

## ACTION PLAN FOR MUCH WENLOCK LEISURE CENTRE 2022/23

Rec Ref.	Rec No.	Recommendation	Rec Rating	Proposed Management Action	Lead Officer	Date to be Actioned	Comments
1.1	1	Management should obtain independent advice from HR to decide how far back records should be reviewed, to allow a recalculation of casual staff leave and holiday pay entitlement to be carried out. (As recommended and agreed in the previous audit and originally recommended in 2017/18)	Significant	Duty Manager to contact HR to establish how far back casual holiday records should be reviewed. Due to natural staff turnover the majority of staff employed in 2017/18 and no longer employed at the centre. Casual holiday is now automatically calculated by ERP on a monthly basis.	Tim Almond	Feb 23	HR have been contacted. All staff affected have left the authority. Awaiting further guidance from HR.
1.2	2	Staff should receive ongoing, structured training relevant to their roles. Evidence of this should be retained and used by management to identify gaps in knowledge. (As previously recommended and agreed in the 2019/20 audit)	Requires Attention	Duty Manager to investigate and implement any additional ongoing training required for all staff. This is then to be recorded as evidence of learning and added to staffing central record.	Tim Almond	Ongoing	A Training Records are now in place. Discussion ongoing with other sites to apply the system across the service.
2.1	3	The written procedures should be updated to ensure that all information contained within the document is accurate. (As recommended and agreed in the previous audit and originally recommended in 2017/18)	Requires Attention	Leisure Financial procedures to be updated to reflect current operations and the following addition establishment procedures to be documented:  Banking Invoicing Payroll Refunds Stock Check Till Operation	Tim Almond	Feb 23 66% complete	Procedures are being reviewed  Saved - <a href="#">Leisure Services - Audit - All Documents (sharepoint.com)</a>  To Implemented across all centres from April
2.2	4	All charges to customers should be in accordance with the approved fees and charges. Management should ensure: That Cabinet approve all applicable fees. Either the fees and charges list should be updated to include charges made to non-members or if no longer applicable, then the terms 'Membership' and 'Non-Membership' should be removed from the list submitted for approval so that a single price per activity is agreed.	Requires Attention	Fees and charges to be updated for 22/23 to include all facilities that have been missed off (mainly outdoor tennis courts).  Non-Member and Member prices to be removed from 22/23 fees and charges as these are no longer applicable.  Fees and charges are VAT inclusive that are sent to cabinet and discounts are applied after prices have been agreed by	Leisure Facilities team Leader / Tim Almond	April 23	On Track to be cleared April 23.

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		The fees and charges list sent for approval should be clear if prices are inclusive or exclusive of VAT. (Updated from the previous recommendation made and agreed in the 2019/20 audit)		cabinet. This is to be made clear when presenting 22/23 prices.			
2.3	5	Monthly reviews should be undertaken to ensure that direct debit payments from 'Price for Life' members are still being received. If it is identified that payments are no longer being received, their membership status should be updated to ensure that they are charged normal admission fees for use of the facilities. The monthly reviews should be evidenced by a signature/ initials and date together with a log of the missing payments to identify the action taken. (Updated from the previous recommendation made and agreed in the 2019/20 audit)	Significant	Leisure management system and DD finance systems are now linked enabling payment records to be automatically updated. Duty Manager to introduce monthly membership data base review to identify all fees have been paid. Record to be implemented to evidence this and reference any missing payments and action taken.	Tim Almond	Oct 22	Monthly Reviews now Undertaken & Documented - <a href="#">Duty Managers Audit Trail.xlsx (sharepoint.com)</a>
2.4	6	Where tills fail the manual till procedure should be followed. Management should escalate till failures with Gladstone and/ or ICT as applicable. Where a Z reading fails to be produced, it should be established with the provider if a missing Z reading can be issued from its unique reference. (Updated from the previous recommendation made and agreed in the 2019/20 audit)	Significant	Till failure to be included in Till operation Establishment procedures. Duty manager now has access to Gladstone customer portal to log till failure issues.  Gladstone have advised on how to re-produce till Z readings.	Tim Almond	March 23	The procedure for Manual Till operation has been reviewed. The Issue with Z reading has been clarified Documentation is being updated and added to the Procedures file.
2.5	7	The whole Z report should be printed and scanned. The Duty Manager to investigate whether Gladstone can be configured to confirm the end of the Z reading to ensure that all portions are included in the record such as refunds, no sales and voids.	Significant	Duty manager to work with Gladstone as to how to configure till reports.	Tim Almond	March 23	This has been discussed with Gladstone. The system cannot currently be configured to do this. Seeking written confirmation from Gladstone.
2.6	8	Daily totals sheets should be fully completed:	Significant	Duty manager to ensure all staff responsible for completing end	Tim Almond	March 23	Procedures have been reviewed. Staff informed of changes. Documentation updated.

