

## Appendix A

Ref	Audit Wales Report	Recommendation Reference	All Wales Recommendations	Swansea Specific Recommendations	Actions to Achieve Recommendation	Progress to date	Target date for completion	Responsible Officer	Closed (yes/no)
						Nov-23			
1	Equality Impact Assessments: More than a Tick Box Exercise?  Publication Date: September 2022  <a href="https://www.audit.wales/news/making-equality-impact-assessments-more-just-tick-box-exercise">https://www.audit.wales/news/making-equality-impact-assessments-more-just-tick-box-exercise</a>	Recommendation 4	Reviewing public bodies' current approach for conducting EIAs	N/a	See Report of the Cabinet Member for Culture and Equalities to Service Improvement and Finance Scrutiny Performance Panel 6th December 2022.	We have developed an Integrated Impact Assessment (IIA) process. Our Integrated Impact Assessment was designed to meet the requirements of existing and new Welsh legislation such as the Public Sector Equality Duty, the Well Being of Future Generations Act (2015) and the new Socio-economic duty (2021). Our IIA process also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers and the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language. We have received positive feedback from officers on our new IIA process	Complete	Lee Wenham	Yes
2	'A missed opportunity' – Social Enterprises.  Publication Date: September 2022  <a href="https://www.audit.wales/publication/missed-opportunity-social-enterprises">https://www.audit.wales/publication/missed-opportunity-social-enterprises</a>	SE-1	<b>Conduct self evaluation</b> To get the best from their work with and funding of Social Enterprises, local authorities need to ensure they have the right arrangements and systems in place. We recommend that local authority officers use the checklist in Appendix 2 to: <input type="checkbox"/> self-evaluate current Social Enterprise engagement, management, performance and practice; <input type="checkbox"/> identify opportunities to improve joint working; and <input type="checkbox"/> jointly draft and implement an action plan with timeframes and responsibilities clearly set out to address the gaps and weaknesses identified through the self-evaluation.	N/a	See Column 1	The Council welcomes the opportunity to evaluate its current position and identify actions, improvements and transformative work required to enable, promote and support the Social Enterprise sector in Swansea. Through the two oversight groups that coordinate the delivery of the Corporate Priority 'Tackling Poverty and Enabling Communities' – these are the Swansea Council Poverty Forum and Enabling Communities Group – we have undertaken an internal review of the evaluation tool.	Complete	Lee Cambule	Yes
		SE-3	<b>Leadership on the poverty agenda</b> To ensure the local authority delivers its S.16 responsibilities to promote Social Enterprises we recommend that it reports on current activity and future priorities following the evaluation of its Action Plan including the Annual Report of the Director of Social Services.	N/a	See Column 1	We are compliant with the Section 16 duties in relation to promoting and reporting on Social Enterprises through the Annual Report of the Director of Social Services.	Complete	Lee Cambule	Yes
3	'Together we can' – Community resilience and self-reliance  Publication Date: January 2023  <a href="https://www.audit.wales/publication/together-we-can-community-resilience-and-self-reliance">https://www.audit.wales/publication/together-we-can-community-resilience-and-self-reliance</a>	Recommendation 1	To strengthen community resilience and support people to be more self-reliant, local authorities need to ensure they have the right arrangements and systems in place. We recommend that local authorities use the evaluation tool (attached) to: • self-evaluate current engagement, management, performance and practice; • identify where improvement is needed; and • draft and implement an action plan with timeframes and responsibilities clearly set out to address the gaps and weaknesses identified in completing the evaluation tool.	N/a	See Column 1	The Council welcomes the opportunity to evaluate its current position and identify actions, improvements and transformative work required to enable communities in Swansea to become resilience and self-reliant. Through the two oversight groups that coordinate the delivery of the Corporate Priority 'Tackling Poverty and Enabling Communities' – these are the Swansea Council Poverty Forum and Enabling Communities Group – we have undertaken an internal review of the evaluation tool.	Complete	Lee Cambule	Yes
