



Report of the Deputy Chief Executive

Audit Committee – 9 February 2020

Update on Swansea Achieving Better Together

Purpose:	This report provides an update on the Recovery Plan. Swansea – Achieving Better Together.
Policy Framework:	None.
Consultation:	Legal, Finance, Access to Services.
Report Author:	Adam Hill
Finance Officer:	Ben Smith
Legal Officer:	Tracey Meredith
Access to Services Officer:	Rhian Millar
For Information	

1. Introduction

- 1.1 On 15th October 2020 Cabinet approved the new “From Recovery to Transformation” report detailing the 3 Phases from recover through to the “Swansea – Achieving Better Together, Transformation Strategy & Programme Framework 2022 – 2026”.
- 1.2 The Managing the Present and Shaping the Future, Swansea Council – From Recovery to Transformation Strategy replaces Sustainable Swansea - fit for the future.
- 1.3 The information below sets out the background and current position with regards to the work programme.

2.0 Background

- 2.1 Sustainable Swansea – fit for the future Strategy was agreed by Cabinet and reported to Council in October 2013. The Delivery Programme was

approved by Cabinet on 29 July 2014 and was subject to further review and refresh at Cabinet on 16th July 2015.

2.2 The scale of the financial, demographic and sustainability challenge at the time required the Council to continue to adopt a radically different approach to previous years. An approach that focused on:

- *The core future purpose of the Council*
- *The transformation of services and the model of delivery*
- *Greater collaboration with other councils and local organisations, community groups and residents*
- *And, above all, sustainable solutions with prevention at its heart*

This ambition was set out in *Sustainable Swansea – fit for the future*, our long-term plan for change, underpinned by our Innovation Programme.

A major review undertaken in 2020 recognised that it has successfully delivered the bulk of £70m worth of savings asks, and enabled the Council to maintain services, performance levels and protect jobs during a period of austerity. However, there are now new challenges and opportunities arising from the new Local Government and Elections (Wales) Act 2021 as well as a changing national political landscape and economic uncertainty including COVID-19 and post-Brexit risks.

2.3 In October 2020 Cabinet approved the *Managing the Present and Shaping the Future Swansea Council – From Recovery to Transformation* report which appended the framework for “Swansea - Achieving Better Together” to strengthen the changes now needed as a result of current circumstances. The strategic aims of Swansea – Achieving Better Together will now focus on:

- The core purpose of the Council
- Transforming services to be effective and efficient
- Greater collaboration with other Councils, organisations, community groups and residents, with a focus on regionalisation
- Balancing the budget for current and future years
- Greater and more meaningful engagements with our residents and community
- To meet the aspirations and targets within the Medium Term Financial Plan.

3.0 Recovery Well Underway

3.1 The council has not only maintained services throughout the pandemic but is already well underway in its recovery phase. Many of the service transitioned to working from home and the many capital and development programmes were maintained through the planning and preparation process to ensure at the first opportunity and when safe to do so, the projects, plans and strategies were re-introduced and building work began, ensuring that Swansea didn't fall behind in its ambitions and programmes to make Swansea better.

3.2 The framework for the continued recovery and for refocussing and reshaping the council is key to ensure not only that we continue to deliver on the corporate priorities but also look to the future to ensure the council is sustainable, efficient and effective in what and how it delivers its services.

3.3 The work of the recovery phase has continued throughout the new pressures of the COVID pandemic and progress has been made on establishing the workstreams and aligning the programme to existing groups and meetings to improve efficiency and effectiveness of delivery. The detail of these can be found in **Appendix 1**.

4.0 Remobilise Phase to Refocus Phase

4.1 The continued impact of COVID and the Councils response has had an impact on progress, however the workstreams have all worked through their agendas and refined the scope of the workstream to ensure clarity of work and begin working on their areas. These can be seen in Appendix 1.

4.2 These topics have been clarified and the various existing bodies, meetings and boards aligned to maximise the outcomes that each can achieve and without having to establish new groups, can hit the ground running.

4.3 The first Phase, REFOCUS, is the setting of the 2021/22 budget and refreshing the MTFP. This work has been undertaken in the Reshaping and Budget Setting Board. The board has met on the following occasions:

- 19 October 2020
- 2 November 2020
- 19 November 2020
- 30 November 2020
- 15 December 2020
- 23 December 2020

4.4 The budget and MTFP will progress through the normal process for approval and help to shape the recovery and focus of the workstreams.

