Public Document Pack

Sir y Fflint Flintshire CYNGOR COUNTY COUNCIL

Contact Officer:
Nicola Gittins 01352 702345
nicola.gittins@flintshire.gov.uk

To: Cllr Aaron Shotton (Leader)

Councillors: Bernie Attridge, Chris Bithell, Helen Brown, Derek Butler, Christine Jones, Kevin Jones and Billy Mullin

8 June 2016

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 14th June, 2016 in the Clwyd Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST

Purpose: To receive any Declarations and advise Members accordingly.

TO CONSIDER THE FOLLOWING REPORT

3 IMPROVEMENT PLAN 2016/17 (Pages 3 - 74)

Report of Chief Executive - Cabinet Member for Corporate Management

Purpose: To approve the draft plan prior to endorsement by County Council.

Yours faithfully

Peter Evans
Democracy & Governance Manager

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CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

CABINET

Date of Meeting	Tuesday 14th June 2016
Report Subject	Improvement Plan 2016-17
Cabinet Member	Corporate Management
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Improvement Plan for 2016-17 has been refreshed and updated to reflect the key priorities of the Council for next year.

The structure of the plan is retained with the eight priorities and the sub priorities. Five of the eight priorities continue with a refresh of longer term projects or ambitions, whereas the remaining three have been reviewed to reflect local circumstances and priorities.

There is also a new section within each sub priority which references national issues which have the potential to impact upon achievement of the priorities. These issues will also be referenced, where relevant, in the next refresh of the Medium Term Financial Strategy for 2016-2020.

This final draft of the Improvement Plan is the result of considerations by Overview and Scrutiny Committees within their respective terms of reference. A positive endorsement of the Plan has been received from these committees.

RECOMMENDATIONS	
1	To endorse the Improvement Plan 2016-17 prior to adoption by the County Council for final publication.

REPORT DETAILS

1.00	**EXPLAINING THE IMPROVEMENT PLAN 2016-17**
1.01	It is a requirement of the Local Government (Wales) Measure 2009 (the Measure) to set Improvement Objectives and publish an Improvement Plan. It is a statutory requirement for the County Council to adopt the Improvement Plan.
1.02	The name 'Improvement' Plan could be taken as a misnomer in a climate of reducing financial resources where 'improvement' itself could be as much as maintaining or even reducing performance in order to continue to provide priority public services. Therefore the next iteration of the Plan for 2017-18 onwards may be more appropriately named.
1.03	Improvement Objectives and an accompanying Improvement Plan were first set and adopted by the Council in 2011. For 2013-14 the Council thoroughly reviewed the priorities to streamline them and reset them with clearer outcome based aims. A revised set of eight priorities supported by a structure of sub-priorities was adopted.
1.04	The Plan presentation remains largely unchanged, as it has been well received and commented upon favourably. The only main change has been an additional section of 'National Policy' issues listed within each relevant sub-priority. These are issues over which we have little control and which may restrict successful and or timely delivery of our priorities. They are issues of national interest and have the potential to impact upon achievement of the priorities. These issues will also be referenced, where relevant, in the next refresh of the Medium Term Financial Strategy for 2016-2020.
1.05	For 2016-17 a review of the current priorities and sub-priorities has been undertaken to set: - • priorities that continue into 2016-17 for sustained attention; • priorities that can now be removed as completion of a time-limited piece of work and are now embedded e.g. Universal Credit preparation, use of the National Procurement Service • priorities which could be broadened into more strategic issues e.g. 'Creating jobs and growing the local economy', the care home market; • priorities which could be merged e.g. Maximising Income and Fuel Poverty; • emerging priorities for 2016-17 e.g. Improving chances for Looked after Children, mental health. Sub-priorities have also been set to take into account Cabinet and Overview and Scrutiny priorities, priorities of partners, public views and service demands and national policy and legislation.
1.06	For each sub-priority which continues to be high profile for 2016-17 there has been a review based on:- • the reasoning for the priority status;

	• what we will do and how we will measure achievement; and • the risks that will need to be managed.
1.07	The Improvement Plan in totality is presented as 2 documents that are inter-related; firstly the 'public' version of our statements of intent around the 8 priorities (Appendix 1) and secondly the document that describes the targets and milestones on which achievement will be measured (Appendix 2). This is the document that is used by Cabinet and Overview and Scrutiny Committees to monitor progress during the year. There are a number of measures and milestones which have yet to be confirmed; these will be finalised in the published documents.
1.08	The final Improvement Plan will be available as a web-based document published on the website before the end of June following endorsement by County Council.

2.00	RESOURCE IMPLICATIONS
2.01	Resource implications have been considered during preparation of the Medium Term Financial Strategy and will continue to be monitored during the regular budget monitoring and financial planning arrangements.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	All Overview and Scrutiny Committees have had the opportunity to consider and review the content of the draft Plan priorities including the opportunity to scrutinise targets set for 2016-17. Comments and actioned responses are outlined in Appendix 3.

4.00	RISK MANAGEMENT
4.01	Delivery of the Plan objectives is risk managed within each of the sub priorities of the Improvement Plan and is monitored and reported against quarterly by the Overview and Scrutiny Committees. The risks to the statutory requirements of the Plan include: not publishing the plan within statutory timescales (30 June) and not adhering to the prerequisite content. Both these risks are managed through adherence to well established procedures for i) publishing the Plan and ii) ensuring that the content of the plan reflects the requirements of the Measure. An additional risk is that the Plan is not endorsed by Members; consultation with Members both individually and as part of the Scrutiny process allows for full engagement.

5.00	**APPENDICES**
5.01	Appendix 1: Improvement Plan 2016-17. Appendix 2: 'How we Measure' document Appendix 3: Overview and Scrutiny consultation

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	None. **Contact Officer:** Karen Armstrong, Corporate Business and Communications Executive Officer **Telephone:** 01352 702740 **E-mail:** Karen.armstrong@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	**Improvement Plan:** the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.
7.02	**Medium Term Financial Strategy:** a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

Improvement Plan

2012-2017

2016 - 2017

CYNGOR
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Contents

Welcome to Flintshire County Council's Improvement Plan for 2016/17

The latest version of our Improvement Plan sets out our priorities for the 2015/16 Council year and what we aim to achieve. Flintshire prides itself on being a council which performs highly for its local communities and one which is motivated by a set of strong social values.

Flintshire is a well-governed and progressive council. We are performing well as a direct provider and commissioner of public services, and as a partner to others. Our recent track record in key services such as education, social care, housing, anti-poverty and environment show that we do deliver on what we say we will do.

Everything we do is important to someone, so selecting a set of priorities for the year is never an easy task. We have set three shared priorities with our partners at a County level, and eight priorities for the Council itself. The Council's framework of eight priorities has been in place for several years and will be familiar. Through our priorities we aim to make a real and noticeable impact.

We are under huge financial pressure during this period of unprecedented austerity. Despite this we still aim high on our priorities. If we fall short against our priorities it will be because of under-funding and not because we are not committed or are not capable.

The plan sets out the Council's eight priorities and all the detailed sub-priorities for action, where we will make a bigger impact this year, page by page. An explanation for the choice of each one is given.

For 2016/17 a review of the current priorities and sub-priorities has been undertaken to set:-
- priorities that continue into 2016/17 for sustained attention;
- activities that can now be removed as completion of a time-limited piece of work which are now embedded e.g. Universal Credit preparation, use of the National Procurement Service;
- priorities which could be broadened to include more strategic issues e.g. 'Creating jobs and growing the local economy', the care home market;
- sub-priorities which could be merged e.g. Fuel Poverty and Maximising Income;
- emerging priority activities for 2016/17 e.g. Improving chances for Looked after Children, mental health.

Over the five year life of the Council, 2016/17 being the final year, the full set of priorities has adapted, and the annual set of priorities selected for special attention have changed according to need and circumstance.

We hope that you find the Plan both informative and uplifting. Your feedback on the Plan itself, and on what we aim to achieve, would be very welcome.

Colin Everett
Chief Executive
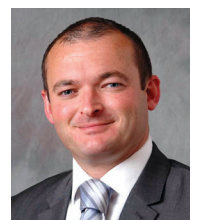
Aaron Shotton
Leader of the Council

Setting Our Priorities and Judging our Performance

The priorities for Flintshire as a County are set by the Council and its local public sector partners. We work together as a Public Service Board (PSB) combining our resources for the benefit of Flintshire.

The sub-priorities shown with a 🤝 symbol (see diagram on page 6) denote those we share with our partners. These have been selected for special attention where we believe that concentrated effort by the partners working together will make a big difference to the communities of Flintshire. The sub-priorities are:

- Supporting Independent Living

- Vulnerability, Intervention and Prevention

- Inspiring Community Resilience

Partners include: Coleg Cambria, Natural Resources Wales, Public Health Wales, North Wales Police, Betsi Cadwaladr University Health Board, Wales Probation, Flintshire Local Voluntary Council, North Wales Fire & Rescue Service and Welsh Government.

The Council has also set a number of priorities for itself as an individual partner organisation. Setting priorities helps us focus our attention and resources on the things that matter most; these priorities are echoed in the Council's business plans. We are legally required to set priorities known as Improvement Objectives (under the Local Government (Wales) Measure 2009). We call these our 6 Improvement Priorities.

