

# Cross Cutting Proposals - Working Progress v0.1 23.02.17

Name of Cross Cutting Programme /Project	Programme Director/ Project Sponsor	Delivery Lead Officer (s)	Transformation Co-ordination /PM support	'Draft' Vision	'Draft' - Programmes/Projects	'DRAFT' Aims/Outcomes	Start Date	Finish Date
Integrated Transport Policy & Strategy (Building on Existing CR)	Martin Nicholls	Stuart Davies Highways & Transportation, Dave Howes Social Services, Nick Williams Education. Coordination through Transport Steering Group	Phil John	Developing transport policies and strategies which support long-term, sustainable economic growth and enhance accessibility for all	Internal Transformation 1. Establish the Integrated Transport Unit and review the efficiency and effectiveness of all transport provision. Harness the opportunities from a central coordination of transport delivery. 2. Establish work-streams for Staff Travel, Education, SEN, EOTAS, Adult Services and Children's Services to review all transport policies, provision and controls. These work streams will report to the Transport Steering Group and present options for political decisions. 3. Commercial Fleet Project approach to acquisition of new vehicles, changes to the approval processes of business cases for new/replacement vehicles, and pooling of vehicles. 4. Determine the Councils policies with regard to the deployment of electric vehicles across the Councils fleet Wider Transport Policy 1. Establish a member forum (through CAC) to review existing transport strategies and policies and consider changes. 2. Monitor the effectiveness of the First Quality Partnership Board to see how public transport can be enhanced. 3. Continue to develop the transport model for Swansea to understand the impacts of developments. 4. Engage with WG over the proposals for the regional management of transport policy to ensure that it is not to the detriment of Swansea. Continue to engage with the Regional Transport Forum to ensure that the City Bay Region transport needs are prioritised for funding settlements	A. Review all policies and eligibility criteria relating to transporting clients B. ensure that all transport needs are managed through the Integrated Transport Unit to provide the most appropriate means of travel C. Improved performance, oversight and control of Transportation activities D. Reduced travel demands leading to a reduction in cost, travel time and CO2 emissions E. Effective risk management of all transport activities F. Supporting the aims of the future generation and wellbeing act in terms of accessibility and transport G. Delivering the aims of the Active Travel Act H. Enabling City centre regeneration by reducing congestion and improving accessibility and air quality I. Enhancing travel options across the City and County to support the Councils five key priorities. J. Developing a clear strategy for promoting cycling and walking with the appropriate focus on the enabling infrastructure. K. Developing a clear public transport strategy which allocates the appropriate level of priority over private modes of transport. L. Develop an integrated transport strategy which gives a clear vision for the movement of goods and people as part of the regeneration of Swansea City Centre which will help shape the urban environment. M. Develop a clear vision and strategy for parking and park and ride services to support the long term sustainability of the City. N. Having a clear view of the potential improvements to the highway network which will assist with the delivery of the LDP and wider regeneration aspirations. O. Having a long term transport vision which compliments the transport policies.		
Services in the community (New)	Martin Nicholls	Geoff Bacon	Vicky Thomas	Improve access to council services within Communities for visitors and citizens using existing local assets	1. Develop a Sustainable Communities Strategy 2. 'What could a Community Hub look like?' All services - Virtual or Physical or Both? - scoping with communities and key stakeholders using existing assets e.g. Libraries, DHO's, community centres etc 3. Linking in Asset Utilisation	A. More joined up approach to deliver our services B. Opportunities to engage with other partners to deliver key services C. More information on the door step for our citizens D. Building on or up the 'Community Culture' and existing good practice E. Retaining Assets and Key services through innovative redesign of services F. Preventative and early intervention to reduce demand - Community Enablement * Only a few for Community hub need to be agreed*		
Outcomes for Children (Existing)	Chris Sivers	Dave Howes/Nick Williams	Gemma Whyley	To enable the right support for Children and families, at the right time, in the right way	1. Schools to School Support (NW Lead) - New 2. ALN Service Review & Implementation 3. EOTAS Implementation 4. Leading Learners Transformation plan 5. Safe LAC Reduction Strategy 6. Child & Family Transformation Plan	A. Schools to School Support - to devise a mechanism for schools to increasingly become self-supporting and sustaining systems of good practice  Need to develop further from Leading Learners Transformation Plan and Child & Family Transformation Plan - outcomes Need EOTAS Outcomes	April 17	December 17
Outcomes for Adults (Existing)	Chris Sivers	Alex Williams	Lucy Friday	People in Swansea have effective care services, working to de-escalate need and ensuring independence for as long as possible  Out for consultation for adult services People in Swansea will have access to modern health and social care services which enable them to lead fulfilled lives with a sense of wellbeing within supportive families and resilient communities. "We will help people to keep safe and protected from harm and give opportunities for them to feel empowered to exercise voice, choice and control in all aspects of their lives." "Our services will focus on prevention, early intervention and	1. Adult Services Transformation Plan implementation (in flight) 2. Domiciliary care implementation (in flight) 3. Day Care implementation (in flight) 4. Residential Care implementation (in flight) 5. Learning Disabilities, Mental Health and Physical Disability implementation (in flight)	A. Improving the integrated services delivered jointly by health and social care to provide better services for frail older people and reduce demand across those services B. Robust arrangements in place to effectively manage demand C. Strong processes in place to deliver each part of the commissioning cycle, commissions services that meet citizen's needs and makes best use of the limited resources D. Contribution to delivery of the Council wide Prevention Strategy and is also critical to managing demand into managed care E. Adult Services will invest in its workforce to upskill and develop them to help deliver operationally on a day to day basis as well as transform services F. A robust processes in place to effectively manage DoLS and safeguarding to ensure citizens are safe and the Authority minimises the potential financial risk of legal challenge G. Increase Direct Payments usage to provide the citizen with greater choice, voice and control over how their care needs and sustainability of the service by reducing costs over the long-term		
Regulatory Services (New)	TBC	TBC	TBC	Providing Safeguarding the health, safety and economic wellbeing of the citizens and businesses in Swansea	1. Mapping of Existing Services across the whole organisation from a Regulatory Function - across Public Protection, Housing, Licensing 2. Link into the Customer Contact/Business Support Model	A. Deliver a high quality, customer focussed services that protect the environmental, social and economic wellbeing of our citizens		
Commercialism (Existing)	Mike Hawes	Chris Williams	TBC	Becoming a 'Commercial Council' in order to continue delivering key services for today and the future	1. Commercial Strategy and implementation plan (to include updated governance for commercial decision-making and the development of a route map for new commercial ventures and their potential alternative models of delivery) 2. Income dashboard development – to ensure a clarity, and allow management focus to be enhanced, for the commercial performance of the Council 3. Review our professional services and sales and marketing infrastructure to ensure a commercial focus is applied to all the Council's commercial assets and business operations 4. Training and culture change programme to be implemented to develop increased commercial skills and focus across the Council 5. Review of subsidy policies / differential pricing in light of need to increase income 6. Commissioning and contracting – review current practice and implement a 'commissioning model' (Adult Services Pilot) 7. Contribute to the development of the commercial model for Regulatory Services 8. Contribute to the development of the commercial model for parking services including input into its new	A. Increase skills capability and capacity of our workforce and processes, to ensure business-like thinking to achieve a commercial culture B. On-line tool to track Council income, providing trend analysis C. Core Services become more self financing, self reliant, self sufficient		

