

**Ian Jones, Head of Leisure**

**Review of Coastal Facilities  
Audit Committee Update**

**24/03/17**

*Gwneud gwell defnydd  
o adnoddau*



*Making better use of  
resources*

**1. Summary of Issues and Recommendations**  
Rating

- \*\*\* - Fundamental control issues to be addressed as a high priority.
- \*\* - Control issues required to strengthen existing procedures.
- \* - Minor issues.

	<b>Summary Of Issues</b>	<b>Recommendations</b>	<b>Rating</b>	<b>Comments / Agreed Actions</b>	<b>Responsible Officer</b>	<b>Target Date</b>
	<b>Non-Compliance with Financial Procedure Rules</b>		***			

<p>R1</p>	<p>Whilst previous Internal Audit reports and senior managers concerns have identified significant issues in the administration of facilities these issues have not been satisfactorily addressed or resolved.</p>	<p>Adequate management arrangements should be established and appropriate action taken where issues in the administration of facilities are identified in order to ensure they do not continue.</p>		<p>HOS meeting managers formally once a week to oversee improvement plan. Additional staffing resource and expertise brought into service: Senior Business Support Manager for the Communities Department seconded to Acting Senior Manager role for Countryside; and Business &amp; Projects Manager assisting from Leisure division.</p> <p>New structure agreed and being implemented for PCP and wider Countryside service which will become the Outdoor Recreation unit. 3 new senior managerial posts created to bring vision, purpose and clarity to the unit.</p> <p>All business functions including income collection and adherence to financial regulations to be managed by Senior Business Support Manager for Communities Dept as part of new structure</p>	<p>Head of Service</p>	<p>In place</p> <p>In place</p> <p>In place</p> <p>Structure signed off and posts being filled. New Senior Outdoor Recreation Manager appointed. 2 other posts to be appointed by end March. Confirm in post initiated for relevant posts. Full</p>
-----------	--	---	--	---	------------------------	---

	<b>Summary Of Issues</b>	<b>Recommendations</b>	<b>Rating</b>	<b>Comments / Agreed Actions</b>	<b>Responsible Officer</b>	<b>Target Date</b>
				<p>Clear roles, responsibilities and accountabilities agreed throughout the structure.</p> <p>Temporary staffing appointments approved and recruited for additional cleaners, park attendants and wardens pending the implementation of the re-alignment to deal with demand over the busy Summer period</p>		<p>implementation by end March '17)</p> <p>In place</p> <p>Completed</p>

<p>R2</p>	<p>It was identified that the Authority's approved policies and procedures and in some instances statutory legislation were not being fully complied with. These include:</p> <ul style="list-style-type: none"> <li>• Financial Procedure Rules,</li> <li>• Contract Procedure Rules,</li> <li>• Quotation Procedure Rules,</li> <li>• Transport &amp; Engineering Unit Policy,</li> <li>• Health &amp; Safety,</li> <li>• Building Regulations,</li> <li>• Control of Vibration at Work Regulations,</li> <li>• H.R. Policies.</li> </ul> <p>Procedure manuals had been established to provide guidance to staff in performing their duties however these were not always available or up to date.</p>	<p>The Authority's approved policies and procedures and statutory legislation should be fully complied with.</p>		<p>As part of the re-alignment noted in R1 above, roles and responsibilities will be clarified with established departmental Business Support Team taking a lead role on all compliance matters, assisting new service managers with budget monitoring, procurement, income reconciliation, and HR management</p> <p>Procedural manuals and work instructions are being updated and signed off with assistance from central support services and departments. These will be made available through the Council File Plan for each service / site, with appropriate staff training provided where necessary.</p> <p>All property maintenance work and improvements now go through property Services. All equipment and machinery is now procured</p>	<p>Acting Senior Countryside Manager</p>	<p>Interim arrangements in place pending new appointments</p> <p>Most are now in place, but will be reviewed by new senior team. Aim to complete by end June '17</p> <p>In place</p>
-----------	--	--	--	---	--	--