4	'Time for change' – Poverty in Wales  Publication Date: November 2022  <a href="https://www.audit.wales/publication/time-change-poverty-wales">https://www.audit.wales/publication/time-change-poverty-wales</a>	Recommendation 3	<b>Leadership on the poverty agenda</b> we note that just over a third of councils have lead members and lead officers for addressing poverty. Given the importance of effective leadership in driving the poverty agenda forward and breaking silos within councils and between public bodies, we recommend each council designate a cabinet member as the council's poverty champion and designate a senior officer to lead and be accountable for the anti-poverty agenda.	N/a	See Column 1	Swansea is one of few councils in Wales with a Cabinet Member, senior officer and Tackling Poverty team responsible for leading on tackling poverty. A communications campaign to raise awareness and the profile of this structure with our partners and stakeholders is the next step. We continue to engage with Welsh Local Government Association (WLGGA) colleagues and their newly established Poverty Group to share knowledge and opportunities for learning. This will allow us to explore innovations and new ways to improve our approach to tackling poverty.	Complete	Lee Cambule	Yes

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		Recommendation 5	<b>Experience mapping to create inclusive services for people in poverty.</b> we highlight that people in poverty are often in crisis, dealing with extremely personal and stressful issues, but they often find it difficult to access help from councils because of the way services are designed and delivered. We recommend that councils improve their understanding of their residents' 'lived experience' through meaningful involvement in decision-making using 'experience mapping' and/or 'Poverty Truth Commissions' to review and improve accessibility to and use of council services.	N/a	See Column I	Swansea's Poverty Truth Commission is referenced in the report. Lived experience is vital in driving our strategic approach to tackling poverty. This includes recognising the extent of the journey that people experience when they are in or at risk of poverty, as these journeys can be very different depending on a range of factors. Experience mapping will help us to understand the experience of people living in poverty and develop the right policies, changes and services. Swansea launched the first Poverty Truth Commission in Wales last month. This presents an opportunity to spearhead this approach and work closely with the commission and others to improve accessibility and use of council services.	Complete	Lee Cambule	Yes
		Recommendation 6	<b>Single web landing page for people seeking help.</b> we highlight the difficulties people in poverty face accessing online and digital services. To ensure people are able to get the information and advice they need, we recommend that councils optimise their digital services by creating a single landing page on their website that: <input type="checkbox"/> is directly accessible on the home page; <input type="checkbox"/> provides links to all services provided by the council that relate to poverty; <input type="checkbox"/> provides information on the work of partners that can assist people in poverty.	N/a	See Column I	The Council recently launched a dedicated web page - <a href="https://www.swansea.gov.uk/costoflivinghelp">https://www.swansea.gov.uk/costoflivinghelp</a> with information and advice on support for people in or at risk of poverty. This includes links to Council services such as Local Area Coordinators and to external websites including Welsh Government and Citizens Advice. The intention is to use feedback on this site to explore what improvements could be made. The corporate Digital Strategy supports this recommendation and there are further opportunities to address difficulties people in poverty face in accessing online and digital services as we refresh the Tackling Poverty Strategy.	Complete	Lee Cambule	Yes
		Recommendation 7	<b>Streamlining &amp; improving application &amp; information services for people in poverty.</b> we note that no council has created a single gateway into services. As a result, people have to complete multiple application forms that often record the same information when applying for similar services. We highlight that whilst it is important that councils comply with relevant data protection legislation, they also need to share data to ensure citizens receive efficient and effective services. We recommend that councils: <input type="checkbox"/> establish corporate data standards and coding that all services use for their core data; <input type="checkbox"/> undertake an audit to determine what data is held by services and identify any duplicated records and information requests; <input type="checkbox"/> create a central integrated customer account as a gateway to services; <input type="checkbox"/> undertake a data audit to provide refresher training to service managers to ensure they know when and what data they can and cannot share; <input type="checkbox"/> review and update data sharing protocols to ensure they support services to deliver their data sharing responsibilities.	