In setting our Priorities we have to take a number of things into account from Welsh Government policy[1], to the expectations of our key partners, to our legal responsibilities, to the views of local people.

We then set our targets, and judge our performance against them by using a wide range of information both quantitative (performance judged by numbers) and qualitative (performance judged by feedback, the results of consultation etc.).

To ensure that we know how well we are doing in meeting the expectations for our priorities we have a series of 'measures' which we keep under regular review. These performance measures are set out for each of our priorities page by page. They are detailed more fully in the supporting document *'How We Measure Achievement'*.

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[1] Our priorities reflect the requirements of the Local Government (Wales) Measure 2009 to include the improvement aspects of: strategic effectiveness; service quality; service availability; fairness; sustainability; efficiency and innovation.
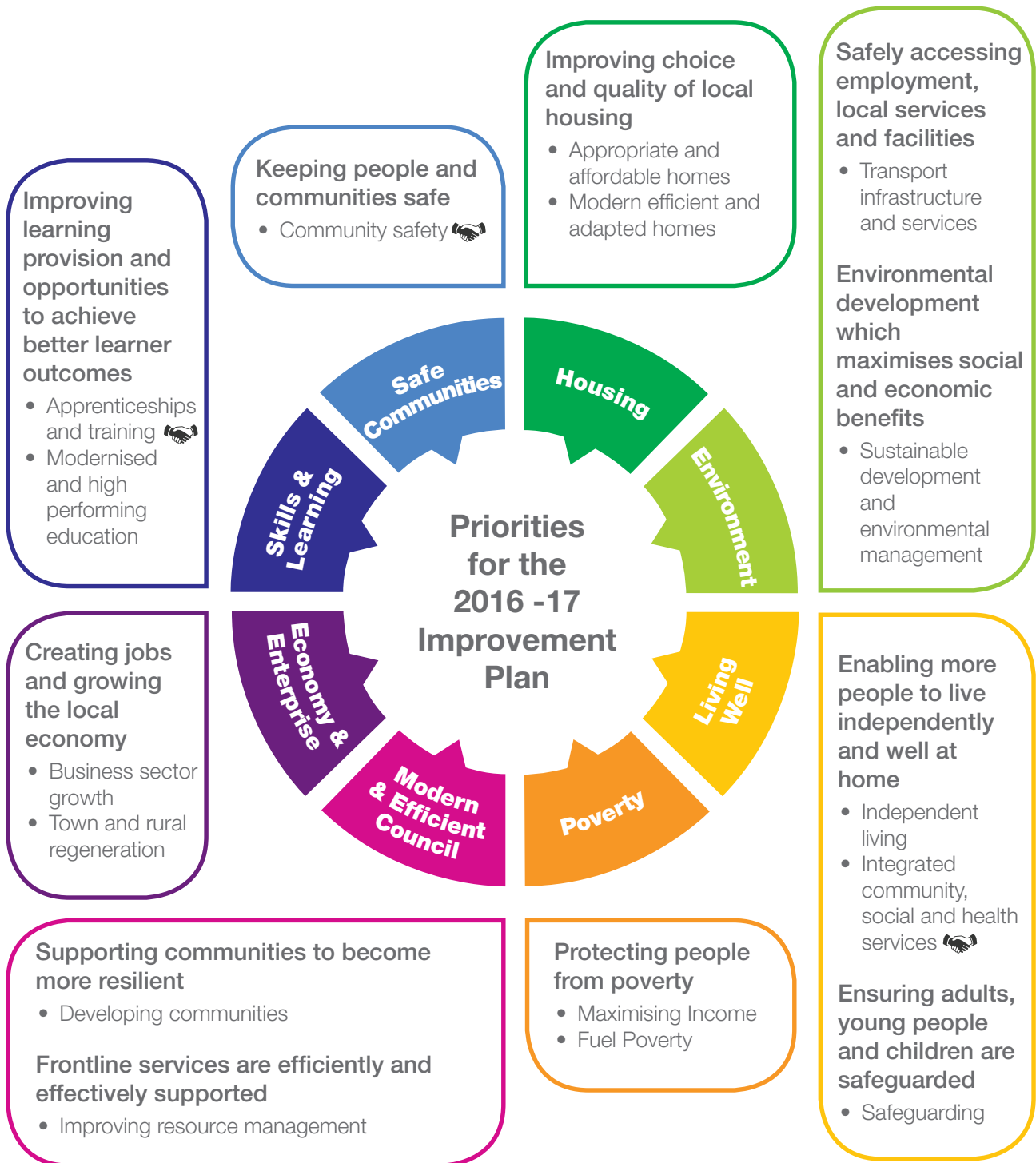
Each of our sub-priorities is described individually on the following pages. We provide information about:

- The impact - what difference will be made

- Why the priority is important in 2016/17

- The national policy issues which impact on delivery of the sub-priority

- What we will do

- How we will measure achievement

- What risks we need to manage

- What some of our language means

We will let you know how well we have performed against our outcomes in two ways:

1) regular reports to the Council's Cabinet and Scrutiny committees, and

2) next years published Annual Performance Report for 2016/17.

Priorities for the 2016/17 Improvement Plan

Improving learning provision and opportunities to achieve better learner outcomes
- Apprenticeships and training
- Modernised and high performing education

Keeping people and communities safe
- Community safety

Improving choice and quality of local housing
- Appropriate and affordable homes
- Modern efficient and adapted homes

Safely accessing employment, local services and facilities
- Transport infrastructure and services

Environmental development which maximises social and economic benefits
- Sustainable development and environmental management

Creating jobs and growing the local economy
- Business sector growth
- Town and rural regeneration

Supporting communities to become more resilient
- Developing communities

Frontline services are efficiently and effectively supported
- Improving resource management

Protecting people from poverty
- Maximising Income
- Fuel Poverty

Enabling more people to live independently and well at home
- Independent living
- Integrated community, social and health services

Ensuring adults, young people and children are safeguarded
- Safeguarding

Priorities for the 2016 -17 Improvement Plan

- Safe Communities
- Housing
- Environment
- Living Well
- Poverty
- Modern & Efficient Council
- Economy & Enterprise
- Skills & Learning

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Following the Plan - An Easy Guide

The previous page sets out the Council's eight standing priorities and the sub-priorities which support them, where we aim to make a big impact in 2016/17.

Each standing priority is illustrated with a different colour. For example, **Poverty** is orange and **Modern and Efficient Council** is dark pink. This colour coding should make the priorities easier to follow as the reader works through the document and also the supporting document 'How we measure achievement'.

On the graphic illustration we have set out against each priority the impacts we aim to make. Under each impact we list the sub-priorities where action and achievement will help achieve the impact. A sub-priority is simply a specific programme of work on a given theme. Taken together, success in achieving the aims of a set of sub-priorities will deliver the ambition for the bigger, standing priority of the same theme.

Every organisation has to prioritise its attention and its resources to make an impact. The Council has selected a number of the sub-priorities for special attention in the 2016/17 Council year. Each of these selected sub-priorities then has a dedicated page to itself later in the document..

For example on page 23, you will see the priority for **Skills and Learning**.
This has a single impact:-

- **Improving learning provision and opportunities to achieve better learner outcomes**

This impact has two sub-priorities selected for attention in 2016/17. The reason for selection is explained on their dedicated pages (pages 22 and 23):-

- Apprenticeships and Training

- Modernised and High Performing Education

What's changed for 2016/17?

There is a new section within each sub-priority which references national issues which have the potential to impact upon achievement of the priorities. These issues will also be referenced, where relevant, in the next refresh of the Medium Term Financial Strategy for 2016-2020.

Which Sub-Priorities have changed for 2016/17?

We recognise that when reading the Plan from one year to the next it can be difficult to see why some sub-priorities have not been carried forward. For this reason we have included a table below to summarise why sub-priorities have not been carried forward.

2015/16 Sub-Priorities	Why has this sub-priority not been carried forward into the 2016/17 Plan
Town and Rural Regeneration	The 2 sub-priorities in the 2015/16 Improvement Plan (Business Sector Growth and Town & Rural Regeneration) have been merged to create the sub-priority Business Sector Growth & Regeneration. This is now a more strategic sub-priority, focusing on: • Strategic / regional positioning in readiness for future accelerated growth • Maximising the economic value of transformation projects • Facilitating the creation of jobs • Strengthening the economic benefits of town centres and the visitor economy
Fuel Poverty	Fuel Poverty has been merged within the sub-priority Maximising Income to create an overall sub-priority of 'Poverty'. This sub-priority focuses on: • Provision of advice and support services to help people protect their income • Helping people to get closer to work and / or be work ready • Delivery of energy efficiency measures to homes in Flintshire

Regulation, Audit and Inspection

As a public organisation the Council is regularly inspected to examine and challenge its performance and effectiveness. This work is mainly undertaken by a number of appointed bodies including Wales Audit Office (WAO), Estyn and the Care and Social Services Inspectorate (CSSIW).

The Council received a favourable Corporate Assessment as part of its Annual Improvement Report last year. The Corporate Assessment is undertaken every 4 years by the Auditor General for Wales. Flintshire's report contained seven Proposals for Improvement, most of which have either been completed or made good progress.