	<b>Summary Of Issues</b>	<b>Recommendations</b>	<b>Rating</b>	<b>Comments / Agreed Actions</b>	<b>Responsible Officer</b>	<b>Target Date</b>
				<p>and serviced via the fleet management team in Environment Department.</p> <p>Health and safety advisors spent 6 months reviewing practices and updating policies, procedures and risk assessments with staff, including normal and emergency operating procedures.</p>		<p>In place</p> <p>In place and ongoing for review of risk assessments and operating procedures</p>

	<b>Summary Of Issues</b>	<b>Recommendations</b>	<b>Rating</b>	<b>Comments / Agreed Actions</b>	<b>Responsible Officer</b>	<b>Target Date</b>
R3	It was not possible to place an assurance that all income due has been collected, recorded, banked, monitored and accurately reflected in the Authority's accounts.	All income due should be fully identified, collected, recorded, banked, monitored and recorded accurately in the Authority's accounts.		<p>Departmental Business Support Team taking a lead role on income collecting processes and reconciliation to ensure compliance with financial regulation.</p> <p>Aim is to reduce cash transactions and handling as much as possible, which requires some infrastructure investment (in hand) e.g.:</p> <ul style="list-style-type: none"> <li>- New automated barrier system planned for PCP entrance</li> <li>- On-line booking system for caravan and camping site</li> </ul>	<p>Acting Senior Countryside Manager</p> <p>HOS is overseeing the development of a new site masterplan for PCP including new toilet / shower block for campsite &amp; new café / visitor hub</p>	<p>Most parts of process already reviewed and new processes in place for banking &amp; reconciliation</p> <p>Masterplan agreed by Exec Board in Summer 2016</p> <p>Autumn 2017</p> <p>Spring 2018</p>

	<b>Summary Of Issues</b>	<b>Recommendations</b>	<b>Rating</b>	<b>Comments / Agreed Actions</b>	<b>Responsible Officer</b>	<b>Target Date</b>
R4	It is not possible to place an assurance that all assets are fully accounted for.	A list of all assets should be maintained which uniquely identifies individual assets including their location. This should be subject to physical check by an independent person at least on an annual basis. In addition, there should be a record of the movement of all assets.		A full list of assets has been compiled for all sites, which will be updated annually for tools, machinery and fixed equipment etc, and tracked through a 'live' stock inventory for goods and materials. Lists will be kept on the Council file Plan. A nominated officer will be responsible for maintaining these records at each site, countersigned by a Senior Manager.	Rangers, countersigned by Acting Senior Countryside Manager	PCP inventory completed. All sites to be completed by 31 <sup>st</sup> March '17



	<b>Summary Of Issues</b>	<b>Recommendations</b>	<b>Rating</b>	<b>Comments / Agreed Actions</b>	<b>Responsible Officer</b>	<b>Target Date</b>
R5	The management, administration and monitoring of agreements / leases for private enterprises and for events held is poor.	Procedures should be established for the proper management, administration and monitoring of agreements / leases for private enterprises and for events held, in consultation with other relevant Sections of the Authority.		<p>Procurement / Corporate Property / Legal Services are now fully involved in all of these agreements.</p> <p>The catering tender for PCP has been reviewed with support from the procurement and property teams.</p> <p>All agreements are listed on a partnership matrix which defines lead responsibility between the service and corporate property.</p> <p>A new events registration process is being put in place with Licencing and H&amp;S officers.</p>	<p>Acting Senior Countryside Manager</p> <p>Catering arrangements in place for Summer '17 pending re-furb of main restaurant building.</p>	<p>Apr 17' &amp; Ongoing (Main agreements have all been re-tendered / or let.</p> <p>In place and being updated as each is reviewed</p> <p>Interim arrangement in place, formalise when new appointments made, from Spring '17</p>

