

Year of Audit	Name of Audit	Lead Officer	Directorate	Recommendation	Management Response	Action Date	Previous updates	Mid Year Assessment update 2021/22	Year End Assessment Update 2021/22	Current RAG Status	Open/Closed
2017-18	Scrutiny Fit for the Future	Gary Jones	G&L	The Council should build on its experience of using different ways of working to consider more innovative methods for undertaking scrutiny activity.			Feb 2020 - Scrutiny undertook an internal review of the existing ways of working to consider their feasibility for future use. This review was then supplemented at a regional workshop designed to share good practice and to identify innovative ways of working in the future. Appropriate methods of working would be used, although these may be need to be adapted to reflect the situation and available resources.			Green	Closed
2017-18	Scrutiny Fit for the Future	Gary Jones	G&L	The Council should consider the skills and training that scrutiny members may need to better prepare them for current and future challenges and develop and deliver an appropriate training programme, including providing additional training on the Well-being of Future Generations (Wales) Act.			Feb 2020 - The rollout of the corporately delivered Member learning sessions has been delayed as a result of the Covid-19 pandemic. The Member development programme for 2021 is being developed and will include the delivery of this Member Development activity. Dec 2020 - An initial member development pilot session relating to the Wellbeing of Future Generation Act has been undertaken. Further sessions are planned to be delivered corporately.		April 2021 - Opportunities to deliver Wellbeing of Future Generations act training will be included in the 2021-22 Member development programme. A detailed programme for Member induction in 2022 is being developed to incorporate all relevant training for Elected Members	Green	Closed
2017-18	Scrutiny Fit for the Future	Gary Jones	G&L	The Council should make scrutiny committees' forward work programmes more accessible to the public and consider how it can involve the public in its scrutiny activity more effectively.			Feb 2020 - Scrutiny Work Programmes have been made available online since January 2019 although the original procedure was subsequently reviewed and a less burdensome process has been put in place.			Green	Closed
2017-18	Scrutiny Fit for the Future	Gary Jones	G&L	The Council should publish final versions of scrutiny committee meeting minutes on its website in a more timely manner.			Feb 2020 - The timely production of minutes has been monitored and revised, however, recent increases in workload from Educational Appeals have required the process to be reviewed again, as the original timelines became unachievable. Following a further period of monitoring, it is anticipated that the timeliness of the production of minutes may not improve significantly, but the consistency of their production will. Dec 2020 - Regulation changes arising from the Covid-19 pandemic have led to the introduction of a revised arrangement for the production and publication of a minimal set minutes within 5 days of the meeting. Following the end of the Covid regulations, a period of management monitoring will still be required to determine a suitable timescale for the production of minutes.		April 2021 - Management data is being collected to identify appropriate timescales for the production and publication of draft minutes for all Committees.	Green	Closed
2017-18	Scrutiny Fit for the Future	Gary Jones	G&L	The Council should review the type of scrutiny support required to enable the scrutiny function to respond to current and future challenges.			Feb 2020 The WAD report concluded that scrutiny arrangements are well-developed and supported by a culture that makes them well-placed to respond to current and future challenges. There is an ongoing assessment of the type of scrutiny support required to respond to future challenges.			Green	Closed
2018-19	Delivering Capital Ambition	Dean Thomas / Gary Jones	G&L	The Council needs to strengthen the role of scrutiny in engaging with and challenging the delivery and impact of the Programme to increase accountability and help provide momentum					April 2021 - The Council's Scrutiny function considered the Council's Recovery and Renewal Framework, which presents a revised and updated approach to organisational change, with the "Organisational Recovery and Renewal" report focusing specifically on public service reform. The Scrutiny Work Programming processes will reflect the new priorities and commitments established with the reports. Audit Wales has also identified that the Scrutiny Service is "Fit for the Future" which will ensure that there is effective challenge and accountability of this programme.	Green	Closed
2018-19	Delivering Capital Ambition	Gareth Newell	P&C	The Council would benefit from a review of the Capital Ambition Delivery Programme management arrangements alongside others that support delivery of the Corporate Plan such as the Directorate Delivery Plans				The Council reviewed the management arrangements for the Delivering Capital Ambition team in early 2020 leading to the creation of a new Performance and Insight team aligning data analytical and service change capacity in the Delivering Capital Ambition team with that in the corporate performance and research teams.	April 2021 - In May 2021 the Cabinet established a 12 month "Capital Ambition: Recovery and Renewal Programme" that will support the Council in adapting its core operating model in response to the new challenges and opportunities of the post-pandemic operating environment. https://cardiff.moderngov.co.uk/eListDocuments.aspx?Cid=151&Mid=4316&Ver=4	Green	Closed
2018-19	Delivering Capital Ambition	Dean Thomas	Resources	The Council could do more to assess the extent to which the Capital Ambition Delivery Programme is contributing to the achievement of the Council's £91m savings target and make links to the medium term financial plan			December 2020 Delivering Capital Ambition programme and capacity, and refocused them around corporate improvement priorities, as defined in the Corporate Plan and budget.			Green	Closed
2018-19	Transport Vision	Matthew Price	PT&E	Long Term (The Council has a good understanding of current and future need. However, the potential impact of the Metro and the Council's other priorities should be factored into any long-term interventions)	Benchmarking of transport solutions with national and international cities.	Ongoing	Dec 2020- Work on the Transport White Paper programme is progressing, with development/delivery of some White Paper schemes (e.g. cycleways) underway. The response to Covid-19 has had a marked impact on delivery programmes, active as a spur to the delivery of a number of elements - namely pop-up cycleways, School Streets and rollout of 20mph limits - in order to support requirements for social distancing and safe access to outdoor space. The urgent need to support sustainable travel as part of the emergency response to the pandemic has kept delivery of the long term goals of the White Paper in focus while accelerating progress of a number of White Paper priorities, such as strategic cycleways. This work has been assisted by the development of the Council's draft One Planet Strategy, a strategic response to the Climate Emergency, with Transport as one of seven key themes. Benchmarking of best practice in cities has been ongoing during the response to Covid-19, with ideas from global cities sought during the development of Cardiff's Recovery Strategy. Partnership working with major employers and other key stakeholders has also been integral to identifying and delivering measures to support the programme for a safe recovery response. Close working relationships with the Welsh Government, Transport for Wales, Local Authorities and City Region have been maintained throughout on major projects, including the South East Wales Metro and other initiatives, such as School Streets, which have been a notable aspect of Cardiff's Covid-19 transport response. Cardiff's leadership in delivering 9 new School Street projects since lockdown (and preparing plans for a further 13 schemes) has resulted in WG providing a new funding stream for the roll out of School Streets across Wales. Cardiff Council is helping Welsh Government to prepare the guidance for this and providing technical advice and support to local authorities in the Cardiff Capital Region and across Wales. The Council published Cardiff's Transport White Paper: Transport Vision to 2030, "Changing how we move around a growing city" in January 2019. The paper acknowledges the importance of the Metro and other long-term interventions, and its preparation involved benchmarking of best practice in cities around the world, as well as a scoping study of potential funding mechanisms. The White Paper has informed the Council's refresh of Capital Ambition, with the response to the Climate Emergency being pushed up to the top of the policy agenda. Regular close working relationships with the Welsh Government, Transport for Wales, Local Authorities and City Region are progressing, along with a programme of study work and preparation of business cases for short, medium and long-term investment in active travel, bus and tram-train Metro improvements. The cross-rail and circle line improvements are key priorities identified to be progressed.		April 2021 - This action is now closed. The below actions are embedded in policy and scheme development. Benchmarking of best practice in other cities is a well established practice within the transport teams and is carried out on an ongoing basis. It is integral to the design and development of projects including the consideration and assessment of options, through the WellTAG appraisal process and the design of solutions. For example, the segregated cycleways are being designed with reference to design solutions and learning developed in other UK cities with respect to specific technical features such as low level signals and floating bus stops. Similarly, the approach being taken to the development of Smart Corridors draws upon the experience from schemes implemented in other UK cities. Knowledge and learning from these schemes is gained through engagement with consultants/officers responsible for their delivery including specialist technical workshops.	Green	Closed
2018-19	Transport Vision	Matthew Price	PT&E	Long Term	Fully articulate in the White Paper the interdependencies between the long-term transport plans for the City and the successful implementation of the Metro.	Sep-19			April 2021 - This action is now closed. The interdependencies between the long-term transport plans for the City and the successful implementation of the Metro are fully and clearly articulated in the Transport White Paper, published in 2020. The Chapter, "A Capital City that works for Wales: supporting the wider region" recognises how rapid bus links and new Metro lines/stations across the South East Wales Region could change the way people travel. The Bus Strategy which is currently being developed through extensive consultation will further enhance the understanding of the interdependencies.	Green	Closed
2018-19	Transport Vision	Matthew Price	PT&E	Long Term	Work with the Welsh Government, Cardiff City Region and partners supported by Cardiff Council match funding to ensure long-term investment in sustainable travel behaviour change activities and initiatives.	Ongoing			April 2021 - This action is now closed. The White Paper provides a sound basis for programming future project delivery and securing the long term investment required via Welsh Government and other sources. In the most recent round of annual bidding for WG transport grants, the Council secured over £15m towards delivery of key Transport White Paper projects in 2021/22 which is more funding than ever secured by the Council for a single financial year. Council officers have well-established working relationships with key officials in Welsh Government, Transport for Wales and neighbouring local authorities both individually and collectively through the working arrangements of the Cardiff Capital Region. Officers are working through these networks to develop a number of projects geared towards supporting sustainable travel behaviour. Examples of this include the collaboration between Cardiff Council and Rhondda Cynon Taf to develop proposals for the North West Corridor that will facilitate sustainable travel into Cardiff from the wider region and the current collaboration on a WellTAG corridor study between officers from Cardiff, Newport and Vale of Glamorgan Councils and Transport for Wales as part of work to implement the Burns Commission recommendations. The partnership arrangements supporting this work are well established and will continue.	Green	Closed