Other reports by Estyn and CSSIW have also been satisfactory with CSSIW finding in October 2015 that the majority of improvement areas previously identified by CSSIW have made good progress, but some areas of weaker performance remaining. During early 2015, CSSIW also inspected the Council's fostering services and found that many things were being done very well.

Other Audit / Regulatory Activity

The council prepares an annual summary of all external audit and regulatory activity. The last one was produced in January 2015 and considered by the Council's Audit Committee.

How Consultation Informs our Plan

The priorities set for this Improvement Plan were, from the outset, based on a wide range of previous consultations in service areas with both partners and representative groups (e.g. community safety, anti-poverty, education, economic development) and, in some cases, service users directly (e.g. housing).

There has been no single intensive consultation exercise on the Plan itself, by local choice, given this background. Elected members, on behalf of the communities they represent, have contributed to setting the priorities of the Council and used their representative role to test the relevance of the Plan against local public opinion. This has been facilitated through the sharing of the draft plan with all elected members and through its presentation at a workshop to which all elected members were invited. Feedback has been used to develop this final version of the Plan. In addition, elected members have been consulted on the targets and milestones to be used to measure achievement of the Plan and ensure there is sufficient pace and ambition.

Consultation on all parts of the Plan is continuous with stakeholders and Welsh Government. The Council remains open to feedback on the plan and amending it at any time following receipt of feedback as well as through new service based consultations.

Improvement Plan and 'How we measure achievement'

These 2 documents are linked with the 'measuring achievement' supporting document providing greater detail about the target performance and milestones we have set ourselves. The documents are hyperlinked at the relevant pages, or this table can be used as a guide.

Improvement Plan Page Numbers	Priority	Sub-Priority	Impact	Corresponding page numbers in 'How we measure achievement'
12 13	**Housing**	• Appropriate and Affordable Homes • Modern, Efficient and Adapted Homes	Improving the choice and quality of local housing	2 - 3 4 - 5
14 15 16	**Living Well**	• Independent Living • Integrated Community Social and Health Services • Safeguarding	Enabling more people to live independently and well at home Ensuring adults, young people and children are safeguarded	6 - 7 8 - 9 10 - 11
17	**Economy & Enterprise**	• Business Sector Growth & Regeneration	Growing the economy and creating jobs	11 - 12 12 - 14
18 19	**Skills and Learning**	• Apprenticeships and Training • Modernised and High Performing Education	Improving learning provision and opportunities to achieve better learner outcomes	15 - 17 18 - 21
20	**Safe Communities**	• Community Safety	Keeping people and communities safe	22 - 23
21	**Poverty**	• Maximising Income	Protecting people from poverty	24 - 27
22 23	**Environment**	• Transport Infrastructure and Services • Sustainable Development and Environmental Management	Safely accessing employment, local services and facilities Protecting our local environment	28 - 30 31 - 33
25	**Modern and Efficient Council**	• Developing Communities • Improving Resource Management	Supporting communities to become resilient Front line services are efficiently and effectively supported	34 - 36 37 - 39

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Priority: Housing

Sub Priority
Appropriate & Affordable Homes

Impact
Improving the choice and quality of local housing

What we will do in 2016/17:

1) Deliver a proactive Housing Solutions service to prevent homelessness for as many households as possible.
   Achievement will be measured through:

   o Number of housing enquiries resolved at first point of contact

   o Maintaining the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months

2. Stimulate the growth of affordable housing.
   Achievement will be measured through:

   o Increasing the numbers of new Council and affordable homes through the SHARP programme

   o Maximising the number of new affordable homes provided through the planning system

   o Increase the numbers of affordable homes provided through the Social Housing Grant (SHG) programme (includes Extra Care provision)

This is a priority this year because we need to:

- Prevent homelessness.
- Meet the diverse housing and accommodation needs of the local population.
- Develop more opportunities for people to access affordable rent and low cost home ownership.

National Policy Issues:

- Capping of social rents to the Local Housing Allowance (LHA) levels.
- Local Authorities to be able to access grant funding to support new build affordable and social housing.
- Sufficiency of resourcing to fulfil the new duties of the Wales Housing Act.

Risks to manage

- Homelessness will remain a growing area of demand due to the current economic climate.
- The supply of affordable housing will continue to be the insufficient to meet community need.

What we mean by:

SHARP - Strategic Housing and Regeneration Programme - programme to build 500 new homes over the next five years.

Social Housing Grant (SHG) - funds housing schemes that meet local needs and priorities as identified by local authorities including providing housing for rent or low cost home ownership through new build or the use of existing buildings.

Priority: Housing

Sub Priority
Modern, Efficient & Adapted Homes

Impact
Improving the choice and quality of local housing

What we will do in 2016/17:

1. Deliver financial support to repair, improve and adapt private sector homes.
   Achievement will be measured through:
   o Repairing / improving 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan
   o Maintaining the timeliness of adaptations, particularly those delivered through Disabled Facilities Grants

2. Reduce the number of long term vacant homes.
   Achievement will be measured through:
   o Bringing empty homes back into use for residential living through the Welsh Government Houses into Homes Scheme

3. Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard for all Flintshire Council homes.
   Achievement will be measured through:
   o Completing WHQS work schemes to a value of £21M, in line with the Housing Asset Management Strategy

This is a priority this year because we need to:

- Provide good quality housing for residents and maximise funding to improve homes.
- Reduce the number of empty properties in the County.
- Meet the Welsh Government target for all social housing to be brought up to the Welsh Housing Quality Standard (WHQS).

National Policy Issues:

- Maintain the funding of Major Repairs Allowance (MRA) so that the Council can meet the WHQS standard by 2020
- Maintain current rent policy so that the Council can achieve WHQS by 2020

Risks to manage

- The increased work programme to deliver the WHQS will not be met due to the scale of the programme.
- Council funding for adaptations and home loans will not be sufficient to meet demand.
- Financial assistance available to repair homes is not taken up by residents.
- Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources.

What we mean by:

Major Repairs Allowance (MRA) - A grant paid to the 11 Local Housing Authorities who still manage and maintain their council housing which must be used to meet the WHQS.

WHQS - Welsh Government's physical quality standard for modern social housing.

Adaptations - changes to a person's home to enable her/him to live as independently as possible.

Disabled Facility Grant - a grant available for larger adaptations to a person's home

Houses into Homes Scheme - A Welsh Government scheme to provide loans to bring empty houses or commercial buildings back into use as homes for sale or rent.

Priority: Living Well

Sub Priority
Independent Living
Impact
Enabling more people to live independently and well at home

What we will do in 2016/17:

1. Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life.
   Achievement will be measured through:
   o Delivering the dementia awareness training programme to the care homes workforce
   o Working with Betsi Cadwaladwr University Health Board to develop an action plan around supporting the quality and breadth of nursing provision
   o Addressing pressures in domiciliary care and the care home market and improve recruitment and retention.

2. Support greater independence for individuals with a frailty and/or disability, including those at risk of isolation.
   Achievement will be measured through:
   o Establishing a baseline for the people offered advice and support through the single point of access
   o Ensuring that the workforce are equipped to provide person centred care in line with the requirements of the Social Services and Wellbeing Act

3. Improve outcomes for looked after children.
   Achievement will be measured through:
   o Developing a unified Corporate Parenting Strategy
   o Supporting children in stable, local placements
   o Improving the stability of school placements and the transfer process where moves are needed
   o Strengthen partnership working with Health to ensure timely access to health assessments..

This is a priority this year because we need to:
- Help people to live independently as they get older.
- Support people with dementia.
- Develop a model of support for persons with a disability which enables independent living.
- Support whole families to live independently.

National Policy Issues:
- Implementation of the Social Services and Well-being Act.
- Living Wage Issues for care providers, Care Market fragility.
- Aging population locally and nationally.

Risks to manage
- Fragility and sustainability of the care home sector.
- The quality of care home services will not meet required standards.
- Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach together.
- Demand and aspirations for independent living will not be met.

What we mean by:

Looked After Children - Children who are being looked after by their local authority, including with foster parents, at home with their parents under the supervision of social services, in residential children's homes or in other residential settings like schools or secure units.

Priority: Living Well

Sub Priority
Integrated Community Social & Health Services

Impact
Enabling more people to live independently and well at home

What we will do in 2016/17:

1. Ensure that effective services to support carers are in place as part of the integrated social and health services.
   Achievement will be measured through:
   o Developing and implementing the action plan resulting from the review of the carers' strategy

2) Influence the use of Intermediate Care Funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.
   Achievement will be measured through:
   o Agreeing the priorities and implementation plan for funding for 2016/17
   o Improving the rate of delayed transfers of care for social care reasons

3) Work through the Children's Services Forum and participation group to improve access to CAMHS
   Achievement will be measured through:
   o Number and average waiting time for Looked After Children (LAC) to access CAMHS

4) Further develop dementia awareness across the county
   Achievement will be measured through:
   o Number of events (and take-up) aimed at raising awareness of dementia across the county
   o Number of dementia friendly towns in Flintshire

This is a priority this year because we need to:

- Work with Betsi Cadwaladr University Health Board (BCUHB) to develop Health and Social Care models for the future.
- Avoid unnecessary admissions to hospital and support early and successful hospital discharges.
- Co-ordinate the provision of support for service users more effectively with BCUHB and other providers.
- Work together with BCUHB to support people with dementia within the local community.