	<b>Summary Of Issues</b>	<b>Recommendations</b>	<b>Rating</b>	<b>Comments / Agreed Actions</b>	<b>Responsible Officer</b>	<b>Target Date</b>
R6	The current controls in place and the performance management information available for the management and administration of the ski slope and ski shop are weak and ineffective. In addition there were areas of non-compliance with the Authority's and locally set policies and procedures.	<p>A review of the ski slope and shop should be undertaken to establish the appropriateness of the services being offered.</p> <p>Where services are accepted as appropriate then procedures should be improved to ensure there are strong and effective controls in place for the management and administration of the site.</p>		<p>The Ski Centre has been transferred over to the Sports and Leisure Unit.</p> <p>A review of the purpose of the facility and the shop has been completed and discussed with audit / and finance. This includes a procurement, sales and disposal policy for goods.</p> <p>Roles and responsibilities on site have been clarified with staff.</p> <p>A new Gladstone till system is being installed with accepted operating procedures consistent with Leisure Centres introduced on site.</p>	<p>Actif Facilities Manager (South).</p> <p>Head of Service</p>	<p>Completed</p> <p>Shop is being closed down – aim to sell / dispose of all stock by end March '17</p> <p>Completed</p> <p>Feb '17</p>

R7	<p>It was not possible to demonstrate an adequate control on the use of facilities. This includes</p> <ul style="list-style-type: none"> <li>• Spot checks on the use of facilities to ensure all clients have paid the appropriate charges.</li> <li>• Unannounced cash ups undertaken in accordance with Financial Procedure Rules.</li> <li>• Use of internal departments with specialist knowledge.</li> <li>• Adequate control of items for resale.</li> </ul>	<p>Procedures should be put in place to ensure an adequate control on the use of facilities.</p>		<p>Departmental Business support team will provide an independent, internal review and monitoring role to ensure compliance with financial regulations</p> <p>Finance, H&amp;S, property, legal, procurement, and transport divisions now fully engaged on all aspects of management within the service.</p> <p>Unannounced cash ups and reconciliations have already commenced at PCP by BSU.</p> <p>See R6 for new policy on procurement, sales, and disposal of goods at Ski Centre.</p> <p>Countryside framework being reviewed with procurement, with aim of aligning as much as possible under Environment dept frameworks</p> <p>Season ticket allocations reviewed, with many</p>	<p>Acting Senior Countryside Manager</p> <p>Head of Service</p> <p>Acting Senior Countryside Manager</p>	<p>In place (more work done on point of sale systems – tills)</p> <p>In place</p> <p>In place</p> <p>March '17</p> <p>Temporary extension report with Director of Resources for sign off</p>
----	---	--	--	---	--	--

	<b>Summary Of Issues</b>	<b>Recommendations</b>	<b>Rating</b>	<b>Comments / Agreed Actions</b>	<b>Responsible Officer</b>	<b>Target Date</b>
				previously allocated for franchise operators. New process introduced for issue and control of passes		In place
	<b>Risk Management &amp; Business Continuity Strategy</b>		***			
R8	Arrangements for the storage of fuel at the PCP Depot are inadequate with safety and security issues being identified.	Adequate safety, security and monitoring arrangements should be implemented for fuel stored at the Park.		Officers from the Environmental Services Department have examined the depot site to identify any issues that needed to be addressed. As a result of which no immediate action was needed.  New systems and procedures developed with H&S advisors for fuel storage and draw down.	Acting Senior Countryside Manager	Survey completed. Schedule of works being worked through  In place

