

COBTREE MANOR ESTATE CHARITY COMMITTEE MEETING

Date: Thursday 5 November 2020

Time: 2.00 p.m.

Venue: Remote Meeting - The public proceedings of the meeting will be broadcast live and recorded for playback on the Maidstone Borough Council website

Membership:

Councillors Cox (Chairman), Daley, Mrs Gooch (Vice-Chairman), Perry and Springett

The Chairman will assume that all Members will read the reports before attending the meeting. Officers are asked to assume the same when introducing reports.

AGENDA

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| 1. Apologies for Absence | |
| 2. Notification of Substitute Members | |
| 3. Urgent Items | |
| 4. Notification of Visiting Members | |
| 5. Disclosures by Members and Officers | |
| 6. Disclosures of Lobbying | |
| 7. To consider whether any items should be taken in private because of the possible disclosure of exempt information. | |
| 8. Minutes (Part I) of the meeting held on 10 September 2020 | 1 - 9 |
| 9. Presentation of Petitions (if any) | |
| 10. Question and answer session for members of the public (if any) | |
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Issued on Wednesday 28 October 2020
Over/:

Continued

Alison Broom

Alison Broom, Chief Executive

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PART II

To move that the public be excluded for the items set out in Part II of the Agenda because of the likely disclosure of exempt information for the reasons specified having applied the Public Interest Test.

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INFORMATION FOR THE PUBLIC

In order to ask a question at this meeting, please call **01622 602899** or email committee@maidstone.gov.uk by 5 p.m. one clear working day before the meeting (i.e. by 5 p.m. on Tuesday 3 November 2020). You will need to provide the full text in writing.

If your question is accepted, you will be provided with instructions as to how you can access the meeting.

In order to make a statement at the invitation of the Chairman, please call 01622 602899 or email committee@maidstone.gov.uk by 5 p.m. one clear working day before the meeting. You will need to tell us which agenda item you wish to make representations on.

If you require this information in an alternative format, please call **01622 602899** or email committee@maidstone.gov.uk.

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MAIDSTONE BOROUGH COUNCIL

COBTREE MANOR ESTATE CHARITY COMMITTEE

MINUTES (PART I) OF THE REMOTE MEETING HELD ON 10 SEPTEMBER 2020

Present: Councillors Cox (Chairman), English, Mrs Gooch, Perry and Springett

99. APOLOGIES FOR ABSENCE

It was noted that apologies for absence had been received from Councillors Daley and Springett. In the event, Councillor Springett joined the meeting at 2.20 p.m. during consideration of the report of the Senior Finance Manager (Client) relating to the Cobtree Manor Estate Financial Position.

100. CHAIRMAN

In the absence of a Chairman at the start of the meeting, the Vice-Chairman took the Chair for agenda items 1-3.

101. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that Councillor English was substituting for Councillor Daley.

102. ELECTION OF CHAIRMAN

RESOLVED: That Councillor Cox be elected as Chairman of the Committee for the remainder of the Municipal Year.

103. URGENT ITEMS

There were no urgent items.

104. NOTIFICATION OF VISITING MEMBERS

There were no Visiting Members.

105. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

106. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

107. EXEMPT ITEMS

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

108. MINUTES OF THE MEETING HELD ON 11 JUNE 2020

RESOLVED: That the Minutes of the meeting held on 11 June 2020 be approved as a correct record and signed.

109. PRESENTATION OF PETITIONS

There were no petitions.

110. QUESTION AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

111. QUESTIONS FROM MEMBERS TO THE CHAIRMAN

There were no questions from Members to the Chairman.

112. COBTREE MANOR ESTATE FINANCIAL POSITION

The Senior Finance Manager (Client) introduced his report summarising the financial position of the Cobtree Manor Estate as at 31 July 2020. The report covered the performance of the Golf Course, Kent Life, Cobtree Manor Park and residential properties and highlighted the need for robust management and monitoring of the budget in response to the significant risks to the finances and operations of the Estate presented by the ongoing COVID-19 situation.

The Senior Finance Manager (Client) advised the Committee that:

- The forecast assumed that the Charity would receive all of the contract income due this year less the reliefs granted to the Cobtree contractors at the last meeting. However, to date, no payments had been received from any of the contractors. If the Charity were to receive all of that income, it would be looking at a breakeven position at the end of the year in respect of the running costs of the Estate taking into account the investment income and the repayment of the car park loan to the Council.
- There had been a strong recovery in car park income which was now back to the level that the Charity would normally expect at this time of year. In addition, expenditure at Cobtree Manor Park was being restricted where possible to essential items only and further savings had been made by leaving the apprentice post vacant and by reducing the working patterns of one of the Ranger posts at their request for work life balance reasons.

- Given the impact of the COVID-19 situation on the financial markets, there had been an initial reduction in the returns on the Charity's investment in Charifund. The investment was valued at £930,938 as at 31 December 2019 but fell to a value of £670,148 as at 31 March 2020. However, by 25 August 2020 the value of the investment had increased to £704,018 and the recovery was continuing.
- At the meeting of the Committee held on 18 March 2020, agreement had been given to the purchase of a park utility vehicle. The Charity had not yet taken delivery of the vehicle, but the Officers, in looking at ways to improve the cash flow situation, were considering the option of selling it.

During the discussion, Members noted that a utility vehicle was a key piece of equipment. It enabled the Park Rangers to access all areas of the Park quickly, to transport tools and materials with them, and to complete tasks efficiently and effectively. They indicated that the utility vehicle should not be sold at this stage and that the situation be reviewed in a year's time.

In response to questions, the Senior Finance Manager (Client) undertook to:

- (a) Submit an updated version of the Charity's Capital Programme to the next meeting of the Committee; and
- (b) Report back on the rate of return on the investment in Charifund, a specialist investment fund for Charities, and the reasons for the fall in value of the Charity's investment in the fund, to enable Members to consider whether an alternative fund might be more appropriate to meet the Charity's needs.

RESOLVED:

1. That the financial position of the Cobtree Manor Estate as at 31 July 2020, as set out in the report of the Senior Finance Manager (Client), and as updated at the meeting, be noted.
2. That the utility vehicle should not be sold at this stage and that the situation be reviewed in a year's time.

113. CAR PARK REPAYMENT AGREEMENT

The Senior Finance Manager (Client) introduced his report asking the Committee to formally agree the terms of the repayment agreement in relation to the car park improvement works at Cobtree Manor Park. It was noted that:

- When the Committee agreed the major improvement works to the car park at Cobtree Manor Park, it was also agreed that the cost (£323k) would be met by the Borough Council and then the Charity would reimburse this sum over a period of five years including interest at 3%

(Public Works Loan Board rate of 2% plus 1%) as per an agreed repayment schedule. The works were completed in April 2019.