National Policy Issues:

- Implementation of the Social Services and Well-being Act.
- Living Wage Issues for care providers, Care Market fragility.
- Aging population locally and nationally.

Risks to manage

- Funding between Health and the Council does not transfer smoothly e.g. Community Health Council, ICF, Primary Care Funds
- Service provision is not co-ordinated/integrated.

What we mean by:

Intermediate Care Funds - Funding from Welsh Government being used to support older people to maintain their independence and remain in their own home for as long as possible.

Looked After Children - Children who are being looked after by their local authority, including with foster parents, at home with their parents under the supervision of social services, in residential children's homes or in other residential settings like schools or secure units.

Child and Adolescent Mental Health Services (CAMHS) - NHS-provided mental health services for children, generally until school-leaving age, in the UK.

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Priority: Living Well

Sub Priority
Safeguarding

Impact
Ensuring adults, young people and children are safeguarded

What we will do in 2016/17:

1. Strengthen arrangements within all council portfolios to have clear responsibilities to address safeguarding.

   Achievements will be measured through:
   o Developing a corporate safeguarding policy which operates as a framework for each service within the Council
   o Development of a performance framework and reporting cycle
   o Review corporate and service policies and procedures to identify breadth and depth of safeguarding coverage

2. Ensure that the workforce are trained in line with the new Codes of Practice for Safeguarding.

   Achievements will be measured through:
   o Carrying out a training needs analysis across the Council
   o Referral rates from services other than Social Services

3. Working with our partners we will ensure that our response rates to referrals remain within statutory targets.

   Achievements will be measured through:
   o Statutory procedural targets for child and adult protection

This is a priority this year because we need to:

- Have a Council wide approach to safeguard and protect vulnerable people.
- Develop further awareness and support for the Council's approach to safeguarding including the prevention of human trafficking and child sexual exploitation.
- Comply with the new codes of practice for Safeguarding within the Social Services and Wellbeing Act (SSWB).

National Policy Issues:

- Continuity of funding and collaboration with other partners.

Risks to manage

- Safeguarding arrangements do not meet the requirements of the SSWB Act.

What we mean by:

Child sexual exploitation (CSE) - a type of sexual abuse in which children are sexually exploited for money, power or status. Children or young people may be tricked into believing they're in a loving, consensual relationship. They might be invited to parties and given drugs and alcohol. They may also be groomed online.

Social Services and Well Being (SSWB) Act 2014 - An Act to reform social services law to make provision about improving well-being outcomes.

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Priority: Economy and Enterprise

Sub Priority
Business Sector Growth & Regeneration

Impact
Growing the economy and creating jobs

What we will do in 2016/17

1. Strategic / Regional positioning in readiness for future accelerated growth.
   Achievement will be measured through:
   o Contributing to the development and delivery of a clear cross border economic growth strategy for Flintshire
   o Success in gaining approval and/or funding for programmes which will support economic growth

2. Maximise the economic value of transformation projects.
   Achievement will be measured through:
   o Monitoring and supporting the implementation of the transformation projects
   o Supporting supply chain development
   o Converting business enquiries to investment within Flintshire

3. Facilitate the creation of jobs.
   Achievement will be measured through:
   o Creating jobs within Flintshire
   o Creating jobs within Flintshire through our large scale capital programmes (WHQS and SHARP)

4. Strengthen the economic benefits of town centres and the visitor economy.
   Achievement will be measured through:
   o Supporting the development and management of visitor facilities in key urban areas and along the Dee coastline.
   o Facilitating private sector investment in town centres.
   o Expanding the North East Wales Ambassadors programme in Flintshire.

What we mean by:

Gross Value Added (GVA) - Measures the contribution to the economy of each individual producer, industry or sector.

Northern Powerhouse - A collaboration concerned with redressing the North-South economic imbalance, aiming to attract investment into northern cities and towns.

Welsh Housing Quality Standard (WHQS) - Welsh Government's physical quality standard for modern social housing.

Strategic Housing and Regeneration Programme (SHARP) - Programme to build 500 new homes over the next five years.

North East Wales Ambassadors programme - a network committed to encouraging visitors to the region, projecting a positive image and generating more business for local suppliers

Local Enterprise Partnership - Voluntary partnerships between local communities and businesses to help determin local economic priorities, growth and job creation.

This is a priority this year because we need to:

- Grow the local and regional economy, with a target to increase Flintshire's Gross Value Added (GVA) to the UK average (currently 88%) by 2030.
- Secure the infrastructure investment needed to facilitate growth both regionally and locally.
- Build upon the success of the advanced manufacturing sector in Flintshire and facilitate business innovation, adaptability and supply chain development.
- Protect the economic viability of our town centres and rural areas.
- Work collaboratively to achieve key priorities for major infrastructure projects which will support economic growth objectives.

National Policy Issues:

- Recognition that Flintshire is part of the Northern Powerhouse and a key player in the delivery of the Cheshire and Warrington Local Enterprise Partnership (LEP) Growth deal for the Mersey Dee area and for North Wales.
- Devolution of powers to support economic growth in North Wales (opportunity and possible threat if powers are insufficient and do not match those in England).
- Infrastructure investment to create the platform for advancing economic growth.
- Change from national to local control of business rates.

Risks to manage

- The Northern Powerhouse and LEP could pose risks to the growth of the Flintshire economy if there is not devolution of powers and freedoms to match those being developed in England.
- Infrastructure investment does not keep pace with needs and business is lost to the economy.
- Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment.
- Devolved powers in Wales do not match those in England.

Priority: Skills and Learning

Sub Priority
Apprenticeships and Training

Impact
Improving learning provision and opportunities to achieve better learner outcomes

What we will do in 2016/17

1) Work with the public, private and voluntary sectors to maximize the number of apprenticeships, traineeships and work experience opportunities.

2) Increase training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes.

3) Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network (BEN).

4) Further develop the Youth Engagement and Progression work programme for learners in danger of disengaging through:

- Targeting vocational and employability skills

- Enhancing personal support, including coaching, mentoring and help with transition

- Realise the benefits of regional European Social Fund (ESF) programmes (Trac, Adtrac, Opus, Communities 4 Work)

- Increasing the use of release on temporary licence (ROTL) for young people in the youth justice service; to better engage with post-custody education, training and employment prior to release.

Achievement will be measured through:

- Increasing the numbers of training and apprenticeship opportunities

- Increasing training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes

- The number of entrepreneurs supported through the Flintshire BEN

- Improving the local skills base to improve employability and earning prospects through improved qualifications

- Increasing the numbers of learners achieving the Level 1 Threshold

- Maintaining levels of 16 year olds in education, employment and training above benchmark position

- Reducing the number of 18 - 24 year olds claiming Jobseekers Allowance

- Rolling out ROTL to new institutions/partners

- Meeting ESF programme targets

This is a priority this year because we need to:

- Extend and improve the available education, employment and training opportunities

- Improve the employment prospects of local people to meet the needs of local employers

- Help young people take the step from education to employment

- Reduce barriers to engagement, ensure equality of access and participation opportunities for all children and young people

National Policy Issues:

- Delays of the European Social Fund (ESF) Programmes affecting delivery of local targets.

- Implementation of the Apprenticeship levy

Risks to manage

- Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future

- Training places will not match current and future employer aspirations and needs

- Timescales of ESF programmes will not meet local targets and requirements.

What we mean by:

European Social Fund (ESF) Programmes - To increase the employability of local people (aged 25 and over) who have complex barriers to employment.

Young Entrepreneur Programme - an opportunity for young people to work with mentors on their business ideas.

Flintshire Business Entrepreneurship Network (BEN) - employers working together to support Entrepreneurship Programmes.

Level 1 Threshold - 16 year old learners achieve five or more A*-G grades at GCSE or equivalent.

Apprenticeship levy - a government proposal to apply the levy to large employers across all industries.

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Priority: Skills and Learning

Sub Priority
Modernised and High Performing Education

Impact
Improving learning provision and opportunities to achieve better learner outcomes

What we will do in 2016/17

Make a difference through our Education & Youth Improvement and Modernisation Strategy by raising standards through: -

1. Working effectively with the Regional School Improvement Service (GwE) to:
   - Develop leadership capacity in schools through school modernisation and regional working;
   - Share best teaching practice and resources across schools most in need;
   - Identify and target support for those schools most in need;
   - Develop the capacity of schools to respond to national initiatives and curriculum reforms; and
   - Improve skills in digital literacy, literacy and numeracy
2) Reducing the impact of poverty and disadvantage through the national school improvement priority, Families First Programme (2015-17) and Flintshire's Integrated Youth Services Strategy (2014-18), "Delivering Together".
3) Improving outcomes for Looked After Children and young people exiting the Youth Justice System.
4) Continuing to implement Band A of the 21st Century Schools Programme.
5) Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century School (Band B) programme.
6) Securing a sustainable strategy for repairs and maintenance of school buildings.
7) Securing a sustainable set of transport policies and efficient delivery practices.
8) Developing an effective local approach to national inclusion reforms.
   ### Achievement will be measured through:
   - Improving outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at Foundation Phase and Key Stages 2 & 3
   - Improving outcomes in Key Stage 4 including Level 2 Inclusive Threshold, Capped Points Score and A*-A Threshold
   - Raising standards achieved by learners who are entitled to free school meals
   - Improving the number of hours in education, training or employment that young people in the youth justice system can access
   - Completing key milestones for the 21st Century School and Schools Modernisation programmes
   - Develop and implement a plan for the next phase of Schools Modernisation, through the 21st Century School (Band B) programme.
   - Maintaining levels of 16 year olds in education, employment and training above the Council's benchmark position
   - Securing a sustainable strategy for repairs and maintenance of school buildings.
   - Securing a sustainable set of transport policies and efficient delivery practices.
   - Developing an effective local approach to national inclusion reforms.