5.0 Governance

5.1 The governance of the workstreams is undertaken by the Strategic Recovery Board. This was programmed for January to allow the Reshaping Board to work through the Budget and for the workstreams to have sufficient time to review the scope of their topics and begin work on these areas. Due to COVID this was rescheduled to February.

5.2 The Strategic Recovery Board is scheduled to meet on 23rd February 2021. Where progress on the workstreams will be reviewed. The Recovery Board will then meet as a minimum every 2 months.

5.3 Any financial implications arising from the Recovery Board will be referred to the Reshaping and budget setting Board for consideration and inclusion in any future budgets or budget planning processes.

- 5.4 To support the recovery and transformation strategy a new post has been created to project manage the strategy. The Strategic Change Programme Manager role is currently being evaluated and it is hoped to have someone in post as soon as possible.
- 5.5 The Strategic Recovery Board, as we move out of recovery and into transformation by phase 3 of the plan (as we approach 2022), will become the Strategic Transformation Board.

6.0 Conclusions

- 6.1 This paper demonstrates that the recovery phase is well underway and that the working groups are in place and working through the scoping and actions associated with their agendas. The reporting mechanisms and governance boards are also in place.
- 6.2 Due to the increase in COVID cases the Council has had to revert back to response mode. However work has continued on building the foundations and scoping the work of the workstreams, as well as undertaking recovery and refocus work. A detailed review of the current position of the Workstreams will be undertaken on 23 February.

7. Equality and Engagement Implications

- 7.1 The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
- 7.2 Our Equality Impact Assessment process ensures that we have paid due regard to the above.
- 7.3 There are no equality and engagement implications associated with this report.

8. Financial Implications

- 8.1 There are no financial implications associated with this report.

9. Legal Implications

- 9.1 There are no legal implications associated with this report.

Background Papers: None.

Appendices: Appendix 1 - Workstream Meeting Schedule.

Care Services – (David Howes)

Workstreams topic areas	Name of group / board	Organiser / admin support	How often do they meet	Date of meetings if scheduled
Transforming Mental Health Services	Recovery board (Swansea Bay RPB) Chairs – Dave Howes/ Andrew Jarret/ Sian Harrop Griffiths	Lead Dai Roberts – health board Swansea Bay regional team	Bi monthly	17/11/20 19/01/21
Transforming Complex Care	Recovery board (Swansea Bay RPB) Chairs – Dave Howes/ Andrew Jarret/ Sian Harrop Griffiths	Lead – Cathy Dowling – health board Swansea Bay regional team	Bi monthly	17/11/20 19/01/21
Stabilisation and Reconstruction	Community Silver/ Gold (Swansea Bay RPB)	Chairs Dave Howes/ Andrew Jarret / Hillary Dover Swansea Bay regional team	Twice weekly silver Thrice weekly Gold	12/11/20 ongoing 13/11/20 ongoing
Remodelling Acute Health and Community Services	Community Silver/ Gold (Swansea Bay RPB)	Chairs Dave Howes/ Andrew Jarret / Hillary Dover Swansea Bay regional team	Twice weekly silver Thrice weekly Gold	12/11/20 ongoing 13/11/20 ongoing

Education and Learning – (Helen Morgan-Rees)

Workstreams topic areas	Name of group / board	Organiser / admin support	How often do they meet	Date of meetings if scheduled
Develop and embed the benefits of a blended learning approach to education	Continuity of Learning Strategy Group	Damien Beech	Monthly	16 th of the month Meeting Dec/Jan and Feb/March
	Secondary Curriculum and Self-assessment Network	Rob Davies	Twice yearly	Dates to be set
	PSA Sub Group	David Bawden/Chris Rees		
Develop and embed support for ALN learners within mainstream and in-County provision	ALN Strategic Board	Claire Griffiths	Half Termly	12/01/21, 15/04/21, 29/06/21
	Special School Task Group	Jo Holdsworth	Monthly	Second Thursday of the month
Safeguarding and wellbeing	HoS and Education Safeguarding Officer meetings	Kate Phillips/Lisa Collins	Monthly	18 th of the month
	Education PFM	Andrea Rees/Claire Griffiths	Monthly	Third Monday of the month
	Trade Unions	Natalie Gedrych	Monthly	First Tuesday of the month
	Education Business Meeting	Natalie Gedrych	Fortnightly	Every other Tuesday
Build on benefits for learners from 21st century schools and structural maintenance programmes	QEd Programme Board	John O'Brien	Monthly	Fourth Tuesday of the month
	QEd Delivery Group	John O'Brien	Monthly	First Wednesday of the month
Review of nature, location and flexibility of provision for learners and access to sustainable home to school transport	QEd Operational Meeting	John O'Brien	Monthly	Dates in the calendar
	QEd Programme Board	John O'Brien	Monthly	Fourth Tuesday of the month
Build on attainment levels to improve the quality and skills of the labour force as well as support for other priority objectives such as decarbonisation, BAME, climate change, environmental management	Update to Strategic Leads Board from Pam Cole (Quality Assurance and Monitoring Team Lead)	Pam Cole	Twice yearly	Dates TBC
	Swansea Skills Partnership Sub Group	Andrea Rees/Claire Griffiths	Termly	09/02/21, 25/05/21
	EDSLT	Andrea Rees/Claire Griffiths	Half Termly	14/12/20, 11/01/21, 08/03/21, 12/04/21, 21/06/21

