



Report of the Cabinet Member for Economy, Finance & Strategy

Scrutiny Programme Committee – 16 March 2021

UPDATE ON SWANSEA ACHIEVING BETTER TOGETHER

Purpose:	This report provides an update on the Recovery and transformation Plan. Swansea – Achieving Better Together.
Policy Framework:	Transformation and Future Council
Consultation:	Legal, Finance, Access to Services.
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For Information	

1. Introduction

- 1.1 On 15th October 2020 Cabinet approved the new “From Recovery to Transformation” report detailing the 3 Phases from recovery 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 services 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.

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, REMOBILISE is the setting of the 2021/22 budget and refreshing the MTFP. This work has been undertaken in the Recovery, Reshaping and Budget Strategy 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.

4.5 The MTFP delivery tracker will be reviewed in detail as part of the Steering group and issues or risk raised at the Board along with an overview of whether the delivery is on track. **See appendix 4.** The current status is that the MTFP delivery targets are on target to be delivered for the financial year 2021/22.

5.0 Governance

5.1 At the meeting of the Recovery, Reshaping and Budget Strategy Board on 23rd February a review of the Project Initiation Document, the Terms of Reference for the Organisational Cross Cutting and Transformation Steering group and Workstreams was undertaken and all documents were approved.

5.2 The streamlined Governance structure can be found in **Appendix 1.**

- 5.3 The governance of the workstreams is undertaken by the Organisational Cross Cutting and Transformation Steering group. This was programmed for the end of January to allow the previous 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 March.
- 5.4 The Recovery, Reshaping & Budget Strategy Board met on 23rd February 2021. Where progress was reviewed, **See Appendix 3**. The Board and the Steering group will both meet on a Monthly basis. The proposed dates are set out below:

Steering Group	Board
17th March	8th April
27th April	12th May
25th May	9th June
22nd June	14th July
27th July	11th August
24th August	8th September
28th September	13th October (Budget)
26th October	10th November (Budget)
23rd November	8th December (Budget)
28th December	12th January
25th January	9th February

- 5.5 The workstreams will meet on a regular basis and these are set out by workstream area and topic area in **Appendix 2**
- 5.6 To support the recovery and transformation a new post has been created to project manage the day to day process with the Deputy Chief Executive overseeing the strategy. The Strategic Change Programme Manager role has been evaluated and will be advertised internally wk 8th March.

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 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.

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 direct financial implications associated with this report itself. The programme, its governance and operational delivery, via the workstreams, will help provide the assurance mechanisms for the duration of the mtfp and ultimately beyond, that the planned savings, but equally the correspondingly larger investment of new resources, will be delivered and resources targeted flexibly and appropriately as the wider environment and financial outlook for the public sector and the wider UK and global economy evolves. The overriding aims are to achieve value for money, remain financially sustainable, directly aid and assist the recovery and ultimately achieve better outcomes, together.

