SUBJECT	**Audit Wales Work Programme: Council Progress Update**
MEETING:	**Governance and Audit Committee**
DATE:	**28th January 2026**
DIVISION/WARDS AFFECTED: All	

1.   PURPOSE

1.1   To provide the committee with an update on the council's progress against the Audit Wales Work Programme up to January 2026 so that the committee can assure itself of the progress of the council's response.

2.   RECOMMENDATIONS

2.1   That members scrutinise the council's response to the Audit Wales work programme, seeking assurance that adequate progress is being made.

2.2   That members refer any issues contained within Audit Wales national studies to other committees for consideration where they identify there are findings of particular relevance to the council that need further scrutiny.

3.   KEY ISSUES

3.1   Each year, Audit Wales produces an Audit Plan, which sets out the work they intend to undertake to discharge their duties, and this is presented to Governance and Audit Committee upon publication. The performance audit work programme set by Audit Wales focusses on discharging duties in relation to value for money and sustainable development:
  - Value for money - The Council has to put in place arrangements to get value for money for the resources it uses.
  - Sustainable development principle - The Council needs to comply with the sustainable development principle when setting and taking steps to meet its well-being objectives.

3.2   This report provides an update on the progress being made by the council in implementing the findings of Audit Wales reviews. This includes an update on progress against existing recommendations, followed by the latest local audit work carried out since the last review, with an accompanying management response. Recommendations that require further attention are marked as 'open' – these can be found in appendix 1. Where a recommendation has been assessed as being adequately addressed, it is 'closed' and explanation why included – these can be found in appendix 3. Some of the forward-looking actions committed to by the authority are likely to be reflected within other council strategic documents such as the Community and Corporate Plan, enabling strategies, the Whole Authority Strategic Risk Assessment and the Medium-Term Financial Plan.

3.3   As well as local work at each council, Audit Wales carries out national studies across the local government sector to make recommendations for improving value for money, and all of these reports are published on www.audit.wales/publications. Whilst the findings of these studies are not necessarily specific to Monmouthshire County Council, those of greatest relevance are shared with the most appropriate service area to consider their findings and recommendations and to respond accordingly. Appendix 2 identifies the studies most applicable to the council since the last iteration of this report, along with a management response outlining service area's actions in response to the study.

3.4   Governance and Audit Committee has a role in ensuring the council is responding to the findings from national studies and can also refer them to another scrutiny committee if they feel the report requires further in-depth consideration beyond the response already provided by the service area. The committee may also refer issues to Democratic Services Committee.

3.5   The council works closely with regulators and inspectors to quality-assure activities as this is vital to ensuring improvement. Their feedback is valued, and their assessments are used to help us focus on the things we need to improve. Their findings informed the council's own self-assessment of its performance in 2024/25. The Audit Wales work programme and timetable updates that are shared with the committee, provide the latest update on the work of Audit Wales, Estyn and Care Inspectorate Wales. Findings from Estyn and Care Inspectorate Wales have their own monitoring arrangements in place.

3.6   Audit Wales, as part of their ongoing annual audit work programme, may follow up progress in any of the open or recently closed proposal areas.

4.   REASONS

To ensure the authority responds appropriately to Audit Wales recommendations to secure the improvements required.

5.   RESOURCE IMPLICATIONS

Finance and any other resource implications of activity related to responses to the recommendations will need to be considered by the relevant responsibility holders.

6.   CONSULTEES

Individual audit report recommendation responsible officers
Deputy Chief Executive

7.   BACKGROUND PAPERS

Audit Wales Audit Plan
Audit Wales work programme and timetable update

8.   AUTHORS

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Appendix 1

Open Audit Wales Proposals for Improvement

Performance Data Proposals

Report	Audit Wales Use of Performance Information: Service User Perspective and Outcomes – March 2024		
Summary of findings	Audit Wales sought to answer the question: Does the Council's performance data enable senior leaders to understand the service user perspective and the outcomes of its activities to effectively manage its performance? Overall, Audit Wales found that the council provides some performance information to enable senior leaders to understand the perspective of service users, but information on outcomes is limited restricting their ability to manage performance effectively. The Audit Wales national report 'Use of performance information: service user perspective and outcomes A summary of findings from our review at Welsh councils' is available here Councils use of performance information: service user perspective and outcomes | Audit Wales.	Status	Open
Audit Wales Recommendations	The Council should strengthen the information it provides to its senior leaders to enable them to gain a more comprehensive understanding of how well services and policies are meeting the needs of service users.		
	The Council should strengthen the information provided to senior leaders to help them understand the impact of its services and evaluate whether it is delivering its long-term objectives and intended outcomes.		
	The Council needs to assure itself that it has robust arrangements to check the quality and accuracy of the service user and outcomes data it provides to senior leaders		