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		<ul style="list-style-type: none"> <li>Detailing all income received that day through the till.</li> <li>Include X and Z reading totals.</li> <li>The cashiers printed name should appear alongside the signature for easy identification in case of query.</li> <li>Any amendments, issues or discrepancies are detailed and explained.</li> <li>Totals for the day should be documented.</li> </ul>		<p>of day cashing up procedures are fully aware of all information required.</p> <p>New documented establishment procedures for banking and till operation will including information of this for new members of staff and to act as a reminder to current members of staff.</p>			
2.7	9	All staff should use their own unique logons when using the till system. (As previously recommended and agreed in the 2019/20 audit)	Significant	Duty manager to ensure all staff operating the till have unique leisure cloud/ and till login's.	Tim Almond	Oct 22	Reviewed the management of Gladstone User Accounts to ensure accounts access is kept up to date. All staff reminded to use own log in. Now monitored by TA weekly during banking procedures.
2.8	10	All staff responsible for collecting card payments should complete PCI Compliance training annually. (Updated from recommendation made and agreed in 2019/20)	Requires Attention	<p>Duty manager to ensure this is updated annually and all new staff complete training via 'Leap in to Learning'.</p> <p>Signed Declaration of PCI for all staff annually to be in place.</p>	Tim Almond	Ongoing	All relevant staff have complete training Leap into learning now sends reminders
2.9	11	All income should be coded accurately on e-returns based on the analysis on Z readings. This should include splitting VAT able and non-VAT able income to the correct subjectives. (As previously recommended and agreed in the 2019/20 audit)	Significant	E>Returns forms to be updated to include VAT and Non VAT items. Z readings to be used to split income, where Z readings are not available due to till failure, till failure receipts to be used to manually calculate and split income.	Tim Almond	March 23	Z reading problems have been resolved. Forms to be updated
2.10	12	A review of the income collection process should be undertaken to ensure that there is adequate segregation of duties in place. This should include a reconciliation of income collected to Business World and a management review of income collection records. (As previously recommended and agreed in the 2019/20 audit)	Significant	<p>Duty manger to review income collection procedure and provide segregation of duties where staff allows.</p> <p>Duty manager to implement checks of income from payment – daily banking – money collection – actual banking.</p>	Leisure Facilities team Leader / Time Almond	April 23	A review of the income collection process has been undertaken. Because of limited staffing levels segregation is problematic. Documented procedure to be discussed with finance. The move to cashless should simplify the banking procedure
2.11	13	Booking forms should be fully completed, signed and dated by all hirers. The correct price should be cited on the booking form along with	Requires Attention	New booking form to be created to include and discount calculations.	Tim Almond	Feb 23	New form has been created Will be adopted by other sites.

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		each discount applied.		To be implemented for all new bookings or existing clubs for 22/23 bookings.			
2.12	14	Public Liability certificates should be checked on receipt to ensure they provide correct and adequate cover. Public liability certificate expiry should be logged and followed up on expiry to ensure public liability is continuous.	Requires Attention	Duty Manager to ensure all clubs have correct and up to date public liability insurance in place and that the centre hold a copy of this certificate.	Tim Almond	Oct 22	Section added to booking form
2.13	15	All invoices should be raised within ERP in advance of the letting date and should be for the correct charge approved by Cabinet. When payment is received, this should be recorded against the booking and any booking where payments are outstanding should be cancelled and recovery action taken. (Updated from recommendation made and agreed 2019/20)	Significant	Duty manager to arrange for all clubs, groups & products to be set up on ERP, so invoicing can be switched from being raised via Gladstone to via ERP.  In the short-term bookings will need to be manually paid off on Gladstone once payment has been received.  Julia Edwards from finance is currently working on a project for Civica and Gladstone to work together and eventually this will automatically pay off bookings.	Leisure Facilities Team Leader / Tim Almond	April 23	ERP being set up. On track to be clear by April 23
2.14	16	Management should ensure they are aware of the correct process to follow in respect of coding VAT. Procedure notes should then be updated to ensure that guidance is available to other staff in the Manager's absence.	Significant	VAT coding to be included in new establishment banking procedures.	Tim Almond	March 23	Written guidance has been reviewed – to be added to the procedure's documentation for each site
3.1	17	Details of verbal quotes obtained should be recorded on Business World. Three written quotes should be obtained for all purchases or contracts over £10,000 in accordance with Financial Rules and should be retained as evidence that the correct procedure has been followed. (As previously recommended and agreed in the 2019/20 audit)	Requires Attention	Few large purchases / contacts are made, and when they are these are dealt with by the Leisure Services Manager.  Purchasing record to be updated for small value purchase items to include information as to why a supplier was selected.	Leisure Service Manager / Leisure Facilities team Leader / Tim Almond	Nov 22	Verbal Quotes noted the Purchase Records. Procedure Clarified with site managers - TA