- The Mid-Kent Legal Services Team had drafted a formal repayment agreement but in reviewing the documentation had indicated that a formal resolution of the Committee accepting the terms of the agreement was required. The Director of Finance and Business Improvement had also now formally accepted the terms of the agreement on behalf of the Council.

In response to a question by a Member, the Senior Finance Manager (Client) confirmed that the repayment agreement would be signed by the Chairman of the Committee on behalf of the Charity.

RESOLVED: That the terms of the repayment agreement in relation to the car park improvement works at Cobtree Manor Park, as set out in paragraph 2.1 of the report of the Senior Finance Manager (Client), be formally agreed.

114. COBTREE ESTATE UPDATE REPORT

The Leisure Manager presented his report providing an update on activities at the Cobtree Manor Estate since the last meeting of the Committee in June 2020. It was noted that:

- Cobtree Manor Park had been very busy since it reopened to vehicles in May 2020. Car park income was recovering and was expected to be fully recovered compared to pre-COVID-19 levels by the end of this financial year.
- The Golf Course continued to be busy and the Officers were working with MyTime Active, the contractor, to ensure a sustainable long-term operation post-COVID-19. MyTime Active had requested a two year rental holiday which the Charity would not be able to agree to because of the impact it would have on its own cash flow. Discussions were continuing with MyTime Active and further updates would be reported to the Committee.
- Visitor numbers at Kent Life continued to be high and a number of autumn events were planned.
- The Elephant House was currently out of use because of health and safety and building regulations concerns. The tenant was keen to address these issues, but the Charity was unable to pre-pay for any works on behalf of the tenant due to the current financial situation.
- The Cobtree Café was continuing to work on a take-away basis and trade was recovering. Discussions would take place with the contractor about how the Café would operate during the autumn/winter months taking into account recent changes to the COVID-19 restrictions in relation to social gatherings.

- The amended contracts and other ancillary documents required as a result of the Committee's decisions in respect of COVID-19 related contractual relief had been prepared and it was now necessary to ensure that the Charity receives all of the contract income due in order that its position is protected at all times from cash flow issues.
- The Cobtree Young Farmers had established the paddocks on Forstal Field with high quality fencing surrounding the entire site. Animal shelters and running water had also been installed to support the operation and the land was now being farmed with sheep and cattle.

In response to questions by Members, the Leisure Manager advised the Committee that:

- The Golf Course development works, which included the refurbishment and extension of the existing clubhouse rather than a new build as originally proposed, were required as part of the contract with MyTime Active. The works were due to commence in the spring but had been delayed due to COVID-19. MyTime had indicated that they would struggle to carry out the works at this time and discussions were continuing. It was proposed to carry out the works to the Golf Course itself in two stages with nine holes open during each stage. This would be a temporary arrangement and a full eighteen-hole course would be available on completion of the works.
- DAGT, the operator of the Cobtree Café, had not yet signed the agreement required to activate the contractual relief agreed by the Committee at its last meeting and had not paid any money owed. The operator had asked for further rental reductions mainly due to the fact that the rent had gone up (the rent goes up automatically every year) and had cited the difficulties being experienced as a result of COVID-19. The Officers had put forward payment plans but were struggling to engage with the operator. The audited accounts were due at the end of September.

Members were concerned that no payments had been received from the Cobtree Café operator and that the operator had failed to engage with the Officers to seek to resolve the outstanding issues. Wishing to consider the options available to the Charity in private, the Committee:

RESOLVED: That the public be excluded from the meeting for the following item of business because of the likely disclosure of exempt information for the reason specified, having applied the Public Interest Test:

Head of Schedule 12A and Brief Description

Cobtree Café

3 – Financial/Business Affairs

Having discussed this matter in private, and given instructions to the Officers as to how to proceed, including inviting the Cobtree Café operator

to attend a meeting with the Officers and the Chairman and Vice-Chairman of the Committee as soon as possible to discuss the situation, the Committee:

RESOLVED: That the public be re-admitted to the meeting.

FURTHER RESOLVED: That the update on activities at the Cobtree Manor Estate since the last meeting of the Committee in June 2020 be noted and that the Cobtree Young Farmers be thanked for their work in introducing conservation grazing at Forstal Field.

115. COBTREE CAR PARK TERMS AND CONDITIONS

The Leisure Manager introduced his report setting out details of the terms and conditions in operation at the Cobtree Manor Park car park and making recommendations for their improvement. It was noted that:

- The car park at Cobtree Manor Park attracts around 50,000 paid vehicle visits a year. It has 185 parking spaces and 10 disabled parking spaces. It has a budgeted income of £90,000 per year from daily parking fees and £9,500 from its 190 annual parking permit holders. Visitors pay £2 to park for the whole day and an annual permit to park all day everyday costs £50.
- In the last twelve months Park staff had observed an increasing number of permit holders using the car park as a commuter car park or as the car park of choice for workers in one of the nearby businesses. These users had valid permits and were not parking illegally or outside of the terms of conditions, but in peak times their vehicles did take up parking spaces that could be used by visitors to the Park and this was having an impact on the car park revenue stream.
- The Officers had been looking at solutions to this problem that would deter over-occupation of parking spaces without affecting people's use of the Park and their enjoyment of their visits, and the following actions were recommended:

Alter the existing Traffic Regulation Order to introduce a maximum stay of six hours in the car park and include a new all-day rate for people wanting to stay all day; and
Alter the annual permit holder terms and conditions to limit permit holders to 1 x six hour stay per day; and
Ensure the Traffic Regulation Order continues to include provision for the prohibition of overnight parking; and
Alter the Traffic Regulation Order to introduce a requirement for motorcycle riders to also pay to park their vehicles.

In response to a question, the Leisure Manager confirmed that an annual season ticket to park in the car park at Cobtree Manor Park costs £50 and 190 season tickets had been sold.

Members were mindful that most visitors to Cobtree Manor Park would not notice any difference in the parking regulations. Most visitors would still pay a standard price of £2 for the duration of their visit or the duration of their visit would be covered by their annual permit. The impact on those affected would be communicated and managed over a period of approximately six months.

RESOLVED:

1. That the Traffic Regulation Order in force in the car park at Cobtree Manor Park be altered to introduce a maximum stay of six hours in the car park and to include a new all-day rate for people wanting to stay all day.
2. That the annual permit holder terms and conditions be altered to limit permit holders to 1 x six hour stay per day.
3. That the Traffic Regulation Order should continue to include provision for the prohibition of overnight parking.
4. That the Traffic Regulation Order be altered to introduce a requirement for motorcycle riders to also pay to park their vehicles.