N/a	See Column I	The corporate Digital Strategy supports this recommendation, along with the Information Management Policy. The joint campaign to increase pension credit take-up between Swansea and Neath Port Talbot is included in the report as a good example of targeting those most in need to provide support and assistance. Development of our Corporate Personal Debt Recovery Policy is cited as good practice but there is also a view that council services are generally more focused on helping people in crisis than prevention. Developing strategic approaches to prevention and poverty in the refreshed Tackling Poverty strategy will support this. Through the Coordinated Crisis Support programme, we - along with our partners - have piloted a multi-agency referral process and a Wales Accord on Sharing Personal Information (WASPI) data sharing agreement is in place across Employability providers through our Swansea Working Partnership and both demonstrate this recommendation. Community Hubs are referenced in the report as offering councils the opportunity to help people at the point of crisis and the development of the City Centre Hub will	Complete	Lee Cambule	Yes

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		Recommendation 8	<p><b>Complying with the socio-economic duty.</b> we set out that while all councils undertake some form of assessment to determine the likely socio-economic impact of policy choices and decisions, approaches vary and are not always effective. We recommend that councils review their integrated impact assessments or equivalent to:</p> <ul style="list-style-type: none"> <li>□ ensure that they draw on relevant, comprehensive and current data (nothing over 12 months old) to support analysis;</li> <li>□ ensure integrated impact assessments capture information on: <ul style="list-style-type: none"> <li>o involvement activity setting out those the service has engaged with in determining its strategic policy such as partners, service users and those it is co-producing with;</li> <li>o the cumulative impact/mitigation to ensure the assessment considers issues in the round and how it links across services provided across the council;</li> <li>o how the council will monitor and evaluate impact and will take corrective action;</li> <li>o an action plan setting out the activities the Council will take as a result of the Integrated Impact Assessment.</li> </ul> </li> </ul>	N/a	See Column I	<p>Nov-23</p> <p>Swansea Council is recognised in the report for its comprehensive Integrated Impact Assessment (IIA) approach that provides a robust measurement of the socio-economic impact of strategic decisions. To ensure that we draw on relevant, comprehensive and current data, we will work with Data Cymru utilising their new 'A View of Poverty' data tool. The importance of robust, quality data to inform policy development is highlighted and we will develop a Swansea-centric dashboard of data and intelligence relating to tackling poverty.</p>	Complete	Lee Cambule	Yes
5	Public Sector Readiness for Net Zero Carbon by 2030  Publication Date: July 2022  <a href="https://www.audit.wales/publication/public-sector-readiness-net-zero-carbon-2030">https://www.audit.wales/publication/public-sector-readiness-net-zero-carbon-2030</a>	Recommendation 1		In order to meet its net zero ambition, the Council needs to fully cost its action plan and ensure that it is aligned with its Medium Term Financial Plan.	See Column I	Delivery Plan approved 15th December Cabinet, 2022.	Complete	Geoff Bacon	Yes
6	Direct Payments for Adult Social Care  Publication Date: June 2022  <a href="https://www.audit.wales/publication/direct-payments-adult-social-care">https://www.audit.wales/publication/direct-payments-adult-social-care</a>	Recommendation 1	Local Authorities should review public information in discussion with service users and carers to ensure it is clear, concise and fully explains what they need to know about Direct Payments.	N/a	See Column I	Co-production is at the centre of DP development in Swansea. A DP forum has been created and arrangements for developing DP services are developed co-productively via this group.	Complete	Amy Hawkins	Yes
		Recommendation 2	Local Authorities should undertake additional promotional work to encourage the take up of Direct Payments.		See Column I	A Strategic Manager post has been created to promote take up of Direct Payments and ensure that these services are optimised for people where this option is preferred.	Complete	Amy Hawkins	Yes
		Recommendation 4	Local Authorities should ensure information about DP is available at the front door to social care and are included at the initial discussion on the available care options for service users and carers.		See Column I	<p>The Strategic Manager is actively introducing measures to improve knowledge and understanding of Direct Payments across our Social Work Teams. Steps taken to achieve recommendation 4 include:</p> <ul style="list-style-type: none"> <li>• Training and information sessions for Common Access Point Staff.</li> <li>• Ongoing training and information sessions for all Social Work Teams.</li> <li>• Ongoing work between the Carers Centre and the Direct Payments Team to ensure the Carers Centre can provide information and advice about Direct Payments at the first point of contact.</li> </ul>	Complete	Amy Hawkins	Yes