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3.2	18	Copies of formal agreements should be held for all contracts entered. The total value of the agreements over the life of the contract should be calculated to determine whether a formal tender procedure is required. (As previously recommended and agreed in the 2019/20 audit)	Requires Attention	Only 3 contracts in place (pool plant maintenance, Gym maintenance and sanitary collection. Duty manager to ensure information is held on site for these.	Leisure Service Manager / Leisure Facilities Team Leader	Apr 23	TA establishing if any agreements fall within scope TG to compile list of formal agreements across all sites
3.3	19	Management should ensure that orders should be raised on the ERP at the point of requisition not on receipt of the invoice.	Requires Attention	All orders are to be raised on ERP. The only exception is where reactive maintenance is required, for example when gym equipment fails you don't know the value until the invoice has been raised.	Tim Almond	Sept 22	Email to staff to remind them of the requirement – TA TG
3.4	20	Outstanding orders should be reviewed monthly and Purchase Ledger contacted to clear down outstanding orders where the invoice has already been paid. (As previously recommended and agreed in the 2019/20 audit)	Requires Attention	Duty manager to closely monitor purchasing record to ensure orders are being processed in a timely manner.	Tim Almond	Sept 22	Included in the centre managers monthly checklist.
3.5	21	Suppliers should be encouraged to email invoices directly to Proactis in order that they can be matched to orders automatically. If invoices are received at the centre, prepayment checks should be evidenced as being carried out on invoices prior to payment being made, including date of receipt. This could be in the form of a completed pre-payments grid stamp or ticking and signing the invoice. (Updated from recommendations made and agreed in 2019/20)	Requires Attention	Since the switch to ERP all suppliers have been encouraged to send invoices directly to Proactis. This is stated on all PO that are sent out.  Duty manager to add reminder to email when sending out future orders.	Tim Almond	Sept 22	Any suppliers invoicing direct are contacted and asked to email Proactis
3.6	22	All invoices should be checked, scanned and authorised promptly to ensure that they are paid by the due date. The reason for any delay in paying an invoice should be recorded on the face of the invoice.	Requires Attention	Duty manager to review purchase record on a weekly basis to ensure payments are being receipted in a timely manner.	Tim Almond	Sept 22	Has been added to the Duty Manager's weekly checklist.
Assed	23	<ul style="list-style-type: none"> <li>Management should obtain an up-to-date bank statement for the</li> </ul>	Requires Attention	Duty Manager to work with treasury to rectify and close	Tim Almond	Apr 23	In the process of closing the imprest account. TA investigating.

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		<p>Imprest account and reconcile to ensure that all claims have now been paid.</p> <ul style="list-style-type: none"> <li>• A new claim should be submitted in respect of cheque number 135, which was outstanding at the date of the last claim.</li> <li>• Upon clearance of all outstanding transactions, management should perform a reconciliation to ensure the account balance stands at £206.88.</li> <li>• The Finance team should then be contacted to determine how the shortfall of £68.12 can be accounted for to return the Imprest balance to the £275.00 originally agreed</li> <li>• When the account balance has been returned to £275.00, Management should contact Treasury Services to arrange closure.</li> </ul> <p>(Recommendation updated from that made and agreed in 2019/20)</p>		down imprest account as the account is no longer required.			
4.2	24	<p>The imprest year end certificate should be returned to Treasury Services promptly following the financial year end and should include both Imprest account and floats.</p> <p>(Recommendation updated from that made and agreed in 2019/20)</p>	Requires Attention	Duty Manager to rectify and close down imprest account as account is no longer required.	Tim Almond	Apr 22	See above
5.1	25	<p>Comprehensive payroll procedures should be compiled that are adequate for someone new to management or to the site to follow.</p>	Requires Attention	Documented payroll procedures are being put together as part of the new establishment procedures.	Tim Almond	Oct 22	Documented and added to the procedures file
5.2	26	<p>The Duty Officer should perform regular reviews of the establishment list and notify Human Resources of any amendments required or individuals that are no longer employees. Team information available on Business Word should be checked for accuracy on a regular basis.</p>	Requires Attention	Establishment list to be reviewed on a quarterly basis and any employees no longer working are to be removed.	Tim Almond	Ongoing	Included in the centre managers monthly checklist.