This is a priority this year because we need to:

- Utilise resources effectively to achieve the best possible educational outcomes
- Support the national Welsh Government priorities to improve literacy and numeracy outcomes and reduce the impact of poverty on educational attainment
- Improve digital literacy and skills to enable access to modern employment and economic development opportunities
- Work collaboratively to develop national reforms to curriculum, assessment and professional development models
- Work effectively with partners across the region to secure efficiency and improved outcomes from educational improvement programmes
- Make more efficient use of education resources through Schools Modernisation.

National Policy Issues:

- Sustainable multi-year funding strategy for education funding following the National Assembly for Wales elections in May
- Rationalisation of the provision, planning and accountability processes for education related specific grants.
- Affordability of the 21st Century Schools programme new phases
- Simplification of the process for school place planning and provision

Risks to manage

- Schools do not receive and/or make best use of the support they need from the Council and GwE
- Numbers of school places not matching the changing demographics.
- Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets
- Leadership capacity does not match school needs

What we mean by:

Regional School Improvement Service (GwE) - School Effectiveness and Improvement Service for North Wales, works alongside and on behalf of the Local Authorities to develop excellent schools across the region.

Youth Justice Service - aims to prevent children and young people under 18 from offending or re-offending.

Core Subject Indicator - learners achieve the expected level in Mathematics, English or Welsh 1st language and Science

Level 2 Inclusive Threshold - 16 year old learners achieve five or more A*-C grades at GCSE including Mathematics and English/Welsh first Language

Capped Points Score - 16 year old learners are awarded points for each grade they achieve. The best eight subjects then make their Capped Points Score.

A*-A Threshold - 16 year old learners who achieve five or more A* or A grades at GCSE

21st Century Schools - a national programme of funding to improve school buildings and environments

Schools Modernisation - the process by which the Local Authority ensures there are a sufficient number of high quality school places, of the right type in the right locations

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Priority: Safe Communities

Sub Priority
Community Safety

Impact
Keep people and communities safe

What we will do in 2016/17

1. Develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan.
   Achievement will be measured through:
   o Reviewing the performance of the delivery framework of the NWSCB
   o Flintshire Public Service Board (PSB) adopting and following the key priorities of the regional Community Safety Plan

2. Contribute to the delivery of the North Wales Community Safety Plan priorities:
   o Reducing the impact of domestic abuse on high risk repeat victims.
   o Managing the impacts of substance misuse through improved service provision.
   o Managing the impacts of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015.
   Achievement will be measured through:
   o Addressing high risk repeat instances of domestic abuse
   o Continuing to meet Welsh Government targets for 'completed treatments' and waiting times for substance misuse services.
   o Agreeing a coordinated response to meeting the requirements of the Act

3. Reduce fear of crime by making best use of the latest technologies including closed circuit television (CCTV).
   Achievement will be measured through:
   o Agreement of a forward plan for the resilience of the control room (location and technology renewal)
   o Agreement of a new business and funding plan for the future service
   o Maintaining continuity of service during the service review
   o Maintaining continuity of Council and Town and Community Council partnership funding during the service review

This is a priority this year because we need to:

- Support victims of domestic abuse.
- Minimise the impact of substance misuse on the individuals, their families and communities in the County.
- Understand the requirements of the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015.

National Policy Issues:

- Sustainability of short-term grant funded schemes.

Risks to manage

- Lack of sustainable funding to deliver nationally determined community safety priorities.
- Retention of experienced and skilled staff due to the short term grant funding regime.

What we mean by:
Substance Misuse - the continued use of drugs or alcohol despite negative consequence to the individual using, their friends, family and the community.
CCTV - to prevent and respond to crime and disorder.

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Priority: Poverty

Sub Priority | Impact
Maximising Income | Protecting people from poverty

What we will do in 2016/17

1. Provide advice and support services to help people protect their income..
   Achievement will be measured through:
   o Assisting Flintshire residents to claim additional Social Security and Tax Credits to which they are entitled
   o Assisting people with Welfare Reform changes through the effective application of the Council's Discretionary Housing Policy
   o Supporting Flintshire residents to better manage their financial commitments
   o Monitoring the speed of processing of Housing Benefit claims: i) new claims ii) change of circumstances

2. Helping people to get closer to work and / or be work ready through a range of Government and European funded programmes..
   Achievement will be measured through:
   o The numbers of local people getting closer to work or becoming ready to enter work having benefitted from accessing Government or European funded programmes

3. Deliver energy efficiency measures to homes in Flintshire.
   Achievement will be measured through:
   o Reducing the overall annual fuel bill for residents
   o The number of homes receiving energy efficiency measures
   o Creating and launching a national energy efficiency materials and supplier framework

This is a priority this year because we need to:

- Support people to manage the ongoing impact of Welfare Reform.
- Help people claim the benefits they are entitled to.
- Help people manage their financial commitments.
- Reduce the risk of poverty for families, children and young people.
- Reduce the impact of rises in fuel costs.

National Policy Issues:

- UK Government welfare reforms are adversely affecting local people
- Sustainability of funding for fuel poverty measures.
- Delays of the European Social Fund (ESF) Programmes affecting delivery of local targets.

Risks to manage

- Demand for advice and support services will not be met.
- Debt levels will rise if tenants are unable to afford to pay their rent.
- The local economy will suffer if residents have less income to spend.
- Residents do not take up the energy efficiency measures available.
- Available funding for energy efficiency measures falls short of public demand.

What we mean by:

Welfare Reform - a range of measures introduced by Central Government to reform the Welfare Benefits system

Discretionary Housing Policy - Aims to provide a fair and consistent approach to help customers who require further financial assistance with their housing costs.

Priority: Environment

Sub Priority
Transport Infrastructure and Services

Impact
Safely accessing employment, local services and facilities

What we will do in 2016/17

1. Access and use available grant funding to support Council priorities for accessing employment, health, leisure and education.
   Achievement will be measured through:
   o Submission of successful funding bids to WG for Local Transport funding.
   o Successfully delivering schemes funded through the Local Transport Fund - infrastructure
   o Preparing the existing route map and integrated network map for "Active Travel" setting out our aspirations for improved walking and cycling infrastructure and facilities; having a positive impact on the resilience of wider transport network.
   o Securing funding via the Rural and Community Development Fund - community transport

2. Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.
   Achievement will be measured through:
   o Monitoring the condition of the highway's infrastructure
   o Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works undertaken on Flintshire's network

3. Use available funding to support the Council's priorities to improve road safety on the County's highway network.
   Achievement will be measured through:
   o Delivering Welsh Government (WG) funded Grant Aided Safety Schemes to address collision trends and concentrations on the road network through the Welsh Government's Grant Aid Programme
   o Delivering WG funded schemes identified as part of Safe Routes in Communities
   o Delivering WG funded road safety initiatives to reduce the risk of collisions of high risk groups (measures for older drivers, newly qualified young drivers and motorcyclists)

4. Work closely with the communities to develop innovative and sustainable community transport schemes.
   Achievement will be measured through:
   o Working with interested local communities to develop a Community Transport Strategy
   o Developing community transport schemes to compliment the core network of bus services
   o Development of community transport "hubs" within available funding.

This is a priority this year because we need to:

- Maintain accessibility to and between employment, homes, leisure, health and social activity.
- Support and enable safe and affordable travel services.
- Minimise congestion and delays on our highway network.

National Policy Issues:

- Sufficiency of national funding and investment for infrastructure improvement projects and transport services.

Risks to manage

- Sufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth is not found.
- Sustainable transport options do not remain attractive to users.
- Sufficient funding will not be found to continue to provide subsidised bus services.

What we mean by:

Infrastructure - Facilities, systems sites and networks that are necessary for the County to function.

"Active Travel" - Walking or cycling as an alternative means to motorised transport for the purpose of making every day journeys.

Community Transport - Passenger transport schemes which are owned and operated by local community groups.