Future Workforce and Equalities – (Sarah Lackenby)

Workstreams topic areas	Name of Group / board	Organiser /admin support	How often do they meet	Date of meetings if scheduled
Home working and Agile working	Agile Working Task Group	Becky Jones	Monthly	25 th of each month
Digital transformation and digital first approach	Digital Board	Sarah Topliss	Monthly	Resuming from January 2021
Workforce and organisational development plans (as part of recovery specifically linked to agile working)	Agile Working Task Group	Becky Jones / Wyn Mathews	Monthly	25 th of each month
Review all policies to take account of new ways of working specifically linked to agile working	Agile Working Task Group	Becky Jones / Wyn Mathews	Monthly	25 th of each month
Culture & Behaviours (as part of recovery specifically linked to agile working)	Agile Working Task Group	Becky Jones / Wyn Mathews	Monthly	25 th of each month
Staff wellbeing (as part of recovery specifically linked to agile working)	Agile Working Task Group	Becky Jones / Wyn Mathews	Monthly	25 th of each month
Hours of work (as part of recovery specifically linked to agile working)	Agile Working Task Group	Becky Jones / Wyn Mathews	Monthly	25 th of each month
More agile and effective decision making and bringing the learning into the development of our accountability framework	Leadership Team CMT	Adam Hill / Gemma Huxtable	Monthly	

Community Support – (Amy Hawkins)

Workstreams topic areas	Name of group / board	Organiser / Admin support	How often do they meet	Date of meetings if scheduled
Engagement of communities in concerted actions that promote shared identity, social cohesion and broader self-understanding.	Community Response Third Sector Liaison Group Swansea Poverty Partnership Forum PSB	Amy Hawkins / Anthony Richards Jane Whitmore / Spencer Martin Anthony Richards / Sian Denty PSB Team	Weekly Monthly Quarterly Quarterly	Various
Reflect and address community concerns.	Friends of Forums (e.g. Halls and Parks) Community Buildings Network, Citizen’s Panel, Family Support Network, Project Groups e.g. Copperworks	The groups are being mapped out via the Third Sector Compact Group	Various	Various
Facilitate, promote and influence joined up solutions within the Council, Third Sector and other statutory and non-statutory partners in Swansea and encourage the continuation of community relationships established both pre Covid and during the response.	Community Response Third Sector Liaison Group West Glamorgan Citizen Forum and Coproduction Group	Amy Hawkins / Anthony Richards Jane Whitmore / Spencer Martin SCVS / Regional Partnership Team	Weekly Monthly Quarterly	Various
To work with the Third Sector to continue delivering quality projects and services with and for community members.	Third Sector Liaison Group West Glamorgan Citizen Forum and Coproduction Group	Jane Whitmore / Spencer Martin SCVS / Regional Partnership Team	Monthly Quarterly	Various

Community Support – (Amy Hawkins) Continued.....

