

AGENDA

COBTREE MANOR ESTATE CHARITY COMMITTEE MEETING



Date: Wednesday 9 July 2014

Time: 5.45 p.m.

Venue: Town Hall, High Street,
Maidstone

Membership:

Councillors Mrs Blackmore, Greer, McLoughlin and
Perry

Page No.

1. Apologies for Absence
2. Notification of Visiting Members
3. Election of Chairman
4. Election of Vice-Chairman
5. Disclosures by Members and Officers
6. Disclosures of Lobbying

Continued Over/:

Issued on 1 July 2014

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact DEBBIE SNOOK on 01622 602030**. To find out more about the work of the Committee, please visit www.maidstone.gov.uk

**Alison Broom, Chief Executive, Maidstone Borough Council,
Maidstone House, King Street, Maidstone, Kent ME15 6JQ**

7. To consider whether any items should be taken in private because of the possible disclosure of exempt information.
8. Minutes of the meeting held on 14 April 2014 1 - 2
9. Report of the Head of Finance and Resources - Charity Known as the Cobtree Manor Estate - Financial Position 2014/15 3 - 6
10. Report of the Cobtree Officer - Cobtree Estate Update Report 7 - 13
11. Report of the Cobtree Officer - Cobtree Manor Estate Risk Management Annual Review 2014 14 - 41

MAIDSTONE BOROUGH COUNCIL

COBTREE MANOR ESTATE CHARITY COMMITTEE

MINUTES OF THE MEETING HELD ON 14 APRIL 2014

Present: **Councillor J.A. Wilson (Chairman) and
Councillors Garland and Greer**

46. **APOLOGIES FOR ABSENCE**

It was noted that apologies for absence had been received from Mr Richard Corben, the Chairman of the Cobtree Charity Trust Limited.

47. **NOTIFICATION OF VISITING MEMBERS**

There were no Visiting Members.

48. **DISCLOSURES BY MEMBERS AND OFFICERS**

There were no disclosures by Members or Officers.

49. **DISCLOSURES OF LOBBYING**

There were no disclosures of lobbying.

50. **EXEMPT ITEMS**

RESOLVED: That the items on the agenda be taken in public as proposed.

51. **MINUTES OF THE MEETING HELD ON 15 JANUARY 2014**

RESOLVED: That the Minutes of the meeting held on 15 January 2014 be approved as a correct record and signed.

52. **COBTREE ESTATE PROGRESS REPORT**

DECISION MADE:

1. That the progress report on work being undertaken across the Cobtree Estate, attached as Appendix A to the report of the Cobtree Officer, be noted.
2. That the Cobtree Manor Park events programme for 2014, as set out in Appendix A to the report of the Cobtree Officer and as updated at the meeting, be approved.
3. That a budget of £2,000 be allocated for the events programme for 2014.

4. That agreement be given to the introduction of a charge of £3 per person for the events arranged for 2014 with the exception that where the events are for children the charge is per child and accompanying adults go free.
5. That agreement be given to the Maidstone Leisure Centre taking on the handling of events bookings and that, in this connection, the Leisure Centre be allowed to take 10% of the charge referred to above as the handling fee and, where it is requested that tickets are posted, to charge an additional postal fee.
6. That the Medway Valley Countryside Partnership be allowed to take on the running of the events programme for this year and to receive the proceeds outlined above to enable it to put on more events at Cobtree whilst accounting to the Officers for the running of these events.

To view full details of this decision, please follow this link:

<http://services.maidstone.gov.uk/ieDecisionDetails.aspx?AIId=17624>

53. APPOINTMENT OF EXTERNAL AUDITORS

DECISION MADE:

That King & Taylor be reappointed as external auditors for the financial years 2013/14 and 2014/15.

To view full details of this decision please follow this link:

<http://services.maidstone.gov.uk/ieDecisionDetails.aspx?AIId=17735>

54. DURATION OF MEETING

9.00 a.m. to 9.10 a.m.

MAIDSTONE BOROUGH COUNCIL

COBTREE MANOR ESTATE COMMITTEE

9TH JULY 2014

REPORT OF THE HEAD OF FINANCE & RESOURCES

Report prepared by: Paul Holland (Senior Accountant)
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1 FINANCIAL POSITION 2014/15

1.1 Issue for Decision

- 1.1.1 To consider the current financial position of the Golf Course and Manor Park as at 31st May 2014.

1.2 Recommendation of the Head of Finance & Resources

- 1.2.1 That the current financial position as at 31st May 2014 is noted.

1.3 Reasons for Recommendation

- 1.3.1 Attached at **APPENDIX A** is the current financial position, including the projected outturn as at 31st May 2014. If any significant financial issues arise during June these will be reported verbally to the meeting.

- 1.3.2 The report also includes details of capital expenditure and total investments held.

1.4 Current Financial Position

- 1.4.1 The 2013/14 outturn position (**Appendix A**) showed that the net operational surplus for the Estate was £9,252. This was somewhat lower than previous years, due to a combination of increased running costs at the Manor Park, and some one-off costs incurred in respect of the Kent Life attraction. The draft accounts for 2013/14 will be brought to the next meeting of the Committee in September.

