

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
1	'A missed opportunity' – Social Enterprises. Publication Date: December 2022 https://www.audit.wales/publication/missed-opportunity-social-enterprises Adult Services Panel - 5th September 2023	Recommendation 2	Deliver Action Plan 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.	Jan-24 May 24 update - Engagement with key regional stakeholders on a future vision for Social Enterprises in Swansea continuing. A Missed Opportunities Action Plan has been baselined.	2024/25	Lee Cambule	In progress
					We will create an engagement plan for continuous communication and interaction with Social Enterprise providers across Swansea.	May 24 update - Development of an engagement plan concerning Social Enterprises has been rescheduled following replanning of resources. A Missed Opportunities Action Plan has been baselined.	2024/25	Lee Cambule	In progress
					We will complete mapping and analysis of existing Social Enterprises across Swansea.	May 24 update - Work plan to map and analyse Social Enterprises in Swansea is continuing. A Missed Opportunities Action Plan has been baselined.	2024/25	Lee Cambule	In progress
					We will support and deliver the Regional Social and Micro Enterprise Project Plan in line with key milestones, resources and constraints.	May 24 update - 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.	2024/25	Lee Cambule	In progress
					We will implement a framework for developing and promoting Social Enterprises in Swansea.	May 24 update - We have identified resource requirements to take a lead in developing a Social Enterprise framework. A Missed Opportunities Action Plan has been baselined.	2024/25	Lee Cambule	In progress
					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.	May 24 update - 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.	2024/25	Lee Cambule	In progress
					We will work with our partners to promote Social Enterprises in Swansea and the value of social enterprise.	May 24 update - We have identified resource requirements to take a lead in engagement activities for this area. A Missed Opportunities Action Plan has been baselined.	2024/25	Lee Cambule	In progress
					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.	May 24 update - We have identified resource requirements to take a lead in engagement activities for this area. A Missed Opportunities Action Plan has been baselined.	2024/25	Lee Cambule	In progress
					We will work with our partners to improve the skills and capabilities relevant to Social Enterprises in Swansea.	May 24 update - We have identified resource requirements to take a lead in engagement activities for this area. A Missed Opportunities Action Plan has been baselined.	2024/25	Lee Cambule	In progress
					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.	May 24 update - We have identified resource requirements to take a lead in engagement activities for this area. A Missed Opportunities Action Plan has been baselined.	2024/25	Lee Cambule	In progress
We will advise on available quality standards for social and micro enterprise.	May 24 update - Further discussions on quality standards and a suitable approach to implementing and evaluating them will be scheduled later in 2024. A Missed Opportunities Action Plan has been baselined.	2024/25	Lee Cambule	In progress					
2	'Together we can' – Community resilience and self-reliance Publication Date: January 2023 https://www.audit.wales/publication/together-we-can-community-resilience-and-self-reliance Adult Services Scrutiny Panel - 7th August 2023	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	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.				
					Across Services and Cabinet Members consideration of the self-evaluation assessment and identification of associated actions.	May 24 update - We have appointed a lead officer to take forward further engagement and coordination of action planning for our 'Together We Can' Action Plan..	Sep-24	Lee Cambule	In progress

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						Jan-24			
					Finalising action plan including timescales	May 24 update - 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.	May 24 update - 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 mid 2024.	Sep-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.	May 24 update - Findings of the Tackling Poverty Survey (August 2023) have informed key principles of our approach to community resilience and self-reliance. We have proposed key principles for this approach as part of the refreshed Tackling Poverty Strategy, subject to public consultation.	Sep-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.	May 24 update - We have conducted a review of governance arrangements aligned with our Corporate Priority 'Tackling Poverty and Enabling Communities' and are currently updating relevant 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.	May 24 update - We have identified resource requirements to take a lead in delivery activities for this area as part of the Enabling Communities Transformation Programme.	Jan-25	Lee Cambule	In progress
					We will conduct and sustainably maintain knowledge of local individuals and organisations supporting community resilience and self-reliance across Swansea.	May 24 update - We have identified resource requirements to take a lead in delivery activities for this area as part of the Enabling Communities Transformation Programme.	Jan-25	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.	May 24 update - Based on our corporate Co-production Policy, we have identified key tasks to explore the process of community co-production and social value, which will directly support our goals of making communities more self-reliant and involved in service developments.	Dec-24	Lee Cambule	In progress
					We will explore existing relationships and develop new partnerships / collaborative working practices throughout communities across Swansea.	May 24 update - 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.	May 24 update - 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 https://www.audit.wales/publication/time-change-poverty-wales	Recommendation 2	Local strategies, targets & performance reporting for tackling & alleviating poverty 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 improve	N/a	Refresh the Tackling Poverty Strategy	May 24 update - 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
					Develop a Poverty Performance Framework	May 24 update - 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

