



Report of the Cabinet Member for Economy, Finance & Strategy

Scrutiny Programme Committee – 19th October 2021

UPDATE ON SWANSEA ACHIEVING BETTER TOGETHER

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|------------------------------------|--|
| 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. |
| Report Author: | Marlyn Dickson / Adam Hill |
| Finance Officer: | Ben Smith |
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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 information below sets out the background and current position with regards to the work programme.

2.0 Background

- 2.1 The main purpose of the Achieving Better Together Programme is to ensure the council is sustainable, efficient and effective in what and how it delivers its services with the citizen at the heart of all that we do. We want to ensure the right services are available to our communities in the right way and at the right time for them.

2.2 As well as identifying the priorities in the short and medium term, the Achieving Better Together framework aims to set the foundations for establishing the longer term shape of the council, looking ahead to the next 20 years to 2040.

2.3 The strategic aims of Swansea – Achieving Better Together are:

- 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.

2.4 The programme key reporting milestones to date:



2.5 The programme phases are not linear but overlap so the work undertaken in the prior phase will inform the next phase.

| | | |
|---|--------------------------|---|
| Phase 1 – Short Term | Re-mobilise | Recovering, restarting & adapting a wide range of Council Services |
| Phase 2 – Medium Term | Refocus (Up to May 2022) | A strategic response to support the city to emerge and grow from the crisis delivering our corporate priorities |
| Phase 3 – Long Term (work in Phase 1 and 2 will support the actions in Phase 3) | Reshape (After May 2022) | Longer term City and County regeneration and development strategy |

The work of both the Remobilise and Refocus phase have continued throughout the new pressures of the COVID pandemic and continued impact of COVID. The Council's response has had an impact on progress, however the work-streams have all worked through their agendas to Recover and Refocus the Council.

3.0 Recovery Well Underway

3.1 The council did not only maintain services throughout the pandemic but it is well underway on its journey to refocus the Council. Many of the services transitioned to working from home, the many capital and development programmes were maintained through the planning and preparation process. This ensured that 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 Achieving Better Together programme is clear in its message that the purpose of the programme is to enable a sustainable, efficient and effective organisation with the citizens of Swansea at the heart. The remobilise phase initiated a plan that did just that, it called on resources from across the organisation to support local residents, communities and businesses through the pandemic as a priority.

This included a range of interventions from:

- Food banks and support for those shielding
- Issuing grants to businesses and direct payments to carers, those self-isolating, or to parents for free school meals.
- A shift to online channels supported more residents completing online forms for service requests.

3.3 The Council was in a strong position going into the pandemic which enabled desk based staff to make the shift to homeworking easily. In addition, staff from across services got involved in volunteering or supporting vital work to help residents and businesses.

3.4 The Achieving Better Together Programme is contributing towards the achievement of the national well-being goals.

• *A prosperous Wales* – Supporting and training the Council's workforce to deliver transformed services that provides the most sustainable outcomes for residents.

• *A Resilient Wales* – The Managing the Present and Shaping the Future, Swansea Council – From Recovery to Transformation Strategy underpins our recovery from Covid-19 and aims in order to transform services, deliver better outcomes for residents and achieve financial sustainability with reduced carbon footprint.

• *A Healthier Wales* – The programme work streams have projects in phase 2 – (Refocus) that aim to: encourage greater community ownership, improved health and wellbeing for staff, provide active lifestyle and healthy living for our citizens e.g. our approach to Housing and the Active Travel Project.

- *A more Equal Wales* – Providing the opportunity for local citizens to influence how policies are written and services are developed through the development of a co-production strategy.
- *A Wales of Cohesive Communities* – The Community Response work-stream has a strong focus on community involvement. Projects include: supporting community volunteering, Local Area Coordinators expansion and working with third Sector and other statutory and non-statutory partners in Swansea and encourage the continuation of community relationships.
- *A Wales of vibrant culture and thriving Welsh language* – Through the coproduction framework we will establish a diverse forum for community volunteers to be involve in the decision-making process and give them an opportunity to express their views and opinions. The programme will improve the communication and engagement with communities, which includes welsh medium provision.
- *A globally responsible Wales* – The Achieving Better Together programme has a focus on the future and delivering social, environmental, cultural, economic and financial sustainability through the work-streams. Any decision making considers future impacts e.g. climate change.

3.5 The Re-mobilise phase set the 2021/22 budget and refreshed the MTFP. This work was undertaken in the Recovery, Reshaping and Budget Strategy Board and has been closely monitored each month from May 2021.