- 1.4.2 The Golf Course is projected to continue to produce a healthy net surplus for 2014/15; however the projected deficit on the Manor Park will mean that only a small overall net surplus is forecast, so it is important that costs are closely monitored to ensure that the activities of the Estate at least break even for the year. There will also be some additional costs incurred in respect of the Kent Life attraction, but it is anticipated that there will be sufficient income to cover these costs.

- 1.4.3 With the on-going implementation of the master plan the opportunity exists for developing additional income streams to cover these extra

costs, particularly around the new Visitor Centre and Café. The Golf Course contract is also due for renewal in January 2015, and officers are in discussions with the current contractors over the renewal.

1.5 Investments

- 1.5.1 The market value of the investments held with Charifund has continued to rise following the dip in value in the recent past. Total withdrawals of £506,000 to fund the master plan have now been made, which is reflected in the values shown below. The current value is shown in the table below.

	£
Total investments made up to 31st March 2014	784,000
Balance Sheet (Market) Value 31st March 2014	1,163,867
Total investments made up to 30 th June 2014	784,000
Market Value as at 30 th June 2014	1,181,062

1.6 Capital Expenditure

- 1.6.1 The budget for the Master Plan was agreed at £1.065m, to be funded by drawing down from the endowment funds invested with Charifund. However additional funding of £0.3m from Cobtree Charity Trust Ltd for the visitor centre has now been agreed, which will reduce the need to withdraw funds from Charifund.
- 1.6.2 To date there has been expenditure of £678,068 on Phase 1 works in respect of the play area, car park and other associated works, and funding to the value of £506,000 has been drawn down from the endowment fund to cover the expenditure, with the balance being funded from previous operational surpluses generated from the Estate activities. Expenditure to date on the Visitor Centre is £7,396.

1.7 Alternative Actions and Why Not Recommended

- 1.7.1 The Committee could not receive updates during the year on the financial position, but this would not be consistent with good financial management.

1.8 Impact on the Charity's Objectives

- 1.8.1 The net surplus on the activities of the Golf Course and the Manor Park are to be used to further the long term aims and objectives of the Trust, particularly the agreed Master Plan for the development of the Manor Park.

1.9 Risk Management

- 1.9.1 Good financial management allows more informed decisions to be made regarding the ongoing activities of the Trust.

1.10 Other Implications

Financial	<input checked="" type="checkbox"/>
Staffing	<input type="checkbox"/>
Legal	<input type="checkbox"/>
Social Inclusion	<input type="checkbox"/>
Environmental/Sustainable Development	<input type="checkbox"/>
Community Safety	<input type="checkbox"/>
Human Rights Act	<input type="checkbox"/>
Procurement	<input type="checkbox"/>
Asset Management	<input type="checkbox"/>

1.11 Financial Implications

Financial Implications are detailed in the report above.

NO REPORT WILL BE ACCEPTED WITHOUT THIS BOX BEING COMPLETED

Is this a Key Decision? Yes ☐ No ☒

If yes, when did it appear in the Forward Plan? _____

Is this an Urgent Key Decision? Yes ☐ No ☒

Reason for Urgency

Not applicable

**APPENDIX A - COBTREE GOLF COURSE & MANOR PARK
CURRENT FINANCIAL POSITION**

April - June 2014

Golf Course

Category	2013/14 Actual (£)	2014/15 Actual to end of May (£)	Estimate to Date (£)	Full Year Estimate (£)
Premises Costs	32,545	1,580	6,290	39,060
Recharges	35,351	6,218	6,340	38,070
Income	-283,286	-38,228	-51,240	-239,950
TOTAL OPERATIONAL SURPLUS	-215,390	-30,430	-38,610	-162,820
Cobtree Operational Surplus	-167,296	-	-	-127,670
MBC Share	-48,094	-	-	-35,150
	-215,390	-	-	-162,820

April - June 2014

Manor Park

Category	2013/14 Actual (£)	2014/15 Actual to end of May (£)	Estimate to Date (£)	Full Year Estimate (£)
Employee Costs	37,830	6,218	6,970	41,860
Premises Costs	128,167	26,576	14,210	81,910
Transport	63	0	100	600
Supplies & Services	38,835	2,599	3,820	34,160
Recharges	37,710	5,480	5,530	34,440
Income	-84,561	-3,503	-1,490	-70,880
TOTAL OPERATIONAL DEFICIT	158,044	37,370	29,140	122,090
Net Operational Surplus	-9,252	-	-	-5,580

This is the actual expenditure to date compared against the projected estimate up to the end of May 2014.

MAIDSTONE BOROUGH COUNCIL

COBTREE MANOR ESTATE CHARITY COMMITTEE

9TH JULY 2014

REPORT OF THE COBTREE OFFICER

Report prepared by Joanna Joyce

1. Cobtree Estate Update Report

1.1 Issue for Decision

- 1.1.1 To consider the work being undertaken across the Cobtree Estate as set out in the attached progress report.

1.2 Recommendation of the Cobtree Officer

It is recommended that the Committee:

- 1.2.1 Note the contents of the progress report attached at **Appendix A**.