Planned actions	Desired Result	Action	Responsible Officer & Timescale	Progress so far

	Further develop arrangements to focus on outcome and impact measures and embed an evaluative mindset.	Support service managers to strengthen the use of evidence, including impact measures and those from the service user perspective, in their self-assessment of service performance within service business plans.	Performance & Data Insight Manager April 2026	Quality assurance was carried out on all service business plans in Q2 of 2024/25. Quality assurance of 2025-28 service business plans in currently underway. This assesses whether plans are meeting service business planning principles, including using relevant and robust performance data measures. Feedback is provided to managers, where required, on the need to improve and expand on the use of performance data within their plans. Guidance on identifying and using performance data within service business plans is available to all staff on the Hub. Further performance management training, including guidance on developing effective impact-based performance measures, will be developed ahead of the completion of 2026/27 plans to further support the strengthened use of service business plans.

| | Strengthened arrangements to ensure quality and accuracy of data. | Conduct a data maturity assessment and use the findings to inform any further development of arrangements or targeted action we need to take to improve data accuracy, in coordination with internal audit. | Performance & Data Insight Manager

September 2026 | The Digital and Data Strategy was approved by Cabinet in July 2024. A commitment within this strategy is to undertake a data maturity assessment to gain a greater understanding of data knowledge and capability within the organisation.

A full data maturity assessment has not yet been completed. Data standards for the council have been developed to improve how the Council manages data, ultimately aimed at improving data maturity. Support has been provided through the council's system and data administrators network on ensuring the standards are consistently applied. Further specific assessment of data maturity will be undertaken through the year. The findings of this will inform targeted improvements in data arrangements, where needed. |

Financial Sustainability Proposals

Report	Audit Wales Financial Sustainability Review – October 2024		
Summary of findings	Audit Wales found that the council has a clear understanding of its financial position and recognises the need to strengthen its use of data to better understand and mitigate longer-term cost pressures. It also found that the council's s reporting arrangements support clear and regular oversight of its current financial position, but reporting on the long-term impact of financial decisions is less well-developed. Overall they found that although the Council is developing a longer-term approach to financial planning, it is yet to identify how it will close its future funding gap. Given its low reserves levels, the Council will need to work at pace to implement its financial strategy and strengthen its financial resilience. The full report can be found here: Financial Sustainability Review – Monmouthshire County Council.	Status	Open

Audit Wales Recommendations	To address its medium to long-term financial sustainability, the Council should urgently implement the delivery plan for its new financial strategy. Specifically, it should: • develop its Change and Improvement Plan to identify sustainable ways to deliver services whilst addressing its forecast funding gap; • utilise effective modelling and data to support its long-term approach to financial sustainability; and • ensure it has appropriate arrangements to monitor and report the impact of its financial strategy, in particular the Change and Improvement Plan, on service users and delivery of well-being objectives.			
	Desired Result	**Action**	**Responsible Officer & Timescale**	**Progress so far**
Planned actions	A Change and Improvement Plan which identifies sustainable ways to deliver services whilst addressing the forecast funding gap.	To develop a Change and Improvement plan to enable delivery of required savings over the medium term.	Cabinet/Strategic Leadership Team Ongoing	An Organisation Development Framework 'For Purpose, On Purpose – F-POP' has been developed with Strategic Leadership and Cabinet. 'F-POP' was launched to all Senior Leaders and all staff in November 2025. A Change Agent Network has also been established to drive forward this work, with a focus on supporting and enabling the achievement of strategic priorities and outcomes. Further work is needed to bring forward the formal approval of the delivery framework which sets out the guiding principles for 'F-POP'. This will outline the decision-making framework, the Programme Structure including the seven Programme Themes; the delivery plan; the delivery team/Programme Management Office and the Programme governance.

