

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
						Jan-24			
1	<p>'A missed opportunity' – Social Enterprises.</p> <p>Publication Date: December 2022</p> <p><a href="https://www.audit.wales/publication/missed-opportunity-social-enterprises">https://www.audit.wales/publication/missed-opportunity-social-enterprises</a></p> <p>Adult Services Panel - 5th September 2023</p>	Recommendation 2	<p><b>Deliver Action Plan</b></p> <p>To drive improvement we recommend that the local authority:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> formally approve the completed Action Plan;</li> <li><input type="checkbox"/> regularly report, monitor and evaluate performance at relevant scrutiny committees; and</li> <li><input type="checkbox"/> revise actions and targets in light of the authority's evaluation and assessment of its performance.</li> </ul>	N/a	<p>We will co-produce, approve, publish and promote our regional vision for Social Enterprises.</p>	<p>Engagement with key regional stakeholders on a future vision for Social Enterprises in Swansea has commenced. A Missed Opportunities Action Plan has been baselined.</p>	2024/25	Lee Cambule	In progress
					<p>We will create an engagement plan for continuous communication and interaction with Social Enterprise providers across Swansea.</p>	<p>Work plan to develop an engagement plan concerning Social Enterprises is under development. A Missed Opportunities Action Plan has been baselined.</p>	2024/25	Lee Cambule	In progress
					<p>We will complete mapping and analysis of existing Social Enterprises across Swansea.</p>	<p>Work plan to map and analyse Social Enterprises in Swansea is under development. A Missed Opportunities Action Plan has been baselined.</p>	2024/25	Lee Cambule	In progress
					<p>We will support and deliver the Regional Social and Micro Enterprise Project Plan in line with key milestones, resources and constraints.</p>	<p>We are members of the regional planning group and a project plan is under development with external partners. A Missed Opportunities Action Plan has been baselined.</p>	2024/25	Lee Cambule	In progress
					<p>We will implement a framework for developing and promoting Social Enterprises in Swansea.</p>	<p>We have identified resource requirements to take a lead in developing a Social Enterprise framework. A Missed Opportunities Action Plan has been baselined.</p>	2024/25	Lee Cambule	In progress
					<p>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.</p>	<p>Work on a performance framework aligned to the Corporate Priority 'Tackling Poverty and Enabling Communities' is progressing. A Missed Opportunities Action Plan has been baselined.</p>	2024/25	Lee Cambule	In progress
					<p>We will work with our partners to promote Social Enterprises in Swansea and the value of social enterprise.</p>	<p>We have identified resource requirements to take a lead in engagement activities for this area. A Missed Opportunities Action Plan has been baselined.</p>	2024/25	Lee Cambule	In progress
					<p>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.</p>	<p>We have identified resource requirements to take a lead in engagement activities for this area. A Missed Opportunities Action Plan has been baselined.</p>	2024/25	Lee Cambule	In progress
					<p>We will work with our partners to improve the skills and capabilities relevant to Social Enterprises in Swansea.</p>	<p>We have identified resource requirements to take a lead in engagement activities for this area. A Missed Opportunities Action Plan has been baselined.</p>	2024/25	Lee Cambule	In progress
					<p>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.</p>	<p>We have identified resource requirements to take a lead in engagement activities for this area. A Missed Opportunities Action Plan has been baselined.</p>	2024/25	Lee Cambule	In progress
					<p>We will advise on available quality standards for social and micro enterprise.</p>	<p>Further discussions on quality standards and a suitable approach to implementing and evaluating them will be scheduled in 2024. A Missed Opportunities Action Plan has been baselined.</p>	2024/25	Lee Cambule	In progress
2	<p>'Together we can' – Community resilience and self-reliance</p> <p>Publication Date: January 2023</p> <p><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></p> <p>Adult Services Scrutiny</p>	Recommendation 2	<p>To help local authorities address the gaps they identify following their self-evaluation, we recommend that they:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> formally approve the completed Action Plan arising from the evaluation exercise;</li> <li><input type="checkbox"/> regularly report, monitor and evaluate performance at relevant scrutiny committees; and</li> <li><input type="checkbox"/> revise actions and targets in light of the authority's evaluation and assessment of its performance.</li> </ul>	N/a	<p><b>The two cross-directorate oversight groups that coordinate the delivery of the Corporate Priority 'Tackling Poverty and Enabling Communities' – the Swansea Council Poverty Forum and Enabling Communities Group – have undertaken an initial internal review of the evaluation tool. Based on the initial evaluation completed as part of the first recommendation (see closed actions), we have identified the following next steps to take this work forward.</b></p>				