Workstreams topic areas	Name of group / board	Organiser / Admin support	How often do they meet	Date of meetings if scheduled
Develop effective coproduction, consultation and communication mechanisms with partners supporting the various partnership groups, including; housing, poverty partnership forum and the Poverty Truth Commission.	West Glamorgan Citizen Forum and Coproduction Group Poverty Partnership Forum Swansea Coordinated Crisis Support Programme Swansea Food Poverty Network & Financial Inclusion Steering Group Swansea Poverty Truth Commission	SCVS / Regional Partnership Team Anthony Richards Tackling Poverty Service Tackling Poverty Service SCVS & Partners	Quarterly Quarterly Monthly Bi-monthly / Quarterly Monthly	January
<u>Tackling Poverty</u> Monitor and review the provision of welfare to those affected and identify gaps or areas for focus To develop a joint, holistic response to poverty and population health To review and identify how the council can support residents in terms of Debt, poverty, financial support etc Identification of vulnerable people affected by or impacted on by the crisis	Poverty Partnership Forum Swansea Coordinated Crisis Support Programme Swansea Food Poverty Network & Financial Inclusion Steering Group Swansea Poverty Truth Commission Financial Inclusion Steering Group	Anthony Richards Tackling Poverty Service Tackling Poverty Service SCVS & Partners	Quarterly Monthly Bi-monthly / Quarterly Monthly	January
To work with the Third sector and community groups to develop and promote volunteers' meaningful contributions to service delivery, sustainability and development of projects and initiatives.	Third Sector Liaison Group Regional Third Sector / Community Response Group Community Response	Jane Whitmore / Spencer Martin SCVS / Regional Partnership Team Amy Hawkins / Anthony Richards	Monthly Weekly Weekly	Various

Community Support – (Amy Hawkins) Continued.....

Workstreams topic areas	Name of group / board	Organiser / Admin support	How often do they meet	Date of meetings if scheduled
To work with the Third sector and community groups to understand the future challenges and emergencies, and define and embed in plans the role they play in the future.	Third Sector Liaison Group Community Response West Glamorgan Citizen Forum and Coproduction Group	Jane Whitmore / Spencer Martin Amy Hawkins / Anthony Richards SCVS / Regional Partnership Team	Monthly Weekly Quarterly	Various
Formally recognise and celebrate the contribution and quality services of Third Sector and community organisations in Swansea.	Third Sector Liaison Group Regional Third Sector / Community Response Group Regional Recovery Board	Jane Whitmore / Spencer Martin SCVS / Regional Partnership Team Regional Partnership Team	Monthly Weekly Bi-monthly	Various
To develop plans to connect volunteering opportunities within the Council.	Third Sector Liaison Group	Jane Whitmore / Spencer Martin	Monthly	Various
To consider future requirements for supporting the Third Sector.	Third Sector Liaison Group	Jane Whitmore / Spencer Martin	Monthly	Various
Work with the community to coproduce the recovery process.	West Glamorgan Citizen Forum and Coproduction Group	SCVS / Regional Partnership Team	Quarterly	Various

Economy and Environment - (Phil Holmes)

Workstreams topic areas	Name of Group	Organiser /Admin support	How often do they meet
Develop plans transport links and networks – working across the city, region and nationally	Regeneration Programme Board	Planning & City Regeneration	Monthly
Develop an economic development plan – connecting training and skills, colleges and universities, with business and manufacturing.(Regional Learning and Skills Partnership, Swansea Skills Partnership, Careers Wales)?	Regeneration Swansea	Planning & City Regeneration	Monthly
Development of the digital infrastructure	Regeneration Programme Board	Planning & City Regeneration	Monthly
Increase promotion and provision in active travel	Regeneration Programme Board	Planning & City Regeneration	Monthly
Lead the development and attraction of big business to stimulate development and workforce	Regeneration Programme Board	Planning & City Regeneration	Monthly
Aspirational to real development plans to attract inward investment	Regeneration Swansea	Planning & City Regeneration	Monthly
Joint strategy and action plan with BID to help offer support to new business and links to development and innovation schemes	Regeneration Swansea	Planning & City Regeneration	Monthly
Develop a strategy for encouraging or building new homes	Housing Futures Programme Board	Housing & Public Protection	Monthly
Develop a Renovation and improvement programme for existing properties, for example the conversion of empty properties or those previously used for commercial purposes (office space and other buildings will no longer be required, as work from home or agile will be the new normal for greater numbers of employees and turn these into additional affordable housing).	Regeneration Swansea	Planning & City Regeneration	Monthly

Economy and Environment - (Phil Holmes) Continued

Workstreams topic areas	Name of Group	Organiser /Admin support	How often do they meet
Improving the standards of private rental sector and social rental sector	Regional Housing Partnership	Housing & Public Protection	Monthly
Support the homeless in provision of housing and support services	Regional Housing Partnership	Housing & Public Protection	Monthly
Review the Council's Climate Change Action Plan	Climate Change Working Group	Rachel Lewis	monthly
Continue to review how we can reduce our impact on Climate Change within the services and operations	Climate Change Working Group	Rachel Lewis	monthly
How Swansea Council will ensure equality and maximise the support and assistance offered by service changes on residents and the community with protected characteristics			