use Green-King to mow prior to green renovation works and from end of November to prepare for possible use in winter.
- Repair damage such as animal scrapes on Temporary greens (Weekly, unless additional required)

Scheduled

- Divot mixtures (to be ordered) - February
- Overseed - February
- Fertiliser for Surrounds, Approaches and Tees (granular) - March, May, July, Sept
- Weed control for Surrounds, Approaches and Tees - May
- Growth regulator for Surrounds, Approaches and Tees - May – Sept (Monthly)
- Sand dressing for Tees and Approach (winter protection) - August or September
- Map wet areas in preparation for wet season - Start of wet season
- Worm control for Tees (Carbendazim) - Oct & Dec

Fairways

Mow Fairways

Height of cut

- 16mm - April - November
- 20mm - November – March

The exact time of changing the height of cut is flexible & dependant on conditions at that time. Height of cut is also flexible and may be subject to change for certain club competitions. At certain times of the year it may be necessary to change the direction of cut. **To be advised by Course Management.**

Frequency of Cut

- 2 x weekly - April – November
- 1 x weekly - November – December & March
- As required - January - February

At certain times of the year it may be necessary to change the frequency or day of cut. For example, prior to a competition. **To be advised by Course Management.**

Routine Maintenance

- Apply 80:20 divot mix to scarred, heavily divoted areas only (As necessary)
- Notify line manager of any damage and fix immediately (animal scrapes, pitch marks etc)

Schedule

- | | | |
|---|---|---------------------|
| • Fertiliser applications (xtend) | - | May |
| • Worm control | - | Jan & Nov |
| • Weed control | - | May |
| • Growth regulator programme | - | May – August |
| • Verti-drain | - | Sept |
| • Overseed (patches only) | - | Feb |
| • Map wet areas in preparation for wet season | - | Start of wet season |
| • | | |

Semi-Rough

Mow Semi-Rough

Height of cut

Perimeter / first cut

- 22mm - April - November (or until weather permits)

Remainder Semi-Rough

- 30mm - April - November (or until weather permits)

“Out of play” Heavy Rough

- 50mm - April - November (or until weather permits)

The exact time of changing the height of cut is flexible & dependant on conditions at that time. Height of cut is also flexible and may be subject to change for certain club competitions. At certain times of the year it may be necessary to change the direction of cut. **To be advised by Course Management.**

Frequency of Cut

- 1 x weekly - April – November (or until weather permits)

At certain times of the year it may be necessary to change the frequency or day of cut. For example, prior to a competition. **To be advised by Course Management.**

Mowing should be carried out at an appropriate speed in designated gear.

Routine Maintenance

- Under trees to be mown and strimmed (Fortnightly)

Scheduled Tasks

- Weed control - May

Driving Range

Mow Driving Range

Height of cut

- 30mm - April - November (or until weather permits)

The exact time of changing the height of cut is flexible & dependant on conditions at that time. **To be advised by Course Management.**

- 1 x weekly - April – November (or as weather permits)

At certain times of the year it may be necessary to change the frequency or day of cut. **To be advised by Course Management.**

Routine Maintenance

- Pick up and wash balls from outfield to fill up hopper (Daily)
- Check range bays and range furniture for cleanliness damage and/or faults (Daily)
- Brush & Jet-wash Walkway through range (Weekly, unless additional required)
- Wash back wall (weekly)
- Wash down dispenser (Twice weekly)
- Clean and Tidy stone area to front of bays (Weekly)
- External banks of the range to be walked and any balls found should be collected (Monthly)
- Ensure outfield targets are clean and tidy
- Mark lines for the football pitches (Weekly, after cutting)

Bunkers

- Clear the bunkers (sand) of grass and weeds (Weekly)
- Flymo around the Fairway bunkers to 30mm (Weekly unless additional required)
- Approaches to the greenside bunkers and between greenside bunkers and greens (outside of green surrounds) should be mown with the Jacobsen LF3000 Fairway Mower. The opposite side of the greenside bunkers (furthest from the green) should be mown at semi-rough height
- Bunkers should be raked by hand. Take care to rake from centre to edge and then a clean-up lap around the outside of sand cover
- Remove any visible weeds from around the bunkers

- Repair any animal scrapes etc
- Re-edge and tidy the bunker edges
- After heavy rainfall, remove standing water from any filled bunkers using the dirty water pumps.

Miscellaneous

- Empty and replace the bin bags from around the course. Collect any obvious litter on the way round. (As required, at least weekly)
- Collect cardboard boxes from outside the rear of the clubhouse (As required, at least weekly)
- Ditches are to be kept clear of debris and free flowing. Drainage pipes should be rodded and checked.
- Ditches and ditch-tops should be kept clear of weeds

Facility Surrounds

- Football Pitches and areas around Track to be mown and strimmed (Weekly)
- Rear of Clubhouse to be mown and strimmed (Fortnightly)
- Mow the area outside the bowls building and areas along the driveway (Weekly)
- Flymo and strim the grass areas around the clubhouse (Weekly)
- Clear the weeds from the pathways around the car parks and clubhouse (Fortnightly)
- Remove weeds and tidy flower beds around path outside clubhouse (Fortnightly)
- Litter pick the car parks, surrounding areas and around the track (As required, at least weekly)

Buggy Maintenance

- The batteries in the buggies should have their levels of distilled water topped up (Monthly or as required)
- Damage to any buggies needs to be reported and repaired immediately
- Poor performance and/or faults with buggies needs to be reported and repaired immediately
- Buggies are to be thoroughly cleaned, with a suitable detergent (Weekly)
- Buggies are to be “spruced up” each morning prior to them being put outside the pro-shop ready for use

Water Irrigation System

- Commission and de commission irrigation system each spring / winter – weather dependant
Generally, this is March and November
- Repair sprinkler system as required.

STRI Reports

- Commission independent course assessment as required
- Annually specialist supplier undertakes an assessment of the course to report on the nutrient values which dictates the course fertiliser program.

SALES INVOICE

Appendix D(iii)



Medway Norse Ltd
280 Fifers Lane
Norwich
NR6 6EQ

VAT No. GB 785 4210 21

Document No.	85IN-1003502
Date:	28/01/2018
Customer Account No:	850000
Customer Order No:	500266750

Invoice To:
FAO: Lee Mills
Medway Council
Medway Council Civic HQ
Corporate Finance Exchequer Services
Level 2 - Gun Wharf, Dock Road
Chatham Kent ME4 4TR

Supplied To:
Medway Council
Deangate Ridge Golf Club
Dux Court Road
Hoo
Rochester Kent ME3 8RZ

DESCRIPTION	VAT RATE	QUANTITY	PRICE £	AMOUNT £
Woodland Management Deangate Cyclical Maintenance Works Phase 1 Lesley Derry	20%	1	27,577.37	27,577.37
For those customers who have signed up to Direct Debit, please accept this as confirmation that we will take payment for this invoice on or around the 27 th of the month following. If you would like to sign up to Direct Debit please contact 01603 894354, please continue to pay via your normal method until you receive confirmation that the Direct Debt has been set	Sub Total		VAT	Amount Due
	27,577.37		5,515.48	33,092.85
	Terms: Strictly Net 30 Days			

Registered Office: Lancaster House, 16 Central Avenue, St Andrews Business Park, Norwich NR7 0HR Registered in England No. 08353127

Remittance Details:

BY BACS:

Bank Name: Barclays Bank PLC
5/7 Red Lion Street Norwich
NR1 3QH

Sort Code: 20-62-61 (Please note changes to our sort code)
Account Number: 00789054

BY CREDIT CARD:
Telephone 01603 894279

BY CHEQUE:

Please make sure your Cheque is crossed and made payable to "Medway Norse Ltd"
Please state the invoice numbers you are paying on the reverse of the Cheque
Send For the attention of: Treasury Controller
Medway Norse Ltd
280 Fifers Lane
Norwich, NR6 6EQ

TO CONTACT US REGARDING THIS INVOICE/CREDIT

Finance: 01603 894219 Email: invoicing@ncsgrp.co.uk
Payment Queries: 01603 894279

MEDWAY SPORTING LEGACY

2017- 2020

PLAY COMPETE SPECTATE



Foreword by the Minister for Sport Tracey Crouch

Sport has a unique power to change lives for the better. It brings communities together, has a positive impact on mental as well as physical health and teaches people valuable life lessons whether that's teamwork or striving to be the best you can be.

Medway Council understands this and I applaud them for their ongoing commitment to sporting provision and programmes that are hugely beneficial to local people.

The Council's Medway Sporting Legacy Strategy chimes with the government's own aim to get more people active and give children a great experience of sport.

Four years after London 2012 it is important that we continue to invest and support sport at all levels and ensure that the legacy from that incredible summer is maintained.

The development of Medway Park, an £11m centre of sporting excellence, is just one example of how the council is backing sport at all levels. It not only supports the grassroots, providing opportunities to all, but also is a base for talent development too.

Medway's availability of many different programmes to inspire people to get active shows the importance of having engaging schemes to bring new people to sport and then keep them involved when they take that step by making the experience fun and enjoyable.

Medway successes like the offer of free swims, the Mini Youth Games and the Medway Festival of Sport have shown just what can be achieved when councils get their offer right.

I wish Medway Council every success for the future with its sporting strategy and I also give my thanks to the many coaches and volunteers that play such a crucial role in promoting and delivering sport in the area. Keep it up.





- 01: Physical activity, health and wellbeing
- 02: Major events and mass participation
- 03: Children and young people
- 04: Medway's sports centres
- 05: Workforce and club and coach development



Welcome to Medway's Sporting Legacy Strategy 2017-2020

This document sets out how we will continue to use sport as a catalyst for good – encouraging active and healthy lifestyles, maintaining the quality of and evolving sports delivery and facilities, supporting and inspiring local talent and cementing Medway's reputation as a centre of excellence for sport.

It shows how Medway will respond to and meet the challenges and ambitions set out in both Sport England's Sporting Future Strategy and its new investment strategy 2016-2021: Towards an Active Nation.

Medway was firm in its commitment to deliver a tangible, lasting legacy from the London 2012 Olympic and Paralympic Games. Four years on, and as we embark on another Olympic cycle, investment in that sporting legacy remains a major priority for the council.

Sporting legacy is embedded in Medway's Cultural Strategy 2014-2019. The important role of physical activity is also a key theme of the Joint Health and Wellbeing Strategy for Medway 2012-2017.

The story so far...

There are a number of headline successes to celebrate from the period covered by our En Route to Rio Legacy Strategy 2013-2016. These include:

- Six sports centres attracting 2 million visits and generating over £4million income;
- 100,000 free swims a year;
- Participation in Medway Sport activity projects and events up 46 per cent. 42,000 participants in 2014/15;
- £1.9m refurbishment of Strood Sports Centre;
- The growth in our Mini Youth Games programme, with more than 40 primary schools now taking part in almost every event;
- The launch of new mass participation events in swimming and cycling;
- More than 40,000 participants in Medway Festival of Sport from 2012 to 2015.

What next?

A major focus of our plans for the next four years as we count down to the Tokyo Olympic and Paralympic Games in 2020 is on innovative approaches to increasing activity levels, using non-traditional activities in non-traditional settings to inspire those who are currently inactive to get moving.

This mirrors the national government's focus for future investment as outlined in the new Sport England Strategy: Towards an Active Nation.

We will also be investing further in our sports centres, and taking the next step in enhancing Medway Park as a national centre of sporting excellence.

Headline new initiatives include:

- Medway Park becoming the official home and training venue of England Wheelchair Rugby League;
- The expansion of our ParkSport programme to bring informal, recreational sport to parks and open spaces in some of Medway's most deprived wards;
- The launch of new mass participation events including a mass buggy push and mass workout to grow our portfolio of mass participation community events;
- Launching innovative new events to maximise and diversify the programming in our sports centre settings;
- Launching new health projects, such as our Fit to Tackle fitness programme, as well as projects targeted at groups with specific medical conditions such as heart issues, strokes, kidney problems and Alzheimer's.

We will ensure our priority groups – those with disabilities, women and girls, seniors, Medway's BME communities and communities in areas of high deprivation – remain a golden thread through all that we do, and that we are providing the right projects in the right places to grow participation rates amongst under-represented groups.

Four core activities will underpin the legacy projects set out in this strategy – the growth and development of our sports centres, clubs, coaches and volunteers. It is upon these solid foundations that participation and sporting success can flourish.

Cllr Howard Doe

Medway Council Deputy Leader and Housing and Community Services Portfolio Holder

01

PHYSICAL ACTIVITY, HEALTH AND WELLBEING



Medway Sport recognises the vital role sport and physical activity plays in improving the health of the people of Medway. Tackling inactivity is a priority in this strategy.

This strategy sets out how we will further grow physical activity levels in Medway through a range of new and established projects, with a particular focus on taking sport into non-traditional settings.

The story so far:

More than 42,000 people participated in school events, community activity sessions, major events or coach-led projects delivered by Medway Sport in 2014/15. This was an annual increase of 46 per cent.

That figure included 27,000 participants in projects using public health funding and targeting hard-to-reach groups including seniors, women and girls, and Medway's minority ethnic groups in both community and sports centre settings.

Success stories so far:

- 15 boccia and new age kurling clubs set up with older people's groups in the community.
- Almost £200,000 of external funding secured for targeted projects for 14-25-year-olds. More than 2,000 young people engaged in coach-led sports sessions.
- Launch of a new handball club on the back of a 12-week community inclusion club session run by Medway Dragons. Around 30 players now competing in county and regional divisions and winning regional competitions.





What next?

Further consultation with our priority groups will help ensure that our delivery is matching local demand, and a greater emphasis will be placed on measuring the physical, mental and social benefits that participants enjoy, in line with Sport England's increased focus on the importance of insight and evaluation.

We will also continue to work closely with the Medway Public Health Team to support and develop activity programmes, including new projects tailored to those with specific health needs.

Our approach to promoting physical activity is structured in three sections, with a natural progression pathway from one to the next, reflecting the stages of Sport England's behaviour change model for getting people active:

1 Health and wellbeing projects

2 Informal activities

3 Structured sports sessions

All of the work outlined will help meet the following Sport England Key Performance Indicators (KPIs):

- 1 Increase in the percentage of the population taking part in sport and physical activity at least twice in the last month
- 2 Decrease in the percentage of people physically inactive
- 3 Increase in the percentage of adults utilising outdoor space for exercise/health reasons

On Your Marks

On Your Marks is our return-to-exercise programme designed to break down barriers to getting active. Low-intensity fitness classes in our sports centres allow newcomers and those returning to exercise to access classes tailored to those nervous about taking that first fitness step.

The classes are pay-as-you-go, giving people the freedom to attend without having to commit to a monthly membership before they wish.

On Your Marks classes will be reclassified to offer a generic workout in one of the five themes of our new-look sports centre fitness timetables – cardio, conditioning, dance, combat and mind and body. Dedicated studios and instructors will create a welcoming and supportive environment for the new-look classes, and additional resources will be invested into researching the health and wellbeing benefits of the programme and developing it further.

What's new?

We will also launch a new buddy scheme, using volunteers from our gyms and classes to buddy-up with those who are new to exercise to help make exercising less intimidating and more enjoyable and encourage long-term behaviour change, in line with latest insights outlined by Sport England.

A survey carried out after four months of On Your Marks classes found that 97 per cent of participants who responded had seen their activity levels improve as a result of attending OYM fitness classes. Crucially, 70 per cent had more energy, 53 per cent had improved body image and 44 per cent had improved body confidence.

What's new?

On Your Marks classes will be reclassified to offer a generic workout in one of the five themes of our new-look sports centre fitness timetables – cardio, conditioning, dance, combat and mind and body.

Dedicated studios and instructors will create a welcoming and supportive environment for the new-look classes, and additional resources will be invested into researching the health and wellbeing benefits of the programme and developing it further.

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TARGETEDyHEALTHyINTERVENTIONSry+ITy7Oy7ACKLEm

Medway Sport recognises the power of sport to inspire change. Our new Fit To Tackle programme will use sport as the tool to combat health inequalities.

One new scheme will see target groups of overweight males attend three activity and nutrition sessions a week over a 12-week period at Medway's sports centres and other venues, using a love of football, cricket or rugby as a motivational and reward tool. Mentors will support participants through the programme and exit routes into local sports clubs and sessions will be established to enable the graduates to sustain their new more active lifestyles.

The programme is being developed in partnership with the A Better Medway campaign and other health experts. Following the pilot, similar projects will be developed with partners and experts to help target other specific health needs including those with Alzheimer's and heart conditions.



A Better Medway:

Medway Sport works closely with colleagues from the Medway Public Health Team, who deliver a number of physical activity programmes as part of the A Better Medway campaign.

Active Medway cycle scheme: The first of its kind in England, this scheme is designed for beginner riders, those who need to build their confidence or those simply wanting to get fitter. These free rides are led by specially-trained ride leader volunteers and take place at the same time and same location every week. In the last year 133 rides took place, with 260 riders attending at least one ride. In total riders accumulated 1,100 hours of cycling as part of the programme.

Medway health walks: These free short, social walks led by volunteer walk leaders that are designed to help people get the most out of walking for their physical and mental health. They are particularly beneficial to those getting little or no exercise, returning from illness or lacking in confidence. The walks are graded by distance and difficulty of gradient. In the last year 1,037 walks took place, with 2,000 walkers attending at least one walk, with walkers accumulating 1,600 hours of walking time on the programme.

