

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

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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.

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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.

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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.

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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.

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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
<ul style="list-style-type: none"> § Senior Accountant monitoring repayments and the drawing down of finances only when needed. § Additional funds must be approved by committee. 	<ul style="list-style-type: none"> § Acceptable but ongoing monitoring is required. 	<ul style="list-style-type: none"> § 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. 	<ul style="list-style-type: none"> § Senior Accountant. 	<ul style="list-style-type: none"> § Usual financial updates for Committee. § Projects completed on budget. 	<ul style="list-style-type: none"> § Each Committee Meeting. 	<ul style="list-style-type: none"> § Committee meeting dates. § Key project dates.

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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.

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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.

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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
<ul style="list-style-type: none"> § Senior Solicitor to ensure Master Plan meets objects of the charity. § Cobtree Officer to ensure Master plan as agreed by the Committee is followed. 	<ul style="list-style-type: none"> § Adequate given regular monitoring of Master Plan works. 	<ul style="list-style-type: none"> § 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. 	<ul style="list-style-type: none"> § Cobtree Officer § Senior accountant § Senior Solicitor 	<ul style="list-style-type: none"> § No complaints received from the Charity Commission § Project completed according to Master Plan. 	<ul style="list-style-type: none"> § Cobtree Officers Meetings. 	<ul style="list-style-type: none"> § Monthly.