2018-19	Transport Vision	Matthew Price	PT&E	Integration (There is clear integration of the sustainable development principle in the Council's policy priorities focusing on critical public health issues and sustainable transport solutions, but there is scope to strengthen its approach to integration, for example with neighbouring councils)	Ensure that the White Paper is explicit that in order to reduce car travel into Cardiff the transport plans for Cardiff, City Region and nationally will be interdependent.	Sep-19	Dec 2020 - Cardiff's Transport White Paper emphasises the national and regional importance of improving access to regional destinations. The Chapter, "A Capital City that works for Wales: supporting the wider region" recognises how rapid bus links and new Metro lines/stations across the South East Wales region could change the way people travel. It emphasises the need to shape our behaviour and point towards the actions we will all have to take to save the planet for our children and grandchildren. Through the partnership working in the region that is taking place, the right transport infrastructure will be put in place to provide real choices for people travelling into Cardiff from the wider region. The joint WellTAG study work with Partners is ensuring that the five ways of working and aspirations of the Well-being of Future Generations Act are being supported. Current key joint studies include the North West Corridor, Cross-Rail, Circle Line and Central Station. Additionally, the Council is collaborating with the Welsh Government, Transport for Wales, local authorities, City Region, Public Health Wales, professional institutions and key stakeholders in the promotion and adoption of best practice in relation to active travel, public transport, sustainability initiatives and regeneration (Cardiff Barrage Link/Renarth Headland Link and Nextbike with the Vale of Glamorgan, North West Corridor, Taff Trail and P&R with Rhondda Cynon Taf, Eastern Corridor Study and Active Travel Corridor with Newport). The aspirations of the Well-being of Future Generations Act and five ways of working are being applied through the development and delivery of schemes. Collaboration is continuing with key partners through the joint key studies outlined previously and the delivery of initiatives such as the expansion of the Nextbike scheme to the Vale of Glamorgan, which has now been implemented. Additionally, a Resilient Growth Programme Board has now been established to take forward planning, transport and environment related actions in partnership with the member organisation of the Public Service Board, and the Healthy Travel Charter is being developed and promoted in partnership with Public Health Wales. Within the Council itself, the Council's transport team is working very closely with the Schools Organisation Planning team to ensure that delivery of the new school developments remains fully integrated with the Council's Capital Ambition commitment to ensure that every Cardiff School has an Active Travel Plan by 2022. These Council teams are also working to ensure that access to new schools by active modes is maximised through the provision of infrastructure that meets the quality requirements of the Active Travel Act.		April 2021 - This action is now closed. Cardiff's Transport White Paper explicitly highlights the interdependence of Cardiff's transport plans and the plans for the city region in reducing travel into Cardiff. It states "While bold, these proposals are also necessary, especially if we are to manage the city's growth in a sustainable way. Given its importance in keeping the capital city – and the city-region – moving and working, then these proposals are of national importance". (Chapter 1: The Cardiff Metro page 10). "A Capital City that works for Wales: supporting the wider region" recognises how rapid bus links and new Metro lines/stations across the South East Wales region could change the way people travel. Working arrangements with the transport industry, other local authorities, Transport for Wales and Welsh Government are well established to ensure key strategic infrastructure projects such as the South Wales Metro will be delivered in a way which addresses Cardiff's key transport challenges and helps drive the economy of South East Wales which is so crucial to the wider Welsh economy.	Green	Closed
2018-19	Transport Vision	Matthew Price	PT&E	Integration	Ensure that the White Paper is specific about how the aspirations of the Well-being of Future Generations Act will be supported and the five ways of working applied.	Sep-19			April 2021 - This action is closed, as the WBFG and the five ways of working are embedded and applied in all future projects and schemes. As per December Update: The aspirations of the Well-being of Future Generations Act and five ways of working are being applied through the development and delivery of schemes. Collaboration is continuing with key partners through the joint key studies outlined previously and the delivery of initiatives such as the expansion of the Nextbike scheme to the Vale of Glamorgan, which has now been implemented. In addition, a Resilient Growth Programme Board has now been established to take forward planning, transport and environment related actions in partnership with the member organisation of the Public Service Board. The Healthy Travel Charter developed and promoted in partnership with Public Health Wales. Within the Council itself, the Council's transport team is working very closely with the Schools Organisation Planning team to ensure that delivery of the new school developments is fully integrated with the Council's Capital Ambition commitment to ensure that every Cardiff School has an Active Travel Plan by 2022 and that access to new schools by active modes is maximised through the provision of infrastructure which meets the quality requirements of the Active Travel Act.	Green	Closed
2018-19	Transport Vision	Matthew Price	PT&E	Integration	Build upon emerging city-regional governance arrangements, alongside the Welsh Government, Transport for Wales and key stakeholders to agree priorities for transport and land use investment in the Capital Region.	Ongoing			April 2021 - This action is closed. Regular steering and working groups have been established and Cardiff Council continues to participate in their work in cooperation with the Welsh Government, Transport for Wales, Local Authorities and City Region to progress studies and the preparation of business plans for Cardiff Metro improvements. For example, there are four working groups established through the Bus Emergency Scheme involving WG, TfW, local authorities and bus operators, to reform the bus network.	Green	Closed

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2018-19	Transport Vision	Matthew Price	PT&E	Involvement (Extensive, independent and well-resourced consultation process undertaken with significant response to the 'Big Ideas'. However, there is scope for clearer involvement of the full diversity of citizens in the design of interventions)	Create opportunities for the full diversity of stakeholders and underrepresented groups to be involved in the design of transport interventions.	Ongoing	Dec 2020 - The Council has been actively involved in developing Cardiff's Child Friendly City programme, working with key stakeholders and liaising with the Cardiff Youth Council to identify opportunities for involving children and young people in the development and design of transport interventions. Extensive stakeholder engagement has informed the development and design of the major transport infrastructure projects currently planned for the City Centre, including road safety, segregated cycleway and bus priority improvements associated with addressing poor air quality as part of the Clean Air Plan. Engagement plans include involvement or invitations to include disabilities, RNIB, Hearing, Age Groups, Ethnicity, Gender equality, LGBT, Religious, Charities, Businesses, Transport Operators, Emergency Services, Traveline Cymru, Councilors, Community and Interest Groups, Property Developers, Universities, Public Health Wales, Leisure/Sport, Hotels, Retail, Press/Social Media and General Public. The Council is also working closely with Public Health Wales to engage with Public and Private Sector organisations in the implementation of the jointly developed Healthy Travel Charter. The Council has undertaken extensive engagement with children and young people in the preparation and promotion of the Active Travel Schools and School Streets programmes, with increased staff resources dedicated to deliver it. Opportunities to improve engagement with citizens are being developed utilising best practice advice from sources such as www.communityplanning.net, the Well-being of Future Generations website and National Principles for Public Engagement. In some circumstances, it needs to be recognised that the delivery timescales and funding allocations limit the scope of the engagement that may be achievable. Overcoming consultation/engagement overload has been challenging and partly addressed through targeted sessions, which have proven successful, albeit highly time and resource intensive. Despite the challenges presented by Covid-19 and the need for an urgent response to the impacts arising from this, consultation and engagement have been carried out on a significant range of schemes, both pre-programmed and those developed as part of the Covid response. This work has included the rapid transition from face-to-face to online forums. Extensive stakeholder engagement has continued on major city centre schemes, in addition to cycleway proposals and more localised schemes, such as footway widening and School Streets. The Active Travel to Schools programme has undergone significant development during the last quarter, again with a transition to online support and with the notable expansion of the School Street programme and measures to facilitate the safe return to schools (e.g. supporting social distancing). Welsh Government support has enabled the use of the 'Commonplace' online mapping tool to support the development of the Active Travel Integrated Network Map.		April 2021 - This action is ongoing. Extensive stakeholder engagement has continued to inform the development and design of the major transport infrastructure projects currently planned for the City Centre including road safety, segregated cycleway and bus priority improvements associated with addressing poor air quality as part of the Clean Air Plan. We continue to engage with underrepresented groups as part of scheme development.	Green	Open