Nordic walking groups: Nordic walking uses a pair of specially-designed poles that allow you to get fit by walking with the security of the balancing poles. Participants are given full instruction on how to safely and effectively use the poles. These free walks are led by specially-trained volunteers and in the last year 93 walks took place, with 90 walkers attending at least one walk.

Exercise referral: People in Medway with a long-term health condition are eligible for a subsidised 12-week exercise programme in Medway Council's sports centres. Participants are referred via their GP or nurse and receive support from an instructor with specialist training on long term health conditions. All people on the programme receive regular assessments and are invited to take part in supervised gym or small group exercise classes. Medway Sport will work with the Public Health Team to train staff within our sports centres to be GP referral exercise instructors, thus increasing the capacity and reach of the scheme.

A Better Medway also runs healthy weight programmes for children, teenagers and adults delivered in Medway's sports centres and other community settings.

In the last 12 months over 500 people completed the 12 week programme, with over 75 per cent reducing their cardiovascular risk



6ENIORySPORTm

Medway's older residents are one of our priority target groups, and we will continue to develop programmes to help as many older people as possible remain fit and active for as long as possible, and to help tackle the issue of social isolation.

The story so far:

We launched a new senior sports offer programme at our centres, with an improved membership package, a larger number of fitness classes tailored to their needs and access to our thriving senior activities sessions including short mat bowls, short tennis and badminton.

We set up new walking football sessions at Strood Sports Centre and Anchorians FC. The senior players at Strood – Medway Marauders – have since reached the semi-finals of the BBC Inspired People's FA Cup, as well as being a thriving, social club.

Eight Medway care homes and active retirement associations now hold regular boccia sessions using equipment provided by Medway Sport. We have also supported the Pandora Club in Gillingham to develop monthly sessions in a range of sports which regularly have up to 50 participants each month.

Senior tea dances launched in partnership with the Arts Development Team have also provided older residents with an opportunity to socialise and enjoy ballroom dancing once a month.

Over 60s in Medway can also swim for free at any of Medway Council's pools.

What next?

As well as consolidating the successes of existing activities, we will build on the walking football programme by launching walking netball sessions and other similar low-intensity versions of traditional sports, such as hockey, rugby, and cricket.

As part of the development of the On Your Marks programme we will also ensure that there are classes tailored to the needs of our older customers, including seated exercise and tai chi.

We will showcase the achievement of veteran and senior competitors by staging events such as the European Veterans' Team Fencing Championships. Free tickets will be given to senior groups to spectate, and have-a-go sessions will be laid on for them at the event.

"I decided that I wanted to meet some new people and try to get a bit more active having retired early. We all have different motives."

Chris Pocock,
Medway Marauders
Walking Football Team

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Staying active during pregnancy can help relieve many pregnancy complaints, make giving birth easier, and help your body to recover more quickly after giving birth. For both pregnant and new mums, it is vital that it is the right exercise done the right way at the right time.

To help encourage this priority group to remain active, we will continue to develop initiatives to support pregnant and new mums, as well as making it as easy and appealing as possible for new mums to resume an exercise regime after having a baby.

The story so far:

We produced a guide with pre and post-natal exercise advice and opportunities for new and expectant mums in partnership with health visitors and children's centres.

We launched a number of exercise classes for new mums through Medway's children's centres, including BuggyFit, Dance with your baby, and dance fitness sessions.

What next?

The new Medway Big Buggy Push will be an annual mass participation event bringing young families together for a 5km power walk around the Great Lines Heritage Park as part of the Medway Festival of Sport. The event will be used to showcase pregnancy and post-natal fitness opportunities, as well as opportunities for mums with older children to get active, plus other support services available through the Better Medway campaign, the Sure Start centres and the National Childbirth Trust.

We will invest in our sports centre staff to gain qualifications in pre and post-natal exercise. This will allow us to increase capacity for pre and post-natal exercise sessions, and provide activities at an affordable price.

We will also build on the success of the free swimming of pre and post-natal mums by launching a similar offer giving access to appropriate fitness classes.

More than 1,100 pregnant and new mums have already signed up for our free swimming offer to help them remain active before and after childbirth



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ParkSport is one of Medway Sport's flagship activity programmes. Sport England has granted Medway Sport £157,000 from its Community Sport Activation Fund to develop ParkSport over the next three years.

ParkSport offers informal multi-sport sessions in local parks and open spaces situated within some of Medway's most deprived communities. The aim is to encourage young people aged 14-25 to get active, improve their health and fitness and have some active outdoor fun.

Since April 2016, free sessions have been held at seven sites across Medway throughout the week, with coach-led activities including archery tag, flag football, pop-up tennis, boot camps and much more.

The target is to engage 3,000 participants over three years of the programme, steering them towards existing community sports clubs or forming permanent new clubs themselves through the creation of community champions groups. The wards being targeted are Gillingham South, Gillingham North, Strood South, Luton and Wayfield, Chatham Central and the Hoo Peninsula.

3,000 participants
over three years of
the programme

Sports centres gyms and classes:

Echoes gyms at Medway's Sports Centres offer people of all fitness levels the perfect environment in which to work out, at an affordable price. Uniquely, members have the flexibility to exercise at any of our four fitness suites located at:

- Hundred of Hoo Sports Centre
- Medway Park, Gillingham
- Splashes, Rainham
- Strood Sports Centre

We have an expert health and fitness team on hand to offer a comprehensive induction and a personal programme. The gyms offer a range of equipment including a cardiovascular area with treadmills, rowing machines, cross-trainers and bikes, a resistance area and free-weights. Medway Park, Strood and Hoo also have functional fitness rigs. Our team of highly-skilled professionals also offer personal training support and motivation to help members achieve their fitness goals.

It's not just about the fitness suites. Echoes members have free use of the swimming pools during public swimming times. Our pools offer SwimFit training programmes to help customers get the most from their workout.

Premier Echoes members also get unlimited access to our comprehensive fitness class programme, as well as racquet sports. We have more than 200 fitness classes on offer across Medway each week, catering for a wide range of fitness levels and interests, including innovative new 30-minute classes at Splashes and Aqua Gym classes at Medway Park.

Family sport:

Family Sports Days were introduced at our sports centres as part of our post-2012 sports participation strategy. They are designed to let families play sport together with the support of expert coaches – a priority for investment set out in Sport England's Towards an Active Nation strategy.

The coaches offer guidance and supervision, from getting a game going to running small drills and activities. Sports and activities on offer change each month and include athletics, archery tag, badminton, basketball, bubble football, dance, dodgeball, frisbee, handball, softball, squash, swimming, table tennis and touch rugby.

What's new?

Until now, sessions have been held one Sunday each month at Medway Park and Strood Sports Centres for families with children aged six to 11. However, from April 2016 Family Sport was rebranded Family Funday Sundays and extended to also include pool parties and other activities at Splashes, and Hoo Sports Centre as well.

Special themed paid-for sessions will be held at all four sites throughout the year, at Easter, in the summer, Halloween and at Christmas. A Summer Special event in 2016 had a Celebrating Rio theme, with the opportunity to try a number of Olympic and Paralympic sports.

We will be working in partnership with our leading local sports clubs to bring additional expertise to the coaching on offer and to create links for those interested in continuing with a particular sport.

Running:

Running is a huge growth activity in Medway, as can be seen by the surge in participant numbers in Medway's running groups and parkrun events.

Seven new community running groups have been set up with our support since 2012, all with thriving memberships.

The Great Lines parkrun and Medway junior parkrun at the Strand now attract more than 400 runners and walkers every weekend, supported by a committed volunteer workforce. Medway's junior parkrun is currently the biggest in Kent.

**400+ runners
and walkers
every weekend**

Many of these runners also now take part in the annual Medway Mile, Sport Relief Mile, Medway 5k Summer Series and Medway 10k events organised by Medway Sport.

What's new?

We will work with junior parkrun to grow the event further to accommodate the growing demand, potentially launching a second event at another location.

We will also continue to offer support to Medway's community running groups, promoting their sessions and providing them with well-organised races and events for when they are ready to step up to competitive running.

As part of the Extreme Medway programme we will also develop opportunities for canicross running (competitive running with dogs), cross country running and orienteering in Medway.

3 Structured sport

Medway has a flourishing network of clubs delivering quality coaching and competition to thousands of Medway residents day in, day out.

There are more than 500 clubs and teams providing Medway's population with the chance to compete or simply keep active. From traditional sports such as rugby, football and hockey to korfbal, handball and triathlon, sailing and watersports, as well as disability sports, there is something for everyone, regardless of age or ability.

Medway Sport works with our leading clubs and national governing bodies to offer more structured sports sessions for people wanting to try a new sport, to get back into a sport they used to play, or simply to get fit playing sport. Many of these sessions are targeted at our priority groups, especially women and girls, ethnic minority communities, seniors and those with disabilities.

Over the past three years, we have worked particularly closely with the Lawn Tennis Association (LTA), Rugby Football League (RFL), British Handball, the Amateur Swimming Association (ASA) and the Kent Football Association.

Success stories include:

- Developing a programme with the LTA that included pop-up tennis sessions, junior and adult coaching, Tennis Tuesdays, ParkSport and Street Games sessions, and a month of Mini Tennis activities. In the spring/summer of 2015 the participation rate exceeded 1,500.
- Women-only sessions launched including Back to Netball, Tennis Tuesdays, Synchro Fitness, Squashsize (squash-based exercise programme), Breeze Cycling (women's cycling scheme), and football.
- Back to Hockey community sessions at Holcombe Hockey Club.

- Working with Prince Arthur Bowls Club in Gillingham to launch a boccia session. It has now grown into an established section within the club with more than 20 players. The club is now driving the establishment of a Kent league that would be based at Medway Park.
- Staging of the Kent and Medway Business Games at Strood Sports Centre, supporting the Government objective of employees being given more opportunities to be physically active.

What's next?

We will develop this work with national governing bodies and other partners over the lifetime of this strategy to identify yet more opportunities to work together to increase participation rates and bring new sports such as walking netball to Medway.

These will launch new Back 2, Return 2 Sport and Get Into Sessions with our local clubs, building on the success of sessions already launched in netball, hockey and rugby.

We will work with Medway's leading sports clubs to develop ways of diversifying their sporting offer to capture new members, creating new club sections or experimenting with innovative new ways of using their facilities. This will build on the initial success of pilot schemes with High Halstow Cricket Club (rounders), Holcombe Hockey Club (rounders and handball), Medway Dagons RFLC (fitness, netball and handball), Jumpers Rebound Centre and Gillingham Gymnastics Club (parkour/free running).

We will also launch quick leagues in our sports centres, offering dynamic inter-team competitions outside of more established leagues.

We will continue to maintain and develop our online club directory, linking the public to Medway's leading sports clubs if they have been inspired to take up a new sport.

Case study

Medway Sport has worked closely with Anchorians Football Club on a range of projects to grow participation and create new opportunities for people to get active.

We have funded two projects, delivered by the Clubmark club to engage with our priority groups, and a third project is in the pipeline.

A women and girls project has led to the launch of a junior girls team at the club while a 12-week disability football scheme for players with special needs or learning difficulties has evolved into a weekly session and the creation of the Anchorians Equal team.

We have supported the launch of walking football at Anchorians FC for older players and those wanting to enjoy the glorious game at a gentler pace. The Anchorians Football Festival is also an annual fixture on the Festival of Sport calendar.

02

MAJOR EVENTS AND MASS PARTICIPATION



Medway is proud of its flourishing programme of community and elite-level major events.

From international-level competitions to mass participation community events, the people of Medway are able to enjoy the thrill of playing, competing and spectating on a grand scale.

National and international sports events

The story so far:

Medway has firmly established itself as a venue for elite level competition, with a particular focus on providing a platform for minority and disability sports.

Since the creation of Medway Park, Medway has staged eight international events and a raft of national and regional competitions in sports ranging from modern pentathlon and handball to judo, sitting volleyball and fencing.

A particular focus for Medway is on community and volunteering programmes linked to major sports events. An initial 12-week community handball course aimed at Medway's Eastern European Communities which ran alongside the Under 21 Handball World Championships Qualifiers in January 2015 has evolved into a thriving club enjoying success at a regional level.

The success of the Wheelchair Rugby League World Cup, Four Nations and European Championships staged respectively in 2013, 2014 and 2015 has led to the Rugby Football League choosing Medway Park as the home of England Wheelchair Rugby League.

Medway Park is also one of the leading pools in the South East for swimming galas. It hosted 39 galas during 2015, many at county and regional level.

What next?

Our priority over the next four years is to ensure the facilities available to the RFL and other sports are on a par with the best training facilities in the country. Medway Park will become the home of England Wheelchair Rugby League, with the players using the venue for regular training. Medway Park will also host the annual SuperLeague Wheelchair RL Grand Final.

We will also further develop our partnerships with other National Governing Bodies to make Medway their venue of choice for competitions and events, and continue to provide a first-class event experience for minority and disability sports, raising their profile and showcasing them to new audiences through a parallel community engagement programme.

In 2016 Medway has hosted the Kurling World Championships, European Veterans' Fencing Team Championships, a Women's Sitting Volleyball International Paralympic warm up event, and European-level table tennis.

We will also continue to profile and support the national-level competitors who do battle on a weekly basis at Medway's elite clubs including Gillingham FC and Gillingham Ladies FC, Holcombe Hockey Club, the Invicta Dynamos, Kent Crusaders Basketball, Chatham Town FC and Medway Dragons RFL, as well as in regattas on the River Medway.



“ The Rugby Football League's relationship with Medway Park and Medway Council has gone from strength to strength since we first staged a Wheelchair Rugby League International between England and France at Medway Park in 2012.

Since then, our partnership has covered the staging of the Wheelchair Rugby League World Cup in 2013, the Wheelchair Rugby League Home Nations in 2014 and the inaugural Wheelchair Rugby League European Championships in 2015. Looking forward, we hope to continue to strengthen the relationship, using the centre as our training base for the England Wheelchair team and to staging showpiece events such as the Wheelchair League Finals and future international tournaments in the years to come.

In addition to Wheelchair Rugby League, Medway Park's facilities are used regularly in other disciplines of the game, which has seen the South East Cup Finals, London Junior Origin Matches and a host of coaching courses and training events being run from the excellent facilities available on site.

In all our dealings with Medway Park and Medway Council, we have always been impressed by the levels of service and attention that the RFL has received. The team at Medway Park's attention to detail in staging some of our most prestigious events, combined with a constant desire to add value to our activities, has created a very valued partnership which we look forward to continuing together for both the benefit of our sport locally and on an international stage.

Brian Barwick, Chairman, Rugby Football League

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Our major events programme is supported by our growing army of Medway Sporting Ambassadors.

Our volunteers play a vital role in the success of the international events that are hosted in Medway, and in the staging of our mass participation events the Medway Mile, Big Splash and Big Ride.

From carrying kit bags and sorting packed lunches to welcoming spectators and carrying parade flags, our ambassadors can experience every element of elite-level competitions.

During the mass participation events, our ambassadors are on the front line, running registration, leading activities and handing out medals.

Reward evenings are now held at least once a year in recognition of their contribution and dedication, and volunteers are also offered places on coaching qualifications through Medway Sport.

Our Sporting Ambassadors represent a wide range of demographics; young and old, male and female, able bodied and those with disabilities and representatives from Medway's BME community.

What next?

The Government's new Sport Strategy – Sporting Future: A New Strategy for an Active Nation (December 2015) highlights the benefits of volunteering to both the individual and the delivery of sport. It also announced the creation of a new volunteering strategy for sport and physical activity and set a target for the number of people volunteering in sport at least twice a year.

Our Sporting Ambassadors programme meets Sport England's new KPIs:

7: Increase in the number of people volunteering in sport at least twice in the last year.

8: The demographics of volunteers in sport to become more representative of society as a whole.

We will continue to invest in our volunteers, giving them worthwhile and rewarding experiences – both short and long term - and celebrating their contribution to sport in Medway. This will include identifying and training leaders from within the scheme to act as volunteering mentors.

We will also extend the use of young volunteers to support events, capturing the details of one-off volunteers brought along by schools and colleges to support our school sport events so that we can promote wider volunteering opportunities to them and using children from our Sporting Academy and other programmes to experience volunteering at national and international sporting events.

“ Since I first volunteered as a Sporting Ambassador I have made new friends, learnt about new sports and as an older retired person realised I can still get involved in the community.”

Medway Sporting Ambassador Roger Lodge

I get a huge buzz out of volunteering - being busy, meeting loads of different people and helping to make big events a success. I've also made good friends among the regular volunteers and we have a lot of fun working together.

Wendy Ansley, Medway Sporting Ambassador



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The Medway Mile is the largest mass participation sports event staged in Medway.

Initially established to mark the countdown to the opening ceremony of the London 2012 Olympics, the Mile has become a landmark event on Medway's calendar.

Medway Mile in numbers:

- Capacity 3,000 runners every year since 2012
- More than 15,000 event participants since London 2012 Olympic and Paralympic Games

In the first year, approximately 500 people took part in the Mile. The event now attracts a capacity 3,000 runners every year, along with thousands more spectators.

The one-mile route around historic Rochester weaves through the high street, The Vines and the cathedral grounds before ending within the grounds of Rochester Castle.

The event has grown to now include pre-run activities and entertainment, children's races, a mascot race, competitive adult race, a mass participation warm up and the mass Medway Mile.

The 2016 Medway Mile was a celebration of Rio in anticipation of the Olympic and Paralympic Games in Brazil, including Olympic and Paralympic-themed activities and entertainment.

What next?