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	Panel - 7th August 2023					Jan-24			
					Across Services and Cabinet Members consideration of the self-evaluation assessment and identification of associated actions.	A Together We Can Action Plan has been drafted but is subject to further review to finalise priorities and timescales.	Aug-24	Lee Cambule	In progress
					Finalising action plan including timescales	A Together We Can Action Plan has been drafted but is subject to further review to finalise priorities and timescales.	Apr-24	Lee Cambule	In progress
					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.	Definitions for communities, community resilience and community self-reliance have been incorporated into the draft refreshed Tackling Poverty Strategy which will be issued for public consultation in Spring 2024.	Apr-24	Lee Cambule	In progress
					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 Tackling Poverty Survey (August 2023) have informed key principles of our approach to community resilience and self-reliance. We have identified resource requirements to take a lead in engagement activities for this area.	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.	We have conducted a review of governance arrangements aligned with our Corporate Priority 'Tackling Poverty and Enabling Communities' and are developing new Terms of Reference documents.	Jun-24	Lee Cambule	In progress
					We will develop the tools and infrastructure to conduct and sustainably maintain a mapping of community assets.	We have identified resource requirements to take a lead in delivery activities for this area as part of the Enabling Communities Transformation Programme.	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.	We have identified resource requirements to take a lead in delivery activities for this area as part of the Enabling Communities Transformation Programme.	Apr-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.	We have identified resource requirements to take a lead in engagement activities for this area as part of the Enabling Communities Transformation Programme.	Sep-24	Lee Cambule	In progress
					We will explore existing relationships and develop new partnerships / collaborative working practices throughout communities across Swansea.	We have identified resource requirements to take a lead in engagement activities for this area as part of the Enabling Communities Transformation Programme.	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, handbook and toolkit are being finalised. We have identified resource requirements to take a lead in engagement activities for this area as part of the Enabling Communities Transformation Programme.	Dec-24	Lee Cambule	In progress
3	'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	N/a	Refresh the Tackling Poverty Strategy	The refresh of the Swansea Tackling Poverty Strategy has been progressing and a draft refreshed strategy is going through review and will soon be issued for public consultation. This work has identified seven key themes which will be presented for further engagement and co-production activities, so that people with lived experience play an active role in shaping our priorities and actions early in the lifecycle of this strategy.	Mar-24	Lee Cambule	In progress

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			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: <ul style="list-style-type: none"> <li><input type="checkbox"/> include SMART local actions with a greater emphasis on prevention;</li> <li><input type="checkbox"/> include a detailed resourcing plan for the length of the strategy;</li> <li><input type="checkbox"/> be developed with involvement from other public sector partners, the third sector, and those with experience of poverty;</li> <li><input type="checkbox"/> include a robust set of consistent outcome indicators and measures to increase understanding of poverty locally;</li> <li><input type="checkbox"/> be subject to annual public reporting to enable a whole system view of poverty locally to help</li> </ul>		Develop a Poverty Performance Framework	Jan-24 The performance framework is 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
4	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>  Adult Services Scrutiny Panel - 8th November 2022	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		Work is in progress and ongoing. 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. Information on advocacy and how to access is contained within the Social Work Practice Handbook. We are working currently to review and update our public information on advocacy and this work is almost complete. The commissioned provider has a schedule of visits to all social work teams to explain the service they provide more fully. The commissioned provider is also undertaking a schedule of awareness raising of their service with provider organisations and members of the public. The direct payment team are working alongside the child and family services' academy providing early support and dialogue around the provision of direct payments and recruitment of personal	2024/25	Amy Hawkins	Social Work Handbook complete. The other actions are in progress
5	'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>  Service Improvement, Regeneration and Finance Panel - 12th March 2024	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: <ul style="list-style-type: none"> <li>• be based on an assessment of local risks and include mitigation actions;</li> <li>• set out how building control services will be resourced to deliver all their statutory responsibilities;</li> <li>• illustrate the key role of building control in ensuring safe buildings and be linked to well-being objectives and other corporate objectives; and</li> <li>• include outcome measures that are focused on all building control services, not just dangerous structures.</li> </ul>	N/a	Expand on existing action plans taking account of the requirements of the new building safety act.	Work in progress, LABC (Local Authority Building Control National membership organisation) is extending the support already provided to Welsh LAs to assist in creating an action plan to satisfy the recommendation.	Apr-24	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. LABC is preparing guidance for Local Authorities in respect of alternative service delivery models including shared service or regional building control	Apr-25	Mark Wade	In progress
6	Update on the progress the Council is making around its Transformation Programme  Publication Date: October 2023  <a href="https://www.audit.wales/">https://www.audit.wales/</a>	N/a	N/a	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 will be distinguished in 2025-28	31-Mar-24	Ness Young	In progress

