

TONBRIDGE &  
MALLING BOROUGH  
COUNCIL

LEYBOURNE LAKES

PHASE 2 PROPOSAL



**OOKS**

# PROJECT AIMS AND METHODOLOGY

## PHASE 1 - DETAILED BUSINESS PLANNING

- **Undertake a detailed analysis of options 2 and 3 identified within the phase one report. Through this analysis develop individual business plans for each option to comprise:**
  - Analysis of the structural requirements associated with each option, e.g. staffing etc. We will model this based on an internal management structure
  - An income and expenditure (revenue) projection, for each option and for the next three years – to include an explanation of the assumptions and data used to reach conclusions. In addition this process will demonstrate the different types of income and explain how these would be accessed
  - The capital requirements of each option, identifying the potential timescales for development
  - Projections demonstrating the impact of each option on the current subsidy levels – ROI over a three year period
  - Development of a comprehensive risk and mitigations register for each option
- **Examine and identify potential hybrid solutions which emerge through the above analysis and where relevant build this into the above business planning process**
- **Examine and analyse the most appropriate “governance models” for the running of the park. To comprise:**
  - In-house
  - Outsource
  - Hybrid
- **Identify the pros and cons, risks and mitigations of each approach and draw conclusions**
- **Present an interim report detailing the findings of phase 1**

## PHASE 2 – MARKET TESTING

Using the information generated above we would enter into a period of market testing. Through this process we would:

- **Identify and gauge the interest of prospective partners, to include Hadlow College and Tonbridge and Malling Leisure Trust. In addition this will include an internal option**
- **Produce a draft park management specification comprising, an explanation of the proposed development, a schedule of the proposed service offer and a schedule of expectations.**
- **Provide a detailed market testing agenda and framework for partner consultation**
- **Undertake consultation meetings with up to 4 organisations, comprising Hadlow College, Tonbridge and Malling Leisure Trust, internal option and An-Other**

- Initial meetings would coincide with phase 1 analysis. Information generated through these meetings would be used to shape the phase 1 conclusions
- Secondary meetings would be more detailed and be staged after the completion of phase 1. Through these meetings we would define the anticipated results of prospective contractual discussions
- **Edit and amend phase 1 initial report based on marketing testing process**
- **Produce a final report and recommendations**