2018-19	Transport Vision	Matthew Price	PT&E	Involvement	Establish tailored and iterative design processes for co-production of transport schemes and initiatives that provide opportunities for citizen involvement.	Ongoing	Dec 2020 - Regular steering and working groups have been established in cooperation with the Welsh Government, Transport for Wales, Local Authorities and City Region to progress studies and the preparation of business plans for Cardiff Metro improvements. The Council chairs quarterly Resilience Growth/PSB Programme Board meetings at a senior level with Natural Resources Wales, Emergency Services, Public Health Wales and Cardiff Third Sector Council, sharing best practice, knowledge and information. Cardiff Council undertakes monitoring of air quality at 9 schools in Cardiff as part of the Citizens Science Project funded by Natural Resources Wales; the progress report will be published in Sep 2020. Additionally, the Council participates in the Air Quality Forum on a quarterly basis, which involves actions in relation to monitoring and task and finish groups. Public Health Wales continues to work closely with Officers on a weekly basis, providing input to the White Paper and acting as an ongoing key partner in delivering initiatives and promotional activities.		April 2021 - This action is closed. The Council continues to provide tailored and iterative design processes for co-production of transport schemes and initiatives that provide opportunities for citizen involvement. An example of this is the recent early engagement on route options for Cycleway 4.2 which included online community and stakeholder engagement sessions. The feedback from this exercise is now shaping the routing and design options. Similarly, the use of the Commonplace online engagement tool to obtain public input to the new Active Travel Network Plan that the Council is developing for submission to WG in December 2021. These examples demonstrate that the principle of early citizen involvement in plan and scheme development is now well established.	Green	Closed
2018-19	Transport Vision	Matthew Price	PT&E	Collaboration (The Council is collaborating with PSB partners to develop long term solutions for active travel and public health. The Council would benefit from introducing a similar approach to collaboration with other Capital Region Councils)	Build upon emerging city-regional governance arrangements, alongside the Welsh Government and Transport for Wales to enable modal shift, capitalising on the Cardiff Metro investments.	Ongoing	Dec 2020 - Cardiff's Transport White Paper has identified more ambitious sustainable travel targets, with 63% of Cardiff residents travelling to work by sustainable modes in 2025 and 75% in 2030. The methodology for measuring achievement towards the target was independently audited in November and December 2019. The audit identified that although the techniques and sample sizes used in the surveys are sound, some unintended consequences of the self-selection survey methodology may have introduced bias. Therefore, a more robust methodology will now be developed to minimise bias. Cardiff is participating in the South East Wales Transport Model Working Group with Transport for Wales, which may present opportunities for joint data collection and the development of a more comprehensive monitoring programme. The Council's sustainable travel targets and method of data collection will also be reviewed as part of the comprehensive review of Cardiff's Local Development Plan. The LDP review will also seek to maximise opportunities to introduce alternatives to private car use from the outset of the occupation of development, potentially through 'Mobility As A Service' or other technology solutions/initiatives and early deliverable infrastructure interventions. Scheme specific monitoring plans are also included within each project. The Clean Air Plan in the city centre will include the installation of a full real-time monitoring station on Castell Street and five other partial real-time locations to measure changes in dispersion. The Healthy Travel Charter, developed in partnership with Cardiff Public Services Board and Cardiff and Vale University Health Board, is providing a platform for the promotion of the health and environmental benefits for modal shift. The Council has published an updated 'Keeping Cardiff Moving' website (www.keepingcardiffmoving.co.uk) to provide information and promote sustainable travel. The Council is working closely with the Welsh Government, Transport for Wales, Traveline Cymru and key partners on a publicity campaign to encourage the use of sustainable travel during the period of construction works in the city centre associated with the Clean Air Plan. The LDP review is underway, although due to Covid-19, it has an altered timescale. It is still anticipated that the Council's sustainable travel targets and method of data collection will be reviewed as part of this process. Scheme specific monitoring plans are ongoing. Keeping Cardiff Moving has been further developed to provide additional resources, particularly in relation to active travel to schools, and the Healthy Travel Charter has been rolled out more widely. Work to improve air quality is ongoing, although some interventions have been impacted as a result of Covid-19, such as the planned works in Cardiff city centre. Conversely, other elements have been accelerated (the 'pop-up' cycleway) and reviewed (access for vehicles). Messaging on sustainable travel has altered during Covid-19, due to concerns about use of public transport and UK government guidance advising against using these modes of transport. An appropriate response to this issue is being considered as part of the wider recovery plans, which includes communicating messages about the safety measures/cleaning regimes which are in place. The uptake of walking and cycling during the lockdowns/Covid restrictions, particularly in local communities, has provided an opportunity to expand messaging about the benefits of active modes in improving air quality/reducing traffic noise.		April 2021 - This action is closed. Regular steering and working groups have been established and Cardiff Council continues to participate in their work in cooperation with the Welsh Government, Transport for Wales, Local Authorities and City Region to progress studies and the preparation of business plans for Cardiff Metro improvements. For example, there are four working groups established through the Bus Emergency Scheme involving WG, TfW, local authorities and bus operators, to reform the bus network.	Green	Closed
2018-19	Transport Vision	Matthew Price	PT&E	Collaboration	Explore opportunities to build upon the existing relationships with Natural Resources Wales through the Public Services Board, Air Quality Forum and Schools Monitoring Programme.	Ongoing	Dec 2020 - Cardiff's Transport White Paper has identified more ambitious sustainable travel targets, with 63% of Cardiff residents travelling to work by sustainable modes in 2025 and 75% in 2030. The methodology for measuring achievement towards the target was independently audited in November and December 2019. The audit identified that although the techniques and sample sizes used in the surveys are sound, some unintended consequences of the self-selection survey methodology may have introduced bias. Therefore, a more robust methodology will now be developed to minimise bias. Cardiff is participating in the South East Wales Transport Model Working Group with Transport for Wales, which may present opportunities for joint data collection and the development of a more comprehensive monitoring programme. The Council's sustainable travel targets and method of data collection will also be reviewed as part of the comprehensive review of Cardiff's Local Development Plan. The LDP review will also seek to maximise opportunities to introduce alternatives to private car use from the outset of the occupation of development, potentially through 'Mobility As A Service' or other technology solutions/initiatives and early deliverable infrastructure interventions. Scheme specific monitoring plans are also included within each project. The Clean Air Plan in the city centre will include the installation of a full real-time monitoring station on Castell Street and five other partial real-time locations to measure changes in dispersion. The Healthy Travel Charter, developed in partnership with Cardiff Public Services Board and Cardiff and Vale University Health Board, is providing a platform for the promotion of the health and environmental benefits for modal shift. The Council has published an updated 'Keeping Cardiff Moving' website (www.keepingcardiffmoving.co.uk) to provide information and promote sustainable travel. The Council is working closely with the Welsh Government, Transport for Wales, Traveline Cymru and key partners on a publicity campaign to encourage the use of sustainable travel during the period of construction works in the city centre associated with the Clean Air Plan. The LDP review is underway, although due to Covid-19, it has an altered timescale. It is still anticipated that the Council's sustainable travel targets and method of data collection will be reviewed as part of this process. Scheme specific monitoring plans are ongoing. Keeping Cardiff Moving has been further developed to provide additional resources, particularly in relation to active travel to schools, and the Healthy Travel Charter has been rolled out more widely. Work to improve air quality is ongoing, although some interventions have been impacted as a result of Covid-19, such as the planned works in Cardiff city centre. Conversely, other elements have been accelerated (the 'pop-up' cycleway) and reviewed (access for vehicles). Messaging on sustainable travel has altered during Covid-19, due to concerns about use of public transport and UK government guidance advising against using these modes of transport. An appropriate response to this issue is being considered as part of the wider recovery plans, which includes communicating messages about the safety measures/cleaning regimes which are in place. The uptake of walking and cycling during the lockdowns/Covid restrictions, particularly in local communities, has provided an opportunity to expand messaging about the benefits of active modes in improving air quality/reducing traffic noise.		April 2021 - This action is closed. The Council has established a Climate Emergency Programme Board to achieve carbon reduction and enhance social value of projects in collaboration with PHW, NRW, PSB, third sector organisations (e.g. CSCS), large employers such as Western Power and other utilities companies, NHS, Cardiff University, South Wales Police, South Wales Fire Service. The Board sets actions to reduce carbon emissions, for example, relating to converting fleets to low emission vehicles and staff travel	Green	Closed
2018-19	Transport Vision	Matthew Price	PT&E	Collaboration	Continue to work with Public Health Wales during the preparation of the White Paper.	Ongoing		April 2021 - The White Paper integrates the public health agenda	Green	Closed	
2018-19	Transport Vision	Matthew Price	PT&E	Prevention (Prevention activity is at the centre of the Green Paper with targets established to monitor the impact of preventative interventions and solutions)	Prepare a monitoring strategy that identifies the effectiveness of sustainable travel and air quality interventions and quantifies the variance and accuracy in the measures.	