The event is limited by safety to a capacity of 3,000 participants, but we will maximise the opportunities for people to get involved in the free entertainment and activities, the children's and competitive adult races. By involving a wide range of local sports clubs and other groups, we highlight the numerous ways participants can remain active as a legacy of the mile.

Planning is also underway to celebrate the 10th anniversary of the Medway Mile - a decade on from its launch in 2007. As part of the celebrations we will hold a People's Triathlon, offering a special reward to anyone who completes the Medway Big Splash, Big Ride and Medway Mile in 2017.

As a wider initiative linked to the Medway Mile - and to encourage physical activities in our schools - we will launch a Medway Mile Schools Challenge. This will see pupils offered rewards for rising to the challenge of running one mile every day at school in the build up to the annual Medway Mile.

1EDWAYy IGy6PLASH

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The Medway Big Splash, launched in 2014, is a mass participation event based around watersports, aquatics and water-based activity sessions. It takes place over a weekend in January across all four of Medway's sports centres.

The event has evolved since its launch and in 2016 included four pool parties, four Big Splash taster sessions, the Big Swim Challenge and the new Big Splash Team Challenge.

The Big Splash has given profile to many of Medway's aquatics clubs who have enjoyed a surge in interest since after each Big Splash event. Olympians Kate Haywood, Mhairi Spence and Blake Aldridge have also supported the event for the last two years.

The Big Splash is used to promote the Medway Sport Swim Academy programme and our free swimming offer for under 16s and over 60s. Demand has also been generated for new lessons and clubs, including diving and rookie lifeguarding which have now been launched at our pools.

Since the introduction of the Medway Big Splash, swimming timetables at all centres have been reviewed in partnership with the Amateur Swimming Association to maximise usage. We have also worked with the ASA to train more swimming teachers and to introduce SwimFit programmes into every pool. New equipment including giant inflatables and water zorbs has also been introduced as a legacy of the Big Splash.

The number of people in Medway swimming on a regular basis has increased steadily since the launch of the Big Splash, bucking the national trend (Sport England Active People 9).

Medway Big Splash in numbers:

- More than 5,000 participants in first three years



What next?

We will grow the Medway Big Splash as our first major event of the year. Ambitions include:

- Further integrating the Mini Youth Games and Disability Youth Games galas into the event week;
- Growing the scale of the new Team Challenge event following the pilot in 2016;
- Creating opportunities for the public to contribute to the Swim Challenge total during the build up to the main event day;
- Growing the number of people swimming on a regular basis in Medway;
- Further developing our swimming lessons programme, including additional courses for all ability levels over the summer holiday period;
- The launch of an aquatics development centre across our sports centres to include water polo, lifeguarding, diving, synchronised swimming, and SwimFit.

“ The Big Splash gives our club the chance to let people try synchronised swimming in a fun, relaxed atmosphere. By running these taster sessions we have raised our club profile and grown our membership. The range of aquatic activities on offer over the weekend is amazing, and the fact that it is free means that is accessible to everyone.

Medway Synchro Club

”





THE MEDWAY BIG RIDE

THE STORY SO FAR

The Medway Big Ride, also launched in 2014, encourages Medway's masses to get on their bikes.

The event is the curtain raiser to the annual Festival of Sport and offers opportunities for all ages, from experienced endurance cyclists to young children.

The event day begins with sportive rides for the serious riders. The main event features children's races, fun bike-based activities and a mass family ride on the roads around Medway Park, Medway's centre of sporting excellence. Participants can also get advice on maintaining their bikes and on road safety.

The Big Ride is supported by the Medway Public Health Team's Active Medway cycling programme and local and national cycling clubs and organisations, including British Cycling.

In 2016 the Big Ride formed part of the Celebrating Rio Festival of Sport and included a dedicated Teen Zone and an hour dedicated to children's races around the Medway Park track. We also linked up with the Lord's Taverners to use the Big Ride to raise money for a new minibus for Bradfields Academy.

What next?

Cycling is a key priority for Medway. The Cycling Action Plan 2015-18 sets out how Medway is encouraging residents to lead healthier, more active lifestyles by developing a cycling culture. A total of over £2.5million of Growth Funding will be invested in cycling in Medway by 2018 to:

The Medway Big Ride in numbers:

- More than 4,000 participants in first two years of event.
- Almost 3,000 miles cycled in a Road to Rio cycling challenge in build up to 2014 event.

- Expand and improve Medway's cycle network to provide safe, attractive and useful facilities;
- Increase physical activity and improve the health of people who live and work in Medway;
- Increase cycling during peak travel times to ease road network congestion;
- Support novice and young cyclists;
- Help reduce social isolation by encouraging more local people to become involved in cycling club activities;
- Promoting the large amount of off-road cycling available on Medway's cycle network.

Our ambition is for the Big Ride to become as large as the Medway Mile in the lifetime of the Cycling Action Plan, providing a platform for showcasing and encouraging cycling for all ages in Medway. We will also explore the possibility of further competitive cycling events both on and off road.

Medway Festival of Sport

The Medway Festival of Sport is our annual sporting extravaganza celebrating Medway's sporting offer. The festival showcases sporting excellence, boosts participation in sport, promotes healthy lifestyles and inspires the whole community to play, compete and spectate.

Since its launch in 2010, the summer festival has grown hugely in size and stature and will continue to be the centrepiece of Medway's sporting legacy offer. Established events will continue to evolve and grow, and new elements will be added to the Festival offer.

For 2016 it has been extended as part of the Celebrating Rio campaign to incorporate international sporting events in the spring and the period of the Olympic and Paralympic Games.



Growing the Medway Festival of Sport

Big Buggy Push:

This new mass participation event aimed at new mums and young families is being launched in 2017.

Mums and dads with buggies will do a mass 5k buggy walk around the Great Lines Heritage Park, while those who don't need to push a buggy can run. There will also be a shorter run for young children, along with a mass buggy workout warm up.

The event is being supported by the Better Medway campaign, Sure Start Children's Centres and other partners. The aim is to encourage one of our key priority groups to want to stay active, and to learn about the regular opportunities available to them in Medway.

The inaugural Big Buggy Push will raise money for the Oliver Fisher Special Care Baby Trust at Medway Maritime Hospital.

Festival of Sport in numbers:

- More than 40,000 participants since 2012
- More than 200 coaches and 380 volunteers in 2015
- 58 events in 2015

The Big Workout:

The Big Workout is a new event to encourage participation and promote the fitness programmes at our sports centres.

The inaugural event in 2016 featured a gym challenge competition as the culmination of a summer Celebrating Rio challenge, as well as a mass clubacise workout at Medway Park.

The Big Workout is held on the same day as the Medway Sport Open Day and will evolve each year, with future plans including a UV mass workout and a relay challenge linking all four of Medway's sports centre gyms.

The Medway Open Series:

Our ambition is to establish new, high-quality open competitions across a range of sports to provide further opportunities for club players and non-club players alike to compete.

The Medway Golf Open has been established as a highly-regarded, quality golf tournament at Deangate Ridge. Pilot competitions for badminton, squash and footgolf were held in 2015 and expanded for the 2016 festival and beyond.

The Medway Opens include categories for both women and men, and where appropriate categories for veteran and senior players.

We will launch at least one additional Open event each year. The target for 2017 will be boccia, one of the growth disability sports in Medway and across the county.



Major events

In addition to the Medway Big Ride and the Medway Mile, there are a number of firmly established events which feature in the Festival of Sport calendar.

Medway 10k and 5K series: The Medway 10k was launched in 2014 and regularly attracts more than 200 runners. The 5K series is held on weeknights across the summer at Medway's parks and greenspaces, with prizes handed out at each event and points amassed towards an overall series total. We will continue to grow the participation numbers in both of these events, building on their early success and the huge popularity of running in Medway.

Schools events

The Festival of Sport marks the culmination of the Mini Youth Games series, with the staging of Night of Champions finals and the crowning of the overall MYG champions for the year. The 2016 Festival will include a Euro 2016-themed football tournament and a Rio-themed Olympic opening ceremony element at the athletics event.



I think it's wonderful that the children are interactively exposed to such diversity and challenges of life, more importantly to recognise there is nothing they themselves can not achieve with the right mental, physical and spiritual attitude.

Amanda Onadeko, mother of Sitting Volleyball international young volunteer Shem Onadeko.



Sport-specific competitions and festivals

The annual Festival of Sport programme also features a number of established sporting competitions and festivals, including the finals of the Medway T20 Cricket competition, the Anchorians FC Football Festival, Wilsonian Sailing Club's Medway Dinghy Regatta, and a Rugby League Festival. These events are all delivered by, or in partnership with, Medway's leading local clubs.

Disability Sport

The Festival of Sport places a focus on promoting disability sport, with the programme including a disability sports club taster day and the annual Disability Youth Summer Games. The 2016 Festival period also features two international-level disability sporting events, and we will bring further high profile disability sporting events to Medway in future years.

Medway Extreme

Medway Extreme is our new offer to the thrill-seeking, mud-loving endurance sports enthusiasts of Medway. In line with offering non-traditional sports in non-traditional locations, we are looking at new, innovative ways of using our outdoor spaces.

The story so far:

The Extreme Big Splash Open Water Challenge at The Strand in 2015 and Deangate turns Meangate weekend in February 2016 both proved hugely popular, attracting competitors from far and wide.

Meangate saw hundreds of people tackle an 8km obstacle course set up in the rolling fairways and woodland around the site of the golf course at Deangate Ridge. The event weekend also included cross country, cyclocross and mountain biking events.



What next?

We will build on the success of the inaugural Medway Extreme events by adding more events to our annual calendar.

Deangate will host regular Meangate days, including a Rio-themed event in October 2016, plus cross country, mountain biking and orienteering events.

We will also work with the emerging sport of canicross to establish Medway as its home by staging monthly dedicated races. Canicross is the fast-growing sport of cross country running with a harnessed dog and proved popular when piloted as part of the Deangate Meangate weekend.

Our other sites will also develop events such as a compact relay obstacle course on the infield and athletics track at Medway Park.

The Extreme Swim Challenge will become the opening event for the Strand outdoor pool each year, and we will work with the Medway Youth Services and two local gymnastics clubs to run parkour sessions for Medway's dare-devil urban acrobats.

Medway Sports Awards

The Medway Sports Awards are our opportunity to celebrate the achievements of Medway's athletes, coaches, volunteers and officials from our clubs and schools.

The story so far:

The gala awards evening is held every two years, when gold, silver and bronze awards are presented in a range of senior and junior categories recognising individual and team successes. Recent guests of honour have included Olympic long jump champion Greg Rutherford and gold medal-winning boxer Anthony Joshua.



Previous winners have included World Cup-winning rugby player Rachael Burford, Paralympic gold medallist Charlotte Evans and the star-studded Holcombe Hockey Club Ladies First XI featuring the 2015 EuroHockey-winning goalkeeper Maddie Hinch.

What next?

Medway Sports Awards continues to be staged every two years.

In 2014, Medway Sport's new Hall Of Fame proudly welcomed its first three inductees - footballer Andy Hessenthaler, football commentator Brian Moore and Olympic rower Liz McVeigh of Medway Towns Rowing Club. The Hall of Fame will be expanded at each Medway Sports Awards event, and a permanent gallery honouring its inductees will be created at Medway Park.

Commemorating landmark events

Dutch Raid (Battle of Medway):

June 2017 Medway will see the commemoration of the 350th anniversary of the Dutch Raid, known on continental Europe as The Battle of Medway.

Medway Sport will contribute to a major programme of celebrations in Medway by organising themed events. Plans include a Holland-to-Medway bike ride, friendly fixtures between Dutch and Medway teams and popular Dutch sports such as korfbal being showcased through our community sport programmes.

Strand 125:

The year 2021 will mark 125 years since the opening of a lido at The Strand in Gillingham. In the build up to the anniversary we will develop commemorative activities culminating in a season of celebration in 2021, alongside a programme of ongoing improvements to the Strand Leisure Park.

Dickens 2020:

9 June 2020 is the 150th anniversary of the death of Charles Dickens in Rochester. Medway is establishing itself as Dickens Country and Medway Sport will be contributing to a wider programme of commemorative celebrations with Victorian-themed sporting activities in the summer of 2020.

Isaac Newell:

2019 will mark the 150th anniversary of Strood-born Isaac Newell travelling to Argentina. Newton was a teacher a pioneer of football in Argentina. Lionel Messi's former club and legendary Argentinian football team Newell's Old Boys in Rosario was founded by Newell, and is named after him.

We will support a campaign to create a memorial to Newton in Strood and celebrate his contribution to football in Argentina in 2019.

Significant global sporting events:

We will also tailor our annual sporting programmes, in particular the Festival of Sport programme, to reflect major global tournaments taking place each year, in particular those taking place on home soil. This will include themed competitions and participation programmes to harness the legacy of each event.

The highlights include:

- Athletics World Championships (London, 2017);
- Rugby League World Cup (New Zealand, Australia and Papua New Guinea, 2017);
- Winter Olympics (PyeongChang , 2018);
- FIFA World Cup (Russia, 2018);
- Cricket World Cup (England and Wales, 2019);
- Rugby World Cup (Japan, 2019);
- Olympic and Paralympic Games (Tokyo, 2020).



03

CHILDREN
AND YOUNG
PEOPLE



Medway Sport's work to engage young people in sports coaching and competitions has increased significantly in size and scale as a legacy of London 2012, and will continue to remain a primary focus in this and future strategies.

Sport England's remit has now been extended to work with children and young people from the age of five, with a focus on sporting opportunities outside of the school curriculum.

Mini Youth Games

The story so far...

Since its launch in 1999, the Mini Youth Games series has grown from small inter-school competitions involving fewer than 10 schools to large-scale events featuring more than 40 schools, with more than 400 primary school children at each event.

Thousands of young people each year get to enjoy the thrill of friendly, competitive sport during 10 events in a range of sports including rugby, football, hockey, netball and athletics.

Prizes are awarded at each event to the top-performing schools and the team which best exemplifies the values of fair play. Schools also amass points towards the highly-coveted annual Mini Youth Games title.

The top eight schools from each individual competition also qualify for a Medway Night of Champions event, held during the summer Festival of Sport. Where appropriate, winning schools also progress to the Kent School Games competition.

The Mini Youth Games in numbers:

- Around 4,000 children took part in the 10 events in 2014/15
- More than 150 volunteers and 10 local clubs supported series in 2014/15



Mini Youth Games events are linked to a leading local sports club, creating a pathway for children to continue playing a sport beyond the school setting.

The Mini Youth Games programme also includes the Disability Youth Games programme. There are two stand-alone events each year – a winter skiing competition and a multi-sport summer games. More than 50 children from four schools took part in the summer games in 2015.

What's new?

We will evolve the Mini Youth Games programme, reviewing the sports featured in the series and engaging with the small number of schools not currently participating in the events.

The Mini Youth Games series will celebrate its 20th anniversary in the lifetime of this strategy, when we will hold a special year of celebration.

We will develop the Night of Champions and ensure that, where possible, the Mini Youth Games series feeds into the national School Games programme currently being examined by the Government as part of its Active Nation Strategy.

Our programmes for children and young people help meet a number of Sport England's new KPIs:

4: Increase in the percentage of children achieving physical literacy

6: An increase in the percentage of young people (11-18) with a positive attitude towards sport and being active

Medway Sport Development Centres

The story so far:

Mini Youth Sports Clubs were piloted as a new addition to the MYG package in 2015/16, offering quality coaching for 8-11-year-olds in sports that feature in the Mini Youth Games series.

Taking place after school at Medway Park and Strood Sports Centres and delivered, wherever possible, by a coach from one of Medway's leading clubs, the centres aim to create a pathway for children to continue to develop their skills more formally in a club setting.

What next?

We will evolve the Mini Youth Sports Clubs programme into a programme of after-school Development Centres offering informal coaching in specific sports at multiple sites, without the commitment of joining a club.

Each year we will look to add at least one additional development centres into our sites. They will include dance (Medway Park), golf

(Deangate), swimming (multiple sites) and football (through the Gillingham FC Community Scheme at Strood).

We will also create opportunities for talented youngsters to be identified and potentially invited to join the Medway Sporting Academy programme or progress into a community sports club.

The development centres directly reflect Sport England's ambition of creating new opportunities for after-school sport.

Mini Youth Sport Camps

The story so far:

Medway's sports camps have become one of the most popular activity programmes in our sports centres.

The three-day camps run during the school holidays at Medway Park, when scores of primary school children receive quality sports coaching from our team. More than 300 children attended the camps in 2015.

The camps are being rolled out to Strood Sports Centre, where children can also receive football coaching from Gillingham FC community coaches on the centre's 3G multi-sport pitches.

What next?

After pilot sessions at Deangate Ridge, Strood and Splashes in 2016 we will establish Mini Youth Sports Camps at all of our sports centres during every school holiday by 2018, allowing residents across Medway to access top quality holiday sports coaching.





Mini Youth Sports Coaching

The story so far:

Medway Sport's coaching offer to schools has been developed and enhanced significantly over the last two years.

We offer a package of sport-specific coaching linked to forthcoming Mini Youth Games competitions, along with a more general bespoke package.

More than 3,300 primary school children received PE and School Sport coaching from Medway Sport in last two years.

Our coaches run PE lessons or club sessions before, during or after school in a total of 25 sports, including Mini Youth Games and other Olympic and Paralympic sports.

Schools also access help organising intra-school sports competitions and sports days, or teacher training to upskill their teachers to be able deliver PE lessons. Schools are also offered discounted use of facilities at Medway's sports centres, and in Olympic year can book Olympic and Paralympic sport taster sessions delivered by Medway Sport.