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		Recommendation 5	Local Authorities should provide training to Social Workers on Direct Payments to ensure they fully understand their potential and feel confident promoting it to service users and carers.		See Column I	A comprehensive information and training schedule is underway. Detailed information packs have been developed and social work training is being provided. To date relevant teams trained include: Community Initial Assessments Team, Local Area Coordination, North Hub Social Work Team, Swansea University Student Social Workers. • Further training sessions are currently scheduled for West Hub, CAP, Hospital SW Teams, Traumatic Brain Injury Service, Sensory Services, Mental Health Teams, Older Peoples Mental Health Teams. • All other social work teams across the Directorate will receive this information and training over the coming months. • Weekly 'drop in' sessions have also been developed to enable social work practitioners to access Direct Payments Team advice and receive support and guidance.	Complete	Amy Hawkins	Yes
		Recommendation 6	Welsh Government and local authorities to work together (with Social Care Wales and the All-Wales Direct Payments Forum) to develop a joint Recruitment and Retention Plan for Personal Assistants.		See Column I	Recruitment of PAs in Swansea is progressing well. New initiatives to recruit PAs are working and at October '22 the team have a bank of approximately 180 people who would like to become PAs.	Complete	Amy Hawkins	Yes
		Recommendation 7	Clarify policy expectations in plain accessible language and set out: • What Direct Payments can pay for; • How application and assessment processes, timescales and review processes work; • How monitoring individual payments and the paperwork required to verify payments will work; • How unused monies are to be treated and whether they can be banked; and • How to administer and manage pooled budgets. Public information should be reviewed regularly (at least every two years) to ensure they are working effectively and remain relevant.		See Column I	The current DP Policy is under review and a Project Board has recently been established to assist with this work. The revised DP Policy will address each of the areas referred to above and will be kept under review by the Project Board.	Complete	Amy Hawkins	Yes
		Recommendation 9	Welsh Government and local authorities to work together to establish a system to fully evaluate Direct Payments that captures all elements of the process – information, promotion, assessing, managing and evaluating impact on wellbeing and independence. Managing and evaluating impact on wellbeing and independence.		See Column I	The Strategic Manager is working closely with colleagues from across the department to establish enhanced performance management arrangements. These arrangements will enable a robust analysis of all aspects of the Direct Payment service. To date Welsh Government has not published or consulted on any proposal to develop new data sets or performance management arrangements. The department will collaborate with Welsh Government to develop these arrangements as required	Complete	Amy Hawkins	Yes
		Recommendation 10	Annually publish performance information for all elements of Direct Payments to enable a whole system view of delivery and impact to support improvement.		See Column I	To date Welsh Government has not engaged local authorities to develop these requirements. Currently the department has systems in place for monitoring of key performance metrics via our monthly Performance and Finance Monitoring programme. Monitoring also occurs via the Adult Services Scrutiny Performance Panel.	Complete	Amy Hawkins	Yes



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	'A missed opportunity' – Social Enterprises.  Publication Date: December 2022  <a href="https://www.audit.wales/publication/missed-opportunity-social-enterprises">https://www.audit.wales/publication/missed-opportunity-social-enterprises</a>	Recommendation 2	<b>Deliver Action Plan</b> To drive improvement we recommend that the local authority: <input type="checkbox"/> formally approve the completed Action Plan; <input type="checkbox"/> regularly report, monitor and evaluate performance at relevant scrutiny committees; and <input type="checkbox"/> revise actions and targets in light of the authority's evaluation and assessment of its performance.	N/a	We will co-produce, approve, publish and promote our regional vision for Social Enterprises.  We will create an engagement plan for continuous communication and interaction with Social Enterprise providers across Swansea.  We will complete mapping and analysis of existing Social Enterprises across Swansea.  