116. EMERGENCY PLAY AREA IMPROVEMENTS AT COBTREE MANOR PARK

The Leisure Manager introduced his report updating the Committee on urgent repairs needed to play equipment at Cobtree Manor Park. It was noted that:

- The play equipment at Cobtree Manor Park was installed between 2008 and 2012. Provision had been made in the Capital Programme for the equipment to be replaced in 2020/2021 or 2021/2022 depending on the level of wear and tear which was being monitored by the Park staff. The monitoring regime had identified defective play equipment at the start of 2020 and repair work costing £16,781 plus VAT had been carried out. Unfortunately, more play area repairs were now needed. Some items of equipment were no longer safe to use and had been taken out of operation.
- It was recommended that a budget of £20,000 be approved for the repairs to the play area equipment as to leave the equipment out of operation would have a negative impact on visitor numbers and car park income. The budget, if approved, would be spent on the items that give the maximum repair/maximum value for money in combination with the shortest lead-in time.
- The Officers would prepare an updated cashflow projection for the Committee showing how the play equipment repairs budget can be offset in other areas.

During the discussion, it was explained that the play equipment repairs budget did not represent capital expenditure and that the Park staff did not have the specialist skills and training to carry out the work.

The Committee agreed that the play equipment repairs should be carried out as soon as possible and that the repairs budget should be increased to include VAT.

RESOLVED:

1. That a budget of £20,000 plus VAT be approved for repairs to play equipment at Cobtree Manor Park.
2. That the Head of Regeneration and Economic Development be given delegated authority to manage the play equipment repairs budget in consultation with the Chairman of the Cobtree Manor Estate Charity Committee.
3. That an updated cashflow projection be prepared for the Cobtree Manor Estate Charity Committee showing how the play equipment repairs budget can be offset in other areas.

117. REQUEST TO COBTREE CHARITY TRUST

The Leisure Manager introduced his report raising the issue of the short-term financial management of the Cobtree Manor Estate at a time of uncertainty due to the COVID-19 pandemic and suggesting that approaches be made to the Cobtree Charity Trust Limited as the parent Trust and freeholder of the land and the Borough Council as Corporate Trustee of the Charity known as the Cobtree Manor Estate to discuss potential solutions and how they might assist.

It was noted that if the Cobtree operators continued to fail to make their payments, the Charity known as the Cobtree Manor Estate would be left with some difficult decisions and it would be prudent to review these pressures so that options and plans can be developed in good time.

During the discussion, Members agreed that talking to interested partners was the correct approach at this time. The Leisure Manager undertook to look at the introduction of adult exercise equipment/facilities at the Cobtree Manor Estate subject to there being no adverse impact on its quiet character.

RESOLVED:

1. That a letter be sent from the Chairman of the Cobtree Manor Estate Charity Committee to the Chairman of the Cobtree Charity Trust Limited raising the issue of the financial position of the Charity known as the Cobtree Manor Estate.
2. That a letter be sent from the Chairman of the Cobtree Manor Estate Charity Committee to the Borough Council's Director of Finance and

Business Improvement raising the issue of the financial position of the Charity known as the Cobtree Manor Estate.

118. DURATION OF MEETING

2.00 p.m. to 3.30 p.m.

Agenda Item 12

Cobtree Manor Estate Committee

5 November 2020

Cobtree Manor Estate Financial Position

Final Decision-Maker	Cobtree Manor Estate Committee
Lead Head of Service	Director of Finance & Business Improvement – Mark Green
Lead Officer and Report Author	Paul Holland, Senior Finance Manager (Client)
Classification	Public
Wards affected	Boxley

Executive Summary

The report summarises the current financial position of the Estate as at 30 September 2020 covering the activities at the golf course, Kent Life, the Manor Park and the Café/Visitor Centre.

Purpose of Report

To update the Committee on the current financial position and any other relevant matters that may impact the financial position of the Trust.

This report makes the following recommendations to this Committee:

1. That the current financial position be noted.

Timetable

Meeting	Date
Cobtree Manor Estate Committee	5 November 2020

Cobtree Manor Estate Financial Position

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The operation of the Estate directly supports the objects of the Trust as set out when the Council became the Corporate Trustee.	Head of Regeneration & Economic Development
Cross Cutting Objectives	The operation of the Estate supports the Council's strategic objective to ensure there are good leisure and cultural attractions in the Borough.	Head of Regeneration & Economic Development
Risk Management	There is a potential reputational risk if the facilities are operated poorly. This is addressed in the annual risk management report.	Leisure Manager
Financial	There is a financial risk to the Trust if the operations cost more than predicted or fail to generate sufficient income to cover the costs of running the Estate. This risk is currently heightened by the impact of the ongoing Covid-19 situation on the operations of the Estate, particularly in relations to the various contractors.	Senior Finance Manager (Client)
Staffing	There are no additional implications arising from this report.	Leisure Manager
Legal	<p>Under the Council's Constitution the Committee as Corporate Trustee is responsible for all matters relating to the Charity with the exception of daily management.</p> <p>Law applicable to charities in England and Wales requires the trustee to prepare financial statements for each financial year which give a true and fair view of the Charity's financial activities during the year and of its financial position at the end of the year. This update report assists in meeting those requirements.</p> <p>There are no further implications arising from this report.</p>	Team Leader (Contracts and Commissioning), Mid Kent Legal Services
Privacy and Data	There are no specific privacy or data protection issues to address.	Anna Collier Policy and

Protection		Information Manager
Equalities	There are no additional implications arising from this report.	Anna Collier Policy and Information Manager
Public Health	There are no additional implications arising from this report.	Public Health Officer
Crime and Disorder	There are no additional implications arising from this report.	Head of Regeneration & Economic Development
Procurement	There are no additional implications arising from this report.	Head of Regeneration & Economic Development

2. INTRODUCTION AND BACKGROUND

1.1 This is a regular update report on the financial position of the Estate, which enables the Committee to see how the various areas of activity are performing. The current Covid-19 situation is presenting a significant risk to the finances and operations of the Estate, emphasising the need for robust management and monitoring of the budget.

3. CURRENT FINANCIAL POSITION

3.1 The table below summarises the position as at 30th September 2020. **Appendix 1** provides a more detailed breakdown of the figures.