What next?

The Government confirmed in 2015 that it would continue to invest in the Primary PE and Sport Premium. This ring-fenced money is given to primary school headteachers to improve the quality of the PE and sport activities they offer their pupils and is used by many Medway schools to employ the services of our Mini Youth Sports Coaching team.

We will build on the early popularity of the Mini Youth Sports Coaching programme, getting additional schools to make use of their Primary PE and Sport Premium to receive our quality coaching offer.

Our ambition is to have delivered coaching in a third of Medway's primary schools in the lifetime of this strategy, placing a particular focus on providing coaches to schools in Medway's rural communities.



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The Medway Sporting Academy – our pioneering programme to help develop young athletes who show sporting potential – has evolved as a legacy of London 2012.

Alumni who have benefited from membership of the Sporting Academy include England under 15 footballer Miri Taylor, plus age group international modern pentathletes and national level rugby players, swimmers, runners, triathletes, boxers and squash players.

Successful athletes selected during the annual summer trials benefit from coaching sessions that complement their sport-specific training with their clubs.

The academy is delivered in three stages, with stage one being the entry point and stage three being for athletes who are on a recognised national governing body pathway.

The coaching team represents a range of sports and has experience of developing athletes to national and international level.

As athletes progress through the academy and succeed in their chosen sports they are able to benefit from sport science workshops led by the University of Kent. Parents are also invited to attend parental behaviour workshops, where they can learn how best to support and influence their children to reach their sporting potential.

Beyond the Academy, Medway Sport supports young athletes up to the age of 21 as they progress up the rankings on their way to national and international level.

What next?

The structure of the academy has recently been refined to ensure that children with the most potential receive the best possible quality of coaching. We will also introduce a policy that every new inductee will join a recognised community sports clubs within six months of joining the programme to help encourage progression and retention in talent pathways.

We will constantly monitor and enhance both the calibre of our coaches and the quality of the young athletes on the programme. We will also build on the role local sports clubs and NGBs can play in identifying potential new recruits and developing our future sporting stars in partnership with Medway Sporting Academy.

We will also raise the profile of some of our most talented young athletes by establishing an online gallery and regularly reporting on their sporting successes in our e-newsletters and via our social media channels.

At all times we will ensure we are creating an environment that is positive, rewarding and inclusive.

Secondary, HE and FE projects**The story so far:**

Medway Sport has successfully secured almost £30,000 from the Sportivate Lottery fund over the last two years to deliver sports projects for 14-25-year-olds.

The money has been used to offer free or subsidised coaching for more than 2,000 young people who may not otherwise have been interested in or able to try a new sport.

Coaching was given in six-week blocks in a range of activities including golf, wheelchair basketball, climbing, sailing, and girls' cricket. The funding was also used to support the six-week blocks of sports activities delivered as part of our flagship ParkSport programme at The Strand.

Sport England has now awarded Medway Sport almost £160,000 to roll out the ParkSport programme over the next three years. This will engage almost 3,000 young people from Medway's more deprived areas in weekly multi-sport sessions in Medway's parks and open spaces.

Medway Sport also works closely with the Street Games charity to set up Doorstep Sport Clubs in partnership with the Medway Youth Service.

Multi-sport and handball clubs have been set up at three locations to offer 14-25-year-olds sport on their terms. More than 60 young people

Secondary, FE and HE in numbers:

- Almost £200,000 of external funding secured for targeted projects
- More than 2,000 young people already engaged in coach-led sports sessions.

regularly attend the free sessions on a weekly basis, and we are currently working to identify young leaders from the sessions who can be trained to run the clubs on an ongoing basis.

What's next?

We will have a dedicated officer working on projects for 14-25-year-olds, developing existing clubs and programmes and identifying new funding streams and projects in partnerships with Medway's secondary schools, colleges and universities.

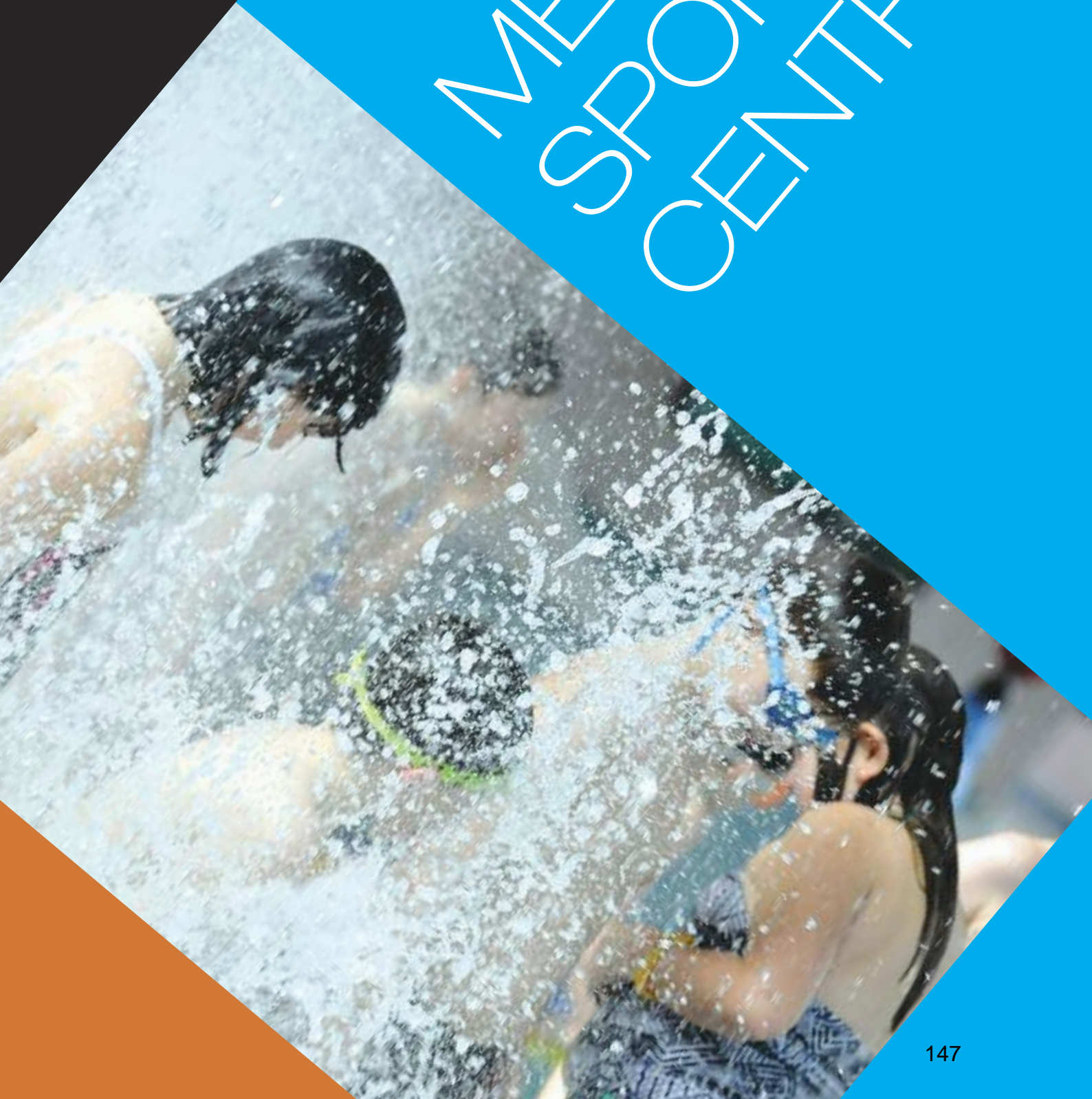
Young volunteers from Medway's secondary schools and colleges who support our Mini Youth Games programme and other events as umpires and event volunteers will now get access to training, branded clothing and other recognition rewards in a Street Games project launched by Medway Sport. We will also aim to transition these volunteers onto our Medway Sporting Ambassadors programme.

Medway Sport will also offer work placements to sports studies undergraduate students from the University of Kent, giving them practical experience of running events and delivering projects.



04

MEDWAY'S SPORTS CENTRES



Medway Council has invested millions of pounds in redeveloping its sports centres over the past two years.

This builds on the £11 million investment in Medway Park to transform Medway Park into a centre of sporting excellence as a legacy of the London 2012 Olympic and Paralympic Games, in partnership with Sport England, The University of Kent and the Department for Communities and Local Government.

Facility investment

The story so far:

Strood Sports Centre has undergone a major refurbishment worth £1.9 million, transforming it into a more spacious and inviting facility for all of Medway to enjoy.

The state-of-the-art fitness suite is double the size of the previous one, and there are new fitness studios hosting an exciting new programme of classes.

General improvements to the reception, changing areas and more mean Medway's second busiest sports centre is more bustling than ever before.

The Strand Leisure Park has also been given an overhaul, including a facelift for the tired outdoor pool, complete with a new, customer-friendly glass reception area. The tennis courts and other facilities have been tidied up and the whole site has been opened up more with the removal of shrubbery and new signage. The par 3 golf course has been developed into one of the leading footgolf courses in the region.

The former Stirling Sports Centre has undergone a £500,000 refurbishment in a partnership between the King's School and Medway Council. This includes internal refurbishments and the completion of seven new tennis courts, and five netball courts.

Our open spaces have also benefited from investment with the addition of marked running routes at Capstone and Riverside Country Parks and



the installation of outdoor gyms across Medway's parks and greenspaces.

There has also been considerable funding by external partners in new sporting facilities in Medway, including a new footgolf course at Lordswood School.

What's next?

Medway Council will work with partners to explore options for a new sports centre serving Rainham and the East of Medway.

We will also be investing in the facilities at Medway Park as it becomes the national training base for the England Wheelchair Rugby League team. Our ambition will be to attract additional teams to use the first-class facilities for regular training.

A new footgolf course, par 3 golf course and mountain bike course opened at Deangate Ridge Sports Complex in 2016. We are now working with Sport England to produce a facilities strategy which will help determine the strategic sporting needs of the whole of Hoo Peninsula into the future, and to develop plans for the future development of all our sports centres.

We will also support the planning for a new BMX pump track in Medway as part of the Medway Cycle Action Plan.

Work is also now underway on the new privately-funded Avenue Tennis indoor and outdoor tennis centre on the site of the former 44Two Sports Club in Gillingham. We will work with the venue as part of our ongoing programme to develop the sport of tennis in Medway.

Gillingham Anchorians Hockey Club has been granted £45,000 by Sport England towards its bid for a vital new astroturf pitch. The funding grant means it is now within reach of the money needed to replace the ageing all-weather surface at its Gillingham-based site.

Innovative programming

A major priority for the further development of our sports centres is innovative new programming, using fresh ideas to make our activity offers more welcoming and inclusive.

The story so far:

Strood Sports Centre is leading the way in maximising the use of its facilities through innovative programming. The 3G outdoors football centre has become a multi-sport venue offering a wide range of activities, including bubble football, archery tag, laser tag and multi-sport sessions as part of the ParkSport programme. As a result, it has become the go-to venue for a party or corporate away days, and has become the home of the Kent and Medway Business Games.

Splashes has also recently launched a new Fit Club, offering two evenings packed with 30-minute fitness classes that take place on poolside.

Medway Park has recently introduced exciting and innovative new fitness classes, including an Aqua Gym class that uses freeweights designed for a workout in the water.

The Strand has also become a hub for organised sporting activities. It is the home of Junior parkrun, hosts ParkSport sessions and other community programmes including Tennis Tuesdays for the LTA. In July 2016 it will be one of three host venues for the inaugural Medway Tennis Festival.

What next?

A similarly creative approach is now being implemented across all of our sports centres to maximise usage and access for the general public and to generate revenue to reinvest in our facilities.

Plans include:

- A programme of additional weekly outdoor activities including archery tag, boot camps, mountain biking, and orienteering at Deangate;
- New quick leagues in a variety of sports;
- Walking sport leagues and multi-sport sessions on the 3G pitches at Strood and other sites;
- New sessions and equipment for Laser Tag and Splash Tag;
- Enhance use of our functional fitness equipment for pre-season training sessions for local clubs and teams;
- Launch of new development centres in aquatics, golf, dance and football;
- Creative new events such as obstacle runs on the Medway Park track.



05

WORKFORCE CLUB AND COACH DEVELOPMENT



For those wanting to pursue a career in sport, Medway is the place to be. Its colleges and universities have an enviable reputation for the calibre of their sports-related courses, while Medway Sport itself is investing significant amounts of time and money in developing its own staff.

Support is also given to local volunteer and professional sports coaches through a programme of training and development courses hosted at Medway Park and other venues in partnership with Kent Sport.

Medway is proud of the role it plays in supporting Sport England's KPI 16: Employment in the sport sector.

Further education and sport in Medway

Medway has an excellent reputation for quality further and higher education in a range of sports-related disciplines.

Medway Council and its partners continue to strive to make Medway synonymous with forging a career in sport.

University of Kent

The University of Kent is recognised nationally and internationally as one of the leading universities for sport and exercise science study and research.

Its School of Sport and Exercise Sciences has approximately 500+ students and 24 academic staff, offering four undergraduate degrees – including a new Sport Management course, and three postgraduate study pathways (in Master's, PhD and a Professional Doctorate). More than half of UoK graduates go on to careers in the sport, exercise and health sectors, including sports therapy, working with the NHS, with sports governing bodies or working with similar exercise professionals.

The University has a strong reputation for research in the fields of sport, exercise and health, with between 10-15 Medway-based researchers and expert practitioners conducting studies to develop new knowledge and professional practice in the sport and exercise sciences.

Staff in its research groups have published and presented hundreds of scientific papers in the last few years, attracting hundreds of thousands of pounds of research funding and working with local and national organisations and governing bodies of sport.

The University of Kent is a partner in Medway Park, Medway's centre of sporting excellence, and operates thriving sports therapy and high performance clinics, as well as a state-of-the-art research laboratory within the centre.

In the future the School hopes to expand its international reach, attracting high quality students from overseas, alongside the current influx of UK and EU students. With this, might bring opportunities to develop further postgraduate study programmes and funding.

**University of Greenwich**

The University of Greenwich sports science programmes are part of the Centre for Science and Medicine in Sport and Exercise (CSMSE), which offers state-of-the-art facilities including 3D motion-capture systems, strength and conditioning facilities and a specialised environment chamber.

The University's programmes equip students with the knowledge and analytical skills needed for a career in sport and exercise science, both health-related exercise and high level sports performance.

The research Centre for the CSMSE at the University brings together scientists and medical professionals to share their expertise in assisting people to perform better in elite sports and in helping members of the public to prevent ill-health or recover from illness through regular exercise.

It also has an outstanding track record of publishing in peer-reviewed journals and presenting work at international conferences. The CSMSE plans to increase its already successful programme of external grant-funded projects through National Institute for Health Research (NIHR) projects in collaboration with local clinicians.

The CSMSE is also taking on responsibility for Clinical Researcher Career Development for Kent Surrey and Sussex, in partnership with Health Education England and the NIHR (Integrated Clinical Academic Internship Programme, 2016-17).

MidKent College

MidKent College is situated alongside Medway Park, and has a strong partnership relationship with Medway's centre of sporting excellence.

The college helps students prepare for a high performance career in a range of sports employment roles including sports marketing, personal training, fitness instruction, coaching, teaching, sports therapy, psychology, sports science and sports management.

The college offers an array of sports-related qualifications ranging from level 1 to 5 and has approximately 300 full time students studying sports-related diplomas, fitness and coaching courses.

With a range of backgrounds in many different aspects of the sports industry, the experienced and professional staff are passionate about

sport and fitness. They work to inspire the next generation, with high expectations placed at the forefront, and challenge learners to excel beyond their means.

The college has a partnership with Gillingham FC and Maidstone United FC, with options to study a HND at the college or progress to university. MidKent College students have extensive use of the sporting facilities at Medway Park.

Staff training and apprenticeships

The story so far:

Medway Council employs exceptional staff across its sports centres, whose passion, drive and enthusiasm helps us deliver the best possible service for our customers.

These staff are given every opportunity to improve their skills and improve the centres, and make working at Medway Council's sports centres a career in which they can achieve and prosper.

Between August 2014 and October 2015, Medway Sport staff gained 89 new qualifications in gym instructing, leading fitness classes and swim teaching. These included level 1 and 2 qualifications in swimming instruction, gym courses and gym refreshers and exercise to music qualifications.

In March 2016 nine sports officer also passed Level 2 Street Games Training Academy qualifications in Principles and Preparation for Coaching and Multi Skills Coaching. One of our sports participation officers has also qualified as a tutor for the Street Games training academy.

All managers complete accredited management training courses as we look to upskill and motivate our employees and improve our service to our customers.

In addition, some 14 apprentices have secured jobs in Medway's sports centres since January 2015, giving them first-hand experience and a first step on the career ladder. They each complete an NVQ Level 2 in Sport and Fitness.

What's next?

We will invest even more in training our staff and funding additional qualifications, enabling them to be able to deliver more classes, lessons and coaching sessions in our centres. These courses will include Swim Level 1 and 2 courses, Street Games training Academy coaching courses and specific qualifications for delivering a range of fitness classes, including pre and post natal, as well as sport-specific NGB coaching qualifications.

We will also employ a minimum of 10 apprentices each year who will each complete a Level 2 NVQ in Sport and Fitness.

'LUByANDyCOACHyDEVELOPMENT

Medway's sports coaches and volunteers have a vital role to play in coaching the local community. Coaching is central to the development of sport at every level.