1.3 Reasons for Recommendation

- 1.3.1 The Committee previously resolved to receive a progress report on the work across the estate at each meeting. Attached at **Appendix A** is the report for the most recent period.

1.4 Alternative Action and why not Recommended

- 1.4.1 The alternative course of action is to reject the request for the endorsement of work ongoing across the estate and the ongoing master plan works. This is not recommended as the works are in the best interest of the future of Cobtree Manor Estate and have been endorsed at previous meetings as part of the master plan.

1.5 Impact on Charity Objects

- 1.5.1 The work of the estate and the master plan directly supports the achievement of the Charity's objects.

"To hold Cobtree Manor and Cobtree Manor Estate for the benefit of the inhabitants of Maidstone and other members of the general public in one or other or all of the following ways:

- i) By maintaining the Cobtree Manor Estate as an open space as defined by the Open Spaces Act 1906 and if the lessees think fit providing thereat facilities for organised games and other sports”.
- ii) With the consent of ...[the Cobtree Charity Trust Limited and the Kent County Council]... in such other way for the benefit of the inhabitants of Maidstone and other members of the general public as the Council shall from time to time think appropriate.”

1.6 Risk Management

1.6.1 There are no additional risks arising from this report.

1.7 Other Implications

1.7.1

- 1. Financial
- 2. Staffing
- 3. Legal
- 4. Equality Impact Needs Assessment
- 5. Environmental/Sustainable Development
- 6. Community Safety
- 7. Human Rights Act
- 8. Procurement
- 9. Asset Management

1.7.2 There are no further implications arising from this report.

1.8 Relevant Documents

1.8.1 Appendices

Appendix A Cobtree Estate progress report.

1.8.2 Background Documents

Cobtree Manor Park Master Plan

IS THIS A KEY DECISION REPORT?

Yes

☐

No

X

If yes, when did it first appear in the Forward Plan?

.....

This is a Key Decision because:

.....

Wards/Parishes affected:

.....

Appendix A

Cobtree Estate Progress Report

Introduction

This report sets out the work on the estate and covers the period November 2013 to June 2014.

Cobtree Manor Park

Maintenance of the park over this period covered the winter and spring. The winter period was dominated by the storms of the autumn and Christmas period which resulted in a number of trees in the park being lost, notably including 3 mature Eucalyptus. Works to the park included the following;

- Ongoing shrub renovation throughout the park
- Turfing around the pond and the sheep dip
- Installation of knee rail around the islands in the car park
- Improvements to the overflow car parking
- Start of the 2014 events programme

Works undertaken as part of the Master Plan for phase two of the project.

- Installation of the sculpture trail within the park (below Zebra rock)
- Extensive tree planting throughout the park





The progress of the final sculpture to be installed can be followed on the blog written by sculptor Jason Mulligan <http://thecobtreesculpture.blogspot.co.uk> this main piece is to be installed next to the visitor centre.

Cobtree Monthly and Quarterly footfall figures

	2012	Quarterly	2013	Quarterly	% on previous year	2014	Quarterly	% on previous year
Jan			14,675			18,133		
Feb			12,092			17,626		
Mar			12,144	38,911		24,503	60,262	54.87
Apr			19,012					
May			26,325					
Jun	10,347		27,906	73,243				
Jul	18,509		32,277					
Aug	25,461		38,100					
Sep	20,268	64,238	23,070	93,447	45.47			
Oct	20,745		18,605					
Nov	19,296		15,869					
Dec	13,255	53,296	13,767	48,241	-9.48			
Total	127,881	117,534	253,842	253,842		60,262	60,262	

Visitor figures to date show the popularity of the park continues to improve and that despite a wet winter visitor numbers were still up 55% on the previous year, demonstrating the popularity of the new zoo play area. Total numbers for the year to the end of April are 255,193.

Elephant House Mural

The artist Suzie Dafforn is due to begin the Elephant house mural shortly. This is a series of paintings illustrating some of the animals that lived at the old Cobtree zoo.

Cobtree Visitor Centre

The Cobtree Visitor Centre is going through the final detailing and the tender package is hoped to go out at the end of June. It is hoped to begin work on site in October ready for completion for Easter 2015. Once the tenders are returned these will be brought before the committee for the appointment of the main contractor.

Cobtree golf course

Routine maintenance carried on across the course over the winter this included works to improve the drainage on the course. The number of rounds played over the first quarter has increased on the same period last year. Trolley hire, Green fees, society fees and food and beverage sales also increased slightly. There was a small decrease in retail sales.

Following a promotional event at Mote Park two new Get Active in Golf Classes are running, other promotional events are to follow. In addition to this a number of Music tribute nights and a Comedy evening have been held in the club house.

Work on the tender package for the golf course is progressing. It is likely an extension to the existing lease will be required to enable this process to be completed as the current lease expires in January.

Estate properties

Over the winter tree works were undertaken to the rear of white cottages to ensure the safety of the woodland area. The previous tenants have left 4 Stream Cottages and new tenants are due to move in on 28th June. The property has been let on a 22 year lease.

Kent Life

The attraction continues to work to improve its offer with weddings and events being a key part of the business. A meeting has been held with the main stakeholders in the site to improve the way the various groups work together and get to know those involved. A follow up meeting was held with the Friends of Kent Life and a meeting is planned with Cobtree Young Farmers, both are voluntary groups which support the work of the site. Improving the way these groups work together will be important in helping to secure the attraction in the long term.