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5.3	27	The rota should be updated with any changes to shifts worked and the changes should be signed by the staff member and the Duty Officer authorising. The updated version of the staff rota which evidences changes to shifts should be retained with copies of timesheets. (Recommendation updated from that made and agreed in 2019/20)	Significant	New simplified rota is to be introduced that clearly identifies how many hours are being worked and in what role. Rota is adapted from one successfully used at another Shropshire Council site.  Duty Manager / Duty Officers to update rota as and when changes are required. To provide an accurate record of hours worked	Tim Almond / Duty Officers	Oct 22 & Ongoing	Adopted Rota procedure already being successfully used at SpArC.
5.4	28	Guidance should be issued to contracted staff on the way in which contracted hours should be recorded on timesheets. If it is decided that all hours, both contracted and additional, should be recorded on the timesheets, the deduction of contracted hours should be clearly evidenced on the timesheet. (As previously recommended and agreed in the 2019/20 audit)	Requires Attention	Documented payroll procedures are being put together as part of the new establishment procedures, this will include completion of time sheets.  New staffing rota will highlight employees contracted hours.	Tim Almond	Oct 22	Included in updated Payroll procedures. Discussed in routine staff training
5.5	29	Guidance should be issued all staff on the way in which time for different posts should be recorded on timesheets. If it is decided that all hours for all posts should be recorded on the same timesheet, the hours worked for each post should be clearly evidenced on the timesheet.	Significant	Documented payroll procedures are being put together as part of the new establishment procedures, this will include how to record different job roles.  All timesheets to be signed off by duty officer to confirm hour worked.	Tim Almond	Oct 22	As above
5.6	30	Management needs to undertake a complete review of payroll record keeping ensuring that adequate records are maintained to support all payments. All timesheet calculations should be checked prior to them being authorised and entered to ERP. A decision should be made on whether errors	Significant	Duty manager to ensure that timesheets match staffing rota's before they are added to ERP.  Additional check of Duty officers signing each shift to be implemented.	Tim Almond	April 23	Confirmation TA to clarify with Audit point about identified errors

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		identified in this and previous audits should be investigated and corrected. (Recommendation updated from that made and agreed in 2019/20)					
5.7	31	Thirty minute breaks should be taken by staff over 18 years of age working a shift longer than six hours and by staff under 18 years of age working a shift longer than 4.5 hours. (Recommendation updated from that made and agreed in 2019/20)	Significant	Duty manager to ensure that deduction of breaks is made after the relevant times worked.	Tim Almond	Jul 22	Implemented at Much Wenlock. Broader discussion to be had about other sites. - TG
5.8	32	All additional and casual hours should be separated for each post on timesheets. All additional and casual hours should be entered to ERP against the post that they have been worked in. Care should be taken to ensure that the total number of hours is accurately transferred from timesheets to the ERP. A decision should be made on whether errors identified in this and previous audits and any other payments made at an incorrect rate, should be investigated and adjusted for. (Recommendation updated from that made and agreed in 2019/20)	Significant	Duty manager to ensure all hours are separated to the correct posts and staff are being paid at the correct rate of pay for the role performed.	Tim Almond	April 23	TA to discussing with HR / Payroll the procedure for additional casual hours. To be documented in payroll procedures
5.9	33	All posts at the Leisure Centre should be reviewed. Staff performing the same roles, should have the same post reference(s) allocated to them in ERP. Consideration should be given to if unused posts can be removed from or disabled on ERP.	Requires Attention	Duty Manager to review staff posts and update records to remove any no longer used.	Tim Almond	Apr 23	TA to check the Much Wenlock establishment list for accuracy TG to check other sites
5.10	34	All employee records should be held securely with access restricted to appropriate personnel.	Significant	All employee records to be transferred to upstairs office with code lock on door to restrict access. They will then be stored in lockable filing cabinet.	Tim Almond	Oct 22	
6.1	35	All employees with access to personal and sensitive data should	Requires Attention	Staff have been reminded of the requirement to complete	Tim Almond	Jul 22 Ongoing	On Leap into Learning so reminders now sent routinely.