Medway Sport offers aspiring coaches access to introductory modules for would-be coaches, as well as working with national governing bodies and our colleagues at Kent Sport to lay on sport-specific coaching courses and club development workshops.

Medway Sport also supports local clubs to gain Clubmark, ClubFirst or equivalent accreditation from their national governing bodies as a quality mark for their junior provision.

We will continue to support additional clubs wanting to work towards achieving accreditation, and with any additional support with funding bids or other development plans.

Find out more

Local

Medway Sport: medway.gov.uk/sport

   @MedwaySport

Medway Council: medway.gov.uk

Enjoy Medway: enjoymedway.org

A Better Medway: abettermedway.co.uk

Kent Sport: kentsport.org

University of Kent: kent.ac.uk/sportsciences

University of Greenwich: gre.ac.uk/engsci/research/groups/csmse

MidKent College: midkent.ac.uk

National

Department of Culture, Media and Sport:
gov.uk/government/organisations/department-for-culture-media-sport

Sport England: sportengland.org

UK Sport: uksport.gov.uk

Association of Physical Education: afpe.org.uk

Sport and Recreation Alliance: sportandrecreation.org.uk

Youth Sports Trust: youthsporttrust.org

Street Games: streetgames.org



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Medway
COUNCIL
Serving You

MEDWAY'S CULTURAL STRATEGY

2014-2019





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MEDWAY OUR PLACE

Culture is important to Medway for many reasons.

It shapes the collective identity of our five towns and sets Medway apart as an attractive and dynamic place to live, work, study and visit – a place that is drawing growing interest regionally, nationally and internationally.

Culture makes our place unique. Where else will you find such a vibrant combination of rich history, proud naval heritage, world-renowned connections with Charles Dickens, inspiring green spaces, state-of-the-art education and sporting facilities, a buzzing arts scene, and more than 30 days of free festivals and events every year – and all within easy reach of the capital and the gateways to Europe?

Culture creates opportunities. A thriving network of creative communities have their roots deep in the heart of Medway, and many more are making it their home, from a vast student population pursuing careers in the cultural sector to artists, musicians, actors, sportspeople, volunteers and ambassadors, innovators and educators.

It also helps to improve wellbeing and quality of life, bringing our communities together and helping to tackle social isolation – as well as promoting healthier, more active lifestyles.

But culture isn't just a "nice to have". It also brings hard-edged economic benefits. The creative and tourism sectors account for around 15% of Medway's economy and both are flourishing here, creating a magnet for attracting new business and inward investment.

Medway is the largest urban area in the southeast outside of London and a national priority area for regeneration. Our cultural offer is driving that regeneration forward.

Medway's Cultural Strategy sets out our plans to work together to build on our successes, to capitalise on some pivotal new developments on the horizon, and further transform Medway as the destination for culture, heritage, sport and tourism.

It aims to be a catalyst for change, developed by Medway's Cultural Partnership, but very much supported by extensive research and consultation with our residents and creative communities.



Councillor Howard Doe
Portfolio Holder for Community Services, Medway Council

STRATEGIC PRIORITIES

Stewardship

Preserve, interpret and enhance Medway's heritage, green spaces and public realm for the enjoyment and benefit of current and future generations.

Engagement

Increase active engagement and satisfaction with cultural activities to improve quality of life, providing the essential place making for the significant regeneration that is taking place in Medway.

Prosperity

Harness and foster the creative talent within Medway and maximise the opportunities the universities and further education, tourism, creative sector and cultural offer create for Medway's economy.

Wellbeing

Increase active participation to address obesity, mental and spiritual health, promoting active minds, bodies and lifestyles and seeking to address social isolation.



MEDWAY'S CULTURAL PARTNERSHIP

From heritage to sport, art, design, theatre and music, Medway's Cultural Partnership represents the privileged custodians that are working to safeguard and grow the richness and intensity that is the experience of Medway.

Fashion designers, digital entrepreneurs, artists, craftspeople, dramatists, musicians, sportsmen and women, historians and poets all contribute among so many others to making Medway one of the liveliest and most exciting cultural hotspots in the UK and consequently an extraordinary place to live and work.

From the Norman splendour of the castle keep and cathedral, across the Great Lines to the Historic Dockyard where the keel of HMS Victory was laid, to Dickens' youthful home and on to the gleaming modern buildings of Chatham quays and the high tech start up companies nestled among those businesses with a longer pedigree - Medway is all of this - tradition and culture; future and community.

Medway's Cultural Strategy has been built by the Partnership working closely with Medway Council in the recognition that culture, community, history and well-being are all part of a dynamic and sustainable economy. The organisations, groups and individuals that have participated in the project are already engaged in building the future in Medway. This future embraces a culture of inclusion and adventure, of fun and seriousness, and, of course, you. This is a future that can't be built without you - I'm sure that you will find something that will stimulate, challenge and encourage on these pages - come and join us!



Mark Little
Chair of Medway's Cultural Partnership
Executive Dean, UCA Rochester





STEWARDSHIP



LOOKING AFTER OUR HERITAGE, GREEN SPACES AND PUBLIC REALM

Our key achievements

- No.1 Smithery at the Historic Dockyard, Chatham
- Refurbishment of The Guildhall Museum in Rochester
- Green Flag accreditation secured at 7 sites
- More than £3 million invested in play areas across Medway
- More than 54,000 volunteer hours secured in supporting our greenspaces and heritage sites.
- Secured Heritage Lottery Funding for a £1.5 million project to establish the UK's first Huguenot Museum
- Secured total funding of £8.75 million for the Command of the Oceans scheme at the Historic Dockyard in Chatham
- Secured Heritage Lottery Funding for a £2 million project for the renovation and conservation of Eastgate House in Rochester
- Secured total funding of £5.6 million for the Hidden Treasures Fresh Expressions project at Rochester Cathedral.



OUR AMBITIONS

- Delivering Heritage Lottery Funded schemes for Eastgate House (£2million), Command of the Oceans at the Dockyard (£8.75million), the Crypt project at Rochester Cathedral (£5.6 million), Huguenot Museum (£1.5m)
- Development of Eastgate House Gardens, along with Eastgate House and the Dickens Chalet
- Command of the Heights – a Heritage Lottery Fund bid for the Great Lines Heritage Park, including the reinstatement of the ditch at Chatham Riverside, forging greater connections with the River, linking to the Great Lines Heritage Park and supporting the development of a city square / public space
- Command of the Campaigns – a Heritage Lottery Funded bid to develop the libraries and archives of the Royal Engineers Museum
- Undertake the next significant phase of development for the Guildhall Museum increasing gallery space and enabling greater footfall
- Working with English Heritage, further develop the offer at Rochester Castle, increasing visitor numbers
- Developing a vision for the future of Temple Manor, a 13th century house belonging to the Knights Templar within the Temple Waterfront regeneration proposals
- Relocating Medway's Archives to widen and enhance the offer
- Continuing to promote Ranscombe Farm, described by David Bellamy OBE as "Medway's Miracle", to open up to new visitors
- Developing Upnor Castle, built in 1559 as a gun fort on the orders of Queen Elizabeth I to protect her warships at anchor, as part of the wider regeneration proposals for the area
- Developing a strategy to unlock the potential of the Hoo Peninsula, together with the RSPB Reserve, Cliffe Woods Country Park and Grain Coastal Park, given the area's significance as a SSSI site and internationally important wetlands.





WELVE

ENGAGEMENT



ENHANCING OUR QUALITY OF LIFE, SHAPING THE PLACE WHERE WE LIVE

Our key achievements

- More than 30 days of free festivals and events every year, one of the largest free festivals and events programmes in the country
- Our free festivals are now attended by more than 350,000 people each year
- Medway's Community Hubs programme – investing in our libraries and town centres
- 222,000 people engaged in arts outreach programmes each year
- Delivered Medway's first Mela, a multi-cultural celebration of Medway
- Hosted Culture and Design Awards, celebrating the creative talent Medway has to offer
- Hosted the country's first ever National Armed Forces Day.



OUR AMBITIONS

- Increasing awareness of cultural activities across Medway online, through increased use of social media, the Big Screen in Chatham town centre, and through high visibility screens in libraries, community hubs, the Visitor Information Centre and at our major events and festivals. Maximise the potential free wifi will bring
- Continuing the Community Hub programme, with Strood Community Hub opening in early 2015 and a Neighbourhood Community Hub in Twydall
- Establishing a Cultural Quarter in Rochester around Eastgate House and Rochester Community Hub
- Further development of The Central Theatre to support the night time economy, and increase engagement with the arts
- Encouraging greater use of the river – supporting the development of river taxis, piers, sailing and further developing the annual River Festival
- Continued promotion of Ideas Test, supporting local creatives and communities to access funded opportunities to increase participation in the arts
- Continue to promote culture and celebrate success through the Medway Culture, Design and Tourism Awards
- Broadening our festivals and events offer to commemorate significant anniversaries, including:
 - 2015: 800 years since the sealing of Magna Carta and the Siege of Rochester Castle, and the 200th anniversary of the Battle of Waterloo
 - 2017: Medway in Flames: commemorating 350 years since the Dutch Raid on Upnor Castle
- Establish a 'youth offer', pulling together the wide range of activities offered for young people, including free swimming for under 16s, workshops, sports camps, Under Siege and opportunities for funded projects offered through Ideas Test
- Continue our volunteering programmes to increase engagement with greenspaces, heritage and libraries, contributing to social inclusion.





PROSPERITY

SUPPORTING THE CREATIVE SECTOR AND TOURISM INDUSTRY

Our key achievements

- Development of the Destination Management Plan (Tourism Strategy) 'Celebrating World Class Heritage'
- Launched the Explore Medway Tourism Bus – attracting more than 3000 passengers in its first year
- Launched the Dickens Country Experience bus tour, which sold out in its first season
- Established the Christmas Markets at Rochester Castle
- Workspaces established to support for Medway's creative sector
- Sun Pier House in Chatham, at the heart of regeneration plans for the High Street between Chatham and Rochester
- Supported the pop up shop in Chatham High Street – a showcase for local artists and facility for workshops and business support programmes
- Supported Nucleus Arts Creative Hub in Chatham
- Supported Recreate, a cross border project to support economic regeneration, development and job creation through creative enterprises
- Reinstatement of a landing pontoon and walkways at Sun Pier, providing better access to the pier and river.



OUR AMBITIONS

- Delivering against the Destination Management Plan; creating a more joined up visitor experience between key sites, developing the potential of the river, encouraging investment in visitor facilities and developing an 'attract and disperse' strategy to encourage longer day visits and short breaks
- Maximising the opportunities London Paramount will bring to Medway in 2020, through increased visitor numbers, complementary hotel provision and building the skills locally to fill the employment opportunities that will be created. It is estimated that around 27,000 jobs will be created
- Promoting Medway as a growing film and TV location with a growing number of creative professionals, magnificent historic and natural backdrops, and easy transport links to the capital
- Further celebrating our Dickens connections in the wider Medway and rural areas, establishing 'Dickens Country'
- Supporting the delivery of the Chatham Waters project at Chatham Docks. Up to 3,500 jobs to be created through a new £650 million mixed-use development site which will include retail units, exhibition, performance and event space designed to attract many new visitors to Chatham and benefit the wider area.
- Establishing a "city centre" area around Chatham Waterfront and supporting the town's evening economy with projects including improved lighting of historic buildings such as The Brook Theatre and St John's Church
- Establishing a Creative Quarter around Sun Pier House, supporting professional development for creative practitioners and students, and providing workspace and exhibition opportunities
- Maximising the opportunities the new Rochester railway station will bring to Medway and creating a sense of arrival for visitors, including a performance space at the station
- Further support our Universities and MidKent College to grow, attract and retain students, helping to establish career pathways in key industries
- Securing further investment in our piers to provide easy access to the waterfront and increase connectivity for commercial and tourism use, including river taxis, waterbus and tourist boat services.





WELLBEING



TAKING PART, STAYING ACTIVE, KEEPING WELL

Our key achievements

- Medway Park, our regional centre of sporting excellence, received more than 750,000 visits in 2013
- Hosted the Modern Pentathlon World Cup, Modern Pentathlon European Championships, the British Transplant Games and Wheelchair Rugby League World Cup
- Launched Medway's Sporting Legacy Programme, capitalising on the successes of the London 2012 Olympic and Paralympic Games
- The annual Medway Festival of Sport featuring more than 60 events across 70 days
- Free swimming for under 16s and over 60s - now enjoyed by more than 100,000 people a year
- Groundbreaking partnership arrangement with King's School Rochester over the running of the Stirling Centre, a £500,000 investment that has now generated 85% community use
- Launch of Arts Inclusive, delivered by Nucleus Arts - encouraging people at risk of social exclusion to take part in motivational and creative art workshops
- Launch of EDNA (energise, dance, nourish, art), a pilot project to evaluate the benefits dance and arts activities can have on health and wellbeing for older people
- Friends Groups actively involved in supporting and maintaining our green spaces, heritage sites and libraries.



OUR AMBITIONS

- Further delivery of the Sporting Legacy programme, maximising the opportunities the Olympic Games in Rio 2016 will bring for Medway
- £1.9 million refurbishment of Strood Sports Centre
- Continue with our mass participation events – Medway Mile, Big Splash and Big Ride and deliver against £2.5 million of funding for improved cycling routes and infrastructure, heralding a major advance for cycling in Medway
- Develop a programme of Park Sports, offering a range of physical activities across our greenspaces
- Further initiatives to help combat social isolation: Arts Development Team work in collaboration with Medway's Public Health Team and grass roots cultural organisations
- As part of the Medway Festival of Music, seek to promote and develop singing and choirs
- Work with the Sydney De Haan Foundation to deliver a research project to explore the value of culture, music and the arts in improving health and wellbeing among groups at risk of social isolation.





MEDWAY'S CULTURAL STRATEGY
is supported by



Medway Council
Regeneration, Culture and Transformation Dept.
Gun Wharf
Dock Road
Chatham
Kent
ME4 4TR

Parish Councillor George
Crozer

2nd March 2018

Dear Tomasz Kozlowski

Save Deangate Ridge Petition and letters to Cabinet Dated 04/02/18 and 12/02/18 – Medway Council response

Thank you for your letter dated 23rd February 2018 which was received on 26th February 2018 and subsequently circulated to Joanne Shorter and other signatories of the Save Deangate Ridge Petition.

This letter is a response from all parties who represent the Save Deangate Ridge Campaign.

I must begin by stating how frustrated we are that the letter of response issued on the 23rd February 2018 and the Cabinet responses to date clearly demonstrate that Medway Council are yet to grasp or understand the nature of our request and concerns. We feel that we have been very clear in all of our correspondence. The petition cover letter and all other letters from Joanne Shorter to the Cabinet clearly state that the request is to 'postpone the decision' to close Deangate Ridge until a compliant report is produced. The Report simply referenced by you as Agenda Item 10, its content and the governance that sits behind it, is the sole focus of our campaign at this time. NOT whether Medway Council may or may not have plans to redevelop the site in the future.

The content of your letter in no way makes the governance and content of the Agenda Item 10 Report compliant – unless Medway Cabinet have instructed the appropriate qualified officers to update the report using the information contained in your letter and appendices, to carryout a full financial analysis of all options, to consider other business models or options and to re-issue and evaluate the updated NEW COMPLIANT REPORT at another Cabinet meeting. As you have not informed us that this will be your next step, your letter is a totally Inadequate response.

The remainder of this letter will follow the format of your response.

Decision to close Deangate Ridge Golf Course

Your letter states that the provision of leisure services by Medway Council is non-statutory. At no time have we asked that the Council continue to run Deangate Ridge in its existing capacity at a financial loss to the People of Medway. Our letters clearly state that no evidence has been provided to show that other business models have been investigated as options to take away the financial burden for the Council. The Agenda Item 10 Report has two options – run at a loss, or close. This is simply not a compliant or acceptable level of analysis when the preferred option removes such a valued asset from the community – note that this decision contravenes the Sport England's Playing Fields Policy and section 16 of your own draft local plan. Surely such a high profile and contentious decision warranted a

fully compliant investigation with options to save the community sports facilities as highest priority?

The Closure of Deangate Ridge Golf Course has been reported as being purely financially driven by Medway Council – in simple terms they no longer wish to assign funds to the Golf Complex.

Medway Council allowed the Club to run at a loss for 7 years. There is no evidence provided in the letter response or appendices that demonstrates a structured and financially viable marketing campaign was implemented.

There has been a systemic failure to present the core product, the Golf Course, to the key pay and play customers who provide 75% of the turnover to the standard advertised on the councils own Deangate Ridge website.

The evidence offered of considerable efforts to improve the financial performance of the Golf Complex is in fact an indictment of disastrous waste and miss-direction of efforts and recourses on a poorly conceived and poorly executed set of initiatives. We can provide evidence to substantiate these assertions in due course, example below. Appendix1

The information provided in your response relating to Marketing is NOT acceptable. No other business models were considered. There is no evidence of advertising the facilities at Deangate for any other purposes – weddings, parties, meetings etc. to generate income. There were no social events planned such as dinner dances, balls or similar – these are all things that most golf courses offer to increase income. The number of events planned per annum was too few to generate the income required. The only national advertising was for the Meangate and Ultra events. A few isolated events would never have generated enough income to cover a £200k per annum loss.

There was no financial assessment against the campaigns therefore no way of assessing success per annum other than basic accounting. When 2014 still ran at a loss, the 2015 campaign should have considered other options and models – not regurgitate the same as 2014. When 2014, 2015 and 2016 ran at a loss – ALL ALARM BELLS should have sounded to the effect of ‘our marketing campaign isn’t working – we need a re-think’. This did not happen therefore the failure lies solely at the feet of whoever was approving and signing off the marketing campaigns.

