

<b>Appendix 6(a) Recommendation</b>	<b>Priority</b>	<b>Agreed Action</b>	<b>Responsible officer</b>	<b>Target Date</b>	<b>Progress</b>	
<i>R1</i>	It should be ensured that budget monitoring continues to be robust and is informed by realistic forecasts to help address the anticipated future deficit. Contingency plans should also be developed which outline how the deficit will be managed in the longer term, depending on whether the service recovers to pre-Covid levels.	2	Agreed. The Leisure Facilities Manager will develop the required contingency plans (with input from the Facility Managers), and will monitor the service recovery on a monthly basis. The Head of Service and the Director of Community and Environmental Services will address areas of concern as appropriate.	Leisure Facilities Manager / Facility Managers	30/4/22	<p><b>Recommendation complete</b></p> <p>Detailed forecasts were developed in March 2022 which sit behind the overall budget monitoring sheets, with clear but stretching income targets for key areas which are monitored monthly.</p> <p>Monthly meetings have continued with the Leisure Managers (LM's) of each facility (LFM post currently vacant) to proactively monitor financial performance against targets and monitor expenditure against budget.</p> <p>The budget performance of leisure is reviewed monthly by the Head of Service, with monthly meetings currently taking place with LM's to agree key actions on specific focus areas.</p> <p>The recovery has been especially positive over the previous 6 months, with investment in key facilities anticipated in October 2022, which are expected to further boost recovery across sites. Therefore it is anticipated that the service will recover sufficiently to enable the service to manage any small deficit that may remain through underspend on expenditure and through securing external funding grants for specific projects utilising the facilities.</p> <p>Therefore contingency plans are not currently being developed as it is not believed they will be needed and instead resource has been focused on maximising the impact of the investment in facilities planned for October 2022.</p>

<b>Appendix 6(a) Recommendation</b>	<b>Priority</b>	<b>Agreed Action</b>	<b>Responsible officer</b>	<b>Target Date</b>	<b>Progress</b>	
R2	2	The business development plan should be enhanced and expanded include a longer term view of developing projects. Each project should include more actions with meaningful and realistic milestones, and responsible officers.	Agreed. This has now been started by the Leisure Facilities Manager with guidance from the Head of Service.	Leisure Facilities Manager	30/4/22	<p>Existing business plan updated to include clear timescale and responsible officers. Leisure Managers continue to work through objectives assigned to them as the responsible officer.</p> <p>The business plan will be fully reviewed and expanded to include longer term objectives once a new Leisure Facility Manager is appointed and by April 2023.</p>
R3	2	The anticipated financial benefits relating to each project should be identified and documented. They should then be used to provide a basis on which to develop longer term scenario based forecasted income levels.	Agreed. This will come through business proposals, costs and return on investments work relating to true projects.	Leisure Facilities Manager / Facility Managers	30/4/22	<p>When a project that is expected to realise significant financial benefits or attracts significant financial risk is developed, financial projections are required as part of the proposal and scrutinised by the leisure service accountant.</p> <p>There have been no projects since the audit that have required this; however the leisure managers are aware of this process.</p>

<b>Appendix 6(a) Recommendation</b>	<b>Priority</b>	<b>Agreed Action</b>	<b>Responsible officer</b>	<b>Target Date</b>	<b>Progress</b>
<p><i>R4</i> A review of the risk register should be undertaken to ensure that all potential scenarios which would affect the service are captured and detailed, with the impact and likelihood scored and the controls and mitigation in place to help reduce the risks to an acceptable level. Once refreshed, the risk register should be reviewed and updated regularly.</p>	<p>2</p>	<p>Agreed. This will be undertaken as part of the new business plan work.</p>	<p>Leisure Facilities Manager</p>	<p>31/5/22</p>	<p>Risk register updated and will be refreshed in line with corporate compliance dates, or sooner if required.</p>

<b>Appendix 6(a) Recommendation</b>	<b>Priority</b>	<b>Agreed Action</b>	<b>Responsible officer</b>	<b>Target Date</b>	<b>Progress</b>	
R5	A consistent format for the reporting of performance data should be agreed and adopted, and an appropriate level of detail provided to quantify the data being presented.	2	Agreed. New format to be agreed with Facility Managers.	Leisure Facilities Manager / Facility Managers	30/4/22	<p>New format for performance and financial management dashboards agreed.</p> <p>Leisure Managers meet on a monthly basis to present their performance for their facilities to the Leisure Facilities Manager. The performance data is presented at monthly performance meetings using a consistent format across sites.</p> <p>The data is taken from detailed performance dashboards showing patronage, income, bookings, expenditure which are populated by the administration team each month following information sent from each facility. The dashboards compare data with last month and year.</p> <p>LMS report on comparisons vs previous month, year and pre covid which highlights the recovery after covid.</p> <p>LMS also provided a 6mth performance report, showing performance to date this calendar year (Jan-June 22) and compared to pre covid, again to show how each facility and service area has recovered after covid.</p> <p>There is a dashboard monitoring wider performance areas for each site including staff sickness, customer comments, accidents/ incidents and staff training.</p>

<b>Appendix 6(a) Recommendation</b>	<b>Priority</b>	<b>Agreed Action</b>	<b>Responsible officer</b>	<b>Target Date</b>	<b>Progress</b>	
R6	To enhance accountability, we recommend that the Leisure Facilities Manager presents the Facility Managers with a greater level of challenge over the performance data provided.	2	Agreed. Additional challenge will be incorporated in to the performance management process.	Leisure Facilities Manager	30/4/22	The Leisure Managers has positively adopted the new performance management process resulting in an increase in scrutiny of the data. When a new Leisure Facilities Manager is recruited they will be made aware of the importance of challenging the data presented to ensure a robust performance management approach.
R7	<p>Consideration should be given to periodically rotating the Facility Managers between the leisure centres and how the implementation of this could:</p> <p>a) enhance the Facility Managers' strategic capacity; and  b) what further benefits might also be achieved.</p>	2	Agreed, in theory. This will be considered later in the year to give time for current planned improvements to embed, and for the recovery from Covid to progress.	Head of Service / Leisure Facilities Manager	31/10/22	This has been considered, however with the covid recovery journey being positive at all sites and the managers fully embracing their responsibilities, it is felt that a move currently would be a backward step, however it remains on option open to the service if required.