

APPENDIX 4

Recommendation Ref No.	Name of Audit	Recommendation	Management Response	Update Dec 2020	Lead Officer	RAG Status	Open/Closed
RL1	Review of Leisure	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 these set out. A number of stakeholder forums have taken place and a strategy group has been established to include Public Health, HE/FE, NGBs, Vale of Glamorgan, GLL and other delivery partners. The aim is to have a finalised strategy by March 2022.	The strategy group has been supported with funding from Public Health to engage an independent consultant with experience of delivery 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 and the establishment of board of cross services professionals will steer the strategy towards completion in September 2021. Attendance and collaboration has been strong with positive engagement. The partnership with Public Health covering Cardiff and Vale of Glamorgan Health Board area is proving particularly positive.	Steve Morris	Green	Open
RL2	Review of Leisure	Consider how it can strengthen application of the sustainable development principle through the services delivered by GLL, including: <ul style="list-style-type: none"> • 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 another 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: <ul style="list-style-type: none"> - 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 attendances in GLL facilities. A number of partnerships are in place to target specific hard to reach and under represented groups that brings 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. - The 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 	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 to ensure duplication is avoided and collaboration is explored. further work on integration of programmes for people with disabilities and alignment to the Disability Sport Wales accreditation programme to achieve Silver status. The involvement in the Strategy development will help set key areas of focus and targeted delivery with new partners. <ul style="list-style-type: none"> - GLL have implemented the "listen 360" as a customer feedback system and report on this to the Partnership Board. In addition, quarterly on-line surveys are carried out and reviewed against previous benchmark data. All centres will hold public open forums to listen to customers 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. 	Steve Morris	Green	Open
RL3	Review of Leisure	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 is 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.	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.	Steve Morris	Green	Open
RL4	Review of Leisure	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. The Service Specification was written before the introduction of the Wellbeing of Future Generations Act. It has therefore been agreed that a review of the Service Specification is essential to test whether it is now fit for purpose, meets current trends and needs and contributes where possible to the Act.	The Service Specification is now under review with weekly meetings taking place between GLL and Client Management team. The update was taken to Scrutiny and a Cabinet report was taken in November seeking authority to make recommendations to vary the specification to assist in a more sustainable model of delivery going forward. A number of key changes are being recommended to Cabinet to consider such as the transfer of Pentwyn Leisure Centre from GLL to Cardiff Blues which will reduce the financial deficit to GLL by circa £700,000. A staff restructure is also proposed aimed at reducing fte without adverse impacts on service provision. Receptionists will change to foyer concierge to be more responsive and customer facing. Changes in programming and opening times at each centre will ensure resources are applied to where there is the highest customer need and demand. A Cabinet Report is scheduled for March 2021.	Steve Morris	Green	Open
RL5	Review of Leisure	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.	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. The Cabinet report in November highlighted the current financial difficulties and will report back in March with mitigating recommendations as above. Welsh Government have supported losses in 20/21 through the Hardship Fund.	Steve Morris	Green	Open
RL6	Review of Leisure	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.	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 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.	Steve Morris	Green	Open