Golf in decline

Deangate is a Municipal Golf Course – a Community facility. To compare Deangate to other golf courses that have closed, an assessment of what lead to these closures would be required – was the land earmarked for development?, was the complex used for any other purposes? (alternative business models), what other facilities were at the course? etc. etc. Just because they were golf courses does not mean that they were like for like.

England Golf is the National Governing Body yet Medway Council chose not to liaise with them as part of the Agenda Item 10 study. The Council based the statement in the report relating to ‘decline’ purely on media publications and no further investigation into why these clubs were closed. Are these media outlets audited for accuracy? Any statistical expert will tell you that un-validated reporting is nothing more than speculative. It seems strange that the Council did not feel that advice from the Governing Body should be sought.

England Golf have informed us that the usual process for closure of a Golf Club is that Sport England are consulted on the proposed closure first and asked for their feedback. As part of this, they will then seek England Golfs views/ comments, as the National Governing Body.

England Golf are against losing any golf facility and they would expect there to be evidence of a thorough investigation/ report into the viability and local provision prior to any closure being agreed.

Why did the Council not liaise with Sport England and England Golf (as the governing body) and instead rely solely on media reports (which can be biased, speculative and factually incorrect) in their Agenda Item 10 Report?

Further more, why did the Council not seek advice from England Golf as part of their marketing campaigns from 2010 – 2017? We have it on good authority that approximately 2 years ago England Golf attended a meeting at the Golf Club and entered into healthy and positive discussions with Golf Club staff. After the meeting England Golf were never contacted by Medway Council staff again and none of their advice acted upon. England Golf had they been appropriately consulted would have been best qualified to work with the Council to look at options to improve the finances of Deangate Ridge yet the Council chose not to contact them or use there extensive and free services.

Efforts to Increase Revenue

Whilst we have covered the impact of the poorly thought out and financially modelled Marketing Campaigns, we must also consider that Deangate Ridge is MORE than just a Golf Course.

Yes, Deangate Ridge is a Golf Club – but it is a Municipal club and therefore all options possible in terms of providing offerings for ALL of the community should have been considered in the Agenda Item 10 Report and as part of the Marketing Campaigns but weren't.

Furthermore the existing facilities such as bar and food offerings were NEVER advertised to the wider community, most of whom wrongly assumed that only members or golfers could use them.

Many golf clubs rely substantially on renting their ancillary facilities for functions, business conferences, weddings and similar yet the Council at no time, even when running at a loss for 7 years implemented any such actions. Many examples of how other clubs successfully apply these marketing approaches can be found within a 50 mile radius of Deangate.

The most critical avenue to be investigated by the Medway Council Auditors is that **just because the Golf Club is a public funded entity, why was it not managed with private sector commercial acumen? Medway Council have failed to professionally manage this valuable community asset and have therefore failed in their duty to monitor and manage government finances.**

Business Case and Consideration of alternative business models

The response given in your letter is completely unacceptable. The letter refers to a potential larger sports facility peninsula. As stated in the letter to Cabinet dated 4th February and the second letter dated 12th February, this new sports facility proposal is purely speculative and should have in no way influenced the decision to close Deangate Ridge.

Your letter states that *'a balance had to be struck between providing ongoing subsidy to the golf course, while alternative business models were explored with no guarantee they would generate the required improvement in income revenue streams et al'* is deplorable. Medway Council have had 7 years to explore options. In particular, when the Marketing Campaigns

over the past 4 years were failing, the Council had a DUTY to explore these other options and models yet chose not to do so.

WE ASK THAT THE DECISION BE POSTPONED TO ALLOW FOR A FULL COMPLIANT ANALYSIS. THESE AS A MAXIMUM WILL ONLY HAVE A 6-MONTH IMPACT ON THE MEDWAY FINANCES.

Medway Council allowed a 7-year loss to continue – the signatories of the petition cannot and will not accept that another 6 months whilst other financing options are explored would be the ‘break point’ for the Cabinet annual finances. Regardless of any of the content in the Council response, they have not met their constitutional obligations to produce a governance lead report.

May I again refer to the Legal case of *R (Joicey) v Northumberland CC* 35. *R (Joicey) v Northumberland CC* [2014] EWHC 3657. This case concerned the effect of breaches of Requirements to publish information in advance of meetings at which decisions are made, and the effect of such breaches.

We are simply asking that Medway Council do their job properly – if the outcome is the same – Close Deangate – then the public will have to accept this – but only because all other options were exhausted and unsuccessful.

On-going development and Maintenance of the site

This campaign relates to the NON COMPLIANT AGENDA ITEM 10 REPORT. The financial modelling in the report is not HMRC or CIPFA compliant. It is a basic profit and loss account making it biased. There is no substance behind the figures. We are awaiting a response from our FOI request to fully offer a response to this item, but regardless of the information we receive, it is the responsibility of the Author of the Agenda Item 10 Report to ensure that all financial information is included.

We do not agree that the marketing campaign would have garnered the increased income that the letter refers to as it was an inadequate, unprofessional approach which was not costed appropriately for the Council to carryout Post Project Evaluation assessments at the end of each financial year. It also failed to consider ANY other business models.

Impact on Capital Works on Income Generation

We dispute the letter response completely. ANY CONSTRUCTION PROJECT will have lead to an operational impact on the Golf Club. This information should have been included as part of the Agenda Item 10 Report. Any correlation should have been reported between periods of works and any loss of income generation. Any Business Cases relating to the Capital works should have been reviewed against the Post Project Evaluations and any forecasted income that was part of the business case financial modelling assessed and projected as part of the Deangate Income 2017 onwards. None of this is included as appendices to the report and no referral made.

Consultation on closure of Golf Course

Yet again we have to make the Council aware of its own Constitution:

- *Core Principle B: B1 Openness as evidence of a failure to carry out due diligence and lack of adherence to Corporate Governance:*
- *Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and*

considerations used. In due course, ensuring that the impact and consequences of these decisions are clear.

- *Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action.*

Core Principle B3: Engaging with Individual Citizens and Service Users effectively clearly outlines the requirements in its entirety for engagement of Key Stakeholders.

Medway Council HAVE NOT on any occasion consulted with the public with regards to Deangate Ridge.

Part 4 of Leader and Cabinet Rules – 2.3 Consultation also clearly states that “all reports to the Cabinet from any member of the Cabinet or an employee on proposals relating to the budget and policy framework, must contain details of the nature and extent of consultation with stakeholders and relevant overview and scrutiny committees, and the outcome of that consultation”.

As the public are one of the ‘Key Stakeholders’, the lack of consultation and engagement is a clear breach of the Councils *Code of Corporate Governance* and the *Councils Constitution for Leader and Cabinet Rules*.

What grounds for urgency lead to the Council and Cabinet to decide that NO CONSULTATION would be carried out even though the public and press had alerted them to the EXTREMELY high level of public interest? Regardless of whether consultation is non-mandatory, who made the decision to disregard the public who voted Cabinet into office?

Further development of the site

We find it insulting and disrespectful that yet again Medway Council feel the need to discuss any future plans for the site implying that this is the basis of our campaign. Our request is for a Compliant Report so that Cabinet can make a compliant, fair, just and unbiased decision about whether or not to close Deangate Ridge Golf Club. We have not asked about what will happen if closure goes ahead.

Transparency and access to information

See above – Business Case and Other models for consideration.

Sections 100A-E of the Local Government Act 1972 provide for rights to access to local authority meetings. Section 100B provides for access to agendas and reports. Section 100D provides for access to background papers. All such documents must be “open to inspection by members of the public at the offices of the council” at least five clear days before the meeting. The 5 days time limit is only applicable for extenuating situations:

‘It is noted that the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 requires 28 clear days’ notice of the intention to make a key decision.’

Medway Council gave the following reason for only 5 days notice:

On this occasion it has not been possible to provide this 28 clear days’ notice and therefore Section 10 (General Exception) of the above regulations have been complied with. It was not possible to include this report on the Forward Plan with 28 days’ notice because the proposals regarding the future of the golf course had not been finalised at the time of the publication of the Forward Plan.

Why was this seen as urgent by Medway Council? – What would the impact of the 28 days have on the Council other than one months Revenue? Obviously Financial Year end would have been a driver but the Council will still be allocating revenue funds for securing the site following closure so the impact of 28 days would have been minimal. The Council was very aware of the public interest yet still chose to move forward at 5 days notice.

This is completely unacceptable and we deem this as an abuse of the General Exception clause and abuse of Cabinet power.

Conclusion

The content of your letter in no way makes the governance and content of the Agenda Item 10 Report compliant and therefore based on the reasons given in the content of this letter and the letters dated 4th and 12th February, the signatories of the Save Deangate Ridge Petition have no choice but to request a referral to the appropriate community.

We do not feel it would be appropriate for any persons that approved the final non compliant report to be at the Overview and Scrutiny committee meeting of the 12th March in a decision making capacity.

We also believe that this is a major failing of the Medway Cabinet – to make a decision based on a non-compliant report. They were duly notified of the breaches yet chose to dismiss and ignore this information

We await your advice with regards to the next steps.

Your sincerely

Cllr George Crozer and Joanne Shorter
On behalf of the signatories of the Save Deangate Ridge Petition.

Appendix 1

The Petition response states “*extensive efforts increase revenue at Deangate Ridge in recent years*” and “*alongside the proposal to increase revenue a marketing plan was developed by the Council’s marketing and communications team*”.

Evidence provided does not support this assertion, merely the intervention of an events promotion team with a budget to spend.

However the Meangate variants have achieved brand status and have shown what diversification can offer to increase turnover. Having absorbed set up costs future events were expected to provide a surplus. Other promising ideas were ruined by poor execution e.g. pricing targeting or wrong choice of promotional channels. Unfortunately throughout this period the Council have allowed the cosmetic quality of the **core product**, the golf course, to drop. This while attention was being given to diversification **core customers** were being driven away. The inherent quality of the location and layout being insufficient to retain them; This is the **NORSE EFFECT**.

A convincing revitalisation effort would be evidenced by the use of basic tools like the Existing /New products / Customer grid. This supports the development of a portfolio of product offerings targeted at particular customer groups. Each current and potential **Product** has a market assessed **Pricing** and a **Promotions** scheme detailing target demographics, channels and message.

Medway Council has spurned the opportunity to do this in the last seven years. They could have involved key stakeholders like golfer, local communities and England Golf. This national governing body has been offering tailored development and market support services free of charge to affiliated clubs for years.

These were detailed to Medway Council 2 years ago by a Club Support Officer but the Council declined to use any of these services.

The product/customer grid concept is illustrated below. The product planning is reviewed on an annual cycle to incorporate success/ failure lessons from the previous year and to take account of changes in market conditions and internal strengths and weaknesses.

PRODUCTS	NEW		
			Meangate Weddings Foot golf Etc
	EXISTING	Driving Range Foot golf Golf Academy 9 hole Main course 9 hole main course 18 hole Season ticket access Internal competitions Open competitions Catering Bar Functions	
		EXISTING	NEW
	CUSTOMERS		

Medway Council
Meeting of Regeneration, Culture and Environment
Overview And Scrutiny Committee

Monday, 12 March 2018

6.30pm to 8.20pm

Record of the meeting

Subject to approval as an accurate record at the next meeting of this committee

- Present:** Councillors: Clarke (Chairman), Bhutia (Vice-Chairman), Carr, Etheridge, Gilry, Griffin, Hicks, Mrs Josie Iles, Osborne, Saroy, Stamp and Tejan
- Substitutes:** Councillors:
Murray (Substitute for Khan)
- In Attendance:** Councillor Phil Filmer
Richard Hicks, Director Regeneration, Culture, Environment and Transformation and Deputy Chief Executive
Ruth Du-Lieu, Assistant Director, Front Line Services
Perry Holmes, Chief Legal Officer/Monitoring Officer
Tomasz Kozlowski, Assistant Director, Physical and Cultural Regeneration
Ellen Wright, Democratic Services Officer

814 Apologies for absence

An apology for absence was received from Councillor Khan.

815 Urgent matters by reason of special circumstances

There were none

816 Declarations of Disclosable Pecuniary Interests and Other Significant Interests

Disclosable pecuniary interests

There were none.

Other significant interests

There were none.

Other Interests

There were none.

817 Call-in and Petition Referral: Closure of Deangate Ridge Golf Course

Discussion:

The Committee received a report advising that a notice of call-in had been received from six Members of the Council of the following Cabinet decisions:

- | | |
|---------|--|
| 23/2018 | Close Deangate Ridge Golf Course and associated golf facilities on the basis of ongoing substantial loss, which is unsustainable on 31 March 2018. |
| 24/2018 | Instruct officers to begin detailed planning for consultation and development of a new sports centre for the Hoo Peninsula. |

The Committee was also advised that petitions had been received concerning the closure of the Golf Course and that the petitioners had asked for the matter to be referred to this Committee under the Council's Petitions Scheme.

The basis of the paper petition was as follows:

‘Medway Council propose to close the Deangate Ridge Golf Club in Hoo. They state that the club is running at a loss – average £200k per annum in the past 5 years. Whilst no one can suggest that the Council should be funding the Club at a loss, they have not demonstrated to local people that a fair attempt at trying to increase revenue has been undertaken. They have not opened up the club for other uses nor has there been any advertising campaigns to increase membership of numbers. They have not run well advertised golf days and competitions, not opened their doors for public events like fun days or considered other business models, such as doubling up as a wedding venue. A cynic would wonder whether the Council has almost let it run into the ground to make the site viable for sale and redevelopment. This petition asks the Medway Cabinet to consider new business models to increase income or to tender the management of the Club to a private provider prior to a decision of closing the club as part of a viability assessment.’

The Committee was further advised that in addition to the petitions, letters dated 4 and 12 February 2018, had been sent to Cabinet. Copies of both letters had been appended to this Committee's report at Appendix B.

A large number of Freedom of Information requests had also been received and officers' responses to these had been appended to the Supplementary Agenda at Appendix D.

At the commencement of the meeting, the Chairman outlined the order of the proceedings and reminded the Committee that it was being requested to consider the Cabinet decisions in the light of the request for the call-in and the

Regeneration, Culture and Environment Overview And Scrutiny Committee, 12 March 2018

petitions and to decide either to take no further action, to refer the decisions back to Cabinet for reconsideration, or refer the matter to full Council.

Paragraph 10.4 of the main agenda set out the grounds upon which the call-in could be referred to full Council.

The Chairman then outlined the order of the proceedings.

The Lead Member for the call-in explained the reasons for the call-in as outlined in paragraph 3.1 of the report.

The Chairman then invited the Director of Regeneration, Culture, Environment and Transformation and Deputy Chief Executive and the Assistant Director Physical and Cultural Regeneration to respond to the points raised.

The Director of Regeneration, Culture, Environment and Transformation and Deputy Chief Executive advised that officers understood the depth of feeling concerning the proposed closure of Deangate Ridge Golf Course and explained that this course of action had not been taken lightly. He explained that in reaching this decision, a number of factors had been taken into consideration including the national decline in golf, the financial instability of Deangate Ridge Golf Course and the measures put in place over several years at Deangate to generate usage and income, which had not proven successful. Unfortunately, it had therefore been necessary to review the position and recommend the closure of the golf course.

He drew attention to decision 24/2018 of Cabinet on 6 March 2018 instructing officers to begin detailed planning for consultation and development of a new sports centre for the Hoo Peninsula and confirmed that at the Budget Council meeting on 22 February 2018, £50,000 had been set aside for a feasibility study for the provision of new, modern leisure facilities for the Peninsula and for the East of Medway.

The Assistant Director Physical and Cultural Regeneration informed the Committee that provision of leisure services was an executive function and therefore was a matter for Cabinet. The provision of leisure services was a discretionary function of the Council. He confirmed that officers were satisfied that the decision to close Deangate Ridge Golf Course had been taken in full compliance with the Council's budget and policy framework.

He explained that a key requirement for the Council was to ensure that it provided value for money and the continued financial loss at Deangate Ridge Golf Course was not sustainable. The Council was now looking to provide an alternative sporting provision on the Peninsula and in the East of Medway that would be attractive to a wider section of the community.

The Assistant Director Physical and Cultural Regeneration also referred to the latest round of consultation on the Medway Local Plan due to take place between 16 March - 11 May 2018. Through the Local Plan process there would

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be an opportunity for the community to get involved in shaping the provision of leisure services on the Peninsula.

In response to concerns regarding access to the site for bereaved relatives, the Assistant Director Physical and Cultural Regeneration confirmed that public access to the site would be maintained.

The Assistant Director Physical and Cultural Regeneration also advised that staff affected by the proposed closure of Deangate Ridge Golf Course had been kept informed at each stage of the process and there were opportunities for them to be deployed elsewhere within sport, leisure, tourism and heritage services at the Council.

