

Audit Wales – Review of Leisure Services – December 2020

Recommendation	Management Response	Previous Updates	Year End 2020-21 Assessment Update	Mid Year 2021-22 Assessment Update	RAG Status
<p>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.</p>	<p>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/FE, NGBs, Vale of Glamorgan, GLL and</p>	<p>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 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</p>	<p>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</p>	<p>The Strategy draft is complete and will be tested with a number of stakeholder forums throughout October with a view to presenting to Scrutiny and Cabinet in December</p>	<p>Green</p>

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	other delivery partners. The aim is to have a finalised strategy by March 2022.	Cardiff and Vale of Glamorgan Health Board area is proving particularly positive.	document is still on schedule for a September completion.		
<p>Consider how it can strengthen application of the sustainable development principle through the services delivered by GLL, including:</p> <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 	<p>ACCEPT:</p> <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 	<p>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</p>	<p>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 Pentwyn Leisure centre and</p>	<p>Local Partnerships have been engaged to carry out a full external review of the potential for partnership and collaboration. The work will consider both internal and external opportunities as well as benchmarking with neighbouring Local Authorities and Core Cities. A number of group forums and one to one sessions have taken place and a Workshop is scheduled for October to bring back the initial finding to the Senior group with a view to completing the report</p>	<p align="center">Green</p>

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<p>Council services, such as Education and Social Care.</p> <p>• 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</p>	<p>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.</p> <p>- Consultation with</p>	<p>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.</p> <p>- 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 customers views and suggestions. Staff surveys and engagement form a key part of the Business Planning process for each centre. QUEST accreditation also</p>	<p>discussions are ongoing for a NHS physio centre in Llanishen LC. The partnership with Public Health and NHS continues to develop positively.</p> <p>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.</p>	<p>and recommendation by the end of October.</p>	<p align="center">Green</p>

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	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	requires robust customer survey information which all centres are working towards.	The "listen and involve" processes will continue as the centres re-open post lockdown and intelligence used to shape programming and customer priorities.		
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	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.	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	The impact of COVID is still being understood and therefore the governance arrangements that are in place continue but with a focus on re starting facilities and reviewing finances to seek support form the Hardship Fund. Monitoring of the re	Green

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	<p>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.</p>		<p>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</p>	<p>opening of centres has been a key function of the Client team who are looking to re set KPIs based on a comparable year which is now likely to be 22/23 for a realistic post covid benchmark. Local Partnership have included a review of Client Management and monitoring and are comparing with other similar contracts in Wales and the UK. Report in October 21</p>	

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			<p>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.</p>		

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<p>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.</p>	<p>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.</p>	<p>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 Pentwyn Leisure Centre from GLL to Cardiff Blues, which would reduce the financial deficit to GLL by circa £700,000. A staff</p>	<p>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 it leisure services in accordance with the WFG Act. In due course the findings</p>	<p>The Local Partnerships work as aforementioned is near completion and will be presented as a report with recommendations in October. Legal, Procurement and Finance are testing and advising on the ability to make contract variations to improve the sustainability of the contract without compromising the current agreement or breaking the law. VAT implications are being addressed to ensure any contract variations do not put the Council at serious financial risk as a result of any transfer of facilities or amendments to contractual obligations.</p>	<p>Green</p>

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		<p>restructure is also proposed, aimed at reducing fete 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.</p>	<p>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.</p>		
<p>Ensure that the Council effectively considers the long-term financial and well-being risks of the leisure contract in its corporate risk management processes.</p>	<p>NOTED: The Directorate Delivery Plan now includes more robust monitoring and reporting measures of performance and risk. Risks are</p>	<p>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</p>	<p>Following the Audit Wales review, new arrangements have been put into place to ensure risks associated with the Leisure Services contract are properly</p>	<p>Risks continue to be reported through Directorate Delivery Plan and Corporate Risk quarterly processes. The financial sustainability of the contract is continually under review</p>	<p>Green</p>

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	<p>escalated to the Corporate Risk register and to Senior Management Team; these are reported quarterly.</p>	<p>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.</p>	<p>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</p>	<p>with colleagues in Finance with GLL with more robust, longer term financial projections completed. Social value and wellbeing targets are aligned to our own Capital Ambition and various policies in the Council. The Hardship Fund has been extended to March 2022 which is being scrutinised and reported through finance prior to submission to WG.</p>	<p style="background-color: green; color: green;">RAG Status</p>

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			contract relating to the pandemic. The Local Partnerships review will also consider further improvements to governance and reporting arrangements.		
<p>Improve reporting arrangements to ensure members receive a full and timely account of contract performance which includes revenue/expenditure.</p>	<p>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.</p>	<p>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</p>	<p>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</p>	<p>No further update - As aside.</p>	<p>Green</p>

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		<p>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.</p>	<p>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.</p>		