3.1.1 Overall Summary Position:

SUMMARY TOTALS

	Approved Budget for Year 2020/21	Revised Budget for Year 2020/21	Budget to end of September 2020	Actuals to end of September 2020	Forecast Outturn 2020/21
Golf Course	-£107,610	-£89,120	-£30,035	-£39,108	-£89,120
Manor Park	£103,830	£109,830	£62,015	£31,467	£90,220
Kent Life	-£42,920	-£24,390	-£2,930	-£6,688	-£24,390
Residential Properties	-£10,230	-£10,230	-£5,115	-£9,418	-£10,230
Operational Total	-£56,930	-£13,910	£23,935	-£23,747	-£33,520
Investment Income	-£45,000	-£45,000	-£22,500	-£20,180	-£40,000
Car Park Repayment	£69,650	£69,650	£0	£0	£69,950
Total for the Year	-£32,280	£10,740	£1,435	-£43,927	-£3,570

- 3.2 Members will be aware of the potentially serious financial issues that are being experienced by the operating contractors at the golf course, Kent Life and the café. A number of reliefs to contract payments were agreed and the approved budget for the year has been adjusted to reflect this. There is an update report on these reliefs elsewhere on the agenda.
- 3.3 Clearly this continues to be a fluid situation and the final outcome with regards to the contracts is still uncertain, particularly with respect to the golf course. In the meantime, officers are closely monitoring the financial position and restricting expenditure where possible to essential items only. Car park income has also continued to recover very strongly and is now exceeding the original target despite the closure of the park in the spring.
- 3.4 The profiled budget at the end of September shows an underspend of £44,000, primarily relating to the Manor Park. However, there remains a degree of uncertainty over the remainder of the year in a number of areas so the forecast continues to assume that there will be a small overspend at the end of the year.
- 3.5 The forecast does however assume that we will receive all the contract income that we are due. At present there is no outstanding income due from Kent Life. There are two outstanding invoices in respect of the café (one relating to 19/20). At the golf course an invoice has been sent for the remainder of the Q1 period, and officers have confirmed with Mytime that Q2 will also be invoiced if the Head of Finance's investigation of their annual finances concludes that no further relief is necessary. This work will be concluded shortly so the invoicing process was temporarily paused until that outcome was known.
- 3.6 Given the situation with contract income there are some concerns around the cashflow position, but the position is being closely monitored and discussions are ongoing with the Director of Finance & Business Improvement to ensure that there are sufficient resources in place to meet any ongoing commitments.
- 3.7 Members requested an updated capital programme be brought to this meeting for consideration. Given the uncertainty over the contract income from the golf course this has not been progressed as the sums involved are significant and at this stage any shortfall in income would have an adverse impact on any proposed schemes.
- 3.8 Members were also provided with a separate update on the Charifund investment, as requested. The value of the investment currently stands at £679,274, compared to the value of £930,938 in January. Updates will continue to be provided to future meetings as part of this report.
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4. **AVAILABLE OPTIONS**

- 4.1 Section 3 is for noting only.

5. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

5.1 Section 3 is for noting only.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1 Officers will continue to monitor the financial position and take appropriate action where necessary.

7. REPORT APPENDICES

- Appendix 1: Financial Position as at 30th September 2020
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8. BACKGROUND PAPERS

None.

Cobtree Manor Estate	Approved Budget 2020/21	Profiled Budget to end of September 2020	Actual as at 30th September 2020	Variance at end of September
GOLF COURSE				
Repairs & Maintenance	£5,010	£2,505	£1,398	£1,107
Water Metered/Sewage & Env Svs			£0	£0
Electricity			£0	£0
Premises Insurance	£1,330	£665	£665	£0
Equipment Maintenance	£1,040	£520	£0	£520
Professional Services	£0	£0	£2,400	-£2,400
General Expenses - VAT	£3,160	£1,580	£1,580	£0
Licence Fees	£200	£100	£0	£100
Direct Telephones	£840	£420	£0	£420
Controlled Running Costs	£11,580	£5,790	£6,043	-£253
Contract Income - Agreed Budget	-£163,900	-£81,950	-£81,950	£0
Contract Income - Relief Granted	£23,770	£23,770	£23,770	£0
Other Income			-£5,250	£5,250
Rent Income	-£240	-£120	£0	-£120
Controlled Income	-£140,370	-£58,300	-£63,430	£5,130
MBC Staff Recharges	£14,210	£7,105	£7,105	£0
Rechargeable Costs	£14,210	£7,105	£7,105	£0
Cobtree Golf Course	-£114,580	-£45,405	-£50,282	£4,877
MBC 2/9ths share	£30,740	£15,370	£11,174	£4,196
Contract relief adjustment	-£5,280	£0	£0	£0
CMET Total	-£89,120	-£30,035	-£39,108	£9,073

MANOR PARK				
Salaries	£85,630	£42,815	£34,269	£8,546
Overtime	£4,000	£2,000	£332	£1,668
Employers NI	£6,520	£3,260	£2,956	£304
Employers Superannuation	£12,870	£6,435	£6,080	£355
Employee Insurances	£1,170	£585	£585	£0
Employee Costs	£110,190	£55,095	£44,222	£10,873
Repairs & Maintenance	£28,750	£14,000	£12,843	£1,157
Repairs & Maintenance - Trees	£12,000	£6,000	£972	£5,028
Gas	£4,040	£2,020	£659	£1,361
Electricity	£9,100	£4,550	£3,534	£1,016
Water Metered	£1,200	£600	£0	£600
Sewerage & Env Services	£1,100	£550	£0	£550
Trade Refuse Collection (Internal)	£13,530	£6,765	£3,429	£3,336
Premises Insurance	£1,680	£840	£840	£0
Equipment Purchase	£1,120	£560	£5,085	-£4,525
Equipment Maintenance	£2,080	£1,040	£0	£1,040
Equipment Hire	£520	£260	£0	£260
Vehicle Leasing & Running Costs	£5,000	£2,500	£669	£1,831
Materials & Supplies	£1,040	£520	£0	£520
Cash Collection	£2,420	£1,210	£0	£1,210
Computers and Software	£0	£0	£129	-£129
Protective Clothes	£520	£260	£439	-£179
Photocopying	£520	£260	£0	£260
General Expenses	£1,410	£705	-£1,015	£1,720
General Expenses - VAT	£10,400	£5,200	£5,048	£152
Audit Fee	£5,230	£0	£150	-£150
Professional Services Security	£11,000	£5,500	£10,597	-£5,097
Professional Services Consultancy	£3,000	£1,500	£1,963	-£463
Direct Telephones	£210	£105	£0	£105
Mobile Telephones	£110	£55	£555	-£500
General Insurances	£180	£90	-£1,220	£1,310
External Print & Graphics	£170	£85	£0	£85
Controlled Running Costs	£116,330	£55,175	£44,677	£10,498

