

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
						01/01/2024 - August 2024			
1	<p>'A missed opportunity' – Social Enterprises.</p> <p>Publication Date: December 2022</p> <p>https://www.audit.wales/publication/missed-opportunity-social-enterprises</p> <p>Adult Services Panel - 5th September 2023</p>	Recommendation 2	<p>Deliver Action Plan</p> <p>To drive improvement we recommend that the local authority:</p> <ul style="list-style-type: none"> <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	<p>We will co-produce, approve, publish and promote our regional vision for Social Enterprises.</p> <p>We will create an engagement plan for continuous communication and interaction with Social Enterprise providers across Swansea.</p> <p>We will complete mapping and analysis of existing Social Enterprises across Swansea.</p> <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 will implement a framework for developing and promoting Social Enterprises in Swansea.</p> <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>We will work with our partners to promote Social Enterprises in Swansea and the value of social enterprise.</p> <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 will work with our partners to improve the skills and capabilities relevant to Social Enterprises in Swansea.</p> <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 will advise on available quality standards for social and micro enterprise.</p>	<p>Engagement with key regional stakeholders on a future vision for Social Enterprises in Swansea is continuing.</p> <p>Development of an engagement plan concerning Social Enterprises has been rescheduled following replanning of resources.</p> <p>Work plan to map and analyse Social Enterprises in Swansea is continuing with support from partner organisations.</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> <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> <p>Work on a performance framework aligned to the Corporate Priority 'Tackling Poverty and Enabling Communities' has been delayed but is now recommencing. A Missed Opportunities Action Plan has been baselined.</p> <p>We have identified resource requirements to take a lead in engagement activities for this area.</p> <p>We have identified resource requirements to take a lead in engagement activities for this area.</p> <p>We have identified resource requirements to take a lead in engagement activities for this area.</p> <p>We have identified resource requirements to take a lead in engagement activities for this area.</p> <p>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.</p>	<p>2024/25</p> <p>2024/25</p> <p>2024/25</p> <p>2024/25</p> <p>2024/25</p> <p>2024/25</p> <p>2024/25</p> <p>2024/25</p> <p>2024/25</p> <p>2024/25</p> <p>2024/25</p>	<p>Lee Cambule</p> <p>Lee Cambule</p> <p>Lee Cambule</p> <p>Lee Cambule</p> <p>Lee Cambule</p> <p>Lee Cambule</p> <p>Lee Cambule</p> <p>Lee Cambule</p> <p>Lee Cambule</p> <p>Lee Cambule</p>	<p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p> <p>In progress</p>
2	<p>'Together we can' – Community resilience and self-reliance</p> <p>Publication Date: January 2023</p> <p>https://www.audit.wales/publication/together-we-can-community-resilience-and-self-reliance</p> <p>Adult Services Scrutiny Panel - 7th August 2023</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"> <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	<p>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.</p> <p>Across Services and Cabinet Members consideration of the self-evaluation assessment and identification of associated actions.</p> <p>Finalising action plan including timescales</p> <p>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.</p>	<p>We have appointed a lead officer to take forward further engagement and coordination of action planning for our 'Together We Can' Action Plan.</p> <p>A Together We Can Action Plan has been drafted but is subject to further review to finalise priorities and timescales.</p> <p>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.</p>	<p>Sep-24</p> <p>Apr-24</p> <p>Sep-24</p>	<p>Lee Cambule</p> <p>Lee Cambule</p> <p>Lee Cambule</p>	<p>In progress</p> <p>In progress</p> <p>In progress</p>

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					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 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.	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.	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.	We have identified resource requirements to take a lead in delivery activities for this area as part of the Enabling Communities Transformation Programme.	Mar-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.	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.	We have identified resource requirements to take a lead in engagement activities for this area as part of the Enabling Communities Transformation Programme. This includes establishing a new Community Engagement forum and taking forward proposals for a Lived Experience Panel.	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 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 delivery and support.	N/a	Refresh the Tackling Poverty Strategy	The refresh of the Swansea Tackling Poverty Strategy is going through final review and approval to be issued for public consultation. This work identified a revised definition of poverty, core principles and eight key themes which will be presented for further consultation, so that people with lived experience play an active role in shaping our priorities and actions early in the lifecycle of this strategy.	Dec-24	Lee Cambule	In progress
					Develop a Poverty Performance Framework	The draft performance framework is being updated 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.	Dec-24	Lee Cambule	In progress
4	'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	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.	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. There is no confirmed date from WG for implementation of the act as yet.	Apr-25	Mark Wade	In progress

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	G&AC - tbc	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
5	Springing Forward - Workforce Publication Date: 29 Dec 23 https://www.audit.wales/publication/city-and-county-swansea-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.	A review of budgets across the Corporate Services Directorate has identified funding that will be used to continue funding the additional staff capacity from 2025-26.	29-Mar-25	Rachael Davies	Complete
					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.	A review of budgets across the Corporate Services Directorate has identified funding that will be used to continue funding the additional staff capacity from 2025-26. The workforce strategy and programme will be reviewed during 2025-26 and updated for the period 2026-2030. Staff resource requirements will be considered during that process.	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	2023-24 benchmarking data now available from all Councils in the all-Wales workforce data hub. Item to be discussed at September HRD network meeting.	27-Dec-24	Rachael Davies	In progress
6	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 - date tbc G&AC - tbc	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.	Production of initial draft assessment of land within settlement being ongoing and can be subject to public consultation and stakeholder engagement alongside LDP2 Preferred Strategy.	Initial assessment undertaken in year 2024/25. Public consultation and stakeholder engagement on LDP2 Preferred Strategy anticipated in early 2025. Final, approved list of sites for regeneration and development to be confirmed in adopted LDP – anticipated end of 2026.	Phillip Holmes	In progress
		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	A public consultation on the new LDP2 was carried out between April and June 2024 - focussing on key issues, vision, objectives, and options for growth. A range of community groups and stakeholder organisations, as well as the public, were targetted. The Council has sought to maximise involvement through the use of new, innovative approaches to consultation, in particular the use of a virtual consultation room available at https://swansealdp2.consultation.ai/ The council are considering the comments received as part of ongoing work to produce the draft 'LDP2 Preferred Strategy', which is expected for consultation towards the end of 2024/early 2025.	Ongoing	Phillip Holmes	In progress

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		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: <ul style="list-style-type: none"> 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.	New Service Plan for 24/25 agreed, which incorporates a range of commitments and objectives for regeneration projects.	Regular annual review – to coincide with the new financial year	Phillip Holmes	In progress
7	City and County of Swansea – Springing Forward – Assets Publication Date: 4th March 2024 https://www.audit.wales/publication/city-and-county-swanea-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 <ul style="list-style-type: none"> 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.	See Column G	Mar-29	Nigel Williams	In progress
				The Council should strengthen its understanding and evaluation of the performance of its assets by <ul style="list-style-type: none"> 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.	See Column G	Annual Review	Geoff Bacon	In progress
				The Council should strengthen its understanding and evaluation of the performance of its assets by <ul style="list-style-type: none"> expand its use of benchmarking information to help it to effectively measure success and value for money of its assets arrangements.; 	Benchmarking will be discussed as part of the ACES/CLAW network to identify what, if any practical and effective data could be utilised.	See Column G	Annual Review	Geoff Bacon	In progress
	Thematic Review – Unscheduled Care								
	Thematic review – Financial Sustainability								
	Thematic review – commissioning and contract management								
	Recovery Planning								
	Homelessness								