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5	'Cracks in the Foundations' – Building Safety in Wales Publication Date: August 2023 https://www.audit.wales/publication/cracks-foundations-building-safety-wales Service Improvement, Regeneration and Finance Panel - 12th March 2024 G&AC - tbc	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.	May 24 update - 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. Revised management arrangements are now in place in Building Control following recent retirements to ensure continuity of service. Future structure of service is under review also. Council Building Control Officers are now registered as Building Safety Inspectors (BSI) - 1x Class 3, 2 x Class 2a-f, 3 x Class 1 (1 is awaiting results for Class 2a).	Jul-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.	May 24 update - 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. An all Wales meeting is being held in May 2024 with LABC to discuss service delivery models.	Apr-25	Mark Wade	In progress
8	Springing Forward - Workforce Publication Date: 29 Dec 23 https://www.audit.wales/publication/city-and-county-swanea-council-springing-forward-workforce Service Improvement, Regeneration and Finance Panel - 9th May 2024 G&AC - tbc	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.	May 24 update - Consideration will be given to the impact of temporary resource ending in 2025 during Q2 along with any mitigating proposals to request	29-Mar-25	Rachael Davies	In progress
					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.	May 24 update - Future funding requirements for implementation of the workforce strategy will be considered as part of future budget planning rounds. The focus for 2024-25 is to deliver the programme already agreed and funded.	27-Mar-26	Ness Young	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	May 24 update - The all wales data benchmarking hub for workforce groups is now being utilised when comparisons are required with other Welsh LA's e.g. absence levels, size of teams, etc.	27-Dec-24	Rachael Davies	In progress
9	Sustainable development? – making best use of brownfield land and empty buildings Publication Date: 25th January 2024 https://www.audit.wales/publication/sustainable-development-making-best-use-brownfield-land-and-empty-buildings Service Improvement, Regeneration and Finance Panel - 12th March 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.	May 24 update - As part of preparation of the Swansea Local Development Plan 2023-2038 (LDP2) the Council is undertaking work in consultation with key stakeholders (see below) on the key issues, overall vision and the main objectives that will lay the foundation for the new Plan. At this stage it is also seeking to identify different scenarios regarding the scale and type of growth that Swansea should plan for based on the evidence available on things like future changes in population and what the future economy will look like. This includes ideas around how future growth could be spread across the County and where development should be focussed. The evidence base to be formulated as part of this work includes undertaking a full assessment of available brownfield land considered potentially appropriate and deliverable for development schemes. The target date for production of a draft report on this evidence is October 2024.	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 Panel - date tbc G&AC - tbc	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 plan 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 May 24 update - Community groups and individuals are being encouraged to partake in the Swansea LDP 2023-2038 plan-making process through a public consultation and stakeholder engagement process running for a minimum 8 week period until June 14th 2024. The approach being taken fully complies with the Community Involvement Strategy for LDP2 as set out in the Delivery Agreement agreed with the Welsh Government, and includes new innovative, digital approaches to engage potentially interested parties as well as more traditional forms of engagement. Further details are set out at www.swansea.gov.uk/LDP2 Appropriate consultation is being undertaken with key stakeholders and any potentially affected parties undertaken as standard on specific development proposals submitted to the planning authority, in full compliance with statutory procedures	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.	May 24 update - New Service Plan for Regeneration and Planning for year 2024/25 formulated and agreed, which contains a number of actions and objectives for the service relating to the delivery of regeneration projects at brownfield locations. The new Service Plan highlights the successes of the previous year in this respect including: •Successfully bid for £20m from the UK Government as part of its levelling-up programme for a Lower Swansea Valley project. •Regional Lead for £138m Shared Prosperity Fund for South West Wales. Regional Lead for £27m Welsh Government Transforming Towns Regeneration Programme. •£39.8m investment in Swansea through the Shared Prosperity Fund, a number of anchor projects underway plus 25 open call projects approved and more in the pipeline. •Final stages of implementation of projects to redevelop and safeguard listed buildings in the city centre - Albert Hall and the Palace Theatre •Ty Dewi Sant demolished •Z1/72 Kingsway work progressing due to open 2024 •Purchased Debenhams unit and remarketed •Penderyn Distillery opened •Delivered high quality development aligned to placemaking principles at a range of scales and on a wide	Regular annual review – to coincide with the new financial year	Phillip Holmes	In progress
10	City and County of Swansea – Springing Forward – Assets Publication Date: 4th March 2024 https://www.audit.wales/publication/city-and-county-swansea-springing-forward-assets Service Improvement, Regeneration and Finance Panel - date tbc G&AC - tbc	R1		The Council should strengthen its understanding and evaluation of the performance of its assets by •developing arrangements to improve the data that it holds on the condition of its assets, ensuring that the information is sufficient and routinely updated, comprehensive, and that the information is used effectively to inform its decision making;	From financial year 2024/25 we will start a 5-year programme carrying out condition surveys of our assets. The surveys will be in the same format as those used for our Education assets, the Welsh Government methodology that was introduced in 2018. This will be a rolling programme so that surveys are updated every 5 years, and any defects identified will be included within the Capital Maintenance programme, budget permitting. The Condition surveys will be shared with Premise Managers.	May 24 update - See Column G	Mar-29	Nigel Williams	In progress
				The Council should strengthen its understanding and evaluation of the performance of its assets by •ensuring effective monitoring arrangements that cover the breadth of its asset management activities;	Within constraints of existing/reducing resources we will continue to monitor and engage services via our Asset Management Group as well as ensuring that Asset implications are formally identified through the service planning process. This will then be reported for information to Corporate Briefing as part of the annual review of the AMP.	May 24 update - See Column G	Annual Review	Geoff Bacon	In progress