Cobtree Manor Estate	Approved Budget 2020/21	Profiled Budget to end of September 2020	Actual as at 30th September 2020	Variance at end of September
Fees & Charges - Car Parking	-£91,830	-£53,535	-£62,444	£8,909
Other Income - Cobtree Charity Trust Ltd	-£40,000	-£8,000	-£8,000	£0
Other Income	-£5,000	£0	-£576	£576
Licences	-£420	£0	£0	£0
Rent Income (Café)	-£34,000	-£17,000	-£17,042	£42
Contract Income - Relief Granted	£6,000	£6,000	£6,000	£0
Controlled Income	-£165,250	-£72,535	-£82,062	£9,527
MBC Staff Recharges	£48,560	£24,280	£24,630	-£350
Rechargeable Costs	£48,560	£24,280	£24,630	-£350
Cobtree Manor Park	£109,830	£62,015	£31,467	£30,548

KENT LIFE				
Repairs & Maintenance of Premises	£10,510	£5,255	£372	£4,883
Premises Insurance	£7,390	£3,695	£3,695	£0
General Expenses	£1,630	£815	£0	£815
General Expenses - VAT	£2,040	£1,020	£1,020	£0
Controlled Running Costs	£21,570	£10,785	£5,087	£5,698
Contract Income	-£74,130	-£37,065	-£35,125	-£1,940
Contract Income - Relief Granted	£18,530	£18,530	£18,530	£0
Controlled Income	-£55,600	-£18,535	-£16,595	-£1,940
MBC Staff Recharges	£9,640	£4,820	£4,820	£0
Rechargeable Costs	£9,640	£4,820	£4,820	£0
Kent Life	-£24,390	-£2,930	-£6,688	£3,758

RESIDENTIAL PROPERTIES				
Repairs & Maintenance	£12,750	£6,375	£583	£5,792
Non-Domestic Rates	£0		£1,354	-£1,354
Professional Services	£0		£135	-£135
Premises Insurance	£610	£305	£305	£0
Controlled Running Costs	£13,360	£6,680	£2,377	£4,303
Rent Income	-£26,000	-£13,000	-£13,000	£0
Controlled Income	-£26,000	-£13,000	-£13,000	£0
MBC Staff Recharges	£2,410	£1,205	£1,205	£0
Rechargeable Costs	£2,410	£1,205	£1,205	£0
Residential Properties	-£10,230	-£5,115	-£9,418	£4,303
OVERALL TOTALS	-£13,910	£23,935	-£23,747	£47,682

Investment Income	-£45,000	-£22,500	-£20,180	-£2,320
Net (surplus)/deficit for operational & investment activities	-£58,910	£1,435	-£43,927	£45,362
Repayment of car park construction costs	£69,650	£0	£0	£0
Net (surplus)/deficit after repayment	£10,740	£1,435	-£43,927	£45,362

**Cobtree Manor Estate Charity
Committee**

**Thursday 5
November 2020**

Cobtree Estate Update Report

Final Decision-Maker	Cobtree Manor Estate Charity Committee
Lead Head of Service	John Foster – Head of Regeneration and Economic Development
Lead Officer and Report Author	Mike Evans – Leisure Manager
Classification	Public
Wards affected	Boxley

Executive Summary

An update report on the Cobtree Estate and its constituent venues and facilities.

Purpose of Report

For the Committee to note the work of the Estate since its last meeting in September 2020.

This report makes the following recommendations to this Committee:

1. That the contents of the report are noted.

Timetable

Meeting	Date
Cobtree Manor Estate Charity Committee	5 November 2020

Cobtree Estate Update Report

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The work of the charity links directly to its charitable objectives and the corporate priorities for the council.	Mike Evans – Leisure Manager
Cross Cutting Objectives	The work of the charity links directly to its charitable objectives and the cross cutting objectives of the council.	Mike Evans – Leisure Manager
Risk Management	There are no risk management implications in this report.	Mike Evans – Leisure Manager
Financial	Financial implications from this update are managed day-to-day in line with council procedures and policies.	Paul Holland - Senior Finance Manager (Client)
Staffing	Staffing implications are managed day-to-day in line with council procedures and policies.	John Foster – Head of Regeneration and Economic Development
Legal	There are no specific legal implications at present as this report is presented for noting only.	Team Leader, Contracts and Commissioning
Privacy and Data Protection	There are no new implications as a result of this update report and recommendation.	Policy and Information Manager
Equalities	No impact identified as a result of this update report and recommendation.	Anna Collier Policy and Information Manager
Public Health	The Cobtree Estate works towards improving the health of our community and residents through its day-to-day operations.	Hannah Gaston Housing and Inclusion Manager
Crime and Disorder	Crime and disorder implications are managed day-to-day in line with council procedures and policies	Mike Evans – Leisure Manager
Procurement	Procurement implications are managed day-	John Foster –

	to-day in line with council procedures and policies.	Head of Regeneration and Economic Development
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2. INTRODUCTION AND BACKGROUND

- 1.1 The Cobtree Estate has continued its recovery following the Covid-19 lockdown earlier this year.

Cobtree Manor Park

- 1.2 The park has continued to be busy. Car park income has recovered following the park closure in March and April 2020. The closure period resulted in car park income being £11,500 behind budget. At the end of September 2020 car park income had recovered and was £17,000 ahead of budget, meaning performance was £28,500 better than budget for the 20-week period from May 2020 to September 2020.
- 1.3 The children's play equipment is being repaired. Some repairs have been completed and others require parts which are on order from the manufacturer. The park manager has surveyed the trees in the park and identified 50 that require some degree of contractor works. Quotations have been sought for this and the preferred contractor will be carrying out these works in the next month.
- 1.4 The park gates have been automated and access to the park is now managed more tightly and in line with the advertised opening and closing times. The gates and CCTV are monitored and controlled via mobile phone so that any ad hoc openings and closings can be managed by the park manager and the other council out of hours duty officers. The automation of the gates means the mobile security contractor is no longer required to visit the park to lock the gates. This will give an annual saving of £15,000.

Golf Course

- 1.5 The golf course's busy summer period is drawing to an end. The course works being carried out by the operator will begin in late November. This will require the front nine section of the course to be closed. Following some uncertainty over these plans, communication to golfers has now improved and a timescale for the works has been advertised to them.
- 1.6 The works will involve soil being imported on to the site and used to landscape the front nine section. Two ponds will also be created. This work is in line with the planning permission granted in February 2019. The re-modelling will improve drainage in the winter, making the course more playable all year round. The two new ponds will help with irrigation in the summer which will help with utility costs. Officers are working with Mid-Kent Legal Services and the operator to ensure that sufficient protections are in place for CMEC, as landlord.