Visitor numbers for 2013-14 were: 123,715 (previous year was 116,940). 2012-13 was the first year for the attraction showing a small profit and this was much improved in 2013-14.

When Kent Life was taken back under the direct control of the Charity in November 2013 a sum of money was given by Kent County Council as part of the dilapidations agreement to enable the Charity to work on the repair and maintenance of infrastructure in the year following the hand over. The first stage of these works, mainly decorations, has begun. The second stage consisting of improvements to the car park and play area surfacing is due to begin shortly. The aim is to complete as much of the works as possible prior to the school summer holidays which is the busiest time of the year.

The dilapidations works did not cover works to improve the former craft workshops to the rear of the site in an area closed to the general public. This consisted of 4 wooden chalet huts which previously had been part of the attraction but were more recently used as storage. In an effort to get the buildings useable again a £15,000 grant was obtained and the charity Future for Heroes, which helps former servicemen, was engaged to refurbish the buildings. Once finished it was thought that they could be used by charitable groups in return for work across the estate. The two refurbished huts were completed at the start of June 2014. Unfortunately overnight on the 9th/10th June the two refurbished huts were burnt down in a suspected arson attack. This is clearly a great shame for the many volunteers who had worked on the site. Reports are being obtained from the fire officer and police and quotes for replacement are to be obtained for the loss adjuster. Replacement of the buildings and proposals for their use will be brought before this committee once an accurate cost of replacement has been obtained.

Work to plan for the future management of the site following the completion of the current lease in November 2015 has begun.

Summary

Work continues across the estate with improvements over the period of the report to Cobtree Manor Park, Cobtree Manor Park Golf course and Kent Life.

Agenda Item 11

MAIDSTONE BOROUGH COUNCIL

Cobtree Manor Estate Charity Committee

9 July 2014

REPORT OF THE COBTREE OFFICER

Report prepared by Joanna Joyce

1. Cobtree Manor Estate Risk Management Annual Review 2014

1.1 Issue for Decision

- 1.1.1 To consider if amendments need to be made to the risk assessment for the operation and management of the charity.

1.2 Recommendation of the Cobtree Officer

It is recommended that the Risk Assessment documents attached as **Appendix A** and **Appendix B** to this report be endorsed.

1.3 Reasons for Recommendation

- 1.3.1 The Committee previously resolved to review the risks associated with the operation and management of the charity on an annual basis.
- 1.3.2 The risk assessment documents that have been used in the past are attached at **Appendix A** and **Appendix B**. Officers have reviewed both documents, updated them and now recommend them for endorsement.
- 1.3.3 The remaining master plan works (the completion of the visitor centre and final sculpture) are the main activity generating the highest level of risk to the charity. The works in phases 1 and 2 have so far been delivered on time and below budget. Continuing careful financial management and project oversight should ensure the risks are minimized sufficiently to justify the improvements to the park that they will bring.
- 1.3.4 In addition to the Master Plan **Appendix B** includes the risks generated by the dilapidations works being undertaken as part of the Kent Life Management Contract. These have been tendered under two contracts. The first for the decorating and minor works and is underway; the second is for the civil works (including improvements to

car parking) and is due to begin shortly. Both of these contracts are due to have as much work as possible completed prior to the school holidays to minimize disruption to visitors.

- 1.3.5 The re-tender of the golf course and re-tender of Kent Life also present significant risks. To ensure the successful ongoing future of the charity it is vital that the long term future of both facilities is ensured. The golf course income currently finances the maintenance of Cobtree Manor Park. Kent Life is now just starting to turn a profit and it is vital that this facility is not just self-funding but also that it generates sufficient surplus to ensure ongoing re-investment.

1.4 Alternative Action and why not Recommended

- 1.4.1 The alternative course of action would be to change the format and/or content of the risk management document, however this is not currently considered necessary.

1.5 Impact on Charity Objects

- 1.5.1 The essence of the risk assessment is to ensure the charity continues to operate effectively within the terms of its objects and the obligations set out in the 1971 lease.

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- i) By maintaining the Cobtree Manor Estate as an open space as defined by the Open Spaces Act 1906 and if the lessees think fit providing thereat facilities for organised games and other sports”.
- ii) With the consent of ...[the Cobtree Charity Trust Limited and the Kent County Council]... in such other way for the benefit of the inhabitants of Maidstone and other members of the general public as the Council shall from time to time think appropriate.”

1.6 Impact on Corporate Objectives

There are none.

1.7 Risk Management

- 1.7.1 Failure to manage the risks as set out in this report could result in the failure to fulfill the objects of the Charity and the loss of the Charity’s assets.

1.8 Other Implications

1.8.1

1. Financial
2. Staffing
3. Legal
4. Equality Impact Needs Assessment
5. Environmental/Sustainable Development
6. Community Safety
7. Human Rights Act
8. Procurement
9. Asset Management

x

1.8.2 Failure to manage risk appropriately could result in losses to the Charity.

1.8.3 There are no other implications outside the normal operations of the Estate Committee.

1.9 Relevant Documents

1.9.1 Appendices:

Appendix A Risk Assessment July 2014

Appendix B Master Plan and Risk management Action Plan July 2014

1.9.2 Background Documents

Cobtree Manor Park Master Plan

IS THIS A KEY DECISION REPORT?