	<b>Summary Of Issues</b>	<b>Recommendations</b>	<b>Rating</b>	<b>Comments / Agreed Actions</b>	<b>Responsible Officer</b>	<b>Target Date</b>
R9	<p>There was no evidence that staff had been properly trained in the use of all plant and machinery that had been procured directly by the park.</p> <p>There were no records of regular maintenance checks undertaken by staff.</p> <p>Whilst vibration monitoring equipment is available this has not been fitted to all relevant machinery and did not appear to be in use on any piece of equipment.</p>	<p>All staff should be appropriately trained in the use of all machinery at the park.</p> <p>Evidence of regular maintenance checks should be maintained to demonstrate equipment is safe to use.</p> <p>Vibration monitoring equipment should be fitted to all relevant equipment.</p> <p>Records should be monitored to ensure equipment is used appropriately and staff and the Authority are protected</p>		<p>Many of the staff have had training and others require refresher training. Internal training is being sourced through the Environment department to ensure all staff are fully trained on the use of equipment and to ensure consistency of procedures adopted.</p> <p>All assets including machinery will be checked and repaired by the Transport &amp; Engineering Unit (see R4 too).</p> <p>The H&amp;S review (see R2) in July / Aug '16 will also ensure compliance with these procedures and practices</p>	<p>Acting Senior Countryside Manager</p> <p>(Nominated officer(s) to maintain training logs under new structure)</p>	<p>Completed</p> <p>In place</p> <p>In place</p>

	<b>Summary Of Issues</b>	<b>Recommendations</b>	<b>Rating</b>	<b>Comments / Agreed Actions</b>	<b>Responsible Officer</b>	<b>Target Date</b>
R10	<p>Certain functions at the coastal facilities have not been discussed with the Authority's Risk Management section and may present an insurance risk for the Authority.</p> <p>Insurance provision of customers and event holders at the coastal facilities are not always obtained. Without current insurance the Authority may suffer losses caused by or to users of facilities.</p>	All activities should be subject to a robust registration and checking procedure to protect the authority		<p>New event booking procedures are being developed in conjunction with Licensing and Health &amp; Safety staff to safeguard the authority.</p> <p>New charges agreed as part of charging policy.</p> <p>Events / activities management protocol and procedures (relevant to scale of event / activity) to be finalised with input from H&amp;S team.</p> <p>Proof of public liability insurance will be obtained and records held on CFP.</p> <p>New structure identifies 3 posts with varying levels of responsibility for event management within the service</p>	Acting Senior Countryside Manager	<p>New procedures in place. Will be reviewed throughout the season.</p> <p>Completed, as of budget setting process for Apr '17</p> <p>In hand</p> <p>In place (where required)</p> <p>Appoint by end Mar '17 (current staff given interim roles to lead)</p>

	Summary Of Issues	Recommendations	Rating	Comments / Agreed Actions	Responsible Officer	Target Date
	<b>Employee issues</b>		***			
R11	<p>Staff working hours including TOIL arrangements are not always being recorded and are not being managed at an appropriate level.</p> <p>In addition, the restrictions relating to the approval for the appointment of agency staff are not being complied with.</p>	<p>A review should be undertaken of staff working arrangements to ensure they are consistent with the needs of the facilities, comply with relevant policies, procedures and locally set restrictions, and are adequately managed at an appropriate level.</p>		<p>New structure will resolve this issue.</p> <p>All agency staff appointments are now signed off by the HOS, Director, and CEX.</p> <p>Staff rota's have all been updated and agreed to ensure compliance with working directives.</p> <p>Clocking in system to be introduced at all sites - tbc.</p>	<p>HoS Acting Senior Countryside Manager to oversee once structure is in place.</p>	<p>Mar '17</p> <p>In place &amp; Ongoing</p> <p>In place</p> <p>March 2017 (timesheets in place for interim)</p>
R12	<p>Employee Declaration of Interests are not being completed when it would be appropriate to do so.</p>	<p>Employees should complete 'Declarations of Interest' where it would be appropriate to do so.</p>		<p>All staff will be reminded of their responsibilities to declare any interests and asked to complete formally on an annual basis with a log kept for all returns. Nil returns will be requested</p>	<p>BSU Officer</p>	<p>In place and annually (April) thereafter</p>