Kent Life

- 1.7 Kent Life continues to manage the recovery from the Covid-19 closure very well by managing costs and maximising opportunities where possible. The Hops Beer Festival made a profit 34% greater than last year despite delivering the event to 31% fewer visitors. Halloween tickets are selling fast and will hopefully sell out by the time the events begin. Tickets for Santa's grotto are also nearly sold out. This year there are more time slots available in a shorter period, which ensures income is maximised while costs are controlled.
- 1.8 Kent Life will be extending its seasonal closure this winter. It is normal practice to open only at weekends through January and February. This winter the site will follow a similar programme in November and December as well. The site will only be open to the public on Fridays, Saturdays and Sundays in November and December. The other days are still being used, with school groups booked in to visit the site on all other days in November. This approach keeps the school groups in their bubbles, allows staff to be deployed most efficiently and provides adequate availability to the public.

Cobtree Men's Shed

- 1.9 Cobtree Men's Shed group has not met since the last Committee meeting. The Elephant House building remains closed awaiting a structural survey.

Cobtree Café

- 1.10 Cobtree Café has now re-opened for customers to sit inside the building as a Covid-secure venue with government guidelines being followed.

Contracts

- 1.11 Contractual discussions following the Covid-19 pandemic are still ongoing with some operators. A separate report updating the Committee on these discussions is included in the meeting agenda.

3. AVAILABLE OPTIONS

- 3.1 Committee can note the information in this report.
- 3.2 Committee can choose not to note the information in this report, however the Committee has requested regular updates on the operations of the Estate.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 It is recommended that the information in this report is noted.

5. RISK

5.1 This report is presented for information only and has no risk management implications.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

6.1 No consultation has taken place since the last update report.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

7.1 Any comments from the Committee will be passed on to the relevant party.

8. REPORT APPENDICES

- None
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9. BACKGROUND PAPERS

- None

Agenda Item 14

**Cobtree Manor Estate Charity
Committee**

**Thursday 5
November 2020**

Future Cobtree Manor Park Management and Operation Proposal

Final Decision-Maker	Cobtree Manor Estate Committee
Lead Head of Service	John Foster - Head of Regeneration and Economic Development
Lead Officer and Report Author	Mike Evans – Leisure Manager
Classification	Public
Wards affected	All Wards

Executive Summary

The report sets out four options for the future management and operation of Cobtree Manor Park. Previously the park was managed alongside Maidstone Borough Council's parks and open spaces however now has its own management team. The report considers the challenges faced by the current arrangements and the benefits other delivery models could offer the Estate Charity including improved flexibility and value for money.

Purpose of Report
Decision

This report makes the following recommendations to this Committee:

1. That the Committee agrees to the principle of a combined parks management structure to enable a full staff consultation to be undertaken.

Timetable

Meeting	Date
Cobtree Manor Estate Charity Committee	5 November 2020

Future Cobtree Manor Park Management and Operation Proposal

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The operation of the Estate directly supports the objects of the Trust as set out when the Council became the Corporate Trustee	Mike Evans – Leisure Manager
Cross Cutting Objectives	The operation of the Estate supports the Council’s strategic objective to ensure there are good leisure and cultural attractions in the Borough.	Head of Environment and Public Realm
Risk Management	The risk management considerations are included in section 5 of the report.	Head of Environment and Public Realm
Financial	The financial considerations for the Committee are outlined in 3.2. The preliminary costs for each option are included, however following staff consultation into the changes, a full cost breakdown of final proposal will be presented to the Committee for approval.	Section 151 Officer & Finance Manager
Staffing	The recommendation poses significant staff changes within Parks, Grounds Maintenance and Leisure which will require careful management and staff consultation.	Head of Environment and Public Realm
Legal	Once a recommendation has been made, legal advice should be sought on employment (TUPE) implications and any procurement and / or contractual issues to ensure that the Estate remains within legal boundaries.	Team Leader, Contract and Commissioning
Privacy and Data Protection	There are no specific privacy or data protection issues to address.	Anna Collier Policy and Information Manager
Equalities	If the recommendation is taken forward, an equality impact assessment will be undertaken as part of the staff consultation process.	Head of Environment and Public Realm
Public Health	There are no additional implications arising from this report.	Hannah Gaston, Housing and

		Inclusion Manager
Crime and Disorder	There are no additional implications arising from this report.	Head of Environment and Public Realm
Procurement	Should option 2 or 3 be agreed, there will potentially be procurement requirements associated with the purchase of equipment or outsourcing the grounds maintenance requirement. This will be discussed with the procurement team and a Procurement Plan agreed prior to the purchase of any equipment or services.	Head of Environment and Public Realm

2. INTRODUCTION AND BACKGROUND

- 1.1 Up until 2017, Maidstone Borough Council's Parks and Leisure Team managed all council-owned parks and open spaces as well as Cobtree Manor Park, on behalf of the Cobtree Manor Estate Charity. The grounds maintenance service for all these assets was provided by Maidstone Borough Council's in-house Grounds Maintenance Team.
- 1.2 However, when the Parks and Leisure Team was split into two, the operation of Cobtree Manor Park along with the charity's other assets remained with the Leisure Team whilst Maidstone's parks team moved to join Environmental Services.
- 1.3 The Leisure Manager has identified limitations for the current operational arrangements for Cobtree Manor Park. The Park employs three dedicated staff – the Cobtree Manager and two rangers. Their work in the park is restricted by the equipment they have available to them and therefore a significant proportion of the mechanical work required is carried out by the council's in-house grounds maintenance team for an additional cost, or is not carried out. This has a significant impact on the productivity of the Cobtree Team and therefore the value for money offered to the Cobtree Manor Estate Charity.
- 1.4 Maidstone's in-house Grounds Maintenance Team currently undertakes all amenity and bridleway grass cutting at an annual cost of £21,600 based on 12 cuts for amenity grass and 6 cuts for the horse ride. They also regularly carry out one-off work including play area repairs as well as the more regular provision of additional staff to cover peak times. Therefore, the actual cost to the Estate Charity ranges between £30k to over £50k in addition to the salary costs for the park's own rangers and manager.
- 1.5 It is also important to highlight that this currently excludes any shrub-bed maintenance costs, as this has not been undertaken in the past few years. However, this work will need to be carried out and it is unlikely it could be

carried out with the park's own staff. This work is estimated to cost around £17,000 per year.