Yes

☐

No

☐

If yes, when did it first appear in the Forward Plan?

.....

This is a Key Decision because:

.....

Wards/Parishes affected:

.....

APPENDIX A

Risk Assessment July 2014

Risk Management: Scenario

Risk No.	Risk Type:	Vulnerability:	Risk:	Consequences:
1.	Strategic	§ Ability to fulfill the objects of the Charity.	§ Failure to fulfill objects.	§ Intervention by the Charity Commission. § Forfeiture of lease to Cobtree Charity Trust Limited.
2.	Governance	§ Appropriateness of decisions.	§ Conflict of interest with role of local authority.	§ Intervention by the Charity Commission. § Forfeiture of lease to Cobtree Charity Trust Limited.
3.	Operational	§ Contractor(s) performance of services.	§ Contractor defaults on the contract. § Inadequate staff resources. § Major breach of safety regulations/site not safe to allow public access. § Reduced income from golf course. § Reduced surplus at Kent Life. § Failure to re lease golf course and Kent Life at end of existing leases.	§ Reduced visitor numbers. § Claims for compensation. § Long term damage to course. § Inability to maintain levels of service. § Difficulty in re-tendering site in its present state. § Significant income pressure on charity. § Requirement for charity to operate sites itself. § Reduced income threatening remainder of charity's activities.
4.	Financial	§ Level of financial resources to maintain services.	§ Reduced income from investments. § Adequacy of monitoring procedures. § Inability to pay back reserves.	§ Potential for sites to become derelict. § Reduced investment in buildings and infrastructure. § Reduced endowment fund.
5.	External	§ Public perception of service provision. § Climatic conditions.	§ Poor or inappropriate publicity. § Extreme conditions leading to loss of play.	§ Reduced visitor numbers and revenue. § Increased vandalism and misuse of facilities.
6.	Legal	§ Compliance with requirements of the Charity Commission. § Compliance with requirements of the lease.	§ Conflict of interest with role of local authority. § Failure to comply with requirements of lease.	§ Intervention by the Charity Commission. § Forfeiture of lease to Cobtree Charity Trust Limited. § Claims for compensation.

Risk Management – Risk Profile Assessment

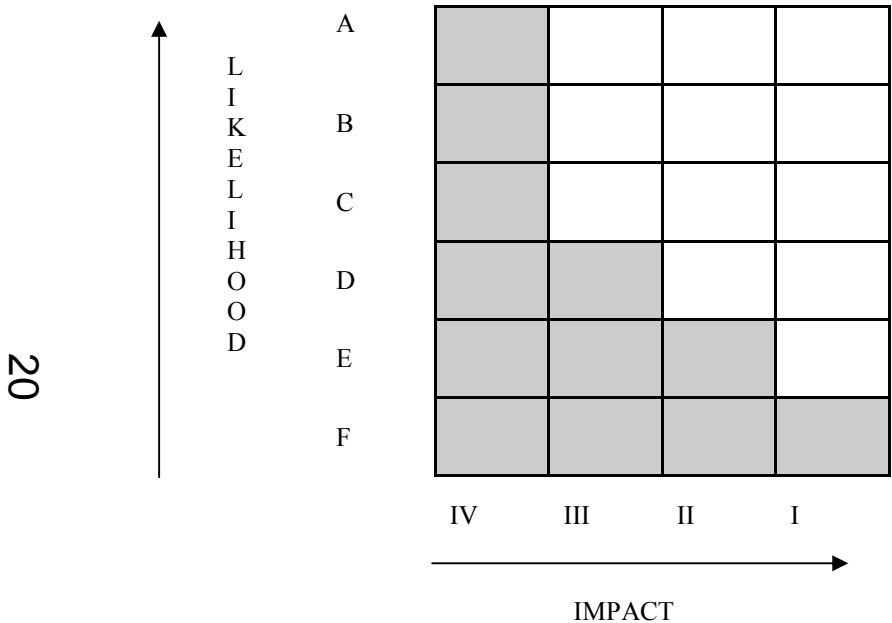
The risks have been mapped against a typical appetite for risk. The Assessment has been prepared in the context of the Charity's key objectives; with the risks, at this stage, having not been mitigated.

The **vertical axis** shows the **likelihood** of an occurrence:

A = very high; B = high; C = Significant; D = low; E = very Low and F = almost impossible

The **horizontal axis** shows **impact** of an occurrence:

I = catastrophic; II = critical; III = marginal and IV = negligible



Risk Management: Action Plan

Risk No.	Description:	Current Risk Score	Target Risk Score
1.	Failure to fulfill the objects of the Charity.	E.I	F.IV

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Requirement to consider objects when preparing reports for Committee.	§ Do not provide an audit trail.	§ Specific reference to charitable objects in all reports.	§ Cobtree Officer/ officers submitting reports.	§ Reference included in all reports.	§ Each meeting of the Committee.	§ Committee meeting dates.