Sep-19	Dec 2020 - Cardiff's Transport White Paper has identified more ambitious sustainable travel targets, with 63% of Cardiff residents travelling to work by sustainable modes in 2025 and 75% in 2030. The methodology for measuring achievement towards the target was independently audited in November and December 2019. The audit identified that although the techniques and sample sizes used in the surveys are sound, some unintended consequences of the self-selection survey methodology may have introduced bias. Therefore, a more robust methodology will now be developed to minimise bias. Cardiff is participating in the South East Wales Transport Model Working Group with Transport for Wales, which may present opportunities for joint data collection and the development of a more comprehensive monitoring programme. The Council's sustainable travel targets and method of data collection will also be reviewed as part of the comprehensive review of Cardiff's Local Development Plan. The LDP review will also seek to maximise opportunities to introduce alternatives to private car use from the outset of the occupation of development, potentially through 'Mobility As A Service' or other technology solutions/initiatives and early deliverable infrastructure interventions. Scheme specific monitoring plans are also included within each project. The Clean Air Plan in the city centre will include the installation of a full real-time monitoring station on Castell Street and five other partial real-time locations to measure changes in dispersion. The Healthy Travel Charter, developed in partnership with Cardiff Public Services Board and Cardiff and Vale University Health Board, is providing a platform for the promotion of the health and environmental benefits for modal shift. The Council has published an updated 'Keeping Cardiff Moving' website (www.keepingcardiffmoving.co.uk) to provide information and promote sustainable travel. The Council is working closely with the Welsh Government, Transport for Wales, Traveline Cymru and key partners on a publicity campaign to encourage the use of sustainable travel during the period of construction works in the city centre associated with the Clean Air Plan. The LDP review is underway, although due to Covid-19, it has an altered timescale. It is still anticipated that the Council's sustainable travel targets and method of data collection will be reviewed as part of this process. Scheme specific monitoring plans are ongoing. Keeping Cardiff Moving has been further developed to provide additional resources, particularly in relation to active travel to schools, and the Healthy Travel Charter has been rolled out more widely. Work to improve air quality is ongoing, although some interventions have been impacted as a result of Covid-19, such as the planned works in Cardiff city centre. Conversely, other elements have been accelerated (the 'pop-up' cycleway) and reviewed (access for vehicles). Messaging on sustainable travel has altered during Covid-19, due to concerns about use of public transport and UK government guidance advising against using these modes of transport. An appropriate response to this issue is being considered as part of the wider recovery plans, which includes communicating messages about the safety measures/cleaning regimes which are in place. The uptake of walking and cycling during the lockdowns/Covid restrictions, particularly in local communities, has provided an opportunity to expand messaging about the benefits of active modes in improving air quality/reducing traffic noise.		April 2021 - This action is ongoing. The Council's sustainable travel targets and method of data collection and scheme monitoring will be reviewed in conjunction with the development of Cardiff's new Local Development Plan. Extensive monitoring is now embedded in strategic projects to measure the impacts on sustainable travel and air quality. For example, the Castle Street project incorporates a detailed monitoring plan.	Green	Closed
2018-19	Transport Vision	Matthew Price	PT&E	Prevention	Continue to plan and monitor the prioritised phasing of sustainable transport interventions for new developments to prevent reliance on car use from the outset.	Ongoing	Dec 2020 - Cardiff's Transport White Paper has identified more ambitious sustainable travel targets, with 63% of Cardiff residents travelling to work by sustainable modes in 2025 and 75% in 2030. The methodology for measuring achievement towards the target was independently audited in November and December 2019. The audit identified that although the techniques and sample sizes used in the surveys are sound, some unintended consequences of the self-selection survey methodology may have introduced bias. Therefore, a more robust methodology will now be developed to minimise bias. Cardiff is participating in the South East Wales Transport Model Working Group with Transport for Wales, which may present opportunities for joint data collection and the development of a more comprehensive monitoring programme. The Council's sustainable travel targets and method of data collection will also be reviewed as part of the comprehensive review of Cardiff's Local Development Plan. The LDP review will also seek to maximise opportunities to introduce alternatives to private car use from the outset of the occupation of development, potentially through 'Mobility As A Service' or other technology solutions/initiatives and early deliverable infrastructure interventions. Scheme specific monitoring plans are also included within each project. The Clean Air Plan in the city centre will include the installation of a full real-time monitoring station on Castell Street and five other partial real-time locations to measure changes in dispersion. The Healthy Travel Charter, developed in partnership with Cardiff Public Services Board and Cardiff and Vale University Health Board, is providing a platform for the promotion of the health and environmental benefits for modal shift. The Council has published an updated 'Keeping Cardiff Moving' website (www.keepingcardiffmoving.co.uk) to provide information and promote sustainable travel. The Council is working closely with the Welsh Government, Transport for Wales, Traveline Cymru and key partners on a publicity campaign to encourage the use of sustainable travel during the period of construction works in the city centre associated with the Clean Air Plan. The LDP review is underway, although due to Covid-19, it has an altered timescale. It is still anticipated that the Council's sustainable travel targets and method of data collection will be reviewed as part of this process. Scheme specific monitoring plans are ongoing. Keeping Cardiff Moving has been further developed to provide additional resources, particularly in relation to active travel to schools, and the Healthy Travel Charter has been rolled out more widely. Work to improve air quality is ongoing, although some interventions have been impacted as a result of Covid-19, such as the planned works in Cardiff city centre. Conversely, other elements have been accelerated (the 'pop-up' cycleway) and reviewed (access for vehicles). Messaging on sustainable travel has altered during Covid-19, due to concerns about use of public transport and UK government guidance advising against using these modes of transport. An appropriate response to this issue is being considered as part of the wider recovery plans, which includes communicating messages about the safety measures/cleaning regimes which are in place. The uptake of walking and cycling during the lockdowns/Covid restrictions, particularly in local communities, has provided an opportunity to expand messaging about the benefits of active modes in improving air quality/reducing traffic noise.		April 2021 - This action is closed. Sustainable transport interventions needed to mitigate the impacts of development are assessed through the development control process. The phasing of the improvements and initiatives are established through Section 106 agreements and included in the delivery programme and financial monitoring for new developments.	Green	Closed
2018-19	Transport Vision	Matthew Price	PT&E	Prevention	Continue to target sustainable and active travel interventions where the air quality is worst.	Ongoing	Dec 2020 - Cardiff's Transport White Paper has identified more ambitious sustainable travel targets, with 63% of Cardiff residents travelling to work by sustainable modes in 2025 and 75% in 2030. The methodology for measuring achievement towards the target was independently audited in November and December 2019. The audit identified that although the techniques and sample sizes used in the surveys are sound, some unintended consequences of the self-selection survey methodology may have introduced bias. Therefore, a more robust methodology will now be developed to minimise bias. Cardiff is participating in the South East Wales Transport Model Working Group with Transport for Wales, which may present opportunities for joint data collection and the development of a more comprehensive monitoring programme. The Council's sustainable travel targets and method of data collection will also be reviewed as part of the comprehensive review of Cardiff's Local Development Plan. The LDP review will also seek to maximise opportunities to introduce alternatives to private car use from the outset of the occupation of development, potentially through 'Mobility As A Service' or other technology solutions/initiatives and early deliverable infrastructure interventions. Scheme specific monitoring plans are also included within each project. The Clean Air Plan in the city centre will include the installation of a full real-time monitoring station on Castell Street and five other partial real-time locations to measure changes in dispersion. The Healthy Travel Charter, developed in partnership with Cardiff Public Services Board and Cardiff and Vale University Health Board, is providing a platform for the promotion of the health and environmental benefits for modal shift. The Council has published an updated 'Keeping Cardiff Moving' website (www.keepingcardiffmoving.co.uk) to provide information and promote sustainable travel. The Council is working closely with the Welsh Government, Transport for Wales, Traveline Cymru and key partners on a publicity campaign to encourage the use of sustainable travel during the period of construction works in the city centre associated with the Clean Air Plan. The LDP review is underway, although due to Covid-19, it has an altered timescale. It is still anticipated that the Council's sustainable travel targets and method of data collection will be reviewed as part of this process. Scheme specific monitoring plans are ongoing. Keeping Cardiff Moving has been further developed to provide additional resources, particularly in relation to active travel to schools, and the Healthy Travel Charter has been rolled out more widely. Work to improve air quality is ongoing, although some interventions have been impacted as a result of Covid-19, such as the planned works in Cardiff city centre. Conversely, other elements have been accelerated (the 'pop-up' cycleway) and reviewed (access for vehicles). Messaging on sustainable travel has altered during Covid-19, due to concerns about use of public transport and UK government guidance advising against using these modes of transport. An appropriate response to this issue is being considered as part of the wider recovery plans, which includes communicating messages about the safety measures/cleaning regimes which are in place. The uptake of walking and cycling during the lockdowns/Covid restrictions, particularly in local communities, has provided an opportunity to expand messaging about the benefits of active modes in improving air quality/reducing traffic noise.		April 2021 - This action is closed. The Council's interventions to increase active and sustainable travel continues to be informed by ongoing air quality monitoring carried out in support of the Council's Clean Air Plan.	Green	Closed
2018-19	Transport Vision	Matthew Price	PT&E	Prevention	Expand messaging on the benefits to health and the environment being key rationales for modal shift.	