3.6 The current status for the MTFP delivery is positive and on target to be delivered for the financial year 2021/22. The MTFP delivery tracker is reviewed and issues or risk raised at the Recovery, Reshaping & Budget Strategy Board along with an overview of whether the delivery is on track.
See Appendix 1

4.0 Refocus Phase to Reshape Phase

4.1 Phase 2 – Refocus is supporting the council to deliver its ongoing corporate priorities and plans, whilst adapting to address the impacts coming out of the COVID crisis.

4.2 The continued impact of COVID and the Councils response has had an impact on progress, however the work-streams have all worked through their agendas to refocus the Council. The streamlined Governance structure for phase 2 – Refocus can be found in **Appendix 2**

4.3 Work is ongoing in relation to the continued recovery, refocussing and reshaping the Council and is structured around the following work streams;

- Care Services
- Education and Learning

- Future Workforce and Equalities
 - Community Support
 - Economy and Environment
- 4.4 The Organisational, Cross Cutting and Transformation steering group ensures that the work streams can interact, avoid duplication and synergies are sustained across the Council. The work streams have been aligned to existing bodies, meetings and boards to maximise the outcomes that each can achieve. **See Appendix 3**
- 4.5 Phase 3 - Reshape will look beyond 2022, it will be subject to the 2022 elections and priorities of the new council, a new Chief Executive, corporate plan and strategy for the council.
- 4.6 During the preparation of phase 3 and delivery of phase 2 we are working towards:
- Developing the framework for the future delivery programme – Phase 3 of Achieving Better Together – Reshape.
 - Ensuring Strategies and action plans (housing, Schools, economy, social care) are embedded and change is visible and increasing in pace.
 - A reviewed and updated corporate plan
 - Ensuring the culture of the organisation is aligned to the delivery of the corporate plan
 - Ensure all priority service areas have new models of delivery maturing
 - Delivering a balanced budget and long term MTFP that is sustainable
- 4.7 The Achieving Better Together Programme recognises changes in strategic context, brought about by changes in both legislation and priority focus areas, including:
- Wellbeing of Future Generations Act
 - Local Government & Elections Wales Act
 - Additional Learning Needs Act
 - Regionalisation Agenda
 - City Deal & City Centre Regeneration (Swansea Central Phase 1)
 - Smart City and Digital Strategy
 - Responding to Climate Change
 - Ten years of Austerity
 - Covid-19 Pandemic
 - Brexit

The programme intends to meet these new challenges, building upon the successes already achieved as it progresses into phase 3 - Reshape.

- 4.8 The budget and medium term finance plan will progress through the normal process for approval and help to shape the recovery and focus of the work-streams for 2022/23. The financial planning timetable is available **Appendix 4**

5.0 Governance

- 5.1 The Recovery, Reshaping & Budget Strategy Board ('The Board'). The board sits monthly and focuses on strategic issues and high level risks that have been identified in relation to the programme. The governance structure, together with details of the membership of The Board, can be seen at **Appendix 2** The Board predominantly oversees and monitors three programmes of work:

| | |
|----|---|
| 1. | Phase 2 (Refocus) of Achieving Better Together work-streams |
| 2. | The Medium Term Finance Plan |
| 3. | The Economic Recovery Fund |

- 5.2 Monthly Organisational Cross Cutting & Transformation Steering Group ('Steering Group') sits below The Board. Detailed discussions are conducted at Steering Group meetings in relation to the activities of each Work-stream. Where significant risks / issues are identified at Steering Group, those issues are reported to 'The Board' and the relevant Work-stream Lead Officer may be invited to attend a meeting of The Board to provide information as required. Audit Wales have been invited to attend meetings of Steering Group and either attend or request documentation on a regular basis.



- 5.3 The Recovery, Reshaping & Budget Strategy Board and the Steering group have both meet on a Monthly basis. The actual dates are set out below:

| Steering Group (21/22) | Board (21/22) |
|------------------------|---|
| 17th March | 14 th April (rescheduled from 8 th April) |
| 27 th April | 12 th May |
| 25 th May | 9 th June |
| 22 nd June | 14 th July |
| 27 th July | 8 th September |

| | |
|----------------------------------|---|
| 28th September | 13th October <i>(Budget)</i> |
| 26th October | 10th November <i>(Budget)</i> |
| 23rd November | 8th December <i>(Budget)</i> |
| 28th December | 12th January |
| 25th January | 9th February |

- 5.4 To support the recovery and transformation a new post was created to project manage the process with the Deputy Chief Executive overseeing the strategy. The Strategic Change Programme Manager was welcomed into post on June 1st 2021.