- 1.6 The schedule of works for Cobtree is included in appendix 1.
 - 1.7 Waste collection and the provision of out of hours duty officer cover remain outside of these costs as they are provided through separate contracts or agreements.
 - 1.8 The Head of Environment and Public Realm, who is responsible for the Borough's Parks and Open Spaces, has also identified opportunities within the Parks and Grounds Maintenance Teams to reduce duplication, increase resilience and create an improved, future-focused team with greater responsibility for enhancing biodiversity and improving the customer experience. The current structure of the parks and grounds maintenance teams is included in appendix 2. It shows significant overlap in responsibilities for the park management aspects of the roles of the two departments.
 - 1.9 Therefore, there is now the opportunity to reconsider the benefits of operating all Parks and Open Spaces within a single management structure and enabling the Grounds Maintenance Team to focus on commercial landscaping services and the routine mechanical maintenance services provided across Maidstone's parks and open spaces as well as the cemetery and crematorium.
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3. AVAILABLE OPTIONS

- 3.1 There are four options available for the onward management and operation of Cobtree Manor Park:
 - **Continue as is** – this would involve the existing team to continue to provide a permanent presence in the park with the mechanical or specialist grounds maintenance work carried out by Maidstone's in-house grounds maintenance team.
 - **Fully in-house using Cobtree dedicated staff** – investment in equipment and training to enable rangers to carry out all grounds maintenance work within the park.
 - **Contracted out** – for all regular grounds maintenance work to be contracted out to either Maidstone's in-house team or a private contractor with TUPE transfer of staff.
 - **New combined management structure within Parks** – For the management of the park to be incorporated into a new parks team responsible for Maidstone's parks as well as Cobtree Manor Park and for all grounds maintenance to be carried out by rangers and supported by Grounds Maintenance Team.
- 3.2 A headline cost comparison is shown below (table 1). The staff costs include salaries and on costs.

	Current model	Fully in-house with Cobtree staff	Fully contracted out	New combined management structure
Staffing (including on-costs)	£ 86,370	£ 86,370	£ 39,480	£ 83,653
Grounds Maintenance (grass cutting)	£ 21,600		£ 18,180	£ 18,180
Grounds Maintenance (shrub beds)	£ 17,000		£ 19,537	£ 19,537
Grounds Maintenance (litter picking)	£ 2,504	-	£ 40,575	-
Equipment depreciation	-	£ 15,000	-	-
Storage / green waste disposal	TBC	£ 35,000		
TOTAL ANNUAL COST	£ 127,474	£ 136,370	£ 117,772	£ 121,370

Table 1 showing headline costs comparisons of the four options

- 3.3 The current model includes a TBC cost for storage and green waste. The park currently does not have any green waste solution and needs one. The cost of the current model will need to increase in future and is likely to be £140k-£145k per annum once a green waste contract is in place. The green waste skip would also need to be stored in the car park somewhere, which would detract from the appeal of the park. This is not a current cost but is a future concern of the current model.
- 3.4 Whilst the first three options are self-explanatory, the fourth option for a new combined management structure within parks offers a more complex change to park management and operation.
- 3.5 This hybrid option enables the combination of park management expertise with the benefits of a flexible operational arrangement utilising seven-day-a-week staffing cover and grounds maintenance resources.
- 3.6 The exempt appendix shows the proposed structure. The Parks Team would therefore be responsible for delivering the management plan for the park and managing the grounds maintenance budget set by the Estate Charity. A proportion of the salary costs for the Parks and Open Spaces Manager and the positions directly responsible for managing and operating the park would be charged to the charity and is included in the staffing costs in table 1. There would be no further management charges for officer time relating to arrangements for additional works, for example raising orders for external arboriculture work.
- 3.7 Whilst the combined structure no longer includes a full-time manager role, the staff costs reflect the seven day per week service to be provided by a ranger and attendants as well as the additional support and contribution from the Parks and Open Spaces Manager. The frontline level of staffing present in the park every day would not decrease, and being part of a combined structure would enable staffing to be more flexible and suit park needs.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 There are benefits and challenges to each of the four options as outlined below:

	Benefits	Challenges
As is	<p>No change – no risk of redundancies or changes to the staff working practices.</p>	<p>Resilience – with a small team there is a risk when staff leave or are absent and this will generate significant additional costs to cover the work</p> <p>Consistency – when managed separately to Maidstone’s parks there is risk of inconsistency between service or efficiencies that are left unmaximised.</p> <p>Productivity – the current staff are often under-utilised or unable to undertake work involving machinery. This is a particular problem with seasonal peaks in demand</p> <p>Green waste – The current work undertaken by the rangers produces unsustainable levels of green waste. This is managed currently by on site recycling but this is not a long-term solution.</p>
Fully in-house with Cobtree staff	<p>Productivity – will increase productivity of staff</p> <p>Flexibility – will have higher level of flexibility to focus staff’s tasks during seasonal peaks</p>	<p>Investment – there is a requirement for a high upfront cost of investment and training and then ongoing investment in equipment.</p> <p>Risk / H&S – will require the Cobtree Manager to spend a lot of time ensuring full compliance, risk assessments and safe systems of work are in place, which is not best use of time.</p> <p>Resilience – risk of training staff and then losing them to private</p>

		<p>sector. With such small team, this would have a significant impact on the team's resilience</p> <p>Storage - Cobtree Park does not have suitable, secure storage for equipment that will be needed and is not able to arrange this in the short term.</p> <p>Green Waste - Cobtree does not have a green waste contractor and does not have space for a green waste storage facility.</p>
<p>Fully contracted out</p>	<p>Risk / H&S – gain expertise from contractor</p> <p>Resilience – Wider pool of resources (equipment and staff) to maintain business continuity</p> <p>Productivity – resource can be flexed to meet seasonal demands</p>	<p>Flexibility – less likely to be flexible, especially if outsourced to private contractor. Will follow agreed specification.</p> <p>Staff insecurity – particularly a challenge if outsourced to private contractor</p> <p>Standards of work and disputes with contractor. Will require contract monitoring and compliance checks from the leisure team, which could lead to protracted conversations and disagreements.</p>
<p>New management structure</p>	<p>Consistency – single management structure overseeing operation of all parks</p> <p>Resilience - both from management and operational perspective</p> <p>Flexibility – able to flex the resource to meet seasonal demands as well as any particular service needs e.g. events</p>	<p>Change – poses significant change to staff and requires consultation and placing individuals at risk.</p>

	<p>Productivity – wider pool of staff to move staff according to skills to gain maximum productivity</p> <p>Risk / H&S – expertise in compliance within Environmental Services Team</p> <p>Wider Parks expertise – the new structure enables Cobtree to benefit from additional park management and biodiversity expertise</p>	
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- 4.2 The option to create a new combined park structure offers the Cobtree Manor Estate Charity the most resilient and flexible service which also provides better value for money than the current arrangements. However, it is noted that the changes will be more complex than the other options and will involve staff consultation and more detailed financial modelling to ensure the split of resources is fully accounted.
- 4.3 It is therefore recommended that the Cobtree Manor Estate Committee agrees that a new combined management structure is pursued, and a full staff consultation is carried out before the final proposal is brought back to the committee for decision, along with a final breakdown of the costs.