Ongoing	Dec 2020 - Cardiff's Transport White Paper has identified more ambitious sustainable travel targets, with 63% of Cardiff residents travelling to work by sustainable modes in 2025 and 75% in 2030. The methodology for measuring achievement towards the target was independently audited in November and December 2019. The audit identified that although the techniques and sample sizes used in the surveys are sound, some unintended consequences of the self-selection survey methodology may have introduced bias. Therefore, a more robust methodology will now be developed to minimise bias. Cardiff is participating in the South East Wales Transport Model Working Group with Transport for Wales, which may present opportunities for joint data collection and the development of a more comprehensive monitoring programme. The Council's sustainable travel targets and method of data collection will also be reviewed as part of the comprehensive review of Cardiff's Local Development Plan. The LDP review will also seek to maximise opportunities to introduce alternatives to private car use from the outset of the occupation of development, potentially through 'Mobility As A Service' or other technology solutions/initiatives and early deliverable infrastructure interventions. Scheme specific monitoring plans are also included within each project. The Clean Air Plan in the city centre will include the installation of a full real-time monitoring station on Castell Street and five other partial real-time locations to measure changes in dispersion. The Healthy Travel Charter, developed in partnership with Cardiff Public Services Board and Cardiff and Vale University Health Board, is providing a platform for the promotion of the health and environmental benefits for modal shift. The Council has published an updated 'Keeping Cardiff Moving' website (www.keepingcardiffmoving.co.uk) to provide information and promote sustainable travel. The Council is working closely with the Welsh Government, Transport for Wales, Traveline Cymru and key partners on a publicity campaign to encourage the use of sustainable travel during the period of construction works in the city centre associated with the Clean Air Plan. The LDP review is underway, although due to Covid-19, it has an altered timescale. It is still anticipated that the Council's sustainable travel targets and method of data collection will be reviewed as part of this process. Scheme specific monitoring plans are ongoing. Keeping Cardiff Moving has been further developed to provide additional resources, particularly in relation to active travel to schools, and the Healthy Travel Charter has been rolled out more widely. Work to improve air quality is ongoing, although some interventions have been impacted as a result of Covid-19, such as the planned works in Cardiff city centre. Conversely, other elements have been accelerated (the 'pop-up' cycleway) and reviewed (access for vehicles). Messaging on sustainable travel has altered during Covid-19, due to concerns about use of public transport and UK government guidance advising against using these modes of transport. An appropriate response to this issue is being considered as part of the wider recovery plans, which includes communicating messages about the safety measures/cleaning regimes which are in place. The uptake of walking and cycling during the lockdowns/Covid restrictions, particularly in local communities, has provided an opportunity to expand messaging about the benefits of active modes in improving air quality/reducing traffic noise.		April 2021 - This action is ongoing. The Council continues to promote the health and the environment as key rationales for modal shift through its all its messaging in respect of its transport agenda. For example, the health benefits of active travel are being actively promoted as part of the Active Travel Schools Team's engagement with schools.	Green	Closed
2018-19	Corporate Safeguarding	Finn Madell	P&C	The Council should improve its approach to safeguarding training in the following ways: • Get staff through mandatory safeguarding training more quickly and take forward the work identified by the Corporate Safeguarding Board to collate a percentage breakdown of safeguarding training compliance within each Council Directorate	Training records centrally located for all staff in DigiGov. Volunteer training to be part of the Volunteer module which will be implemented as soon as these changes have been made which were a late requirement.		March 2020 - Mechanisms are in place for PC Users. Directorate/Service Areas understand requirements for compliance. Policy and Performance monitors and provides monthly compliance reports to individual Directorates/Service Areas. Mechanisms are in place for Non-PC Users, and a process flow chart is under development for dissemination to all Directorate/Service Areas to achieve compliance. Directorates/Service Areas are to send Attendance Sheets to Policy Performance and Academy for monthly compliance monitoring. Policy and Performance collate a percentage breakdown of each Directorate on a quarterly basis. Third Quarter figures have been completed and Fourth Quarter figures will be available in April 2020. A video is being developed to support awareness raising of safeguarding to staff in an engaging way. December 2020 performance reporting will be on a monthly basis for all directorates from December 2020. Target set at 85% by the end of March 2020 for employees and members - this does not include non-employees (i.e. Agency staff and governors, needs resolution).		77% of staff have completed the module compared to a target of 100% Percentage compliance data is available for permanent staff by Directorate for monitoring. KPI now features in all Directorate Delivery Plans. Data now provided at team level to enable targeted action by Directors and Managers. Recognition that compliance remains low in some front facing services, a particular challenge to respond to during the pandemic. Tailored approach now being developed for services with low compliance.	Amber	Open
2018-19	Corporate Safeguarding	Finn Madell/Tracey Thoams	Resources/P&C	• Ensure it centrally collates safeguarding training records for those staff and volunteers who have had face to face safeguarding training as well as the e-learning safeguarding training	Training records centrally located for all staff in DigiGov. Volunteer training to be part of the Volunteer module which will be implemented as soon as these changes have been made which were a late requirement.		March 2020 - Information centrally collated by the Academy for all staff and volunteers. Dec 2020 - Academy collates training for the e-module for permanent employees, including non desk-based staff. Managers are to record on DigiGov for employees, but the system needs developing for non-employees, such as agency staff and governors. Additionally, the DigiGov volunteer recording function is being built.		Academy collates training for the e-module for permanent employees, including non- desk-based staff. However, the system needs developing for non-employees, such as agency staff and governors. Additionally, the DigiGov volunteer recording function is being built and will be completed in September 2021.	Amber	Open
2018-19	Corporate Safeguarding	Finn Madell	P&C	• Clarify when mandatory safeguarding training for staff and members needs to be refreshed			March 2020 - Training levels are being drafted in line with roles and responsibilities. A brief video is being developed to raise staff awareness of safeguarding Council-wide in an accessible way. Those who work directly with citizens will have ongoing CPD requirements. There is reference to individual and manager responsibility to ensure CPD: all of the workforce will be expected to undertake the e-learning safeguarding training module and any other training relevant to the position that they hold and to renew their qualifications to the highest level. Dec 2020 - For decision at CSB/SMT in Jan 2020; recommended for every three years.		It was agreed at the Corporate Safeguarding Board in May 2021 that a 3 year training cycle would be implemented, commencing in March 2022.	Green	Closed

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2018-19	Corporate Safeguarding	Finn Madell	P&C	Consider ways in which it could extend its safeguarding training offer, for example building on the planned Child Sexual Exploitation awareness training to be given to taxi drivers, and to provide safeguarding training to (for example) those working in the night time economy			Mar 2020 - Corporate Safeguarding meets with relevant colleagues to promote the Safeguarding training. A SBAR exists in relation to recommendations for Safeguarding training for escorts and drivers (School Transport). A piece of work is underway with licencing, police and children's services to see how training can be strengthened, including taxi drivers. Vulnerability training is being delivered by the police to night time economy staff and planning is underway to strengthen this collaboration with the police. Dec 2020 - Covid-19 has delayed progress, however work is underway with key employees to progress in December 2020, linking in licencing, safeguarding, community safety and partnerships and exploitation lead.		Implementation delayed by Covid-19. Task and Finish group has been set up in December 2020 to recommence work following pandemic and work is ongoing.	Amber	Open
2018-19	Corporate Safeguarding	Natalie Southgate	Adult Services, Housing & Communities	Accelerate the mandatory completion of Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 (VAWDASV) training.			Dec 2020 - Group 1 - completion rate 65% (education figures are excluded). One online session was offered as part of White Ribbon Calendar of Events, but was cancelled due to low numbers, however individuals due to attend were provided with the online link to complete the training. The Council is awaiting guidance on how to reach staff without access to IT. Group 2 - training rolled out in November. November Sessions offered - 16 Number of places - 320 across Cardiff Council, Vale of Glamorgan Council and Velindre Hospital Numbers attended - 127 (Cardiff figures only) Sessions cancelled - 0 December Sessions offered - 18 Number of places - 360 (across the 3 organisations) Numbers attended - 75 with a further 46 booked on (Cardiff figures only) Sessions Cancelled - 5 (2 due to low attendance and 1 due to tutor illness) January* Sessions to be offered - 31 Number of places available - 620 (across the 3 organisations) *These sessions will be advertised in December 2020. Group 3 - Train the Trainer undertaken in Jan 2021; roll out during March 2021. Trainers - the Council requires more trainers across departments for Group 2 and Group 3. RISE specialist VAWDASV service are providing the majority of specialist support required for delivery. Atal Y Fro in the Vale of Glamorgan and the Velindre Safeguarding lead are also providing specialist support, which involves co-facilitation of sessions.		Group 1 e-learning is progressing with 70% completion. Focus is on schools staff where is the largest non-compliance. KPI now included in all Directorate Delivery Plans, with quarterly performance by 'team' allowing active management and targeted action. Group 2 Ask and Act training roll-out began in Q3 20/21. During Q4 906 staff across the Cardiff and Vale of Glamorgan region were trained.	Amber	Open
2018-19	Corporate Safeguarding	Finn Madell	P&C	The Council's corporate safeguarding intranet pages could be strengthened by providing: • a link to the Corporate Safeguarding Policy; • information on the lead officer for corporate safeguarding, the lead member for corporate safeguarding and the Corporate Safeguarding Board; and • information on where to report concerns or to find out further information.						Green	Closed
2018-19	Corporate Safeguarding	Tracey Thomas	Resources	The Council should strengthen its Recruitment and Selection Policy in relation to safeguarding and safe recruitment.	April 2021 update - Recruitment and selection policy being finalised for consultation with SMT and Trade Unions during May 21.		Mar 2020 - The policy is being reviewed by the HR OM by March 2020. Safe Recruitment is promoted through Corporate Safeguarding Team via Directorate/Service Area and DLSO Forums Dec 2020 - Currently in draft and being commented on - will be finalised March 2021. The lead officer is Tracey Thomas.		Recruitment and selection policy being finalised for consultation with SMT and Trade Unions in Summer 2021	Amber	Open
2018-19	Corporate Safeguarding	Steve Robinson	Resources	The Council should strengthen its safeguarding contractual provisions by being more explicit about its safeguarding training requirements.	April 2021 update - Task and Finish Group established and due to report by June 2021. Agreed key actions include reviewing existing procurement practice in relation to safeguarding, developing a tiered risk based safeguarding set of procurement templates/guidance, developing a Contractors Safeguarding Policy and reviewing safeguarding training provision / requirements for contractors.		Mar 2020 - The Council includes within the specification for all social care tenders, and other relevant tenders, standard questions on safeguarding and DBS checking of staff. In terms of DBS checks and safeguarding training in particular, all tenderers need to provide a detailed plan for ensuring all staff are DBS-checked and have received the relevant safeguarding training before they are involved in service or project delivery or go on a construction site. Dec 2020 - As identified in the previous update, an update has been requested from Steve Robinson, the lead officer and OM Commissioning and Procurement, to confirm, then can be closed.		Task and Finish Group established. Key documents have been reviewed, including existing procurement practice in relation to safeguarding, development of a tiered risk based safeguarding set of procurement templates/guidance, development of a Contractors Safeguarding Policy and a review of safeguarding training provision / requirements for contractors. Consultation and feedback is being undertaken with the wider team and will be incorporated into the documents following on from this. An update on progress was presented to Corporate Safeguarding Board by the Head of Procurement in May 2021.	Amber	Open