9. Legal Implications

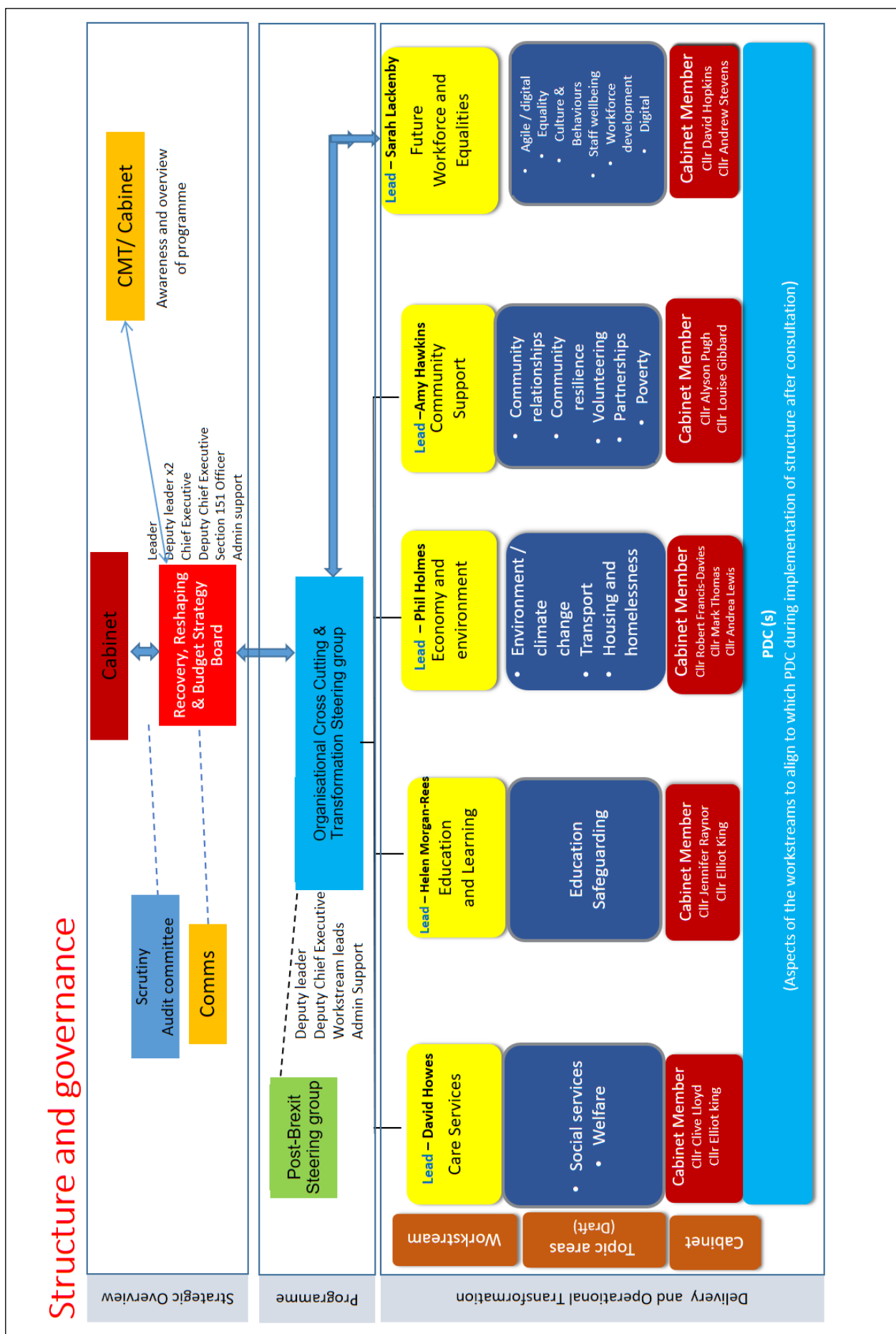
9.1 There are no legal implications associated with this report.

Background Papers: None.

Appendices:

- Appendix 1** Structure and Governance
- Appendix 2** Workstream Meeting Schedule
- Appendix 3** February Update on Actions
- Appendix 4** MTFP Delivery Tracker

Appendix 1 - Structure and Governance



Appendix 2 - 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
	Secondary Curriculum and Self-assessment Network	Rob Davies		Meeting Dec/Jan and Feb/March
	PSA Sub Group	David Bawden/Chris Rees	Twice yearly	Dates to be set
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
	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
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	SCVS / Regional Partnership Team Anthony Richards Tackling Poverty Service Tackling Poverty Service	Quarterly Quarterly Monthly Bi-monthly / Quarterly Monthly	January

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 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.	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 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 SCVS / Regional Partnership Team Amy Hawkins / Anthony Richards Jane Whitmore / Spencer Martin 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
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

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			

Appendix 3 - February Update on actions

Workstream	RAG	Progress on planned activities/ Project Update	Activities/ decisions planned for next period
<p>Care Services</p>	<p>GREEN</p>	<p>Work underway working with Partner SBUHB on:</p> <ul style="list-style-type: none"> • Transforming Mental health Services • Transforming Complex care • Remodelling Acute Health and Community Services <p>C&YP Emotional and Mental Health Progress has continued in some areas including:</p> <ul style="list-style-type: none"> CAMHS single point of access implemented CAMHS liaison model expanded Emotional health & wellbeing service for schools established Dedicated website with resources for CYP under development Adult MH Services <p>Psychological Therapies: Stepped model for range of psychological therapies agreed</p> <p>Sanctuary Model has been delivered</p> <p>Older People's Mental Health Services (OPMHS) – Continues to be complex working between the Regional Dementia Strategy Group and OPMHS - single project scope</p> <p>Addressing Health Inequalities – Workforce Engagement sessions held to gather information for the development of the strategic framework.</p> <p>Modernising Day Services – Revised project scope for a day opportunity service model based on recovery rather than narrow educational support focus.</p> <p>Stabilisation and Reconstruction – communities, Third sector and Volunteering</p> <p>Successful events held with members of public and local communities; key products identified and planned for delivery. Focus on community engagement, planning, communications and digital inclusion.</p> <p>Successful funding grant for Volunteer Recovery to develop new Volunteering Strategies and resources for the region</p>	<p>Transforming Complex care</p> <p>Agreement for funding of 21/22 CYP invoices and packages of care for the future March 2021</p> <p>Mental Health Waiting times targets are expected to be met again from February 2021</p> <ul style="list-style-type: none"> • The significant likely impacts of COVID-19 on demand for mental health services that will be need to respond to are: <ul style="list-style-type: none"> ○ increased low level support needs ○ increased numbers of people in psychological distress (WG priority) ○ rapid response to provide support for people in psychological distress ○ increased options for psychological therapies ○ eating disorders service development (particularly CYP) ○ Reflect WG Together for Mental Health Delivery Plan priorities <p>Stabilisation and Reconstruction – communities, Third sector and Volunteering</p> <p>Re-planning of Our Neighbourhood Approach and Cluster Whole Systems Approach projects underway for 2021/22 implementation.</p> <p>Remodelling Acute Health and Community Services</p> <p>Completion of a Regional Hospital to Home / Keep Me at Home Single Point of Access (Cimla Site) March 2021</p> <p>Revised Regional Acute Clinical Team model development March 2021</p>