A Medium-Term Financial Plan which outlines how the objectives of the Medium-Term Financial Strategy will be delivered, with a view to supporting a long-term approach to financial sustainability.	To use the Medium-Term Financial Strategy to develop the Medium-Term Financial Plan to inform the 2025/26 budget setting process.	Head of Finance March 2025 - Completed	The Medium-Term Financial Plan was updated to inform the 2025/26 budget setting process. The next iteration of the plan will be developed and considered alongside and to inform the 2026/27 budget setting process.
Regular and appropriate monitoring of progress in delivering the Medium-Term Financial Strategy and delivery plan.	To produce six-monthly updates on the council's medium term financial planning, including latest modelling and data used.	Head of Finance Six-monthly – complete and ongoing	The latest medium term financial planning update was presented to Cabinet in November 2025. This provided Cabinet with the latest progress in implementing the medium-term financial strategies' delivery plan, which translates the strategy into deliverable action.
Regular and appropriate monitoring of progress in achieving community and corporate plan objectives.	To produce a six-monthly update on progress against the council's well-being objectives set in the community and corporate plan.	Chief Officer People, Performance & Partnerships Six monthly – complete and ongoing	Six-monthly reporting has been undertaken on the progress with the council's community and corporate plan objectives. A self-assessment report assessing progress during 2024/25 was presented to Council in October 2025. An assessment of progress made in the first 6 months of 2025/26 was also presented to Cabinet in December 2025.

Performance Management Proposals

Report	Audit Wales Performance Management Arrangements Review – December 2024		
Summary of findings	Overall, Audit Wales found that the council has proper arrangements in place to manage its performance and is proactive in identifying areas for improvement. They found that the council has a maturing performance management system that support delivery of its corporate objectives, and that it has	Status	Open

	reviewed the effectiveness of its performance management arrangements and identified areas of improvement. However, whilst performance reporting is moving towards being more balanced, there are examples where underperformance is not presented in as much detail as positive performance. The full report can be found here: Monmouthshire County Council – Review of Performance Management Arrangements.			
Audit Wales Recommendations	The Council should ensure that its performance management arrangements continue to support transparent and robust scrutiny of performance. In order to continue the progress already made, it should: • increase the consistency of service planning; • promote the training resources and support available; and • ensure that areas of underperformance are consistently and adequately mitigated with robust explanation.			
	Desired Result	**Action**	**Responsible Officer & Timescale**	**Progress so far**
Planned actions	Service business plans are consistently completed, applying the service business planning principles.	Complete annual quality assurance of Service Business Plans and support managers to implement the findings.	Cabinet/Strategic Leadership Team February 2026	Quality assurance of 2025-28 service business plans is currently underway. This has found that there has continued to be improvement in the quality of plans, though many plans still require improvement in parts of their completion. Some common areas for development remain the completion of risk registers, use of performance indicators and robust assessment of progress and impact. Feedback is provided to managers, Heads of Service and Chief Officers. Following changes to directorate structures, some service business plans have been newly established or have been adjusted. Quality assurance of these plans will be completed following Q3 updates in January.

	Performance management training that is accessible to all staff.	Review and update, where necessary, using feedback gathered, the service business plan principles and guidance and further develop training and support available for plans. Identify the potential for making performance management training available via the Council's online Learning Management System (Thinqi).	Performance & Data Insight Manager April 2026	The service business plan principles and guidance have been updated for 2025/26, where necessary, using feedback gathered. Further performance management training will be developed ahead of the completion of 2026/27 plans to further support the strengthened use of service business plans.
	A balanced and honest self-assessment reports which provides a fair evaluation of areas of strength and weakness.	Review and update, using feedback gathered, the self-assessment process, including aiming to strengthen the application of a self-evaluative mindset when assessing performance and arrangements to explain areas of underperformance or improvement.	Performance & Data Insight Manager September 2025 – completed	The council's self-assessment report was completed and presented to Council in September 2025. Developments for this year's report included ensuring structured tiers of challenge were built into the process with aim of ensuring the findings provide a fair and balanced conclusion of the performance of the council, including both progress and explaining under performance or improvement.