Priority: Environment

Sub Priority
Sustainable Development &
Environmental Management

Impact
Protecting our local environment

What we will do in 2016/17

1. Establish an Environment working Group to ensure that the Council adopts an integrated approach to service delivery which meets the aims and objectives of the Single Environment Grant (SEG).:

   Achievement will be measured through:
   o Gaining approval to the grant submission
   o Establishing a Single Environment Group
   o Monitoring progress and claiming the equivalent grant funding

2. Agree the Local Development Plan's vision and objectives, and options to accommodate growth.

   Achievement will be measured through:
   o Undertaking a renewable energy assessment for the LDP in partnership with Wrexham Council which will inform the pre-deposit and later deposit plan
   o Agree a revised timetable and delivery agreement with Welsh Government leading to the pre-deposit plan
   o Publicising the pre-deposit plan
   o Completing the public consultation on the pre-deposit plan

3. Reducing our Carbon footprint.

   Achievement will be measured through:
   o Creating two solar farms on Flintshire County Council land
   o Install an electricity link between Brook Hill Landfill site and Alltami Depot or agree a virtual private network with Scottish Power to fully utilise the energy generated and reduce costs
   o Creating a waste transfer station in Greenfield
   o Improving recycling performance
   o Reducing our carbon emissions

4. Reviewing the Flood Risk Management Strategy.

   Achievement will be measured through:
   o Completing Flintshire's Local Flood Risk Management Plans
   o Developing a list of priority flood alleviation schemes based on transparent criteria

5. Reducing the occurrence and impact of environmental crime.

   Achievement will be measured through:
   o Identification of environmental crime hotspots from local intelligence and service requests
   o Targeted enforcement campaigns in hotspot areas

This is a priority this year because we need to:

- Address the requirements of the sustainable development principles of the Wellbeing of Future Generation (Wales) Act and Environment Bill.
- Balance the need for sustainable development with the protection of the natural environment.
- Continue to reduce our carbon emissions to meet Welsh Government targets and play our part in helping to address the consequences of climate change.

National Policy Issues:

- Reduction of the Single Environment Grant whilst delivering the priority area of natural resource management.
- Reliance on external funding for large scale developments.
- Government cap on financial support for solar farms.
- Capacity and funding to address flood risks.

Risks to manage

- Reduction of the Single Environment Grant.
- Recycling programmes are not supported by the public and employees.
- Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid.
- Funding will not be secured for priority flood alleviation schemes.
- Customer expectations around the delivery of flood alleviation schemes are not effectively managed.
- Environmental crime programmes are not supported by the public and employees.

What we mean by:

Single Environment Grant- a WG grant to support integrated delivery of natural resource management, waste & resource efficiency and local environmental quality.

Renewable energy schemes - schemes designed to use energy from a source that is naturally replenished e.g. sunlight

Carbon reduction commitment - a mandatory scheme aimed at improving energy efficiency and reducing emissions in large public sector and private organisations.

Energy Generation - generation of heat and electricity.

Waste Transfer Station - facility to bulk and bale waste for onward transportation.

Environmental Crime - e.g. dog fouling, littering and fly tipping.

Priority: Modern & Efficient Council

Sub Priority
Developing Communities

Impact
Supporting communities to become more resilient

What we will do in 2016/17

1. Develop the community and social sectors through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business.
   Achievement will be measured through:
   o Monitoring the number of new social enterprises developed
   o Monitoring the number of social enterprises supported to thrive and prosper
   o Monitoring community benefits delivered by new social enterprises

2. Encourage volunteers and active citizens.
   Achievement will be measured through:
   o Monitoring the impact of the local volunteering policy

3. Ensure community benefit through our commissioning of goods and services.
   Achievement will be measured through:
   o Establishing a Community Benefits Board with an action plan
   o Monitoring the percentage of community benefit clauses included in new procurement contracts.

4. Design and implement alternative delivery models (ADMs) to sustain important services to meet future need.
   Achievement will be measured through:
   o Monitoring the level of efficiencies ADMs have supported.
   o Monitoring the number of services sustained through delivery via alternative models.

5. Empower communities to run and manage facilities in their locality through Community Asset Transfers (CATs).
   Achievement will be measured through:
   o Monitoring the number of public assets safely transferred to the community
   o Monitoring community benefits delivered by Community Asset Transfers

6. Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services
   Achievement will be measured through:
   o Monitoring the achievements of the Armed Forces Covenant Action Plan

National Policy Issues:

- Lack of support programmes for the development of alternative delivery models.
- Role of Town and Community Councils in cooperative working and local governance as detailed in the Local Government Bill 2015.
- Strengthening of the social sector to be more commercial and less reliant on grant funding.

This is a priority this year because we need to:

- Build on what has been completed in year one (2015/16) with support for local communities. In year two this will be concentrated on:
  o Developing the community and social sectors to support local communities to be more self-sufficient.
  o Creating alternative delivery models within the community and social sector to sustain valued public services.
  o Developing social enterprises, who are able to act for the benefit of local communities and create both employment and economic opportunities.
  o Realising social benefits in the community e.g. increasing volunteering and training opportunities for young people; keeping local money in the community.
  o Ensuring our Armed Forces Community and their families are recognised for their commitment.

Risks to manage

- The capacity and appetite of the community and social sectors.
- The willingness of the workforce and Trade Unions to embrace change.
- Market conditions which the new alternative delivery models face.
- Limitations on public funding to subsidise alternative models.
- Procurement regulations stifling our ability to develop local community and third sector markets
- Newly established Social Enterprises fail in their early stages of development
- Newly established Community Asset Transfers fail in their early stages of development

What we mean by:

Social Enterprise - businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.
Community Benefit Clauses - benefits to local communities from major procurements e.g. training and employment opportunities, community facilities.
Alternative Delivery Models (ADMs) - new approaches to service delivery designed to sustain important services and meet future need.
Community Asset Transfers (CAT) - the leasehold transfer of a Flintshire County Council asset to an organisation with a social purpose who plans to use it for the benefit of the local community.

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Priority: Modern & Efficient Council

Sub Priority
Improving Resource Management

Impact
Front line services are efficiently and effectively supported

What we will do in 2016/17

1) Develop and implement a renewed three year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.

   Achievement will be measured through:
   o Revising our plan to meet the £38m funding gap for 2016 - 2019
   o Matching our priorities with revenue and capital investment
   o Achieving our efficiency targets

2) Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation.

   Achievement will be measured through:
   o Monitoring the impact of people performance management
   o Monitoring the impact of the new Employee Development and Talent
   o Management scheme on retention of our capability
   o Monitoring the impact of the People Strategy in service portfolios

3) Rationalise the Council's use of corporate accommodation.

   Achievement will be measured through:
   o Reducing the floor space and costs of occupied office accommodation
   o Increasing the number/percentage of employees who work in an agile way

4) Optimise purchasing efficiencies through the use of local, regional and national procurement arrangements and through the increased use of electronic solutions.

   Achievement will be measured through:
   o Creating efficiencies through the use of local, regional and national procurement arrangements
   o Reducing the cost of procurement through the use of end to end electronic purchasing

5) Embrace digital channels as the default in service design where possible to provide access to online services at a time and location convenient to the customer.

   Achievement will be measured through:
   o Increase the number of transactional services online and via the Flintshire App
   o Increase the take up of online services
   o Respond to customer feedback ensuring information is accessed at first point of contact online

This is a priority this year because we need to:

- Manage with reducing resources.
- Continue to aim high despite reduced financial and people resources.
- Make the best use of our capability and capacity in challenging times.
- Have the right buildings in the right places for the right uses.
- Make our money go further through smarter purchasing.
- Achieve the highest possible standards of customer services.

National Policy Issues:

- Reduction in capital investment and resources

Risks to manage

- The scale of the financial challenge.
- The capacity and capability of the organisation to implement necessary changes.
- The pace of procurement collaborations and our limited control over their development.
- Public attitude to accessing services on-line.

What we mean by:

Employee Development and Talent Management scheme: our scheme that seeks to encourage employee engagement, talent management, behaviour and competencies development, learning and skills development.

Digital Channels: Alternative channels of communication e.g. e-mail, social media, text messaging.

Transactional Services: Council services for which customers pay.

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Statement of Responsibility

This publication fulfils in part the statutory requirements to publish an annual Improvement Plan as part of the Local Government (Wales) Measure (2009). This is our 'forward-looking' document for the year. The second part of the statutory requirement is the Annual Performance Report which is our 'backward-looking' document and reviews performance against our objectives set for the previous year. This second report is published in October.

Contacts for Feedback and Review

On-going review about the Council's priorities and this plan is available through our website where feedback forms are available for the public, our partners, our workforce and businesses. We would like to know what you think about our priorities and those for the future. We would value your feedback and hope that you can spend a few minutes to tell us what you think.

In the meantime our contacts for any initial observations are:

Policy and Performance Team:
Tel: 01352 702744
Email: Policy and Performance Team@flintshire.gov.uk

This document is available in alternative formats or your own language on request.