Workstream	RAG	Progress on planned activities/ Project Update	Activities/ decisions planned for next period
Education and Learning	GREEN	All topic areas being worked on and action plan in place.	<ul style="list-style-type: none"> •Reviewing what role blended learning has in schools and any future restrictions. blended learning can be s •Return pupils back to school
Economy and Environment	GREEN	<p>Active travel bids submitted - awaiting outcome</p> <p>Brief prepared and consultant procurement completed for economic development plan</p> <p>COVID Economic recovery plan draft prepared in partnership with regeneration Swansea</p> <p>Work continues on More Homes Strategy</p> <p>Introduction of new additional HMO licensing scheme in St Thomas</p> <p>Homelessness strategy6 reviewed</p> <p>Climate change Programme and steering board established</p>	<ul style="list-style-type: none"> •City Centre transport strategy deadline April 2021 •Economic Development plan final Draft May 2021 •CCTV City centre Project Planning phase completed end March 2021 •COVID Economic recovery plan draft prepared in partnership with regeneration Swansea present to March Cabinet. •City centre and BID repurposing strategy report Draft Final to be completed by end March 2021. •Receive applications from Landlords in St Thomas by end March 2021 •New fee structure in place by 2021 for HMO licences •Capital Programme and WHQS compliance report goes to council March 2021 •Homelessness strategy at mid point and review presented to Council March 2021
Community Support	GREEN	<p>All topic areas being worked on and action plan in place</p> <p>Local Area coordination expansion plan in place</p> <p>Socio-economic duty implementation</p> <p>Poverty Truth Commission development and implementation</p> <p>Poverty and support</p> <p>Poverty toolkits and training</p> <p>Volunteering toolkits and training</p> <p>Funding obtained to support the ward plans, Local resilience and recovery plan templates</p>	<ul style="list-style-type: none"> •Phase 1 expansion ((Wauarllwydd & Cockett, Penlan and Killay & Dunvant) 31/3/21 •Awareness raising and initial phase of integrated Impact assessment proforma produced. •Recruitment of PTC commissioners 30/9/21 •Identification of key issues, update Poverty Profile of Swansea 30/6/21 •Develop toolkits for Poverty and Volunteering 30/6/21

Workstream	RAG	Progress on planned activities/ Project Update	Activities/ decisions planned for next period
Future Workforce and Equalities	GREEN	Homeworking and Agile Working documentation updated for current COVID operations. Culture and behaviours for the authority being reviewed in light of agile workforce. Digital first and transformation GH network update underway	<ul style="list-style-type: none"> Agile working policy for return to Business as usual being presented to CMT by end of Feb 21 Workforce planning and the development of workforce plans to be re-established April 21. Culture and behaviours due to be presented to CMT by end March 2021. Digital first and transformation Tender for switch Feb 21
Post EU Exit Working group	AMBER	Post-EU Exit group reviewing any impacts on the Council and Partnerships. Update Paper produced for March Council Due to COVID Tier restrictions full implications of the deal are yet to be seen or full impact recognised.	<ul style="list-style-type: none"> Next Post EU Steering group meet on 17th February. Continue to monitor the situation (no escalation of any issues identified) Continue to meet monthly
MTFP	GREEN	Tracker produced and will be monitored as part of the Steering group with any issues being escalated to the Board	<ul style="list-style-type: none"> Detailed tracker to go to Steering group

Appendix 4 - MTFP Delivery Tracker

Red	not achieving target
Amber	risk of not achieving
Green	On target