Counter-fraud Arrangements Proposals

Report	Audit Wales Counter-fraud Arrangements Review – May 2025		
Summary of findings	Overall, Audit Wales found that the Council has recently strengthened its counter-fraud arrangements but recognises there are further steps it can take. Audit Wales found that the council has set out a zero-tolerance approach to fraud and has appropriate policies in place, and that it fosters an anti-fraud culture and is actively strengthening its approach to training. Improvements have been identified to strengthen arrangements further, including the council's use of data analytics and formal intelligence sharing arrangements, as well as ensuring a clear performance management approach is set. The full report can be found here: Monmouthshire County Council – Counter-fraud Arrangements	Status	Open

Audit Wales Recommendations	To support transparency and provide assurance that fraud is prevented, investigated and deterred, the Council should put clear counter-fraud performance management arrangements in place, including, for example: • clear goals and objectives for counter-fraud work; • relevant performance metrics; • regular reporting on counter-fraud performance, including reporting to GAC; • feedback and continuous improvement mechanisms to ensure lessons learned are embedded within departments.			
	To ensure the Council is maximising its use of data and intelligence, the Council should identify: • ways to maximise its use of data to inform counter-fraud work; • whether current arrangements to share data and intelligence with other public bodies are effective and if other opportunities for collaboration exist.			
	Desired Result	**Action**	**Responsible Officer & Timescale**	**Progress so far**
Planned actions	Ensure clear counter-fraud performance management arrangements are in place to support transparency and provide assurance that fraud is prevented.	Strengthen existing counter-fraud arrangements as part of the review of the Councils Fraud Risk Assessment.	Chief Internal Auditor March 2026	A progress update on strengthening existing counter-fraud arrangements was provided to Governance and Audit Committee as part of the counter-fraud, corruption & bribery risk assessment, presented to the committee in October 2025. The Internal Audit Strategy is being updated and new reporting methodology developed to ensure Governance and Audit Committee are continually aware of the cases being investigated. Discussions are ongoing with the Welsh Chief Auditors Group who are establishing a working group to determine a set of standardised Key Performance Indicators for counter-fraud.

| | Ensure the council is maximising its use of data and intelligence | Explore how the council can maximise the use of data within its counter-fraud work, including if there are any systems available which could strengthen our approach, subject to affordability. | Chief Internal Auditor

Ongoing | The Council has explored options for other external providers and systems to assist its Counter Fraud work but the costs at present are not feasible. This has been reported to Governance and Audit Committee within the updated Fraud Risk Assessment.

A paper is due to be presented to Governance and Audit Committee in January 2026 updating on the significant progress made against reviewing National Fraud Initiative data matches.

Conversions are ongoing with regards to systems in use at other Welsh local authorities and if a low-cost data solution could be used by Monmouthshire. |

Commissioning Proposals

Report	Audit Wales Arrangements for Commissioning Services Review – November 2025		
Summary of findings	Overall, Audit Wales found that the Council does not have corporate arrangements in place to ensure that it consistently secures value for money when commissioning services. It found that the Council does not consistently define the services it intends to commission, and does not routinely explain why it needs to commission services. It also found the Council does not consistently set out how the value for money of commissioned services will be assessed and monitored. The full report can be found here: Microsoft Word - 4174A2024_Monmouthshire_Commissioning_Services_Eng	Status	Open
Audit Wales Recommendations	To ensure that the council consistently secures value for money when commissioning services, it should put into place arrangements and ensure that is consistently: • has a clear rationale for commissioning services; • plans over an appropriate timescale when commissioning services;		

	- considers the wider impacts its commissioned services could have; - works with the right people and partners to design and deliver its commissioned services; - evaluates the value for money of its commissioning arrangements; - shares any lessons learned across the organisation and with external partners where appropriate.			
	To ensure that all service areas implement the arrangements recommended above, once these arrangements have been put in place the Council should: - clearly set out its expectations and guidance for commissioning services; - communicate its expectations across service areas; and - monitor the extent to which these arrangements are implemented.			

	Desired Result	Action	Responsible Officer & Timescale	Progress so far
Planned actions	Clear and consistent arrangements for commissioning are established across the council, and oversight of arrangements is strengthened.	To work with partners, within the Council's collaboration with Ardal, to explore an opportunity to develop an authority wide commissioning framework and approach.	Head of Strategic Change, Partnerships and Procurement Strategic Procurement Lead April 2026	The council has a largely devolved model for commissioning, with arrangements and responsibility embedded within service areas who commission services. These include arrangements that have guided the commissioning process within the three tracer areas sampled. The council recognises the importance of acting on the recommendations of the review to enhance our corporate oversight arrangements for commissioning services. It has been agreed amongst Ardal partners that a consistent Ardal approach would be developed to ensure compliance and share learning. This will include the development of a high-level framework, and the Procurement Strategy will also be amended accordingly. The issue is also being discussed at the Southeast Wales Procurement Network level to determine

				if other LA partners will be adopting a similar approach. The Whole Authority commissioning framework and approach has been added to the forward work plan of Governance and Audit committee to review once developed. This has been provisionally scheduled for April 2026.
	Consistent arrangements for commissioning are embedded and communicated across the council.	To work across the council to set, embed and communicate the delivery arrangements of the commissioning framework.	Head of Strategic Change, Partnerships and Procurement Strategic Procurement Lead March 2027	Following the development of the commissioning framework, the associated arrangements to deliver it will be set out, embedded and expectation communicated to all service areas. Arrangements to monitor the extent to which these arrangements are implemented, in line with the recommendations, will be developed and set out within the commissioning framework.