6.0 Conclusions

- 6.1 This paper demonstrates that the recovery and refocus 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 in place and working well.

- 6.2 Due to the uncertainty with COVID implications, the Council has to be vigilant and prepared to revert to response mode if required. However, work is continuing to building the foundations and scope the work of that will be required of the work-streams for the reshaping phase post May 22, 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 Integrated 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 work-streams, will help provide the assurance mechanisms for the duration of the medium term finance plan 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.

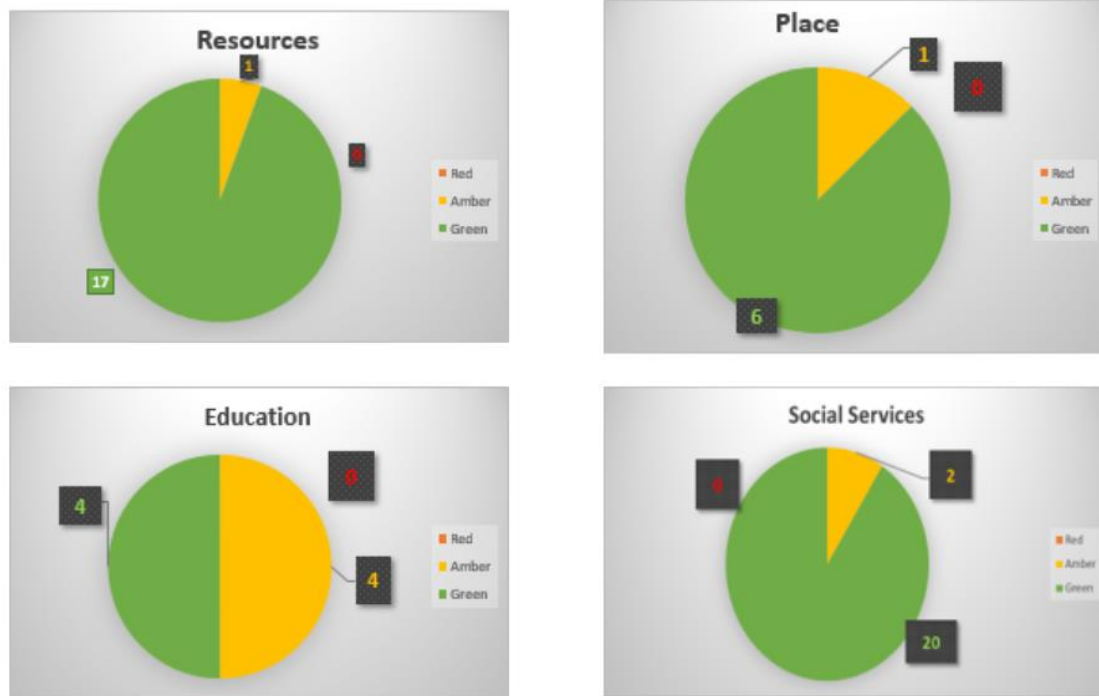
Appendices:

- Appendix 1** MTFP – September status
- Appendix 2** Governance Structure – Phase 2
- Appendix 3** Workstream Meeting Schedule
- Appendix 4** Medium Term Finance Plan Timetable

Appendix 1 - Medium Term Finance Plan Current Status (Sept. 2021)