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Risk No.	Description:	Current Risk Score	Target Risk Score
2.	Conflict of interest with the role of the local authority.	D.II	F.III

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Specific Committee to consider Cobtree issues in detail.	§ Gives clear focus to Cobtree issues.	§ Reinforce separation whenever possible.	§ Cobtree Officer/ Council officers/ Members.	§ Separation acknowledged and reinforced.	§ Annually.	§ June/July.
§ Memorandum prepared and distributed to all Members and Senior Officers.	§ Reminds all Members and Officers to bear in mind special circumstances applying to Cobtree.	§ Reinforce separation whenever possible.	§ Cobtree Officer/ Council officers/ Members.	§ Separation acknowledged and reinforced.	§ Annually.	§ June/July.

Risk Management: Action Plan

Risk No.	Description:	Current Risk Score	Target Risk Score
3a.	Contractor defaults on the contract (Golf Course, Kent Life, Maidstone Borough Services)	D.II	E.III

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Regular review meetings to develop partnership working and early identification of problems.	§ Ensures sensitivity to, and understanding of, operating environment. § Ensure controls relate to all contracts.	§ Continue with regular meetings. § Begin meetings with other contractors where necessary. § Identify appropriate action to be taken in the course of a contractor defaulting. § Ensure controls are adequate and instigate remedial action where insufficient.	§ Contract monitoring Officer/partnership Board/Parks Technical Officer/Parks and Leisure Services Manager. § Cobtree Officer to identify contractors or areas requiring additional monitoring and appropriate actions	§ Contractor performing to contract specification. Profitably.	§ Quarterly.	§ January, April, July and October.

Risk Management: Action Plan

Risk No.	Description:	Current Risk Score	Target Risk Score
3b	Inadequate staff resources provided by contractor.	D.II	E.III

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Regular review meetings to develop positive working relationship and early identification of problems.	§ Ensures sensitivity to, and understanding of, operating environment.	§ Continue with regular meetings.	§ Contract monitoring Officer/ partnership Board/Parks Technical Officer. § Cobtree Officer.	§ Contractors staffing levels to required standard to meet customer expectations. § Ensuring management plan objectives are met.	§ Quarterly.	§ January, April, July and October.

Risk Management: Action Plan

Risk No.	Description:	Current Risk Score	Target Risk Score
3c.	Major breach in safety regulations site or area not safe to allow public access.	D.II	F.II

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Regular meetings to monitor contractor performance. § Visual inspection by contract operatives as they carry out their duties. § Written weekly and monthly inspection of play equipment § Annual external insurance inspection for play equipment	§ Safety concerns discussed during partnership meetings. § Individual risk assessments for all activities. § Relies on contractor staff. § All equipment to meet BS standards and be independently inspected by Rospa inspector prior to use.	§ Reinforce safety concerns at partnership meetings. § Regular review of risk assessments. § Regular inspections by monitoring staff. § Operational concerns to be dealt with immediately by Parks Department § Incidents monitored and recorded.	§ Contract Monitoring Officers/ Partnership Board. § Contractor/ Contract Monitoring Officers/ parks Technical Officer. § Cobtree officer/ Council Officers.	§ No breaches in safety occur. § Risks managed appropriately. § No unsafe situations arise.	§ Quarterly. § Annually. § Quarterly.	§ January, April, July and October. § March. § January, April, July and October.

Risk Management: Action Plan

Risk No.	Description:	Current Risk Score	Target Risk Score
3d.	Contractor receiving reduced income from Golf Course, charity receiving less income following re-tender.	D.II	E.III

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Receive regular income reports from contractor. § Investigating re-tender using a leisure consultant to advise on suitable models.	§ Relies on contractor information. § Relies on advice from consultant.	§ Regular income reports to meetings of the Partnership Board. § Ensure re-tender allows contractors to invest for the longer term and to have flexibility in the use of the site. § Ensure a strategy is set up for successful re-tender.	§ Contract Monitoring Officer/ Partnership Board/parks and Leisure manager.	§ Income maintained at projected levels. § Ability to allow contractor to diversify and invest over the long term. § Importance of being able to be flexible with future offer.	§ Quarterly.	§ On-going.

Risk No.	Description:	Current Risk Score	Target Risk Score
3e.	Contractor failing to be appointed to golf course contract ready for the end of the current lease.	AI	CII

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Current extension to the beginning of January 2015.	§ This may be insufficient time to allow for re-tender as process has taken longer than anticipated.	§ Gain accurate picture of time needed a followed by extension of exiting lease. § Ensure re-tender is prioritized. § Contact contractor to discuss possibility of further extension.	§ Parks and Leisure Services Manager.	§ Income maintained at projected levels. § Golf course continuing to operate.	§ Monthly.	§ On-going. § Jan 2015

Risk No.	Description:	Current Risk Score	Target Risk Score
3f.	Failure to gain an operator to run Kent Life in time for end of present lease.	DIII	EI

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Current lease to November 2015.	§ Re-tender process has to be addressed urgently to allow for as much time as possible.	§ Gain accurate picture of time needed. § Ensure re-tender is prioritized. § Gain advice on alternative ways of operating to ensure the best possible contract is let to ensure the continuing success of the site.	§ Parks and Leisure Services Manager.	§ Re-tender in time for the end of existing lease. § Allowing sufficient flexibility in contract for fresh ideas to flourish and the site to continue to improve.	§ Monthly.	§ On-going. § Nov 2015

Risk Management: Action Plan

Risk No.	Description:	Current Risk Score	Target Risk Score
4a.	Reduced income from investments.	E.III	F.IV

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Investments with Chari-Fund.	§ Low risk option.	§ Monitor performance of Fund.	§ Corporate Finance Officer.	§ Good return on investments.	§ Annually.	§ March.