The following Petitioners were then invited to address the Committee and outline the reasons for requesting that their petition be referred to the Committee as summarised below:

- George Crozer
 - Joanne De La Porte
 - Stephanie Malone
 - Vikki Finneran
 - Tom Crozer
 - Ron Sands
-
- Deangate Ridge Golf Course provides more for the community than just golf. With a footfall of 11,000 people per month, the facility provides a wide range of community uses including a place where elderly people can meet up for a drink or meal, a place for celebration events such as christenings, an accessible place for disabled people, and, in addition use of other facilities such as the driving range and footgolf.
 - The Cabinet report considered on 6 March 2018 lacked any options other than to retain the existing golf course and operate it at a substantial financial loss or to close the golf course. This is unacceptable and does not follow previous practice when the Cabinet considered the transfer of the Stirling Centre to the Kings School.
 - The Council failed to consult the local community on the potential closure of the Golf Course prior to deciding upon its closure.
 - Letters sent to Cabinet dated 4 and 12 February 2018 by the petitioners requesting that the Council postpone discussions and decision making concerning the proposed closure of Deangate Ridge Golf Course had not been acknowledged by the Leader or any Cabinet Members.
 - Over 6,000 individuals had now signed the on-line petition.
 - There was no expectation that the Council should continue to run Deangate Ridge Golf Course at a financial loss but the petitioners were requesting that the decision to close the facility be delayed so as to develop a compliant business case for the closure including an analysis of other possible options.
 - Consultation on the Medway Local Plan was due to commence on 16 March 2018 and through this process, individuals and local communities

This record is available on our website – www.medway.gov.uk

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would be invited to make comments on the vision and framework for the future development of Medway. Concern was expressed that the decision to close the Golf Course had been taken in advance of the Local Plan process thereby removing the opportunity for Deangate Ridge Golf Course to be identified as an important community asset within the Local Plan.

- The letters to the Leader and Cabinet dated 4 and 12 February 2018 outlined a number of areas where it was demonstrated that Cabinet was in breach of governance and not compliant with the Council's Constitution in that it had failed to undertake any public consultation prior to deciding to close Deangate Ridge Golf Course.
- Information supplied to support the decision to close Deangate Ridge Golf Course was not compliant with CIPFA and HMRC guidance or the Council's Code of Corporate Governance.
- Despite being aware of public interest, Cabinet failed to provide 28 days' notice via its Forward Plan of the proposal to consider the future of Deangate Ridge Golf Course. No reasons had been provided as to why only 5 days notice had been given. This was a breach of the Council's Constitution.
- There has been a lack of effort by the Council to promote Deangate Ridge Golf Course and yet the Council has continued to invest in leisure provision at Medway Park and Strood Sports Centre.
- Alternative golf provision highlighted as being in the vicinity of Deangate Ridge Golf Course is not comparable as some are only open to Members.
- England Golf have not been consulted on the Cabinet's proposal to close Deangate Ridge Golf Course.
- The petitioners have asked Cabinet to defer its decision to close Deangate Ridge Golf Course for a period of 6 months so that it can receive a full options report including the possibility of outsourcing golf provision to an external provider. There are examples of where this has been undertaken successfully and this option would generate income for the Council and maintain the Council's aspiration for its Sporting Legacy.
- Whilst it had been stated that Deangate Ridge Golf Course had been run at a loss for the past 7 years, petitioners are aware that at times it has been difficult to contact the facility. Individuals have been deterred from making private bookings and direct debit payments have not been processed.
- The Localism Act provides communities with a right to challenge the disposal of land and community facilities and this will be an option that will be considered at a future date if necessary.
- There are a number of private providers currently operating golf courses in the South East who may be interested in taking on Deangate Ridge Golf Course and the bar and catering facilities.
- Should Deangate Ridge Golf Course close, consideration should be given to conversion of the land to open space, parkland or a country park with a café along the lines of Shorne Country Park so as to be of benefit for the health and wellbeing of the local community.

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- Elected representatives should be making decisions openly and transparently with the community. Failure to do so and, if left unchallenged, sets a precedent.
- Concern as to the recent ground works clearance at Deangate Ridge Golf Course which is considered to have been undertaken outside of the routine grounds maintenance works.

With the agreement of the Committee, Councillor Filmer addressed the Committee as Ward Councillor for Peninsula Ward.

Councillor Filmer advised the Committee that at the meeting of Cabinet on 6 February 2018, he had asked the Cabinet to defer a decision on the closure of Deangate Ridge Golf Course for the reasons outlined at this meeting. He expressed concern as to the process that had been followed and referred to the Medway Local Plan consultation that was due to commence on 16 March 2018, highlighting the requirement for the Council to work with the local community. He drew attention to the need to ensure that through the Local Plan process full consideration would be given to the provision of sustainable housing and infrastructure on the Peninsula and Deangate Ridge Golf Course should form part of that picture and not in isolation.

In response to the points raised by the petitioners, the Chief Legal Officer advised the Committee that the Leader and Cabinet had power to make an executive decision to close Deangate Ridge Golf Course. He referred in particular to the petitioners reference to HMRC and CIPFA Guidance and stressed that these documents were guidance which the local authority could have regard to but did not have to follow.

In response to concern that less than 28 days' notice had been given on the Forward Plan of the proposal to close Deangate Ridge Golf Course, he advised that there was provision within legislation for items to be considered by Cabinet at shorter notice, therefore this had not been a breach of the Council's Constitution.

Referring to the Corporate Code of Governance, the Chief Legal Officer advised that the Code was reviewed every year and was due to be reviewed again in June 2018. The Code set out the principles for decision making but it was clear that the Executive (Leader and Cabinet) had the power to make the decision to close Deangate Ridge Golf Course and to determine what information it wished to have before making such decision. He was satisfied that Cabinet had followed the rules set out within the Council's Constitution.

A Member stated that the Committee was concerned as to the amount of funding reportedly spent on the provision of golf facilities at Deangate Ridge over the past 7 years and thanked the petitioners for clearly articulating their concerns over the process that has been followed. He advised that the Committee welcomed the opportunity to review and scrutinise the further more detailed information provided within the reports placed before the Committee and the comments made at this meeting. He therefore proposed that in the light

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of the additional information seen by the Committee, decision 23/2018 be referred back to Cabinet for further consideration. This proposal was seconded.

The Committee debated the proposal and the following additional issues were raised:

- It is not appropriate to cut off a revenue stream whilst investigating other options.
- No consideration has been given to running this facility as a joint venture or as a community-run facility.
- Concern that to refer the decision back to Cabinet will not permit consideration of representative views from across the Council and there is no opportunity for the public to address Cabinet.
- There has been no assurance that, if approved by this Committee, the report back to Cabinet will include an options appraisal for the Golf Course.
- No clear reason has been given as to why there was not 28 days' notice of this report on the Cabinet's Forward Plan.
- The proposed closure of Deangate Ridge Golf Course is a breach of the Council's Policy Framework concerning Healthy and Active Communities as there will be a time lag between the period of closure of the Golf Course and the provision of new sports facilities. Therefore, the matter should be referred to Council for a decision as opposed to Cabinet as a decision that was taken outside the policy framework.
- The decision to close Deangate Ridge Golf Course has predetermined the outcome of the Local Plan process.

In response to concerns that the proposed closure of Deangate Ridge Golf Course had predetermined the outcome of the Local Plan process, the Chief Legal Officer confirmed that the next round of consultation was about to commence on 16 March 2018 and therefore it would be some time before the Local Plan would be finalised. All Councillors would be involved in the Local Plan process and he was satisfied that no Councillor, including Cabinet Members had predetermined their position.

Concerning the Forward Plan, the Chief Legal Officer reiterated that there was provision in legislation for issues to be considered by Cabinet with less than 28 days' notice and he understood that this decision was required to be taken more quickly as a result of the Budget setting process.

A Member expressed the view that the Committee needed clarification as to the reason why 28 days' notice had not been provided. If this was unclear then it was not correct to say that the Cabinet decision had not been outside of the policy framework.

Concerning the issue of the decision being outside of the policy framework on the grounds of health provision, the Chief Legal Officer reminded the Committee that the Council had set aside funding for a feasibility study into the provision of a new Sports Centre.

The Chief Legal Officer confirmed that both he and the Chief Finance Officer were satisfied that the Cabinet decision was not outside the budget or policy framework.

The Chief Legal Officer advised Members that it was for the Committee to take a view whether, in the light of the information provided and his advice and that of the Chief Finance Officer, the Cabinet decision fell outside the policy framework or was contrary to or not wholly in accordance with the Council's budget and should be referred to Full Council. The Council's Constitution was clear that referral of a called in Cabinet decision to Full Council would normally only happen in those circumstances.

A Member expressed a view that following the advice given by the Chief Legal Officer, he was still not satisfied that there was sufficient evidence that there had not been a breach of the 28 days' notice of the item on the Forward Plan or that sufficient explanation had been given for dealing with this as a matter of urgency. In addition, he still considered that the Cabinet had breached the Policy Framework insofar as the Council's Healthy and Active Communities Policy was concerned. For this reason, he proposed that the decision to close Deangate Ridge Golf Course be referred to Full Council for the following reasons:

1. The total lack of consultation prior to making the decision. Over 3,000 people have so far signed the petition to prevent the closure of Deangate Ridge Golf Course and the strength of feeling within the community cannot be ignored.
2. The financial justification for making the decision has serious consequences for all of Medway Council's remaining leisure facilities and creates uncertainty for staff and service users. Further details and reassurances about the longer term safeguarding of our vital leisure facilities is required.

This proposal was seconded.

On being put to the vote, the above proposal was lost.

In accordance with rule 12.6 of the Council's Constitution, the following Members requested that their votes for the proposal be recorded:

Councillors: Gilry, Murray, Osborne and Stamp

The Committee then took a vote upon the previous proposal to refer decision 23/2018 back to Cabinet for further consideration, as follows:

- In the light of the additional information seen by the Committee, decision 23/2018 be referred back to Cabinet for further consideration.

In response to a question from a Member as to whether a full options appraisal would be included in the report back to Cabinet, Members were advised that a

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new report would be submitted to Cabinet reflecting the wide range of issues and key points considered by this Committee.

On being put to the vote, this proposal was agreed.

In accordance with rule 12.6 of the Council's Constitution, the following Members requested that their abstentions be recorded:

Councillors: Gilry, Murray, Osborne and Stamp

The Committee then gave consideration to Cabinet decision 24/2018 and it was proposed that this decision also be referred back to Cabinet on the basis that implementation of this decision would then be delayed pending the Cabinet's reconsideration of decision 23/2018.

On being put to the vote, this proposal was approved.

In accordance with rule 12.6 of the Council's Constitution, the following Members requested that their votes for the proposal be recorded:

Councillors: Gilry, Murray, Osborne and Stamp

The Committee further agreed that the matters raised by the petitioners would also be included in the Cabinet report.

Decision:

The Committee:

- a) agreed that in the light of the additional information seen by the Committee, decision 23/2018 be referred back to Cabinet for further consideration.
- b) agreed that decision 24/2018 also be referred back to Cabinet on the basis that implementation of this decision should be delayed pending the Cabinet's reconsideration of decision 23/2018.
- c) noted that the Cabinet report on decision 23/2018 will include the concerns raised by the Petitioners.

Chairman

Date:

**Regeneration, Culture and Environment Overview And Scrutiny Committee, 12
March 2018**

Ellen Wright, Democratic Services Officer

Telephone: 01634 332012

Email: democratic.services@medway.gov.uk

George Crozer

"It would be easy for you to imagine that this is all about golf c and golfers, and that we are here to demand that the golf course is never closed..... If that is your expectation, please understand that that is not the case.

Deangate is a lot more than a golf course... evidenced by Medway's own footfall figures showing an average of 11,000 people per month.. Deangate is a place where elderly people and local groups from the villages and beyond ..gather for a drink, a cup of tea and a meal, where families celebrate christenings, birthdays public holidays and grieve at wakes. It is a place where mothers and fathers bring their children to play golf, use the driving range, play Footgolf where people of disability can now access and enjoy site facilities.

More than anything, we are here because of our concerns about the democratic process, how the Council makes its decisions and the transparency and honesty of that process."

Before the Cabinet Meeting held on 6th February 2018, members of the Cabinet were informed in writing that aside from the loss of public amenity there are also other major public concerns.

The lack of options and weak supporting evidence,

The lack of infrastructure to support redevelopment,

The impact on wildlife,

The rushed nature of this recommendation,

The lack of consultation,

All in their own right of MAJOR PUBLIC CONCERN.

Many substantiated reasons for these concerns were detailed in this letter, but sadly neither the Cabinet nor Medway Council Officer responded but instead chose to ignore it... The letter also confirmed that an online petition to 'Save Deangate Ridge' had been signed over 2000 times by the public in its first 3 days. The number of signatories to the petition continues to rise and currently stands at over 6000

The letter respectfully requested that the decision over Deangate Ridge be delayed until Officers of the council had produced a Compliant Business Case report, reviewing all options available for the future of the Golf Club.

BUT NO !. Cabinet went forward in total disregard of public concern and agreed closure.

We will over the next 25 minutes demonstrate why the Cabinet should have taken action on the 4th of February to acknowledge our concerns and postponed this decision.

I will begin by explaining the ramifications of this decision and its links to the **Medway Local plan** and **Deangate Ridge** within the National Planning Policy Framework.

The government's own guidance about Local Plans says:

- "Local Plans set out a vision and a framework for the future development of the area. The Local Plan should make clear what is intended to happen in the area over the life of the plan, where and when this will occur and how it will be delivered.

- "Local planning authorities develop a Local Plan by assessing the future needs and opportunities of their area, developing options for addressing these and then identifying a preferred approach. **This involves gathering evidence, and effective discussion and consultation with local communities**"
- So, the imminent Local Plan consultation [starts next Friday](#) This was to be the chance for the community to engage with the **official** process of planning and the vision and framework for the future development of Medway, Including where this key community asset at Deangate fits into that vision.
- And yet, instead of including the future of such an important community asset in that consultation, as you would expect within the spirit of the Local Plan process, Medway Council moved as quickly as it possibly could to close it, removing that opportunity for public consultation.
- To be clear, we are NOT saying that Deangate should remain open no matter what happens, or that Deangate should never become a site for housing. This campaign is NOT about that. It is about how the Council makes its decisions and engages with the community it represents, and the impact on its trust in the democratic process.

- So here is the problem! In its Local Plan Development Strategy Consultation, signed off by Cabinet this week, the Council says "The plan must be positively prepared to address the needs of the area, and provide an effective development strategy that is consistent with a comprehensive ranging evidence base".

- It also says the plans for a massive development programme around Hoo St Werburgh, Chattenden and Deangate would require "a **masterplan led approach**".

But instead of having a genuine chance to help shape that masterplan and how Deangate fits into it, we have been presented with a fait accompli.

In the Local Plan papers signed off by Cabinet last Tuesday, **EVERY** option put forward by Medway Council for Deangate is to allocate it for development. Where is the consultation in that? Where is the chance for the community to explore that as part of the vision-making process for Medway?

How do you expect local people to engage in the Local plan process when the fate of this important local facility has been so obviously predetermined without considering all the options available to maintain and develop Deangate as a centre we can be proud of.

Joanne	Governance Breaches in Agenda Item 10 Deangate Report - Engagement, options analysis and finances	Medway Council Constitution, HMRC Business development Guidelines, CIPFA Good Governance, Cabinet Code of Corporate Governance. Localism Act <u>Public's right to information under the Local Government Act 1972</u> <u>Abuse of Section 100A-D of Local Government Act 1972</u> Additionally - Medway Council have failed to professionally manage this valuable community asset and have therefore failed in their duty to monitor and manage government finances.
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On 4th February and 12th February letters were sent to Medway Cabinet outlining extensive breaches identified in the Agenda Item 10 report. The Report, its content and the governance that sits behind it, is the sole focus of our campaign at this time.

Both letters requested that the Deangate Ridge decision be delayed until a compliant Business Case had been produced reviewing ALL options available for the future of the Golf Course.

All letters demonstrated why the report was not compliant and breached the Medway Constitution and various statutes – these letters can be found in today's Agenda appendix.

Medway Cabinet chose to disregard our concerns and did not acknowledge them at all. They forged ahead to agree closure of Deangate Ridge and approved funding to carry out a feasibility for constructing a new sports facility elsewhere in Medway.

Options - It is the responsibility of the Medway Council to develop a compliant Business Case to weigh up the costs and benefits of ALL viable options available. The Public do not feel that a comprehensive analysis of options has been undertaken.

The Cabinet assessed just two options:

- Golf Club remains open but runs at a loss
- Golf Club closes

In the letter of response to our Petition the Officer of the Council stated '*a balance had to be struck between providing ongoing subsidy to the golf course, while alternative business models were explored with no guarantee they would generate the required improvement in income revenue streams et al*'.

Medway Council have had at least 7 years of running at a financial loss to explore other options. When the Marketing Campaigns over the past 4 years were failing, the Council had a DUTY to explore these other options and models yet chose not to do so. Please refer to Core Principle D1 of the Constitution.

No other options were considered for Deangate Ridge. Our next two speakers will demonstrate as a minimum what these options should have included.

Finance - The financial assessment given in the Agenda Item 10 Report is not CIPFA or HMRC compliant and should not have been used to form the basis of the Cabinet decision:

- 1) It is simply a profit and loss summary with no other factors considered.
- 2) A full financial analysis of all short listed options available should have been included in the report.

As a minimum the financial assessment should have included Capital expenditure including works that we know had a direct operational impact on the income generation of the course, revenue costs, fixed, variable, semi-variable and step costs, sunk costs and full economic costs. The reporting was closed book with little

substance and biased towards only one option being an acceptable outcome. This did not make this the right or best outcome.

As you will hear moving forward, there are many other options for consideration that could remove the financial burden of Deangate Ridge from Medway Council.

Unlike Item 1.2 of the Medway Council Code of Corporate Governance, Medway did not act in the public interest – they set an Agenda and moulded the options to suit.