Appendix 2

Report	Temporary accommodation, long-term crisis? – (August 2025)		
Outline of the Review	Demand for temporary accommodation has increased almost five-fold in the last decade. A significant reason for this was the Welsh Government's 'no-one left out' approach which was adopted during the pandemic to ensure everyone had access to a safe place to live. The Welsh Government provided additional funding to councils to implement this policy. Due to continued high levels of demand and rising costs, councils are spending considerable amounts of money providing accommodation for people who are often in crisis. Where councils need to provide temporary accommodation, it is important that councils understand whether or not they are securing value for money. This means having an understanding of the both the cost and quality of provision. It also includes understanding whether they are providing people experiencing homelessness with a place to live which meets their needs, even if it is only a temporary home. Even with a focus on prevention, councils are likely to always need to offer a small amount of temporary accommodation for people who are experiencing homelessness. However, if councils and their partners do not reduce demand for temporary accommodation, there remains a risk that short-term solutions become a long-term crisis both for public finances and for people experiencing homelessness. The full report can be found here: Temporary accommodation, long-term crisis?		
Audit Wales Summary	Audit Wales found that councils: • are spending considerable amounts of money on temporary accommodation which in many cases does not meet people's needs; • do not understand whether they are getting value for money from their temporary accommodation; • have made limited progress with improving prevention of homelessness to achieve better outcomes and reduce costs; • find it difficult to predict demand for temporary accommodation in the medium to long term; • do not have clear plans in place to ensure their workforce is equipped to prevent demand for temporary accommodation; and • find it difficult to work well with partner organisations to prevent homelessness		
Management Response	**Recommendations**	**Response**	**Responsible officer & timescale**
	Value for Money Audit Wales found that councils are not able to demonstrate that they are securing value for money in their temporary accommodation provision.	The Council adopts a flexible approach to identifying and sourcing the provision of temporary accommodation. The approach results in the council sourcing temporary	Head of Housing Services Ongoing

	To address this councils should: • ensure the full range of approaches and options for temporary accommodation provision are considered; and • set out how they will assess and monitor the overall value for money of temporary accommodation provision, including: - the intended outcomes; and - the information they will use to assess the economy, efficiency and effectiveness of their temporary accommodation provision.	accommodation through a range of means including through utilising existing social housing stock, leasing private rented stock and the repurposing of existing council owned buildings. The Council implements individual procedures which assess the value for money of projects both in relation to meeting statutory requirements and intended outcomes, including avoiding the use of B&B accommodation where possible and ensuring costs are sustainable. All properties acquired for leasing purposes are subject to an approval process which considers a range of factors assessing value for money and suitability, including legal requirements, whether the property provides an alternative to unsuitable accommodation and the expected cost benefits in comparison to typical B&B use. To inform the future approach to temporary accommodation provision the Council undertook an evaluation in June 2025 to understand the current need and appraising the existing stock in terms of location, cost and quality. This will support the Council to reconfigure and develop the stock, in line with need, whilst also considering economy, efficiency and effectiveness. The Council's leasing procedure was also subject to an internal audit review in 2024.	

	Planning for Prevention We found that while all councils have Rapid Rehousing Transition Plans in place, these are of variable quality. To effectively plan to prevent homelessness councils should: • ensure they use relevant data to make the best possible estimate of future demand for homelessness services; • include a range of primary, secondary and tertiary approaches in their plans, with the emphasis on primary prevention where possible; • model the impact of policy changes on the skills and capacity needed in their workforce; • identify the workforce they will need to address demand for temporary accommodation in the future; and • set out how they will assess and monitor the economy, efficiency and effectiveness of their approach to preventing and reducing demand for temporary accommodation.	The Council maintains a suite of data that informs Rapid Rehousing progress. This includes data relating to homelessness and prevention, temporary accommodation, permanent accommodation and housing support. This is updated and monitored on a quarterly basis. There is, however, a need to improve the availability of housing support data to better inform understanding and the quality and impact of housing support delivered. This will be implemented through the review of the Housing Support Grant programme and revised specifications and re-tendering. The impact and projected impact of Welsh Government policy changes have been used to inform reviews of Strategy, Housing Options and Housing Support staff. Staffing capacity has been increased in this regard over recent years. The next review will reflect any requirements relating to the current Welsh Government Homeless and Allocations (Wales) Bill.	Homelessness Commissioning Operational Manager Ongoing