5. RISK

- 5.1 At this stage, the report is seeking approval to progress to a staff consultation on the proposal to combine the Cobtree Manor Park management and operational team with Maidstone Borough Council’s Parks Team. This will ensure that the views of the staff affected are considered and reduce any risk to the council or charity.
- 5.2 The committee will then be able to consider if the proposed combined structure offers the best service for Cobtree Manor Park in terms of affordability, flexibility, resilience, and customer experience.
- 5.3 The risks associated with each of the considered management options are covered in section 4.1.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 This report seeks to gain approval to start a staff consultation process on changes to the Parks and Cobtree management teams. It is recognised that it is important to gain the committee's approval for the principle of a combined management structure before proceeding with formal staff engagement.
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7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 If the committee agrees to the recommendation, the next step is to carry out a 30-day consultation with the staff affected by the proposed changes, giving them an opportunity to ask questions and contribute their own ideas.
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8. REPORT APPENDICES

Appendix 1 – Schedule of works

Appendix 2 – Current staff structure

Exempt Appendix – Proposed Combined Staff Structure

9. BACKGROUND PAPERS

None

Appendix 1 – Schedule of Works

Regular Work	Description	Current SLA		2020 Quotation	
		Frequency	Cost	Frequency	Cost
Amenity Grass Cutting	All amenity grass, banks, path and shrub edges, play equipment edges, trees and obstacles	12 cuts per year (MBC parks have 14 cuts per year)	£1500 per cut £18,000 Total	12 cuts per year (MBC parks have 14 cuts per year)	£1,275 per cut £15,300 Total
Grass cutting of Horse Ride	Reduced number of cuts for horse ride	6 cuts per year	£600 per cut £3,600 Total	6 cuts per year	£480 per cut £2,880 Total
Shrub bed winter maintenance	Chainsaw works, shrub bed reduction in height, crown lift for trees and shrubs, edging of beds	25 days	£680 per day £17,000 Total	20 days	£680 per day £13,600 Total
Shrub bed spring maintenance	As above	Not in current SLA		5 days	£555 per day £2,775 Total
Shrub bed autumn maintenance	As above	Not in current SLA		5 days	£555 per day £2,775 Total
Hedge cutting	To cut Forstal Road hedge (Sept / Oct)	Not in current SLA		Once per year	£387 Total
			£38,600		£37,717

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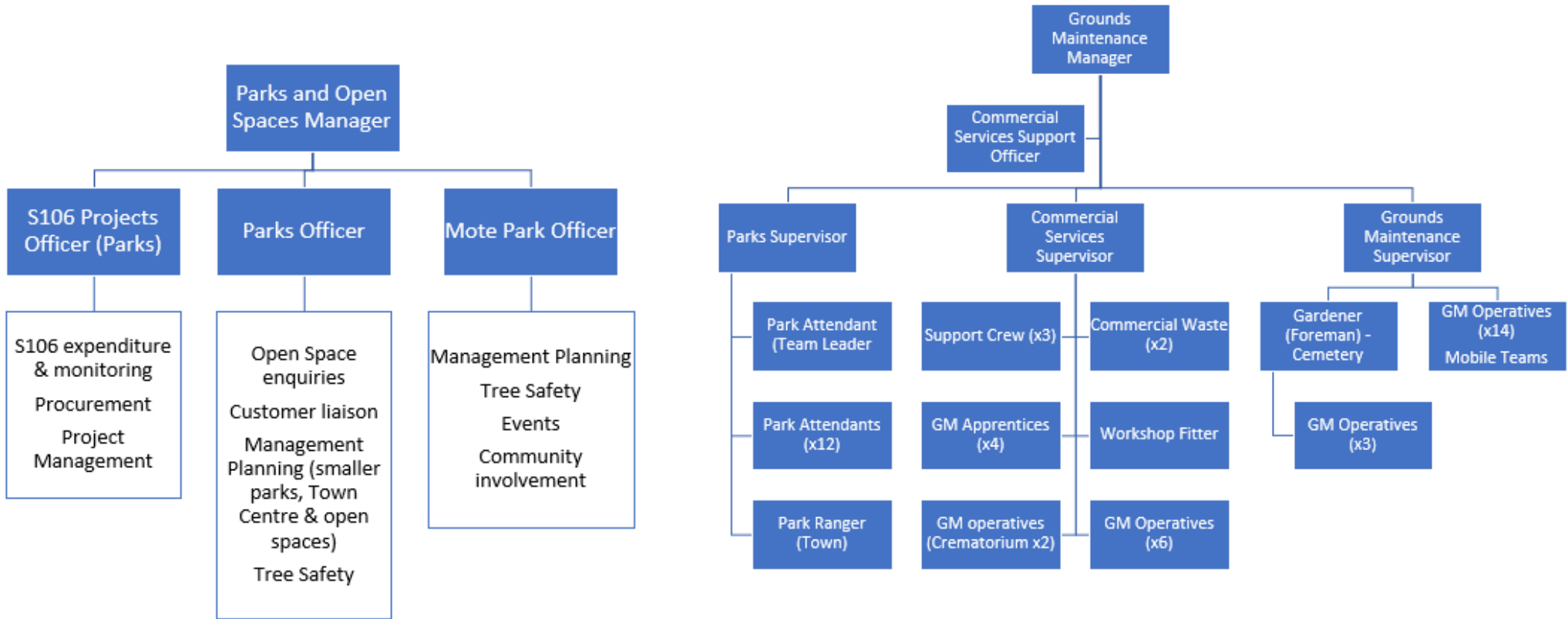
Ad hoc Work	Description	Frequency	Cost
Weed spray	PA1 and PA6 licenced operative to treat hard surfaces and play surfaces	Per hour required	£38 per hour
Play area repairs		Per hour required	£35 per hour
Additional labour resource	Labour resource to support general works weekend and evenings during school holidays and summer period. Annual increase in line with wage increases	Per hour required	£16.90 for evening or Saturdays (without vehicle) £21.90 for evenings or Saturdays (with vehicle) £25 for Sundays and Bank Holidays
Specialist maintenance	For example - scarifying or slitting grass	Per hour required	£42.50 per hour Plus machinery hire

The charges for this work are managed and monitored through the monthly job sheets produced by Grounds Maintenance

Ad hoc work which falls within the agreed budget is carried out on the direction of the Cobtree Manager and Leisure Manager.

APPENDIX 2 – Current Structure of the Parks Team and Grounds Maintenance Team

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

Agenda Item 16

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Agenda Item 17

By virtue of paragraph(s) 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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