Risk No.	Description:	Current Risk Score	Target Risk Score
4b.	Adequacy of monitoring procedures.	C.II	E.IV

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Regular monitoring of service standards and audit of customer survey responses.	§ Service standards maintained as per the contract.	§ Balance monitoring effort to level of risk.	§ Contract monitoring Officer/ Partnership Board.	§ Required customer satisfaction scores.	§ Quarterly.	§ On-going.

Risk Management: Action Plan

Risk No.	Description:	Current Risk Score	Target Risk Score
4c.	Tenants defaulting on rental payments	E.III	F.IV

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Legally binding lease agreement permitting legal action to be taken if arrears accrue.	§ Fully drafted lease	§ Monitor rental income receipts.	§ Corporate Finance and Property and procurement Officers.	§ Rent paid up to date	§ Quarterly.	§ Jan 1 st , April 1 st , July 1 st , October 1st

Risk Management: Action Plan

Risk No.	Description:	Current Risk Score	Target Risk Score
5a.	Poor or inappropriate publicity.	D.III	F.IV

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Newsletters are checked by the Cobtree Officer and the Communications team before going out. § Newspaper articles are monitored by the communications team.	§ Publicity is managed where necessary.	§ Regular reporting of any known incidents or unwanted activities.	§ Contractor operatives/ contract monitoring officer/ Cobtree Officer.	§ No negative reports in the press or media. § Dealing with incidents as quickly as possible.	§ When required.	§ On-going.

Risk Management: Action Plan

Risk No.	Description:	Current Risk Score	Target Risk Score
5b.	Extreme climatic conditions.	B.II	D.III

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Golf course closure procedure.	§ Minimises unnecessary wear and tear of greens and tees.	§ On-going review in response to anticipated threat.	§ Contractor/ Contract Monitoring Officer.	§ Minimal impact on course playability.	§ On-going.	§ On-going.
§ Enhanced maintenance operations.	§ Minimises unnecessary wear and tear of greens and tees and park.	§ On-going review in response to anticipated threat.	§ Contractor/ Contract Monitoring Officer.	§ Minimal impact on course playability and park usage.	§ On-going.	§ On-going.

Risk Management: Action Plan

Risk No.	Description:	Current Risk Score	Target Risk Score
6a.	Conflict of interest with role of local authority.	C.II	F.IV

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Separate Committee to consider items in detail.	§ Ensures a clear focus on Charity issues.	§ Need to reinforce to both Members and Officers the clear distinction between local authority and Charity issues.	§ Cobtree Officer/Senior Solicitor/Committee Members.	§ No blurring between the respective roles of the Council acting as local authority and as Charity.	§ On-going.	On-going.
§ Appointment of Cobtree Officer.	§ Provides clear separation of officer roles.	§ Reinforce independency of role.	§ Committee.	§ No blurring between the respective roles of the Council acting as local authority and as Charity.	§ Annually	December.

Risk No.	Description:	Current Risk Score	Target Risk Score
6b.	Failure to comply with the requirements of the lease.	E.II	F.IV

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Lease requirements included as appropriate in reports.	§ Gives focus to property matters.	§ Review of Asset Management Plan.	§ Cobtree Officer § Contract monitoring officer § Property section.	§ Compliance with requirements of lease.	§ Annual.	§ July.

Appendix B Master Plan and Dilapidations Risk Management Action Plan July 2014

Appendix B Master Plan and Dilapidations Risk Management Action Plan July 2014

Risk No.	Risk Type:	Vulnerability:	Risk:	Consequences:
1.	Operational	§ Contractor(s) performance of services.	§ Contractor (s) default on the contract.	§ Reduced visitor numbers. § Inability to finish project.
2.	Financial	§ Level of financial resources to complete project.	§ Reduced income from investments, leading to difficulty in repaying the endowment. § Increased project costs. § Adequacy of monitoring procedures.	§ Reduced investment in buildings and infrastructure. § Inability to finish project.
3.	External	§ Public perception of service provision. § Climatic conditions.	§ Poor or inappropriate publicity. § Extreme conditions leading to delay in completion of works.	§ Reduced visitor numbers and revenue. § Increased vandalism and misuse of facilities. § Long term damage to reputation of facilities and charity.
4.	Legal	§ Compliance with requirements of the Charity Commission.	§ Conflict of interest with role of local authority.	§ Intervention by the Charity Commission. § Claims for compensation.