The signatories of the petition cannot and will not accept that postponing the Cabinet decision whilst other financing options are explored would be the 'break point' for the Council 18/19 finances. Medway Council have not met their constitutional obligations and should now set aside funds to do so.

Engagement - Medway Council have informed us that it is not a mandatory requirement for them to carry out public engagement as part of the Deangate Ridge decision making process. We must make the Council aware of its obligations under its own Constitution: *Core Principle B: B1, Core Principle B3, Core Principle D – D1, Part 4 of Leader and Cabinet Rules – Item 2.3.*

The Medway Constitution clearly outlines the requirements in its entirety for engagement of Key Stakeholders. Medway Council HAVE NOT on any occasion consulted with the public with regards to Deangate Ridge and this lack of consultation and engagement is a clear breach of the Councils *Code of Corporate Governance* and the *Councils Constitution for Leader and Cabinet Rules*.

What grounds for urgency lead to the Council and Cabinet to decide that NO CONSULTATION would be carried out – the public and press had alerted them to the EXTREMELY high level of interest. Surely they should have felt obligated?

Sections 100A-E of the Local Government Act 1972 provide for rights to access to local authority meetings. Section 100B provides for access to agendas and reports. Section 100D provides for access to background papers. All such documents must be "open to inspection by members of the public at the offices of the council" at least five clear days before the meeting. The 5 days time limit is only applicable for extenuating situations. Medway Council gave the following reason for only 5 days notice:

'It was not possible to include this report on the Forward Plan with 28 days' notice because the proposals regarding the future of the golf course had not been finalised at the time of the publication of the Forward Plan'

Why was this seen as urgent by Medway Council? – What would the impact of the 28 days have on the Council other than one months Revenue? The Council was very aware of the public interest yet still chose to move forward at 5 days notice.

This is completely unacceptable and we deem this as an abuse of the General Exception clause and abuse of Cabinet power.

We are simply asking that Medway Council do their job properly – if the outcome is the same – Close Deangate – then the public will have to accept this – but only because all other options were exhausted and unsuccessful. We believe that this is a major failing of the Medway Cabinet – to make a decision based on a non-compliant report. They were duly notified of the breaches yet chose to dismiss and ignore this information.

Stephanie Malone

We believe that the analysis and options appraisal should have also included two further options as part of the Agenda Item 10 report.

Option 6 - Outsource full management of Deangate Ridge Golf Club to a Private Provider

The council should have carried out soft market testing via a long term operational arrangements for the golf course, ancillary golf facilities, bar and catering. They should have contacted at least four golf course operators in the business.

From research it is clear that there are a number of organisations operating in this arena and many of them are successfully managing golf courses on behalf of council's across the south east (including the London Boroughs of Bromley, Ealing, and Hillingdon, Crawley Borough Council, Horsham District Council and Maidstone Borough Council and Barnehurst). Many of these organisations have committed investment in the courses in return for a long term operating lease that varies in general between 15 – 25 years. It is also clear that a number of other local authorities are currently considering outsourcing their management arrangements.

Not only does this type of agreement relieve the Local Authority of its long term financial burdens, but in many cases generates income for the Council. The procurement for such a scenario is generally no longer than 12 months and as such the Council would be in a position to report additional income generation against the 19/20 Budget and Financial plan. We do acknowledge that there are costs associated with procurement of this type but in business planning a 'spend to save' agenda would be viewed positively by the public especially as it would enable the longer term retention of Deangate Ridge as a Golf Course and community facility. The likelihood is that any future operator would expand on the existing provisions and it is clear from the public engagement carried out by the Save Deangate Ridge Steering Group to date that the local community would encourage additional health, well being and social offerings on the site.

Option 7 - Conversion of Deangate to Parkland or Country Park with community facilities either by Medway Council or under Community Right to Bid under the Localism Act

If the Golf Course was to close, as a municipal site it should be considered for other community facilities. This is regardless of any plans that Medway Council have for a speculative feasibility into a new sports centre which may or many not ever be built and will come with a very high Capital cost to the public purse.

The beautiful Deangate Ridge site is perfect for a natural open parkland or a Country Park with cafeteria and community hub – the landscape and buildings already exist therefore our view would be to utilise these assets.

Options would be available to adopt a Shorne Country Park approach or similar where the cafeteria and shop could be outsourced to an operator, or run by the community or the Council providing Medway Council with an income that could in turn be used for the maintenance of the site.

'National Parks England' state that National Parks contribute to the mental and physical health of the nation. They provide a place for escape, adventure, enjoyment, inspiration and reflection and are used by many millions of people. They provide places to replenish the soul.

The former gym on the Deangate site with minimal Capital works would ideally lend itself to a great community building which could be used for exercise classes for all ages, art classes, business meetings, community meetings, school holiday nature clubs etc etc – the list is endless. Should the community take over the management of this building they would also have the opportunity to bid for various grants to ensure that all demographics of the community benefit.

This combined with the athletics site, tennis courts and football fields would provide the residents of the Peninsula and beyond with a fantastic alternative sports and well being offering – on a beautiful site with buildings that already exist with only minimal costs to the public purse.

Insufficient Options appraisal

If you look at Section 3 of the Cabinet report, called 'Options', it actually contains no explanation of any options at all. This further emphasises the extremely glib, superficial and in parts erroneous information presented to the Cabinet on the 6th Feb.

In order to furnish the Cabinet with the correct information for it to make an informed decision a proper set of options should have been set out. This is a basic, generally accepted principle of decision making, and the Council do use it - as evidenced in the January 2012 paper to Cabinet when the decision was made to transfer the management of the former Stirling Centre to The Kings School, a range of options and the impact of each option was presented for debate.

Indeed, the government's Best Value Statutory Guidance states that in their responsibility to be accountable to the public, councils must consider options of how to reshape a service or project when considering its closure.

No options were presented to Cabinet in the report.

For this reason, we propose that Deangate remains open for business for 6 months across the busy summer period to enable a revised report to Cabinet which sets out a proper options appraisal, in line with government statutory guidance.

Since 2011 Medway Council has championed its Better for Less Programme, transforming the way it delivers services. The whole Medium Term Financial Plan is predicated on the successful outcomes of this programme yet the principles of it have not been applied at all in carrying out any form of options appraisal on the proposal to close Deangate.

Option 1 – Do Nothing – we agree that in the light of permanent funding cuts and increasing demands on services, this option is unsustainable, not only for Deangate, but for all discretionary functions the council provides like the theatres and other sporting venues – although these have not been identified or listed in priority order in the report.

Option 2 - As a minimum, the Cabinet should have formally considered the potential to outsource the provision of golf and other leisure activities at Deangate to an external provider, as has already happened successfully with many of the leisure venues in Medway. There is a proven market of operators who are successfully managing golf venues on behalf of councils in the south east and all over the country. This is a win-win for the council – the financial risk is removed and sits with the provider who then has a vested interest in making the asset a success by

maximising participation in the core sport and diversifying the business by way of hosting events etc. but the council still meets its aspirations to promote sport.

In some cases the operator can actually make a revenue contribution back to the council by way of profit share, and in most cases the operator invests capital into the site to make improvements to the facility in return for a long term operating lease.

Option 3 - During the last 7 years when it was apparent to the council that the Deangate subsidy was unsustainable (despite the on site works which created visitor uncertainty), many of these commercial type activities could have been adopted; there is anecdotal evidence of difficulty in contacting the centre to make bookings, of potential customers being declined when enquiring about the availability of venue hire for functions, and of direct debit payments not being collected from members. We have heard how many residents in the immediate locality are unaware of what activities and facilities are on offer at Deangate. This doesn't sound like a well managed service and it should have been high on the list for a Better for Less review before now.

Option 4 - under the Localism Act of 2012, the community have a **right to challenge** – a community body, or a parish council, or a partnership of both can submit an expression of interest to run the service themselves on behalf of the local authority if they think they can deliver it better and/or cheaper, or to better suit local needs. The Council MUST consider an expression of Interest made by the community, and the provision of leisure activities at Deangate is a relevant service and hence would be open to a community right to challenge.

However – crucially – if the authority has taken the decision to stop providing the service then this community right to challenge can be rejected.

This is why under the Best Value Statutory Guidance authorities have a duty to consult before considering decommissioning services, to actively engage community organisations and service users so that they have a chance to use this legislation.

Option 5 – Community Asset Transfer and Community Right to Bid – again under the Localism Act of 2012, communities can nominate buildings or land to be listed as an Asset of Community Value, if its principal use furthers the community's social wellbeing or social interests (including sporting or recreational interest). If a listed asset comes up for sale then the sale may be deferred for 6 months to enable a community group to put a bid together to buy the site. The site must stay on the register for 5 years.

The Save Deangate from Closure community Group will apply to Medway Council to nominate Deangate Ridge Golf Course as an asset of community value should none of the options 1 o 4 above come to fruition.

The Agenda item 10 report to Cabinet sought to establish that the financing of the Deangate Ridge Complex is **unsustainable** and that the cause is **solely** due to a national decline in golf participation. A subsequent response to our petition also referred to 'extensive efforts to increase revenue' having been made, including the involvement of the marketing and communications department.

At no point has the Council defined what a “**sustainable financial situation**” is. Given that many municipal services run at a subsidized loss, an indicator **might be** the figures for Medway Park or Strood Leisure centre – Do these run at a surplus? The Finance Director's response to the Labour Group Call In indicates an £11 million investment in Medway Park and a £2 million investment at Strood Leisure Centre but none for Deangate.

The report misleads by implying limited usage by only 282 people yet football figures show a usage of over 11,000 per month. The Council's consultants were also fed this misinformation and it influences their quoted recommendations. They ignore the “Core Customers” the PAY & PLAY who deliver the remaining 75% of the turnover. They appear not to offer any definition of sustainability nor any initiatives for improving the finances.

After a challenge it was revealed that the extract quoting alternative local provision incorrectly included Oast Park (which is actually closed) and Gravesend Golf Centre (which does not actually have a certified golf Course). It also included **member owned courses** which **are not** a comparable provision.

The decline in golf participation since the boom times has bottomed out according to England Golf surveys, with growth now being reported by many clubs. It is still the 5th biggest participation sport in the UK. England Golf have **NOT been consulted** on the proposed closure even though they are the National ruling body.

The Diversity Impact assessment **does not** pick up on the high numbers of the 60 plus age group and that the senior price concession at Deangate is unmatched anywhere nearby. The sport provides the **second highest** social impact on health and well being of all the activities provided by the community leisure facilities, partly because of its popularity with senior citizens.

As Joanne has said, the process used and the formatting of the Agenda Item 10 report was non compliant. In addition, the content is not balanced, contains crucial misinformation and errors. It is written to support a predetermined outcome. Petitioners suspect that the officers have been required to collude with a favoured political outcome.

Many of the Golf courses which have closed are proprietary businesses set up in boom times by entrepreneurs. For example, Broke Hill GC at Knockholt has the same owners as Chelsfield Lakes GC less than a mile away. Their rationalization was triggered by an opportunity for development on the Broke Hill site. Municipal facilities in our region have remained open by adapting to market conditions and using other business models. Medway's traditional in-house approach is very much the exception.

Medway Council has allowed the complex to run at a deficit for seven years, there is no evidence that a sustainability measure was ever established as the driver for business development. This would be done for a private sector business unit. Thus, a proper context in which to assess likely and actual contribution of marketing initiatives did not exist .

The well meaning projects that were listed for 2014 to 2017 were not of the scale needed to overcome a £200,000 deficit. Meangate events achieved a sustainable brand status likely to provide future surpluses as one off set up costs have been incurred.

Footgolf provided useful extra turnover, including catering. Its success shows the extent of revenue lost by the delayed commissioning of the new par 3 golf course, **a core earner**. The dysfunctional course maintenance relationship with Medway Norse was blamed **repeatedly** for these delays and also for the failure to present the 18 hole course to the consistent, cosmetic quality that is needed to attract and retain golfs core customers. The product **did not match** the description on the Council's web site and promotional materials such as these.

(give out copies of the surplus printed handouts large black)

Management attention was diverted away from the income available from the core pay and play facilities, whilst a number of PR rich events were given precedence and the funding.

There has been an obsession on cost reduction to the detriment of the overall business performance.

The unwillingness to take up the option to collaborate with England Golf ,even after meeting with them, shows an **arrogant disregard** of the extensive and free support services that are used across the country.

(Hand out copy of England golf brochure)

We ask that the Council work with the community it represents and the key stakeholder agencies to conduct a proper investigation of current and new products, which can be offered to new and existing customers. We are firmly convinced that a successful and financially sound Golf, sports and community amenity can be created. Deangate Ridge can be.....and **should** be the pride of Medway.

Ron Sands

I want to emphasise that we are NOT stood here saying that the golf course must stay open no matter what happens, come [hell or high water](#). This is not what this is about. This is about our elected representatives dealing openly, transparently and honestly with its community.

If the process and governance that has lead to the Medway Cabinet agreeing to close Deangate Ridge is left to go unchallenged, it opens the door and sets a terrible precedent for future decision making. The Agenda Item 10 Report is not compliant. The decision making process was not compliant. The urgent manor that Medway Council propelled this decision forward at 5 days notice was not compliant and an abuse of the exemption clause. How can we the public have faith in democracy when it is abused at this level? We the voters hand our faith and trust over to our Councillors in the agreement that they follow due diligence at all times. We may not always agree with decisions made by our Councillors but we are intelligent enough to know that what suits one doesn't necessarily suit another. We respect that decisions can be difficult and controversial. What we can not respect and never accept is when elected representatives do not comply with their own Constitution, decision making governance and laws set in place to protect both elected parties and the public.

Prior to the cabinet meeting held on the 6th February 2018 Medway Cabinet were written to and clearly shown in a detailed and evidenced letter why a postponement of the decision was required due to various breaches. At no time were concerns of future housing estates or development mentioned. The community were shocked to the core that Medway Council were making such a far reaching decision without any consideration to alternative options. No response was garnered leading us to be here tonight.

If Medway Council had come to us and said, hey, look guys, we've given Deangate our best shot, we're in a financial pickle, can we have a sensible and reasonable debate about the future for Deangate and the wider area, we would have engaged. But the way it has been handled appears underhand, shady, deceptive, and calculated. This issue should have been part of the Local Plan allowing for it to be dealt with honestly and openly with the community; that chance was denied.

Behind the backdrop of the non-compliant report and decision making process many members of the community have begun to speculate about their elected parties. With the Medway Local Plan consultation and public engagement due to commence, this could not happen at a worse time. Surely Medway Council realise that public engagement is the key to the Medway Plan success moving forward? Actions taken by Medway Council in the past 8 weeks have done nothing but fuel the communities doubts about democratic process. For example, given that Medway Council knew it was about to close Deangate, why did it commission Norse to undertake an expensive and unplanned programme of major clearance of the golf course? Why did the Council then claim this was 'routine maintenance' when there was nothing routine about it? - the golf course management didn't even know it was going to happen. How can this spending of considerable amounts of public money be squared with the Council's public position that Deangate needed to close because it was losing money? We don't know for sure who signed off that spend, or how it is accounted for in the budgets.

In conclusion we the signatories of the 'Save Deangate Ridge Golf Club' respectfully request that the closure of Deangate Ridge Golf Club is postponed allowing a suitable time frame for all other options to be considered to ensure Medway Councils compliance to the *HMRC Business Development Guidelines (5 Case Model)*, *CIPFA Good Governance compliance*, *Medway Council's Constitution and Medway Cabinets Code of Corporate Governance*, *Public's Right to information under the Local Government Act 1972* and others to ensure an unbiased outcome/ decision and that the public are appropriately consulted prior to a future Cabinet meeting to agree an outcome for the Golf Course.

If the Medway Council choose to move forward without postponement, it sets a terrible precedent and greatly impacts the public's faith in democracy.

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Deangate Ridge Financial Information

	2007/08 Actuals	2008/09 Actuals	2009/10 Actuals	2010/11 Actuals	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Actuals	2015/16 Actuals	2016/17 Actuals
Expenditure										
Employee Expenses	356,826.58	231,352.37	218,060.03	227,436.16	217,867.97	273,555.22	197,912.37	172,373.38	169,428.47	147,947.88
Premises Related Expenses	188,472.40	193,236.64	158,465.72	229,162.48	249,876.96	249,706.71	163,250.76	114,141.26	116,357.56	132,399.07
Transport Related Expenditure	51.34	903.70	1,503.32	1,146.43	948.36	2,250.04	1,875.33	1,949.57	1,853.13	1,786.46
Supplies & Services	70,776.13	50,516.50	77,492.70	24,753.87	57,785.08	104,814.03	106,911.23	150,849.25	174,029.81	73,453.27
Support Costs - Medway Norse							160,049.00	192,059.00	192,059.00	192,059.00
Third Party Payments	17,342.32	15,664.67	34,145.00	29,561.04	4,199.82	2,785.45	8,763.25	431.40	0.00	0.00
Total Expenditure	633,468.77	491,673.88	489,666.77	512,059.98	530,678.19	633,111.45	638,761.94	631,803.86	653,727.97	547,645.68
Income	-459,644.82	-375,865.65	-410,487.09	-353,996.15	-381,055.71	-319,300.40	-373,931.10	-435,198.59	-376,432.93	-341,324.40
Total Income	-459,644.82	-375,865.65	-410,487.09	-353,996.15	-381,055.71	-319,300.40	-373,931.10	-435,198.59	-376,432.93	-341,324.40
Net Loss	173,823.95	115,808.23	79,179.68	158,063.83	149,622.48	313,811.05	264,830.84	196,605.27	277,295.04	206,321.28

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