We will support and deliver the Regional Social and Micro Enterprise Project Plan in line with key milestones, resources and constraints.  We will implement a framework for developing and promoting Social Enterprises in Swansea.  We will implement a framework for performance and financial monitoring and reporting relating to the work of Local Authorities in developing and promoting Social Enterprises in Swansea.  We will work with our partners to promote Social Enterprises in Swansea and the value of social enterprise.  We will develop the Council's relationships with local people and communities to increase awareness and understanding of social enterprise and help them to get more involved in developing new initiatives in their areas.  We will work with our partners to improve the skills and capabilities relevant to Social Enterprises in Swansea.  We will explore and recommend how information on and access to social and micro enterprises is best held and share that link with people with care and support needs to the people providing that support.  We will advise on available quality standards for social and micro enterprise.	A draft Action Plan for 'A missed opportunities' recommendations is under review and further details regarding this action will follow.  A draft Action Plan for 'A missed opportunities' recommendations is under review and further details regarding this action will follow.  A draft Action Plan for 'A missed opportunities' recommendations is under review and further details regarding this action will follow.  A draft Action Plan for 'A missed opportunities' recommendations is under review and further details regarding this action will follow.  A draft Action Plan for 'A missed opportunities' recommendations is under review and further details regarding this action will follow.  A draft Action Plan for 'A missed opportunities' recommendations is under review and further details regarding this action will follow.  A draft Action Plan for 'A missed opportunities' recommendations is under review and further details regarding this action will follow.  A draft Action Plan for 'A missed opportunities' recommendations is under review and further details regarding this action will follow.  A draft Action Plan for 'A missed opportunities' recommendations is under review and further details regarding this action will follow.  A draft Action Plan for 'A missed opportunities' recommendations is under review and further details regarding this action will follow.	2024/25  2024/25  2024/25  2024/25  2024/25  2024/25  2024/25  2024/25  2024/25	Lee Cambule  Lee Cambule  Lee Cambule  Lee Cambule  Lee Cambule  Lee Cambule  Lee Cambule  Lee Cambule  Lee Cambule	In progress  In progress  In progress  In progress  In progress  In progress  In progress  In progress  In progress
	'Together we can' – Community resilience and self-reliance  Publication Date: January 2023  <a href="https://www.audit.wales/publication/together-we-can-community-resilience-and-self-reliance">https://www.audit.wales/publication/together-we-can-community-resilience-and-self-reliance</a>	Recommendation 2	To help local authorities address the gaps they identify following their self-evaluation, we recommend that they: <input type="checkbox"/> formally approve the completed Action Plan arising from the evaluation exercise; <input type="checkbox"/> regularly report, monitor and evaluate performance at relevant scrutiny committees; and <input type="checkbox"/> revise actions and targets in light of the authority's evaluation and assessment of its performance.	N/a	We will explore what community resilience and self-reliance means with our partners and with the people we support to develop a co-produced set of terms and definitions.	Proposed definitions for communities, community resilience and community self-reliance have been developed by the Enabling Communities group. Engagement of these definitions will be incorporated into the public consultation for the refreshed Tackling Poverty Strategy.	Mar-24	Lee Cambule	In progress

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	reliance					Nov-23			
					We will develop a clear approach that embeds principles such as co-production, social value and strengths-based approaches to ensure that communities play a key role in developing community resilience and self-reliance.	Findings of the recent Tackling Poverty Survey (August 2023) are being reviewed to identify principles and key elements of our approach to community resilience and self-reliance. Further co-production work is dependent on establishing the right mechanisms for engaging people with lived experience.	Jun-24	Lee Cambule	In progress
					We will build on our existing partnership arrangements and wider networks, forums and groups to develop collaborative opportunities to improve community resilience and self-reliance across Swansea.	A review of governance bodies aligned with our Corporate Priority 'Tackling Poverty and Enabling Communities' is underway, to identify the existing arrangements and develop potential improvements.	Jun-24	Lee Cambule	In progress