MTFP Delivery Tracker Dashboard

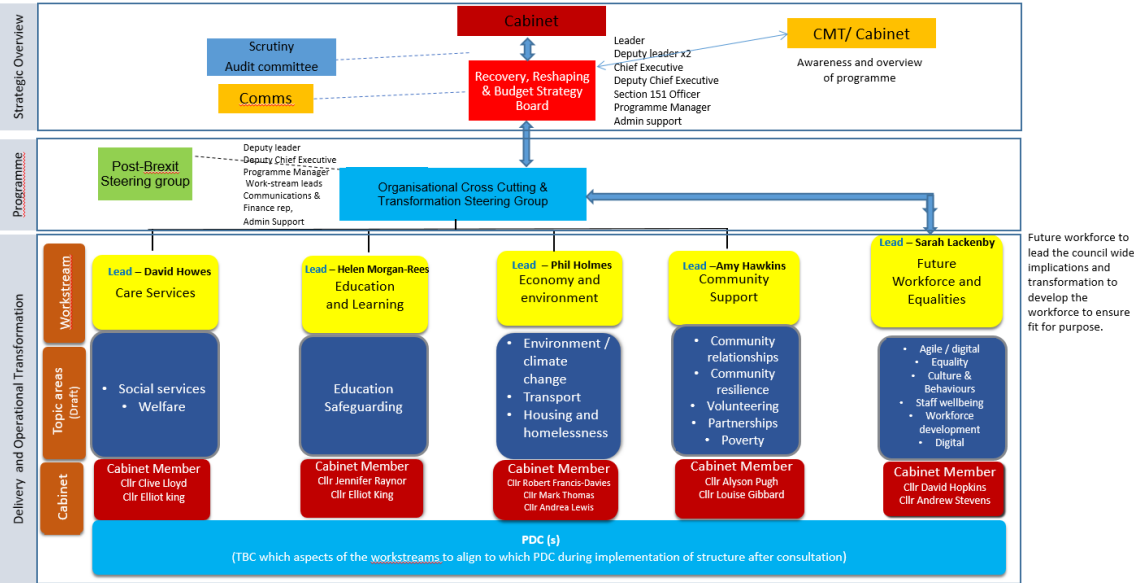
Number of savings targets on target by RAG rating



| Area | Description | RAG | Plan to Return to Green - Actions |
|-----------------|---|-------|--|
| Resources | HR&OD - TU Facilities Time | Amber | Removed as an agreed target and will be adjusted in base budget |
| Place | CTU service become commercial operation within 2 year or externalise service (Cm/Ex13) | Amber | relocation of service to new depot has now taken place. Some challenges to achieve full saving due to delayed occupation. |
| Education | Review of Out of County placements / delivery model - dependent on additional special school places | Amber | Savings reflected in base budget and will be monitored through PFM. With delay in delivery of new build special school, savings target deferred by a year to reflect further additional special school places as part of proposed interim measures - but savings target should be deliverable through current proposals and with continuing good progress on interim measures. |
| Education | Home to School Transport - savings identified as part of wider focused scrutiny of nature and spread of educational provision - in addition to the early delivery of £62k post 16 savings in E19 above (unless savings are taken corporately and base budget reduced) | Amber | Savings reflected in base budget and will be monitored through PFM. It should be possible to further mitigate the scale of underlying demand and cost pressures across transport provision with continuing scrutiny and review of routes. |
| Education | ALN Transport - review of spread and nature of STF provision / review of assessment / processes to better promote independent travel and integrate provision with Social Services as part of wider corporate review, led by Transportation (unless savings are taken corporately and base budget reduced) | Amber | Savings reflected in base budget and will be monitored through PFM. It should be possible to further mitigate the scale of underlying demand and cost pressures in relation to ALN transport provision with continuing scrutiny and review of nature and spread of specialist provision. |
| Education | Review of demand and service pressures with need for still tighter mitigation actions to replace the savings targets within the existing MTFP which are undeliverable to the timescale required | Amber | Reflected in base budgets and will be monitored through PFM. The need to replace undeliverable savings targets in relation to new walking routes and earlier proposed increases in school meal prices (subsequently unsupported politically) presents a severe challenge against the scale of underlying demand and cost pressures facing non-delegated services. Whilst robust management action can further mitigate the scale of pressures, many are externally driven and inherently outside the control of the Directorate. |
| Social Services | 1% reduction on staffing budget through vacancy management processes and maximising use of grant funding available. (This is predicated on an underspend in 20/21 to achieve this in future years) | Amber | This has been allocated to a holding code and will be apportioned to appropriate cost centres once more information is known around grant funding and vacancies, indications show we should know the position by the end of Q2. |
| Social Services | 2.5% reduction on staffing budget through vacancy management processes and maximising use of grant funding available. (This is predicated on an underspend in 20/21 to achieve this in future years) | Amber | This has been allocated to a holding code and will be apportioned to appropriate cost centres once more information is known around grant funding and vacancies, indications show we should know the position by the end of Q2. |

Appendix 2 – Governance Structure

Structure and governance



Appendix 3 – Work-stream Meeting Agenda's

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 |
| Safeguarding and wellbeing | Special School Task Group | Jo Holdsworth | Monthly | Second Thursday of the month |
| | 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 |
| | | Andrea Rees/Claire Griffiths | Half Termly | 14/12/20, 11/01/21, 08/03/21, 12/04/21, 21/06/21 |
| | EDSLT | Andrea Rees/Claire Griffiths | | |

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 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 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 |
| 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 |

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)

APPENDIX B

| 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 4 - Medium Term Finance Plan Timetable



Four-Year Budget Process Project Timeline

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