Appendix B Master Plan and Dilapidations Risk Management Action Plan July 2014

Risk No.	Description:	Current Risk Score	Target Risk Score
1a.	Failure of contractors to complete project on time and on budget.	DIII	EIV

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Project manager and project board in place.	§ Sufficient for project of this size.	§ Regular meetings with contractors as project progresses.	§ Cobtree Officer Parks and Leisure Services manager and Project Manager.	§ Regular meetings with Project Sponsor and of project board. § Email updates for Committee and Trust as required.	§ Each meeting of the project board. § Each Committee meeting.	§ Project board meetings and Committee meeting dates.

Appendix B Master Plan and Dilapidations Risk Management Action Plan July 2014

Risk No.	Description:	Current Risk Score	Target Risk Score
1b.	Disruption to normal service operations due to works being undertaken.	DIII	EIII

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
<ul style="list-style-type: none"> § Project manager and Cobtree Officer to monitor. § Liaise with Kent Life Manager for dilapidations works. 	<ul style="list-style-type: none"> § Acceptable but ongoing monitoring is required and will depend on the extent of works and where they are undertaken. 	<ul style="list-style-type: none"> § Regular meetings with contractors as project progresses. § Regular meetings with project manager to monitor. § Meetings with users to be arranged as required. 	<ul style="list-style-type: none"> § Cobtree Officer and Project Manager 	<ul style="list-style-type: none"> § No complaints received regarding works from staff or public. § Works completed on time and on budget. 	<ul style="list-style-type: none"> § Each fortnightly site meeting. 	<ul style="list-style-type: none"> § Fortnightly meetings. § School summer holidays. § Easter 2015.

Appendix B Master Plan and Dilapidations Risk Management Action Plan July 2014

Risk No.	Description:	Current Risk Score	Target Risk Score
2a.	Insufficient financial resources needed to complete project.	EII	FIV

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Project manager and project board in place to monitor budget.	§ Acceptable but ongoing monitoring is required.	§ Regular meetings with contractors as project progresses. § Regular reporting of financial position to project board.	§ Cobtree Officer, Parks and Leisure Services Manager and Project Manager.	§ Regular meetings with Project Sponsor.	§ Each meeting of the project board. § Each Committee Meeting.	§ Fortnightly meetings. § Project board meetings and Committee meeting dates.

Appendix B Master Plan and Dilapidations Risk Management Action Plan July 2014

Risk No.	Description:	Current Risk Score	Target Risk Score
2b.	Insufficient financial resources to repay endowment.	EII	FIV

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Senior Accountant monitoring repayments and the drawing down of finances only when needed. § Additional funds must be approved by committee.	§ Acceptable but ongoing monitoring is required.	§ Regular financial updates on the endowment repayments as part of the normal reporting system. § Financial updates required for each officers and project meeting. § Strict budgetary controls to be maintained at all stages throughout the project.	§ Senior Accountant.	§ Usual financial updates for Committee. § Projects completed on budget.	§ Each Committee Meeting.	§ Committee meeting dates. § Key project dates.

Appendix B Master Plan and Dilapidations Risk Management Action Plan July 2014

Risk No.	Description:	Current Risk Score	Target Risk Score
3a.	Disruption to normal service provision due to works being undertaken, leading to poor public perception.	CIII	EIV

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Project Manager, Cobtree Officer and Kent Life Manager to monitor.	§ Acceptable but ongoing monitoring is required and will depend on the extent of works.	§ Regular meetings with contractors as project progresses. § Regular meetings with onsite users and staff to monitor. § Regular publicity updates as project progresses.	§ Cobtree Officer and Parks and Leisure Services Manager	§ No complaints received regarding works from staff or public. § Regular publicity events § Updating the Committee on the progress of works.	§ Each fortnightly site meeting. § Each Committee meeting.	§ Fortnightly meetings. § Completion dates for each phase.

Appendix B Master Plan and Dilapidations Risk Management Action Plan July 2014

Risk No.	Description:	Current Risk Score	Target Risk Score
3b.	Disruption to works caused by extreme climatic conditions.	EIII	FIV

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Project manager and Site manager and Kent Life Manager to monitor.	§ Minimises disruption and damage to site through management of site and project.	§ Regular meetings with contractors and site managers as project progresses.	§ Project Manager § Site managers	§ No complaints received regarding works from staff or public. § Damage due to poor weather minimised. § Works run on time.	§ Each fortnightly site meeting.	§ Fortnightly meetings.

Appendix B Master Plan and Dilapidations Risk Management Action Plan July 2014

Risk No.	Description:	Current Risk Score	Target Risk Score
4.	Failure to comply with the requirements of the Charity Commission.	EIV	FIV

Controls already in place	Adequacy of controls	Required action	Responsibility	Critical success factors	Review period	Key dates
§ Senior Solicitor to ensure Master Plan meets objects of the charity. § Cobtree Officer to ensure Master plan as agreed by the Committee is followed.	§ Adequate given regular monitoring of Master Plan works.	§ Regular meetings with Project Manager to ensure project sticks to Master Plan. § Regular updates from the Senior Accountant to ensure endowment is repaid on schedule.	§ Cobtree Officer § Senior accountant § Senior Solicitor	§ No complaints received from the Charity Commission § Project completed according to Master Plan.	§ Cobtree Officers Meetings.	§ Monthly.