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		complete Data Protection training on an annual basis. The Duty Manager should complete level two of Data Handling training annually. All employees with access to computers should complete cyber security annually and all staff handling money should complete the anti-money laundering training. (As recommended and agreed in the previous audit and originally recommended in 2017/18)		annual data protection online training.			
6.2	36	A risk assessment should be completed for all personal data held and appropriate action taken to ensure confidentiality. (Recommendation updated from that made and agreed in 2019/20)	Significant	Leisure Facilities Team Leader and Duty Manager to undertake risk assessment with guidance from Leisure Services Manager	Tracey Godsell/Tim Almond	Mar 23	Tracey Godsell to contact information governance.
6.3	37	The Joint Use Agreement with William Brookes School should be reviewed and updated accordingly to ensure that it is fit for purpose. This should include, but is not limited to: <ul style="list-style-type: none"> <li>• The responsibilities of each party in relation to building security;</li> <li>• Access arrangements in relation to CCTV; and</li> <li>• Data sharing agreements.</li> </ul> (As previously recommended and agreed in the 2019/20 audit).	Significant	Leisure Services Manager to liaise and discuss with School Business Manager.	Leisure Services Manager	Mar 23	In discussions with WBS. A draft Service Level Agreement has been prepared.
7.1	38	A full review of the DBS register should be performed to ensure that it contains accurate details of all DBS checks for all employees. Where it is identified that checks have not been performed this should be actioned immediately. (As previously recommended and agreed in the 2019/20 audit)	Significant	DBs Register in place for all staff. Duty manager to confirm with HR on renewal policy. Previously this has been every 3 years but some partners no longer do this as they have weighed up risk / cost benefit.	Tim Almond	Oct 22	Already in place
8.1	39	To address budget monitoring issues management need to address the following: <ul style="list-style-type: none"> <li>• The payroll process needs to be resolved urgently to ensure</li> </ul>	Significant	Quarterly / monthly budget monitoring has been introduced, allowing duty manager to track / forecast	Tim Almond	May 22	Quarterly Budget Monitoring in place

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		<p>accuracy before any additional budget is sought. (See recommendations under control objective 5)</p> <ul style="list-style-type: none"> <li>Where significant projected overspends are identified as part of budget monitoring, detailed explanations for these should be recorded.</li> <li>Advice should be sought from the Finance Business Partner to address significant projected overspends and ascertain where these will be funded from and if any future adjustments are required to the budget allocated. (Recommendation updated from that made and agreed in 2019/20)</li> </ul>		budget progress and take action when required.			
9.1	40	<p>Stock taking procedures should be documented and distributed to all staff performing stock checks for consistency in records taken. (Recommendation updated from that made and agreed in 2019/20)</p>	Requires Attention	<p>Stock checks to be updated for items for re-sale, first aid supplies, cleaning chemicals and pool chemicals, to provide a more useful record of stock held and costs involved.</p> <p>Disposal form to be added where stock date expires or there are spillages.</p>	Tim Almond	Nov 22	New procedure in place and working well. Will be rolled out to other sites – TA/ TG
10.1	41	<p>The Inventory should be updated as soon as possible in line with the relevant details referred to in Section 3B of the Shropshire Council Finance Manual. Inventories should:</p> <ul style="list-style-type: none"> <li>Be subject to review by an independent person;</li> <li>The annual review should be evidenced by signing / initialling the inventory;</li> <li>Disposals should be recorded and authorised.</li> </ul> <p>(As previously recommended and agreed in the 2019/20 audit)</p>	Requires Attention	<p>Duty manager to update inventory on an annual basis.</p> <p>Disposal form to be added where items have been replaced.</p>	Tim Almond	Apr 23	Inventory procedure to be added to procedure document.
11.1	42	<p>A key register should be compiled and should include all keys for which staff have custody. Staff</p>	Significant	Key register to be re-introduced for 4 sets of centre keys.	Tim Almond	Oct 22	In place

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		should sign for all keys that have been issued to them. (Recommendation updated from that made and agreed in 2019/20)					
11.2	43	The security alarm code should be changed when a member of staff who knows the code leaves. (Recommendation updated from that made and agreed in 2019/20)	Requires Attention	Duty manager to ensure alarm code is change when any member of staff leaves who knows the code.	Tim Almond	Sept 22	In addition TA to investigate whether or not Individual alarm codes can be issued.