2018-19	Corporate Safeguarding	Tracey Thomas	Resources	The Council should ensure it is able to record and monitor volunteer information centrally, including any training records and Disclosure and Barring Service checks for volunteers.	Volunteer module in final draft following late request for it to also contain training records. Expected deliver June 2021.		March 2020 The Manager must register the volunteer using the appropriate application on DigiGOV to ensure that there is a central record kept. This will record how often the individual volunteers and record the roles that they are undertaking. This will then determine whether they are in regulated activity, as well as the recruitment checks to be followed in line with the Council's DBS Policy. The Volunteer DigiGov platform is being developed and nearing sign off; Tracey Thomas, HR, is the lead officer.		Volunteer module in final draft. Expected delivery Summer 2021.	Amber	Open
2018-19	Environmental Health	Dave Holland	Economic Development	The Council should subject any future changes to environmental health services to a more rigorous analysis of costs, benefits and impacts. We found some evidence of costs/benefits/impact analysis being performed to enable decision-making around savings and changes to services. Whilst some consideration was given to the impact of staffing restructuring over the period between 2018-2021, members and officers acknowledged that the real impact of this will be largely unknown until E498k of savings begin to take effect.			March 2020 This proposal for improvement comments upon the delivery of SRS savings across the three Councils only and not budget reductions from the other services within Cardiff. Future SRS changes/savings will undergo rigorous analysis across the three Councils. That process will begin again in May 2020, as the SRS sets out its next three year financial programme covering 2021 to 2024. Proposals will be considered by the SRS Management Board, Elected Members, through the review mechanisms at each Council, the Trade Unions and SRS officers. Changes to the other Environmental Health services delivered by the Council will also be assessed through the established Council mechanisms and that process will pay heed to the requirements of this proposal. Both processes will also take into account the recommendation presented in Proposal 8.		April 2021 - The budget for the financial year 2021/22 was set following discussions with the partner councils. It was agreed that the budget should remain unchanged in light of the demands placed upon the service by the Coronavirus outbreak. The proposed analysis set out in column G will be initiated in August 2021.	Green	Open
2018-19	Environmental Health	Dave Holland	Economic Development	The Council should investigate further possibilities for commercialisation and income generation for environmental health services in order to provide additional financial capacity if funding reduces in the future.			March 2020 The SRS will as part of the budgeting process for 2021/24 undertake a full assessment of existing income streams and determine what additional income might be generated without impacting upon service delivery to local people. Income generation on Environmental Health functions is an important part of the SRS model. SRS has generated new, and increasing, income arising through training and the operation of the Primary Authority scheme. However, Income Generation has limitations, while it will provide some respite if funding for service delivery reduces in the future, it is not a complete panacea for the challenges facing service delivery in the future.		April 2021 - The Coronavirus outbreak has caused many of the businesses in the area to close or reduce significantly their activities. New income generating opportunities have therefore been few, but existing Primary Authority relationships have been maintained with SRS offering detailed advice on Covid-19 safe practices at offices, shops, etc.	Amber	Open
2018-19	Environmental Health	Dave Holland	Economic Development	When considering how environmental health services may need to change in the future, the Council should ensure that the distinction between statutory and non-statutory services is clearly documented and understood by decisionmakers. This will help to ensure that statutory responsibilities and powers are weighed and prioritised appropriately alongside discretionary services.			October 2019 - Understanding the distinction between statutory and non-statutory services will provide elected members with some insight into which service are legally mandated. However, to date, the SRS business plans are geared toward outcomes; achieving those outcomes involves using all the tools available. This includes statutes that bestow powers upon the Council, but not duties. When the Joint Working Arrangement was created, it defined services in terms of ensuring public health, helping customers to access information and knowledge and securing a safe, healthy, fair, environment. From the outset, the Councils agreed that this required the use of both statutory and non-statutory legislation to achieve service and corporate goals. Going forward the SRS will incorporate into the Business Plans an indication of the "status" of the services being delivered and a rationale for the prioritisation of those activities. Additionally, when the actions identified in Proposal 1 above are undertaken, officers will ensure that decision makers are apprised of the nature of the service being delivered.		April 2021 - The 2021/22 SRS Business Plan will seek to articulate in a clearer manner the distinction between statutory and non-statutory services. However, as indicated in previous years, the SRS business plans are geared toward outcomes; achieving those outcomes involves using all the tools available. This includes statutes that bestow powers upon the Council, and not only duties.	Green	Open
2018-19	Environmental Health	Gary Jones	G&L	The Council should introduce greater independent challenge of the level and quality of services provided by the SRS under the Joint Working Agreement.	Mechanisms are in place for PC Users. Directorate/Service Areas understand requirements for compliance. Policy and Performance monitors and provides monthly compliance reports to individual Directorates/Service Areas. Mechanisms are in place for Non PC Users, and a process flow chart is under development for dissemination to all Directorate/Service Areas to achieve compliance. Directorate/Service Areas are to send Attendance Sheets to Policy Performance and Academy for monthly compliance monitoring. Policy and Performance collate a percentage breakdown of each Directorate on a quarterly basis. Third Quarter figures completed, Fourth Quarter figures available in April 2020. A video is in development to support awareness raising of safeguarding to staff in an engaging way.				April 2021 - Audit Wales has identified that the Scrutiny Service is Fit for the Future. Effective prioritisation of the the Scrutiny Work Programmes is undertaken at each meeting and relevant topics are progressed. Collaboration will be undertaken with the partner Authorities to ensure appropriate application of the Joint Working Agreement	Amber	Open
2018-19	Environmental Health	Dave Holland	Economic Development	The Council should work with SRS to undertake a review of business continuity and succession planning arrangements in relation to the SRS to mitigate the risk of overreliance on key individuals, such as the Head of SRS and operational managers.			October 2019 - In 2020, the SRS will produce a four year review of the service to supplement the Annual reports. That review will examine trends in service delivery and service demand since inception in 2015. It will also look forward to the likely delivery mechanisms for the next three years, in line with the budget proposals. An examination of the robustness of the operating model and succession planning arrangements will form part of that review.		April 2021 - This process has begun through the employing authority's succession planning protocols.	Amber	Open

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2018-19	Environmental Health	Gary Jones	G&L	The Council should strengthen elected member oversight of its environmental health services, for example, through more regular scrutiny of services provided by third parties including the SRS.	Actions identified in improvement proposals E44 above and E47 below will support the achievement of this improvement proposal.				April 2021 - Audit Wales has identified that the Scrutiny Service is fit for the future. Effective prioritisation of the Scrutiny Work Programmes is undertaken at each meeting and relevant topics are progressed.	Green	Closed
2018-19	Environmental Health	Gary Jones	G&L	The Council should consider introducing more structured and targeted development and training opportunities for relevant members, which may be beneficial in the event of changes in personnel and in areas experiencing changes in environmental health legislation, eg air pollution/food safety/infectious diseases.	The Head of Shared Regulatory Services will work closely with the Heads of Democratic Services to identify and deliver a programme of briefing sessions/e-learning opportunities that would benefit members across the footprint of the SRS in relation up and coming legislative and policy developments. These briefing sessions/workshops will be incorporated as part of the Member Development Programme.				April 2021 - The member develop programme includes topics prioritised by the Democratic Services Committee. A full induction for Elected Member following the 2022 is being developed which will include a full programme of topics relating to the services provided by the authority including the SRS. The ongoing development of Elected Members will continue to enhance their knowledge of these services	Green	Closed
2018-19	Environmental Health	Dave Holland	Economic Development	The Council should more clearly link any future decisions on changes to service levels to an assessment of impact on relevant stakeholders, including service users and residents. Whether consultation is necessary, and the most appropriate means of consulting should be decided on a case-by-case basis. However, where changes are likely to impact service users, businesses and local residents, they should be aware of and consulted on these decisions.			March 2020 Currently, dialogue with stakeholders is delivered through the annual consultation on the SRS Business Plans where the programme of activities is articulated and developed through that engagement exercise. This process does not currently extend to residents and businesses. It is proposed to extend the customer satisfaction process to include the opportunity to comment upon any proposed changes in service delivery and to engage the corporate consultation mechanisms to collect more information to form part of the decision making process.		April 2021 - The consultation process on the SRS Business Plan will commence again this month. The plan is likely to address the means by which the SRS recovers "lost ground" as a consequence of the coronavirus outbreak. Any discussions on changes which may impact service users are more likely to be considered through the budget review process of August 2021.	Green	Open
2018-19	Environmental Health	Dave Holland	Economic Development	The Council needs to build on initiatives, such as the Noise app, to ensure that future funding reductions can be mitigated by innovation and transformation in service delivery and that environmental health services are able to benefit from new technologies.			March 2020 The SRS is undertaking an ICT review in 2020 that will examine how technology can be deployed further to improve service delivery and where possible make financial savings.		April 2021 - The ICT review scheduled for 2020/21 has been delayed, but will address the use of new technology to improve service delivery.	Amber	Open