					We will develop the tools and infrastructure to conduct and sustainably maintain a mapping of community assets.	A project is being established as part of the Enabling Communities Transformation Programme to deliver this action; a Programme Brief is currently out for review and discussions on a lead for this project are also underway.	Jan-24	Lee Cambule	In progress
					We will conduct and sustainably maintain knowledge of local individuals and organisations supporting community resilience and self-reliance across Swansea.	A project is being established as part of the Enabling Communities Transformation Programme to deliver this action; a Programme Brief is currently out for review and discussions on a lead for this project are also underway.	Mar-24	Lee Cambule	In progress
					We will conduct a co-productive approach to planning and delivering programmes and initiatives to improve community resilience and self-reliance across Swansea.	Current milestone plans include a pilot of this approach working collaboratively with key local areas to deliver the approach and relevant initiatives to improve community resilience and self-reliance.	Sep-24	Lee Cambule	In progress
					We will explore existing relationships and develop new partnerships / collaborative working practices throughout communities across Swansea.	Once the project has been established, mapping of relationships and partnerships will be a key activity.	Jul-24	Lee Cambule	In progress
					We will utilise opportunities to encourage people to be more active in their community, either through volunteering with the council, local volunteering in their communities or with our partners.	Work on the Corporate Volunteering Policy is continuing alongside the development of a handbook, toolkit and planning for additional developments including a local strategic plan. Shared Prosperity Funding will support implementation of the volunteering policy.	Dec-24	Lee Cambule	In progress
4	'Time for change' – Poverty in Wales  Publication Date: November 2022  <a href="https://www.audit.wales/publication/time-change-poverty-wales">https://www.audit.wales/publication/time-change-poverty-wales</a>	Recommendation 2	<b>Local strategies, targets &amp; performance reporting for tackling &amp; alleviating poverty</b> We highlight that councils and partners have prioritised work on poverty, but the mix of approaches and a complicated delivery landscape mean that ambitions, focus, actions and prioritisation vary widely. We highlight that evaluating activity and reporting performance are also variable with many gaps. We recommend that the councils use their Wellbeing Plans to provide a comprehensive focus on tackling poverty to coordinate their efforts, meet local needs and support the revised national plan targets and actions. This should: <input type="checkbox"/> include SMART local actions with a greater emphasis on prevention; <input type="checkbox"/> include a detailed resourcing plan for the length of the strategy; <input type="checkbox"/> be developed with involvement from other public sector partners, the third sector, and those with experience of poverty; <input type="checkbox"/> include a robust set of consistent outcome indicators and measures to increase understanding of poverty locally; <input type="checkbox"/> be subject to annual public reporting to enable a whole system view of poverty locally to help	N/a	Refresh the Tackling Poverty Strategy	Swansea Council's Tackling Poverty Framework is referenced as good practice, having a vision with themes and outcomes linked to relevant plans. Swansea's cross-organisational co-ordination approach involving senior officers is also highlighted as good practice. The Council's strong position provides the foundation for more engagement and commitment to tackling poverty in Swansea. The refresh of the Swansea Tackling Poverty Strategy will include SMART actions with an emphasis on prevention, revisiting and incorporating the Prevention Strategy (2017) approaches. Work has started on the refresh via the internal Poverty Forum and it will be developed further with involvement of partners via our Poverty Partnership Forum, Food Poverty Network, the Poverty Truth Commission and wider public. We will develop a Tackling Poverty Performance Framework linking national outcomes to corporate indicators to performance measures realised by our services.	Mar-24	Lee Cambule	In progress

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			improve delivery and support.			Nov-23			
					Develop a Poverty Performance Framework	A second draft performance framework is currently under review internally prior to wider circulation, review and approval. This performance framework will align the key themes, outcomes, indicators and performance measures across the scope of the Corporate Priority, so that all parties involved in contributing to Tackling Poverty and Enabling Communities (as well as the refreshed strategy) can understand how their performance contributes to delivering our aims and objectives.	Mar-24	Lee Cambule	In progress