	Partnership Working
	We found that partnership working in preventing homelessness is often not effective. To improve this councils should:
	• work with their partners to:
	   -identify existing respective roles and responsibilities;
	   -agree how to address gaps in and/or duplication of services;
	• regularly evaluate the effectiveness of their partnership working for homelessness prevention.
		The council is a member of a range of partnerships and networks which allow us to form relationships and share best practice. This includes the Strategic Housing Forum, Housing Social Grant Provider Forum and Housing Support Network. We also have more informal, but important, relationships with a range of services such as health, social care and private landlords. Having a broad range of partnerships and relationships allows us to	Head of Housing Services
			
			Ongoing

	ensure a cohesive and joined-up approach across the organisation. Updates of progress in implementing the Rapid Rehousing Transition Plan, which includes partnership working, are provided quarterly in service business plans, and through an annual report to Scrutiny Committees.	

Appendix 3

Capital Programme Management Proposals

Report	Audit Wales Capital Programme Management – April 2024		
Summary of findings	As part of this review, Audit Wales sought to answer the question: Does the Council have proper arrangements in place to secure value for money in the design and delivery of its capital programme? Overall, they found that the capital programme management arrangements demonstrate some strengths but lack focus on outcomes and impact. They found that planning arrangements are generally robust, but the capital programme lacks clear outcomes, and that monitoring arrangements focus on budget and timescales with limited consideration of impact or learning. The full report can be found here: Monmouthshire County Council – Capital Programme Management.	Status	Closed
Audit Wales Recommendations	The Council should clearly articulate in its Capital Strategy: • the outcomes it is seeking to achieve from its capital programme and how individual projects can contribute towards these; • what success will look like; and • how it will measure this. This will provide a clearer structure for monitoring and help the Council to demonstrate if its capital programme provides value for money.		
	The Council should report on progress against the capital programme's planned outcomes so that members can scrutinise and gain assurance.		

	Desired Result	Action	Responsible Officer & Timescale	Progress so far
Planned actions	Clearly defined desired outcomes along with arrangements in place to monitor these.	To develop an updated Capital Strategy for 25/26 which includes more detailed information on the outcomes the strategy is seeking to achieve and how the delivery of these outcomes will be monitored.	Head of Finance February 2025 – completed	The updated Capital Strategy was approved by Council in March 2025. The strategy identifies the key objectives and the main governance and approval process for capital investments. This includes the process for approving capital investments and the agreed priority investment matrix which plays a key role in ensuring investment is properly aligned with the overall Community and

				Corporate Plan and wider strategic principles of the Council. The success of the strategy will ultimately be measured by demonstrating that capital investment has furthered Community & Corporate Plan aspirations.
	Strengthened reporting of progress against planned outcomes.	Reinforce monitoring arrangements of planned outcomes as part of updated Capital Strategy 25/26.	Head of Finance February 2025 – completed	The updated Capital Strategy was approved by Council in March 2025. This strategy identifies the governance arrangements that are in place to monitor capital expenditure and strategy development and implementation. Monitoring outcomes is a role for responsibility holders of capital projects. An overview of the outcomes evaluated for the capital programme for significant capital projects (those decisions taken through Cabinet or Council) was also provided to full Council as part of their annual update.
		Complete an annual report on the performance of the Asset Management Plan (as set out in the Asset Management Strategy).	Acting Head of Landlord Services July 2025 – completed	The Capital Strategy identifies the current governance arrangements that are in place to monitor capital expenditure and strategy development and implementation. Alignment with the Asset Management Strategy has been strengthened as part of the updated Capital Strategy to enable delivery of the strategies' objectives and outcomes. An annual report on the performance of the Asset Management Plan was reported to Performance and Overview Scrutiny Committee for review in July 2025, as

				part of a wider review of all enabling strategies.