FLINTSHIRE COUNTY COUNCIL

IMPROVEMENT PLAN 2016/17

How achievement will be measured - Supporting milestones and measures

Priority	Sub-Priority	Impact
Housing	Appropriate & Affordable Homes	Improving the choice and quality of local housing

What we will do in 2016/17:

1. Deliver a proactive Housing Solutions service to prevent homelessness for as many households as possible.

Achievement will be measured through:
- o   Number of housing enquiries resolved at first point of contact
- o   Maintaining the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months

Achievement Measures	Lead Officer	Baseline Data (2015/16)	2016/17 Target	2017/18 Aspirational Target
Number of housing enquiries resolved at first point of contact	Chief Officer – Community and Enterprise	tbc	tbc	tbc
Maintaining the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months (HHA/013)		89%	87%	92%

2. Stimulate the growth of affordable housing.

Achievement will be measured through:
- o   Increasing the numbers of new Council and affordable homes through the SHARP programme
- o   Maximising the number of new affordable homes provided through the planning system.
- o   Increase the numbers of affordable homes provided through the Social Housing Grant (SHG) programme

Achievement Milestones for strategy and action plans:
- o   Development of the Flint Extra Care provision by Autumn 2017

Achievement Measures	Lead Officer	Baseline Data (2015/16)	2016/17 Target	2017/18 Aspirational Target
The number of new Council and affordable homes through the SHARP programme	Chief Officer – Community and	0	12	12

The number of new affordable homes provided through the planning system.	Enterprise	69	35	35
The number of affordable homes provided through the Social Housing Grant (SHG) programme		tbc	135	135

Priority	Sub-Priority	Impact
Housing	**Modern, Efficient and Adapted Homes**	**Improving the choice and quality of local housing**

What we will do in 2016/17:

1. Deliver financial support to repair, improve and adapt private sector homes.

Achievement will be measured through:
- o Repairing / improving 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan
- o Improving the timeliness of adaptations, particularly those delivered through Disabled Facilities Grants

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan.	Chief Officer – Community and Enterprise	23	30	40
PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people.		455	316	316
PSR/009b - The average number of calendar days taken to deliver a Disabled Facilities Grant for adults.		310	247	247

2. Reduce the number of long term vacant homes.

Achievement will be measured through:
- o Bringing empty homes back into use for residential living through the Welsh Government Houses into Homes Scheme

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target

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The number of empty homes brought back into use the Welsh Government Houses into Homes Scheme	Chief Officer – Community and Enterprise	4	8	8

3. Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard (WHQS) for all Council homes.

Achievement will be measured through:
- Completing WHQS work schemes to a value of £21M, in line with the Housing Asset Management Strategy

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Capital Works Target – Roofs & Associated Components	Chief Officer – Community and Enterprise	112	209	658
Capital Works Target – Windows		112	209	287
Capital Works Target – External Doors		112	209	287
Capital Works Target – Kitchen replacements		1393	1030	1048
Capital Works Target – Bathrooms		1688	1398	1488
Capital Works Target – Central Heating		192	190	206
Capital Works Target – Electrical Systems		50	50	50
Capital Works Target – Smoke Detectors		508	500	500

Priority	Sub-Priority	Impact
Living Well	Independent Living	Enabling more people to live independently and well at home

What we will do in 2016/17:

1. Ensure Care Home provision within Flintshire enables people to live well and have a good quality of life.

Achievements will be measured through:
- Delivering the dementia awareness training programme to the care homes workforce
- Working with Betsi Cadwaladr University Health Board to develop an action plan around supporting the quality and breadth of nursing provision
- Addressing pressures in domiciliary care and the care home market and improve recruitment and retention.

Achievement Milestones for strategy and action plans:
- Implement joint monitoring tools to support the quality of nursing care by October 2016
- Recruit coordinators for Community Circles April 2016 and evaluate the project September 2016
- Reduce and streamline paperwork to free up staff September 2016
- Agree local, regional and national priorities arising from the review of residential care, and develop action plan by September 2016

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Monitoring numbers of agency staff used	Chief Officer – Social Care	N/A New Measure	Management Information	Management Information
Numbers of homes which are a 'service of concern'		3	3	3
Numbers of homes in 'escalating concerns'		0	2	2

2. Support greater independence for individuals with a frailty and / or disability.

Achievements will be measured through
- Establishing a baseline for the people offered advice and support through the single point of access
- Ensuring that the workforce are equipped to provide person centred care in line with the requirements of the Social Services and Wellbeing Act

Achievement Milestones for strategy and action plans:
▪ Loneliness and isolation adopted as part of the "what matters" conversation by October 2016

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of adults who received advice or assistance from the information, advice and assistance service during the year and have not contacted the service again (New National Outcomes Framework for Social Services)	Chief Officer – Social Care	N/A	Establish Baseline	TBC once Baseline Established
Number of adults who received a service provided through a social enterprise, co-operative, user led service or third sector organisation during the year (New National Outcomes Framework for Social Services)		N/A	Establish Baseline	TBC once Baseline Established
Achievement of outcomes for people with a learning disability		N/A new measure	Establish Baseline	TBC once Baseline Established
The number of communities committed to becoming 'Age-Friendly'		N/A new measure	1	2

3. Improve outcomes for looked after children
Achievements will be measured through:
o Developing a Corporate Parenting Strategy
o Supporting children in stable, local placements
o Improving the stability of school placements and the transfer process where moves are needed
o Strengthen partnership working with Health to ensure timely access to health assessments.
Achievement Milestones for strategy and action plans:
▪ Developing a unified Corporate Parenting Strategy by October 2016

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
SCC/002 Stability of School placements	Chief Officer – Social	13.4%	10%	tbc%

Timeliness of health assessments (formerly SCC\039 - last measured nationally 2013/14)	Services	68.3%	81%	85%
SCC/037 Educational attainment of looked after children	Chief Officer – Education & Youth	248 points	270 points	tbc

Priority	Sub-Priority	Impact
Living Well	**Integrated Community Social and Health Services**	**Enabling more people to live independently and well at home**

What we will do in 2016/17:

1. Ensure that effective services to support carers are in place as part of the integrated social and health services.

Achievements will be measured through
   o Developing and implementing the action plan resulting from the review of the carers' strategy

Achievement Milestones for strategy and action plans:
   o Developing the action plan resulting from the review of the carers' strategy by June 2016
   o Implementing the action plan resulting from the review of the carers' strategy by October 2016

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service (formerly SCA/018c – no longer collected nationally)	Chief Officer – Social Services	88.9%	92 – 98%	98%
The percentage of identified carers of adult service users who access the 'Bridging the Gap' respite and report it having a positive impact on their caring role		N/A	Establish Baseline	TBC once Baseline Established

2. Influence the use of Intermediate Care Funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.

Achievements will be measured through
   o   Agreeing the priorities and implementation plan for funding for 2016/17

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o   Maintaining the rate of delayed transfers of care for social care reasons

Achievement Milestones for strategy and action plans:
o   Agreeing the priorities and implementation plan for funding for 2016/17 by October 2016

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
SCA/001 Monitoring the rate of delayed transfers of care for social care reasons (rate per 1000)	Chief Officer – Social Services	3.39	2	1.4

3.   Work through the Children's Services Forum and participation group to improve access to CAMHS

Achievements will be measured through
- Number of Looked After Children (LAC) waiting to access CAMHS
- Average waiting time for Looked After Children (LAC) accessing CAMHS

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of Looked After Children (LAC) waiting to access CAMHS	Chief Officer – Social Services	N/A New Measure	Establish Baseline	TBC once Baseline Established
Average waiting time for Looked After Children (LAC) accessing CAMHS		N/A New Measure	Establish Baseline	TBC once Baseline Established

4.   Further develop dementia awareness across the county

Achievements will be measured through
- Number of events (and take-up) aimed at raising awareness of dementia across the county
- Number of dementia friendly towns in Flintshire

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number events aimed at raising awareness of dementia across the county	Chief Officer – Social Services	3	3	3
Number of dementia friendly towns in Flintshire	Chief Officer – Social Services	2	2	2

Priority	Sub-Priority	Impact
Living Well	**Safeguarding**	**Ensuring adults, young people and children are safeguarded**

What we will do in 2016/17:

1.   Strengthen arrangements within all council portfolios to have clear responsibilities to address safeguarding.

Achievements will be measured through
- Developing a corporate safeguarding policy which operates as a framework for each service within the Council.
- Development of a performance framework and reporting cycle
- Review corporate and service policies and procedures to identify breadth and depth of safeguarding coverage.

Achievement Milestones for strategy and action plans:
- Developing, endorsing and introducing a corporate safeguarding policy by October 2016
- Developing a performance management framework and reporting cycle by September 2016
- Identification of corporate and service policies needing review to include safeguarding by December 2016
- Developing training programme for implementation across the workforce September 2016

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target

Embedding safeguarding awareness and procedures within appropriate policies (policy reviews)	Chief Officer – Social Services	0	25%	100%
Increased referral rates from services other than Social Services (TBC)		Management Information	Management Information	Management Information
SCA/019 – Adult protection referrals where the risk was managed		100%	98-100%	98-100%
SCC/014 – Initial child protection conferences held within 15 days of the strategy discussion		86.3%	95%	98%
SCC/034 – Child protection reviews completed in time		99.2%	99%	100%

Priority	Sub-Priority	Impact
Economy and Enterprise	Business Sector Growth & Regeneration	Growing the economy and creating jobs

What we will do in 2016/17:

1. Strategic / Regional positioning in readiness for future accelerated growth

Achievements will be measured through
- Contributing to the development and delivery of a clear cross border economic growth strategy for Flintshire
- Success in gaining approval and/or funding for programmes which will support economic growth

Quarterly summary progress monitoring:
- Contributing to the development and delivery of a clear cross border economic growth strategy for Flintshire
- Success in gaining approval and/or funding for programmes which will support economic growth

2. Maximise the economic value of transformation projects

Achievements will be measured through
- Monitoring and supporting the implementation of the transformation projects
- Supporting supply chain development
- Converting business enquiries to investment within Flintshire