5	Direct Payments for Adult Social Care  Publication Date: June 2022  <a href="https://www.audit.wales/publication/direct-payments-adult-social-care">https://www.audit.wales/publication/direct-payments-adult-social-care</a>	Recommendation 3	Local Authorities should ensure advocacy services are considered at first point of contact to provide independent advice for Direct Payments to service users and Carers.	N/a		This is an area where further work is required. Adult services has commissioned advocacy services to meet general advocacy obligations arising under the SSWBA. Further work will be undertaken to understand how these commissioned services can assist with this recommendation. The Direct Payments team has commenced a pilot project with our Community Initial Assessment Social Work Team. This involves matching Direct Payment staff with social work practitioners to provide support to service users at first point of contact. This initiative is designed to address technical and process questions and ensure that service users are in the strongest position possible to understand how DP could benefit them.	2024/25	Amy Hawkins	In progress
6	'Cracks in the Foundations' – Building Safety in Wales  Publication Date: August 2023  <a href="https://www.audit.wales/publication/cracks-foundations-building-safety-wales">https://www.audit.wales/publication/cracks-foundations-building-safety-wales</a>	Recommendation 5	Local authorities should develop local action plans that articulate a clear vision for building control to be able to plan effectively to implement the requirements of the Act. The Plans should: • be based on an assessment of local risks and include mitigation actions; • set out how building control services will be resourced to deliver all their statutory responsibilities; • illustrate the key role of building control in ensuring safe buildings and be linked to well-being objectives and other corporate objectives; and • include outcome measures that are focused on all building control services, not just dangerous structures.	N/a	Expand on existing action plans taking account of the requirements of the new building safety act.	Action plans in draft form.	Apr-24	Mark Wade	In progress
		Recommendation 6	Local authorities should urgently review their financial management of building control and ensure they are fully complying with Regulations. This should include: • establishing a timetable of regular fee reviews to ensure charges reflect the cost of services and comply with the Regulations; • annually reporting and publishing financial performance in line with the Regulations; • ensuring relevant staff are provided with training to ensure they apply the Regulations and interpret financial reporting correctly; and • revise fees to ensure services are charged for in accordance with the Regulations.		Fees and charges are determined on an annual basis following prescribed methodology to achieve cost recovery of the fee earning activities of the service. Financial statement produced year end and made available for public scrutiny. All relevant staff will continue to receive appropriate training.	Actioned and ongoing.	Complete and ongoing	Mark Wade	In progress
		Recommendation 7	Local authorities should work with partners to make better use of limited resources by exploring the potential for collaboration and regionalisation to strengthen resilience through a cost benefit analysis of partnering with neighbouring authorities, establishing joint ventures and/or adopting a regional model where beneficial.		Local authority partnership arrangements are long established and continue to be utilised. Discussions commenced to consider regional / collaborative working to include "hubs" of expertise to address the inevitable shortage of specialisms resulting from the introduction of the new building safety regime.	Discussions commenced, requires Welsh Government direction.	Apr-25	Mark Wade	In progress
		Recommendation 8	Local authorities should review risk management processes to ensure that risks are systematically identified, recorded, assessed, mitigated and subject to regular evaluation and scrutiny.		Corporate risk register established and monitored monthly. Long established quality management systems in place and closely monitored.	Established systems in operation	Complete and ongoing	Mark Wade	In progress