Digital Strategy proposals

Report	Audit Wales Digital Strategy Review – June 2024			
Summary of findings	Audit Wales found that the Council does not have a digital strategy. The absence of a costed strategy with clear objectives and measures also makes it difficult for the council to monitor and assess the value for money of its strategic approach. They also found that the council has not drawn on a wide range of evidence sources or mapped out the stakeholders it needs to involve, in developing and delivering its strategic approach to digital. The Audit Wales national report 'Digital by design? Lessons from our digital strategy review across councils in Wales' is available here Digital by design? | Audit Wales			
Audit Wales Recommendations	To ensure the Council makes the best use of digital technology to secure value for money in the use of its resources the Council should develop and clearly articulate a strategic approach to digital. In developing its approach, it should act in accordance with the sustainable development principle.		Status	Closed
	To ensure it better understand the impact of its digital strategy and progress in delivering it over the short, medium, and long-term the Council should strengthen its arrangements for monitoring and reviewing the delivery of the strategy.			
	To help ensure that its resources are effectively targeted the Council should strengthen engagement with the full diversity of those with an interest in the delivery of its strategic approach to digital.			
	To help ensure that the Council identifies all opportunities to improve value for money in its strategic approach to digital strategy the Council should map out all potential collaborative opportunities to deliver its next digital strategy.			
Planned actions	**Desired Result**	**Action**	**Responsible Officer & Timescale**	**Progress so far**
	A digital and data strategy that acts to secure value for money for the council, in accordance with the sustainable development principle.	To develop an updated Digital and Data Strategy for the Council.	Deputy Chief Executive July 2024 - Complete	A revised Digital and Data Strategy was approved by Cabinet in July 2024. This strategy sets the direction for the organisation over the next three years and includes three overarching digital and

				data aims of the council, along with the action it will take to achieve them.
	Strengthened monitoring arrangements for the delivery of a revised strategy.	To implement the arrangements for monitoring and review agreed in the Digital and Data Strategy.	Deputy Chief Executive July 2025 – completed	A revised Digital and Data Strategy was approved by Cabinet in July 2024. This strategy sets out implementation and governance arrangements. In order to deliver the strategy and strengthen stakeholder engagement a Strategic Digital, Data and Technology Board and a Digital Steering Group has been established. The functioning of these arrangements continues to be developed to ensure they effectively facilitate the delivery of the strategy. An annual review of performance, aligned with the council's existing performance management framework, was presented to Performance and Overview Scrutiny Committee in July 2025 to provide the committee with the opportunity to assess progress made in implementing the strategy.
	Strengthened engagement with stakeholders as part of development of a revised strategy.	Complete engagement with key stakeholders to inform the development of the Digital and Data Strategy.	Deputy Chief Executive May 2025 - completed	A revised Digital and Data Strategy was approved by Cabinet in July 2024. A range of key stakeholders were involved in the development of this strategy. The continued involvement and engagement of stakeholders representing internal service areas, our local authority partners and elected members is key to implement and develop this strategy. In order to deliver the strategy and strengthen stakeholder engagement the

				Shared Resources Service, which now supports the delivery of the Council's digital, data and technology needs, has reviewed and strengthened its governance arrangements.
				Alongside the strengthening in the collaboration through the SRS, a Council led Digital and Data Steering Group has been established. User centred design principles and stakeholder engagement and customer/resident data are key to informing future priorities and programmes of work.
				Furthermore, the Leader of the Council (as Cabinet Member and portfolio holder for digital and data) receives quarterly strategic briefings to maintain oversight of delivery and to ensure that resident outcomes are at the heart of what the digital and data strategy aims to achieve.
	Understand where collaborative working in the digital space will deliver value for money for the organisation.	To develop a Digital and Data Strategy that considers opportunity for collaborative development.	Deputy Chief Executive July 2025 - Completed	A revised Digital and Data strategy was approved by Cabinet in July 2024. This strategy sets out the three overarching digital and data aims of the council, one of which is to 'work with partners to develop and maintain strong foundations to support delivery of the strategic vision'.
				In order to more effectively deliver the digital and data needs of the Council, the Shared Resource Service (SRS) – a 15 year mature partnership and collaboration that delivers the technology and network

				requirements of the Council, and that of Newport, Torfaen and Blaenau Gwent Councils – has extended its collaboration. This has brought digital and data capabilities of the local authorities into the SRS. This will in turn ensure strengthened arrangements and assist in the effective delivery of the digital and data strategy and its priorities.