2019-20	Review of Leisure	Steve Morris	Economic Development	Establish a clear strategy, vision and clear priorities for leisure services, which incorporates consideration of the WFG Act. This should be used to guide the delivery of services provided by GLL.	ACCEPT: The need for a Sport, Health and Physical Activity Strategy was identified and included in the Corporate Plan 20/21 and 21/22. The Health and Wellbeing of Future Generations Act and the recent Sport Wales vision provide the platform to ensure Cardiff aligns its priorities to achieve the objectives that both of these set out. A number of stakeholder forums have taken place and a strategy group has been established to include Public Health, HE/PE, NOB8, Vale of Glamorgan, GLL and other delivery partners. The aim is to have a finalised strategy by March 2022.		Dec 2020 The strategy group has been supported with funding from Public Health to engage an independent consultant with experience of delivering Physical Activity and Health strategies. Four key themed workshops have taken place and results are being compiled to shape the next steps of the strategy. Furthermore, the establishment of a board of cross services professionals will help steer the strategy towards completion in September 2021. Attendance and collaboration has been strong with positive engagement, and the partnership with Public Health covering the Cardiff and Vale of Glamorgan Health Board area is proving particularly positive.	April 2021 - The findings of the consultation have been summarised by the working group and presented to the Director of Public Health and the OM for Sport, Leisure and Development at the Council. Next steps have been agreed to develop the draft strategy document and associated key action plans demonstrating clear links to other high level internal and external policies. The high level aims will be presented to the Public Service Board scheduled for July 2021 and taken to Cabinet to ratify the strategy in the Autumn. The final document is still on schedule for a September completion.	Green	Open	
2019-20	Review of Leisure	Steve Morris	Economic Development	Consider how it can strengthen application of the sustainable development principle through the services delivered by GLL, including: • Adopt a more strategic approach to collaboration which ensures all organisations including Cardiff and the Vale Health Board/Public Health and the Third Sector are involved in planning and developing GLL and other leisure services at a local and regional level. • Further integrate the planning and delivery of GLL Leisure Services with other public bodies and Council services, such as Education and Social Care. • Listen to, and involve, service users in the development and delivery of GLL and leisure services to ensure they represent the needs and aspirations of the full diversity of local communities they serve	ACCEPT: - GLL local, regional and national management are involved as key stakeholders for the emerging Sport, Health and Physical Activity Strategy, along with Public Health and the Vale of Glamorgan Council and their Leisure provider, Parkwood. A multi-agency approach is planned to develop the strategy. - We have put a strong emphasis on Social Value by way of calculating and measuring the impact of attendance in GLL facilities. A number of partnerships are in place to target specific hard-to-reach and under-represented groups, which bring joint collaboration between internal and external partners. The social value calculator is used when reporting progress to the partnership board. However, we note that further engagement with alternative services and potential stakeholders is required. - Consultation with customers and key stakeholders is critical in developing the most appropriate services and programmes in an ever-evolving leisure and physical activity arena. Further work is being carried out to determine needs and trends to be reflected in the Service Specification Review.		Dec 2020 The review of the Service Specification has identified current partnerships that can be further developed, such as delivery through the medium of Welsh in partnership with the URDD. Closer alignment to the emerging 21st Century Schools programme is being pursued to ensure duplication is avoided and collaboration is explored, as is further work on the integration of programmes for people with disabilities and alignment to the Disability Sport Wales accreditation programme to achieve Silver status. This involvement in the Strategy's development will help set key areas of focus and targeted delivery with new partners. - GLL have implemented the "listen 360" as a customer feedback system and report on this to the Partnership Board. Additionally, quarterly on-line surveys are carried out and reviewed against previous benchmark data. All centres will hold public open forums to listen to customer views and suggestions. Staff surveys and engagement form a key part of the Business Planning process for each centre. QUEST accreditation also requires robust customer survey information which all centres are working towards.	April 2021 - Stronger links are being forged with Public Health in terms of developing better integrated services and shared facility usage. Existing partnerships have been targeted to understand their needs post COVID-19 lockdown in terms of a return to facilities and if any changes in programming are required as a result. As examples, the immunisation centre for the East of Cardiff is set up in Penwyn Leisure centre and discussions are ongoing for a NHS physio centre in Llanishen LC. The partnership with Public Health and NHS continues to develop positively. The review of the Service Specification has been initiated and has identified opportunities to be far more targeted to meet customer and partner needs by adapting opening and closing times on a centre by centre basis to respond to need and demand. Further external review will be undertaken through the Local Partnerships review. The "listen and involve" processes will continue as the centres re-open post lockdown and intelligence used to shape programming and customer priorities.	Green	Open	
2019-20	Review of Leisure	Steve Morris	Economic Development	Improve contract management arrangements to ensure they monitor delivery of the revised specification in a transparent and systematic way.	ACCEPT: The governance and monitoring in place has been reviewed to ensure the contract Service Specification is kept up to date, amended where applicable and responsive to changing trends and habits. The revised Service Specification will also be reported to Cabinet. Client monitoring remains in place and includes weekly officer meetings, quarterly performance reviews with senior officers from both the Council and GLL, and the Partnership Liaison Board, which also meets quarterly with the Cabinet Member for Leisure and Culture and the Cabinet Member for Finance and Resources.		Dec 2020 We have introduced and included the GLL partnership in the Directorate Delivery Plan and Risk Register. This is reported against on a quarterly basis with risks escalated to SMT and reported to Cabinet where appropriate.		April 2021 - Following the Audit Wales review and as a consequence of the pandemic, the Council has decided to commission Local Partnerships to undertake an independent review of the contract and as part of this to review current governance and contract management arrangements. In advance of the review, the Council has introduced some new arrangements, based on an "open-book" approach, including new monthly meetings between GLL and the Council's finance department, and new monthly meetings between the Council's responsible Director, the Head of Finance and the Client Management team with corresponding representatives from GLL. These new meetings are in addition to the established quarterly Partnership Board meetings and the weekly Client Management meetings. It has been agreed to continue with these new arrangements once COVID related restrictions are eased and normal service resumes. The Local Partnership review will provide an external view on governance arrangements and in particular will consider how the arrangements in Cardiff compare with similar partnership arrangements in other core/similar sized cities.	Green	Open
2019-20	Review of Leisure	Steve Morris	Economic Development	Undertake a systematic review of the GLL contract service specification to ensure it is fit for purpose and supports the delivery of the Council's vision for its leisure services and is in accordance with the WFG Act.	ACCEPT: The contract has been running for 4 years with the initial years focussing on partnership, compliance, introduction of new systems, implementing capital improvements and developing new ways of working. Given that the Service Specification was written before the introduction of the Wellbeing of Future Generations Act, it has been agreed that a review is essential to test whether it is still fit for purpose, meets current trends and needs, and contributes to the Act where possible.		Dec 2020 The Service Specification is now under review, with weekly meetings taking place between GLL and the Client Management team. The update was taken to Scrutiny and a Cabinet report was brought forward in November seeking authority to make recommendations for varying the Specification to facilitate a more sustainable model of delivery going forward. A number of key changes are being recommended to Cabinet for consideration, such as the transfer of Penwyn Leisure Centre from GLL to Cardiff Blues, which would reduce the financial deficit to GLL by circa £700,000. A staff restructure is also proposed, aimed at reducing fit without adverse impacts on service provision. Receptionists will change to foyer concierge to be more responsive and customer facing, and changes in programming and opening times at each centre will ensure resources are applied to areas of the highest customer need and demand. A Cabinet Report is scheduled for March 2021.	April 2021 - A report was presented to Cabinet in March to escalate the current risks associated with the GLL contract and to attain authority to undertake a comprehensive review of the contract and service specification. Local Partnerships are in the process of being appointed to undertake an independent review that will consider the sustainability of the contract and the effectiveness of the service specification in delivering the Council's vision for its leisure services in accordance with the WFG Act. In due course the findings will be presented to SMT, Cabinet, Scrutiny Committee and Audit Committee. At the March meeting, Cabinet also provided authority to progress some initial changes to improve the sustainability of the contract and the service specification.	Green	Open	
2019-20	Review of Leisure	Steve Morris	Economic Development	Ensure that the Council effectively considers the long-term financial and well-being risks of the leisure contract in its corporate risk management processes.	NOTED: The Directorate Delivery Plan now includes more robust monitoring and reporting measures of performance and risk. Risks are escalated to the Corporate Risk register and to Senior Management Team; these are reported quarterly.		Dec 2020 The Directorate Delivery Plan has reported financial and well-being risks predominantly linked to Covid-19. A Cabinet briefing was held in Q3 on financial risk and sustainability. Furthermore, the Cabinet report in November highlighted the current financial difficulties and another report will be taken to Cabinet in March setting out mitigating recommendations, as mentioned above. Additionally, Welsh Government have supported losses in 20/21 through the Hardship Fund.	April 2021 - Following the Audit Wales review, new arrangements have been put into place to ensure risks associated with the Leisure Services contract are properly embedded into the Council's corporate risk management processes. New steps have been added to the Directorate Delivery Plan. Performance against these steps and associated risks are reported as part of the Council's Quarterly Performance monitoring. An annual report is now presented to Scrutiny Committee covering performance and risks. Significant risks have been escalated to the Council's SMT. A report was presented to Cabinet in March to transparently escalate current risks to the contract relating to the pandemic. The Local Partnerships review will also consider further improvements to governance and reporting arrangements.	Green	Open	