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7	Digital Strategy Review Publication Date: October 23	Recommendation 1	N/a	R1 When the Council conducts future reviews of its digital strategy, to help ensure it learns from the reviews and shares this learning widely the Council should: • determine if it had sufficient and appropriate information at the outset to determine the value and benefits of delivering the strategy overall and individual digital projects; • assess whether digital projects were delivered on time, to cost with perceived benefits being realised and identify any barriers preventing successful delivery of projects; • review the timeliness of its monitoring and reporting of progress to assess if emerging risks and issues were highlighted earlier enough for officers to deliver mitigating actions; and • review the effectiveness of the governance arrangements for its digital strategy to ensure they effectively support its delivery.	Audit Wales report and response to recommendations to be reported to Service Improvement, Regeneration and Finance Scrutiny Panel on 12th December 2023 and to follow thereafter to Governance & Audit Committee for information	See column G	See column G	Sarah Lackenby	In progress
	Setting of well-being objectives Publication Date: August 2023 <a href="https://www.audit.wales/publication/city-and-county-swansea-council-setting-well-being-objectives">https://www.audit.wales/publication/city-and-county-swansea-council-setting-well-being-objectives</a>			The Council should continue to build on the progress it has made in applying the sustainable development principle in the setting of its well-being objectives by: • ensuring that any future Service Plans also takes the opportunity to include expand the number of measures which focus on outcomes and impacts.	ensuring that cumulatively its refreshed Service Plans are able to effectively measure progress on delivering its WBOs, ensuring that any future Service Plans also takes the opportunity to include expand the number of measures which focus on outcomes and impacts.	When next reviewing service plans, examine how the golden thread between the steps in the corporate plan and the detail set out within service plans can be possibly strengthened.	Review during 2024/25 cycle	Richard Rowlands	In progress
9	Update on the progress the Council is making around its Transformation Programme Publication Date: October 2023	N/a	N/a	To ensure the longer-term ambitions and objectives across all the twelve transformation programmes are clear	All twelve programmes have identified intended outcomes and benefits in the Programme Description document which was agreed by Cabinet in April 2023	All Programme Sponsors have been asked to review and update their intended outcomes and benefits for consideration by the Transformation Delivery Board on 14 December 2023	14-Dec-23	Ness Young	In progress
				To ensure detailed planning documents have clearly defined timescales for when the Council plans to achieve the specified benefits and outcomes.	All Programme Sponsors will be asked to develop timescales for the planned achievement of intended outcomes and benefits, following TDB on 14 December	Planning documents will be updated and approved by individual programme boards and shared with TDB in March 2024.	31-Mar-24	Ness Young	In progress
				To ensure the MTFP demonstrates how savings are being delivered by the Council, differentiating between business as usual and transformation related savings	The MTFP for 2024-28 will explain how savings are being delivered and will show how much is expected to be delivered through transformation.	Savings delivery is being reported in quarterly budget monitoring reports to Cabinet and savings related to transformation can be distinguished from business as usual.	31-Mar-24	Ness Young	In progress
				To ensure the Transformation Delivery Board can identify interdependencies and opportunities between the twelve programmes	Transformation Delivery Board receives highlight reports on each programme using a corporate template which requires reference to be made to links with other programmes	The new highlight report will be tested at TDB on 14 December.	14-Dec-23	Ness Young	In progress
				To ensure the performance information focuses on benefits and outcomes as well as specific programme activities	All programme Sponsors have been asked to ensure that they include information on benefits and outcomes as they develop their programme metrics	TDB will review effectiveness of the programme's performance indicators in March 2024 ahead of the new financial year.	31-Mar-24	Ness Young	In progress
	Future / Pending Audits / Reports								
	Springing Forward (waiting for Swansea feedback)								
	Use of performance information – with a focus on service user feedback and outcomes								
	Thematic Review – Unscheduled Care								
	Thematic review – Financial Sustainability								
	Thematic review – commissioning and contract management								

Ref	Audit Wales Report	Recommendation Reference	All Wales Recommendations	Swansea Specific Recommendations	Actions to Achieve Recommendation	Progress to date	Target date for completion	Responsible Officer	Status - In progress / complete
						Nov-23			
	Planning for sustainable development – Brownfield regeneration								
	Recovery Planning								
	Corporate Joint Committees (CJCs)								
	Homelessness								