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	publication/city-and-county-swanea-update-progress-council-making-around-its-transformation			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	Jan-24 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
7	Use of Performance Information  Publication Date: 8th Jan 24  <a href="https://www.audit.wales/publication/city-and-county-swanea-use-performance-information-service-user-perspective-and">https://www.audit.wales/publication/city-and-county-swanea-use-performance-information-service-user-perspective-and</a>  Service Improvement, Regeneration and Finance panel - 9th April 2024	R1	N/a	Information on the perspective of the service user: • the Council should strengthen the information it provides to its senior leaders to enable them to understand how well services and policies are meeting the needs of service users.	Review the corporate performance indicators and success measures which are reported to senior leaders to consider how these could be strengthened in terms of measuring service user perspectives.	Review each year as part of the Service Planning process	30-Apr-24	Richard Rowlands	In progress
8	Springing Forward - Workforce  Publication Date: 29 Dec 23  <a href="https://www.audit.wales/publication/city-and-county-swanea-council-springing-forward-workforce">https://www.audit.wales/publication/city-and-county-swanea-council-springing-forward-workforce</a>  Service Improvement, Regeneration and Finance Panel - 9th May 2024	R1	N/a	The Council should identify the medium-term resource implications of delivering its Workforce Strategy to support appropriate delivery arrangements	The transformation delivery board has approved temporary funding to create additional capacity within the HR&OD service until March 2025 in order to deliver elements of the Workforce Strategy.  Consideration will need to be given to the long term delivery arrangements and ways in which the 2022-2026 strategy can be completed but also the new 2026-2030 plan can be devised and achieved.	See column G  See column G	29-Mar-25  27-Mar-26	Rachael Davies  Ness Young	In progress  In progress
		R2	N/a	The Council should expand its use of benchmarking information to help it to effectively measure success and value for money of its workforce arrangements.	Explore other methods of data benchmarking with all-Wales HR Director network	See column G	27-Dec-24	Rachael Davies	In progress
9	Sustainable development? – making best use of brownfield land and empty buildings  Publication Date: 25th January 2024  <a href="https://www.audit.wales/publication/sustainable-development-making-best-use-brownfield-land-and-empty-buildings">https://www.audit.wales/publication/sustainable-development-making-best-use-brownfield-land-and-empty-buildings</a>  Service Improvement, Regeneration and Finance Panel - 9th May 2024	R1	To enable stakeholders to assess potential sites councils should create a systematic process to find and publicise suitable sites for regeneration:  • this should draw on data already held by councils, as well as external data sources to develop a composite and more complete picture of sites; and • where known, key barriers should be named to help efforts to overcome them		The Council will undertake a systematic assessment all land within the settlement boundaries of Swansea, with a particular focus on brownfield land as part of efforts to safeguard and enhance greenfield infrastructure assets. The assessment process will benefit from engagement and consultation with key stakeholders and partners, and feed into the formation of the Council's Local Development Plan. The assessment will draw on data held by the council, and another other available external data, to develop a comprehensive list of potential sites that will be publicised as part of the LDP process. This will identify where constraints may exist and need to be addressed and/or mitigated to help facilitate development.	See column G	Initial assessment undertaken in year 2024/25. Final, approved list of sites for regeneration and development to be confirmed in adopted LDP – anticipated end of 2026.	Phillip Holmes	In progress

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	Finance Plan - date to	R2	To help ensure that regeneration activity and the shaping of the environment is informed by the needs of communities Councils should increase opportunities for community-based involvement in regeneration, both in plan-making and actual development.		The Council will maximise opportunities for involvement of community groups and individuals in both plan-making and specific development proposals by:  - Complying fully with the Community Involvement Strategy for the replacement Local Development Plan, which was agreed with the Welsh Government in 2023. This details the range of processes and approaches taken to involving key stakeholders in the process of development pan formation, including the process of identifying sites for regeneration - Consulting widely with key stakeholders and any potentially affected parties regarding specific development proposals submitted to the planning authority. This will be undertaken in full compliance with statutory procedures for such consultation and engagement on regeneration proposals, and any other development that will shape the environment	Jan-24	Ongoing	Phillip Holmes	In progress
		R3	To provide focus and impetus to developing brownfield sites Councils should review their current regeneration approaches and where appropriate set clearer, more ambitious regeneration policies and targets. Together these should: • set out the approach and expectations of the council; • set out how their approach will be resourced; and • set out how the approach aligns with national policy goals and regional planning priorities		The Council will continue to review its key priorities and approaches to regeneration on an annual basis, and where appropriate amends the targets associated with these and having regard to available budgets. This will be undertaken as part of the work to produce the Service Plan for Regeneration and Planning.	See column G	Regular annual review – to coincide with the new financial year	Phillip Holmes	In progress
	<b>Future / Pending Audits / Reports</b>								
	Springing Forward (Assets)								
	Thematic Review – Unscheduled Care								
	Thematic review – Financial Sustainability								
	Thematic review – commissioning and contract management								
	Recovery Planning								
	Homelessness								