Strategic Programme Register

<p>Capital Programme (New)</p>	<p>Martin Nicholls</p>	<p>Finance/Corporate Building &amp; Property Services/Regeneration Education</p>	<p>?</p>	<p>A Capital Programme that sets out plans for major projects or the purchasing, building and improving of council assets that will support long-term, sustainable economic growth providing 'worth' for all</p>	<p>1. A clear investment strategy for the Capital Programme to be developed (3 or 5 YPOA)                  2. Establish a clear and transparent process for determining major capital investment priorities to support the Council in making decisions - develop a Capital Investment Board                  3. Review Capital Procurement Processes                  4. Develop a Property fund and development function                  5. Managed Capital Portfolio/Programme (e.g. school new builds, HRA Improvements?). Interdependencies with City Center and City deal</p>	<p>A. To maintain an affordable four-year rolling capital programme                  B. To undertake Prudential Borrowing only where there are sufficient monies to meet in full the implications of capital expenditure, both borrowing and running costs                  C. To maximise available resources by actively seeking external funding and disposal of surplus assets                  D. To engage local residents in the allocation of capital resources where appropriate                  E. Widen investments in net revenue raising commercial ventures F. development formal "development function cross council"</p>		
<p>Prevention (Existing)</p>	<p>Chris Sivers</p>	<p>Rachel Moxey/RE</p>	<p>TBC</p>	<p>Individual, families and communities have the support they need to have resilient and sustainable networks, with fewer needing intervention and intensive support from the Council</p>	<p>1. Feasibility Study with Partners (ABMU) to develop an Invest to Save Model - Pilot - NEW                  2. IAA Framework - Customer Contact Functions (Align with Business Support) - Initial Scoping with Leadership Team                  3. Employability - mapping of existing practice in Swansea and identify best practice - NEW                  4. Ageing Well Partnership - Outcomes review - NEW                  5. Welfare Rights cross cutting review - NEW                  6. Adult Community Learning review - NEW</p>	<p>A. Developed model that can be used cross-agency to identify investment and payback                  B. Provide a coherent cross council approach to IAA                  C. Employability devised action plan outlining employability skills in schools, employability across the age ranges (children and adults), apprentice Levy opportunities, maximise external income, support for older people developing skills                  D. Enabling people of Swansea to age well action plan                  E. Mini review of all welfare benefits support services within the council                  F. Mini review of adult community learning services aligning to the councils internal and commissioned learning provision</p>	<p>Aug 17                  March 17                  Sept 17                   April 17                  March 17</p>	<p>Aug 18                  March 17                  April 18                   December 17                  July 17</p>