2019-20	Review of Leisure	Steve Morris	Economic Development	Improve reporting arrangements to ensure members receive a full and timely account of contract performance which includes revenue/expenditure.	ACCEPT: In addition to the current governance structure and reporting to the Partnership Liaison Board, reports are taken quarterly through the Corporate process, and financial performance is monitored effectively and reported through the Corporate Risk Register.		Dec 2020 Financial performance is a key measure at the PLB, with attendance from the Cabinet Member for Finance. An informal Cabinet briefing took place in Q3 with GLL and Client management to present the impact of Covid-19 on income and expenditure for the current operating year and estimated forecasts for 21/22. Furthermore, a report was taken to Scrutiny Committee to highlight both the general financial position of the GLL contract and the financial impact of Covid-19. A monthly meeting between Council senior accountants and GLL has been introduced based on an open-book approach in response to financial risks linked to Covid-19.	April 2021 - As described above, new arrangements have been put in place following the Audit Wales review, and will be further refined by the Local Partnership review, to ensure Members have full and transparent sight of the performance of the GLL contract, including any relevant financial information. Management of the contract is now embedded into the Council's performance management framework with new steps included in the Directorate Delivery Plan enabling performance and risks to be reported as part of the corporate quarterly performance reporting. Updates are now presented to SMT and regular reports are made to Cabinet to raise awareness of issues and opportunities. Pre decision scrutiny is undertaken by Scrutiny Committee on Cabinet reports and an annual report at the end of the financial year will also be presented to Scrutiny Committee.	Green	Open	
2019-20	Financial Sustainability	Ian Allwood	Resources	The Council has a medium term financial plan based on reasonable assumptions, but needs to consider how it is going to meet its longer-term funding gap, including strengthening the links between its transformation programme and its medium term financial plan.	Agreed - More robust savings methodology introduced in advance of the 2020/21 budget with a focus on: a) Efficiency b) Transformation / Service Change - Business case development strengthened, and no savings included in the budget strategy 2020/21 "at planning stage" - Focus on identification and delivery of savings in year, not just as part of an annual budget setting process.		December 2020 - The Report and Findings were taken to Audit Committee on 17 November 2020. Awaiting Provisional Settlement on 22 December 2020. Intended Cabinet Report on Consultation for January 2021.			Green	Closed

Year of Audit	Name of Audit	Lead Officer	Directorate	Recommendation	Management Response	Action Date	Previous updates	Mid Year Assessment update 2021/22	Year End Assessment Update 2021/22	Current RAG Status	Open/Closed
2019-20	Financial Sustainability	Ian Allwood	Resources	The Council has a track record of achieving the majority of its overall savings, but it will become increasingly challenging to deliver them in the future and the Council needs to strengthen its savings planning process.	Agreed - Closer working is underway between Performance, Finance, Risk and Service Planning, both in terms of strategy planning and reporting - The critical issue remains the annual nature of funding settlements, inhibiting the ability to provide sufficiently robust longer-term planning.		December 2020 - The Report and Findings were taken to Audit Committee on 17 November 2020. Awaiting Provisional Settlement on 22 December 2020. Intended Cabinet Report on Consultation for January 2021.			Green	Closed
2020-21	HMIP Inspection of Youth Offending Services	Deborah Driffield	Childrens	The Cardiff Youth Offending Service Management Board should ensure it sets the strategic direction for the YOS by having a clear vision that is communicated to staff and key stakeholders.					April 2021 - All Our Futures Strategy created and launched during the year. Briefings for staff, young people and partners held.	Green	Closed
2020-21	HMIP Inspection of Youth Offending Services	Deborah Driffield	Childrens	The Cardiff Youth Offending Service Management Board should review its membership, role and function to make sure that its representatives have the seniority to make decisions and commit necessary resources to the YOS.					April 2021 - Advocacy Panel, Management Board and Sub Committee set up, refreshed and refocused with new terms of reference and new membership to ensure the appropriate representatives are in place with seniority to make decisions and commit resources.	Green	Closed
2020-21	HMIP Inspection of Youth Offending Services	Deborah Driffield	Childrens	The Cardiff Youth Offending Service Management Board should make sure that all members of the YOS partnership and other partner agencies provide appropriate support and services.					April 2021 - Management Board workplan in place including quarterly board meetings, focus sessions and pairing sessions (between members of board and YIS staff). Each Board meeting receives a financial report, performance report and Head of Service report. Board members all contribute on behalf of their partner agency to ensure that appropriate support and services are provided.	Green	Closed
2020-21	HMIP Inspection of Youth Offending Services	Deborah Driffield	Childrens	The Cardiff Youth Offending Service Management Board should develop members' knowledge and understanding of their role as Board members and the service's work and provide effective challenge to partners.					April 2021 - Heads of partner agencies meet with YIS staff in pairing meetings to share knowledge and ensure understanding of issues, challenges and the YIS framework. A Board Handbook has been developed and will be published to set out the role of each Board member. The Board and sub committee both provide appropriate challenge and remove barriers to effective service provision.	Green	Open
2020-21	HMIP Inspection of Youth Offending Services	Deborah Driffield	Childrens	The Cardiff Youth Offending Service Management Board should provide the management team with the necessary resources and support to manage the service effectively.					April 2021 - Permanent dedicated Operational Manager post created and appointed to. An interim Service Manager post was appointed to immediately to cover the period while the permanent OM was created, advertised and recruited to. A temporary 3rd Team Manager is in post whilst the planned restructure consultation is ongoing. Board pushed for Health post that had been vacant for some time to be filled - this has been achieved.	Green	Open
2020-21	HMIP Inspection of Youth Offending Services	Deborah Driffield	Childrens	The Cardiff Youth Offending Service Management Board should develop robust plans to drive service improvement in response to findings from audits and inspections and communicate these more effectively to staff.					April 2021 - Implementation of All Our Futures Strategy and YIS development plan ongoing.	Green	Open
2020-21	HMIP Inspection of Youth Offending Services	Deborah Driffield	Childrens	The Cardiff YOS Manager should ensure that all staff have appropriate induction, training, supervision and management oversight of their work.					April 2021 - An induction pack was created as well as an induction policy. A supervision policy has also been agreed. A skills matrix was completed and mandatory training identified, commissioned and delivered - including MAPPA, MASH, CareFirst and AssetPlus training. Weekly staff briefing sessions take place and a workforce development strategy has been written. Management oversight is evidenced via ChildView recordings and supervision notes. The supervision format has been updated and supervision levels are reported to the CYJ Board on a quarterly basis.	Green	Closed
2020-21	HMIP Inspection of Youth Offending Services	Deborah Driffield	Childrens	The Cardiff YOS Manager should establish a service level agreement, protocols, performance frameworks and guidance in relation to commissioned services for out-of-court disposal work.					April 2021 - The contract with MAC has been agreed and signed and a service specification is in place. Partnership meetings currently take place on a monthly basis but will be taking place quarterly going forward with a renewed focus on positive outcomes in relation to joint working.	Green	Closed
2020-21	HMIP Inspection of Youth Offending Services	Deborah Driffield	Childrens	The Cardiff YOS Manager should review the management structure, communication and lines of accountability to ensure that the quality of safeguarding and public protection work improves.					April 2021 - The management structure is currently under review. There are two interim team managers in place and a permanent OM started in December 2020. The Duty YIS Team Manager has a recorded daily discussion with MASH, the YIS OM sits on the Children's Management Team (CMT) and chairs high risk panels on a rota-basis. The CPF and CE MASM process is under review and are being amalgamated. The YIS ensures representation at MARAC and MAPPA forums. The YIS has a named safeguarding lead and safeguarding is a standing agenda item on the monthly All YIS meetings.	Amber	Open
2020-21	HMIP Inspection of Youth Offending Services	Deborah Driffield	Childrens	The Cardiff YOS Manager should develop and update policies, procedures and guidance that will enable all staff to deliver quality work.					April 2021 - All stage 1, 2 and 3 policies have been agreed at the Board. Stage 4 policies are due to be agreed at the June 2021 Board meeting.	Green	Open
2020-21	HMIP Inspection of Youth Offending Services	Deborah Driffield	Childrens	The Cardiff YOS Manager should have oversight of all YOS cases where there are safeguarding and public protection issues, making sure that appropriate referrals are made, and joint work takes place as needed.					April 2021 - A joint CS and YIS scorecard has been implemented and is seen at CMT every 5 weeks. Team Managers chair the Case Planning Forums (CPFs) and any concerns are escalated to High Risk Panel - the YIS OM chairs high risk panels on a rota-basis. Individual case discussions take place in case managers supervision with staff in relation to safeguarding and child protection. The Duty YIS Team Manager has a recorded daily discussion with MASH and the YIS OM sits on the Children's Management Team (CMT). The CPF and CE MASM process is under review and are being amalgamated. The YIS ensures representation at MARAC and MAPPA forums. The YIS has a named safeguarding lead and safeguarding is a standing agenda item on the monthly All YIS meetings.	Green	Open
2020-21	HMIP Inspection of Youth Offending Services	Deborah Driffield	Childrens	Local authority education services should develop effective strategies to encourage children who speak Welsh to access services in their preferred language, and to use, develop and recognise the value of the language as an employment skill.					April 2021 - A staff briefing session was held in April 2021 around Welsh language awareness and further work is ongoing to ensure the ChildView database has up to date information regarding which children are in Welsh medium schools. The YIS Sub-Committee have commissioned an in-house exercise to report on the number of Welsh speaking children and young people known to the YIS, both first language and those who attend Welsh medium schools. Looking at how we initially evidence the active Welsh language offer and continue this offer. There are 5 members of staff who are able to correspond in the medium of Welsh, including administrative staff.	Amber	Open