Quarterly summary progress monitoring:
- DEZ project
- SHARP project
- Northern Gateway project
- Warren Hall project
- Vibrant and Viable Places project

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target

Delivery of supply chain development events	Chief Officer – Community & Enterprise	N/A New Measure	3	3
Number of business enquiries converted to investment within Flintshire		74%	Management Information	Management Information

3. Facilitate the creation of jobs

Achievements will be measured through
- o Creating jobs within Flintshire
- o Creating jobs within Flintshire through our large scale capital programmes (WHQS and SHARP)

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of new jobs in Flintshire	Chief Officer – Community & Enterprise	2,139	1,200	1,200
Number of new jobs through large scale capital programmes (WHQS)		43	32	40
Number of new jobs through large scale capital programmes (SHARP)		tbc	tbc	tbc

4. Strengthen the economic benefits of town centres and the visitor economy

Achievements will be measured through
- o Supporting the development and management of visitor facilities in key urban areas and along the Dee coastline
- o Facilitating private sector investment in town centres
- o Expanding the North East Wales Ambassadors programme in Flintshire

Achievement Milestones for strategy and action plans:
- Implement the Coastal Community Fund programme investments in Flintshire's coastal tourism infrastructure by 3103/17
- Complete the Town Action Plan improvement project to St Mary's Church Square in Flint by 31/12/16
- Develop a plan to increase the coverage of brown and white visitor signs in Flintshire by 3103/17
- Implement parking improvements in Talacre by end 30/06/16

Quarterly summary progress monitoring:
- Support the development of community-led visitor facilities

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of town centre private sector investment proposals supported	Chief Officer – Community & Enterprise	4	3	3
Number of new Ambassadors recruited		20	15 (additional)	15 (additional)

Priority	Sub-Priority	Impact
Skills and Learning	Apprenticeships and Training	Improving learning provision and opportunities to achieve better learner outcomes

What we will do in 2016/17:

1. Work with the public, private and voluntary sectors to maximize the number of apprenticeships, traineeships and work experience opportunities.
2. Increase training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes
3. Support the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network
4. Further develop the Youth Engagement and Progression work programme for learners in danger of disengaging through:
   - Targeting vocational and employability skills
   - Enhancing personal support, including coaching, mentoring and help with transition
   - Realise the benefits of regional European Social Fund programmes
   - Increasing the use of release on temporary licence (ROTL) for young people in the youth justice service; to better engage with post-custody education, training and employment prior to release.

Achievements will be measured through
- Increasing the numbers of training and apprenticeship opportunities
- Increasing training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes
- The number of entrepreneurs supported through the Flintshire BEN
- Improving the local skills base to improve employability and earning prospects through improved qualifications
- Increasing the numbers of learners achieving the Level 1 Threshold
- Maintaining levels of 16 year olds in education, employment and training above benchmark position
- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance
- Rolling out ROTL to new institutions/partners
- Meeting ESF programme targets

Achievement Milestones for strategy and action plans:
- Participation in ROTL by new institutions/partners 31/03/17

Achievement Measures	Lead Officer	Baseline Data (Summer 2015)	2016/17 Target (Summer 2016)	2017/18 Aspirational Target (Summer 2017)
Increased numbers of training and apprenticeship opportunities:		Source: https://statswales.wales.gov.uk/Catalogue/Education-and-Skills/Post-16-Education-and-Training/Further-Education-and-Work-Based-Learning/Learners/Work-Based-Learning/uniquelearnersworkbasedlearning-by-programmetype-domicile		
• Apprenticeships		2,300 (2013/14 Academic Year)	Management Information	Management Information
• Traineeships		235 (2013/14 Academic Year)	Management Information	Management Information
Increase number of training and apprenticeship opportunities through Futureworks Flintshire Apprenticeships Academy and our major capital programmes (WHQS & SHARP):		10 tbc (WHQS only)	7 tbc (WHQS 3 & SHARP 4, SHARP tbc)	4 tbc (WHQS only)
The number of entrepreneurs supported through the Flintshire BEN	Chief Officer – Education & Youth

Chief Officer – Community & Enterprise | 100 | 150 | tbc |
Improved local skills base to improve employability and earning prospects through improved qualifications:		Source: Annual Labour Force Survey: https://www.nomisweb.co.uk/reports/lmp/la/1946157387/report.aspx?town=flintshire#tabquals		
• Number of Flintshire residents qualified to NVQ 2 level		70.2% (Dec 2014)	Management Information	Management Information
• Number of Flintshire residents qualified to NVQ 3 level		51% (Dec 2014)	Management Information	Management Information
• Number of Flintshire residents qualified to NVQ 4 level & above		28% (Dec 2014)	Management Information	Management Information
Increased numbers of learners achieving the Level 1 Threshold*		94.3%	96.2%	tbc
Securing high levels of 16 years olds in education, employment and training (Source: http://gov.wales/statistics-and-research/young-people-not-education-employment-training/?lang=en)		98.7% (Y11 school leavers 2014)	98.9%	tbc
Reducing the percentage of 18 – 24 year olds claiming Jobseekers		tbc	4.9%	tbc

Allowance				

*Education targets are based on knowledge of cohort abilities and therefore do not show consistent increases year on year.

Meeting European Social Fund programme targets:

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
European Social Fund (Trac):				
• Number of people gaining a qualification or work relevant certification		N/A New Measure	tbc	tbc
• Number of people completing a work experience placement or volunteering opportunity		N/A New Measure	tbc	tbc
European Social Fund (Adtrac):				
• Number of people gaining a qualification or work relevant certification	Chief Officer – Education & Youth	N/A New Measure	tbc	tbc
• Number of people completing a work experience placement or volunteering opportunity		N/A New Measure	tbc	tbc
European Social Fund (Opus):	Chief Officer - Community & Enterprise			
• Number of people gaining a qualification or work relevant certification		N/A New Measure	50	83
• Number of people completing a work experience placement or volunteering opportunity		N/A New Measure	50	86
Communities 4 Work:				
• Number of people gaining a qualification or work relevant certification		tbc	tbc	tbc
• Number of people completing a work experience placement or volunteering opportunity		tbc	tbc	tbc

Priority	Sub-Priority	Impact
Skills and Learning	Modernised and High Performing Education	Improving learning provision and opportunities to achieve better learner outcomes

What we will do in 2016/17:

Make a difference through our Education & Youth Improvement and Modernisation Strategy by raising standards through: -

1. Working effectively with the Regional School Improvement Service (GwE) to:
   - Develop leadership capacity in schools through school modernisation and regional working;
   - Share best teaching practice and resources across schools most in need;
   - Identify and target support for those schools most in need;
   - Develop the capacity of schools to respond to national initiatives and curriculum reforms; and
   - Improve skills in digital literacy, literacy and numeracy
2. Reducing the impact of poverty and disadvantage through the national school improvement priority, Families First Programme (2015-17) and Flintshire's Integrated Youth Services Strategy (2014-18), "Delivering Together".
3. Improving outcomes for Looked After Children and young people exiting the Youth Justice System.
4. Continuing to implement Band A of the 21st Century Schools Programme.
5. Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century School (Band B) programme.
6. Securing a sustainable strategy for repairs and maintenance of school buildings.
7. Securing a sustainable set of transport policies and efficient delivery practices.
8. Developing an effective local approach to national inclusion reforms.

Achievements will be measured through
- Improving outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at Foundation Phase and Key Stages 2 & 3
- Improving outcomes in Key Stage 4 including Level 2 Inclusive Threshold, Capped Points Score and A*-A Threshold
- Raising standards achieved by learners who are entitled to free school meals
- Improving the number of hours in education, training or employment that young people in the youth justice can access
- Completing key milestones for the 21st Century School and School Modernisation programmes
- Develop and implement a plan for the next phase of Schools Modernisation, through the 21st Century School (Band B) programme.
- Maintaining levels of 16 year olds in education, employment and training above the Council's benchmark position
- Securing a sustainable strategy for repairs and maintenance of school buildings.
- Securing a sustainable set of transport policies and efficient delivery practices.
- Developing an effective local approach to national inclusion reforms.

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Achievement Milestones for strategy and action plans:
- Completion of 21st Century Schools (Band A) milestones in line with target dates:
  - Holywell Campus Project Phase 1 (buildings) by 31/08/16
  - Holywell Campus Project Phase 2 (external and pitches) by 28/02/17
  - Deeside 6th, Coleg Cambria by 31/08/17
  - Remainder of Band A Programme to be complete by 31/03/19
- Developing an effective local approach to national inclusion reforms in line with the legislative timetable by tbc.

Quarterly summary progress monitoring:
- Develop and implement a plan for the next phase of Schools Modernisation, through the 21st Century School (Band B) programme
- Securing a sustainable strategy for repairs and maintenance of school buildings
- Securing a sustainable set of transport policies and efficient delivery practices

Achievement Measures	Lead Officer	Baseline Data (Summer 2015)	2015/16 Target (Summer 2016)	Aspirational Target (Summer 2017)
Outcomes in Mathematics, English/Welsh 1st Language and Core Subject Indicator at all Key Stages				
The percentage of learners achieving the Foundation Phase Indicator		87%	87.9%	88.5%
* Improved Outcomes in Mathematics at:				
o Key Stage 4		69.4%	74.4%	75.2%
o Key Stage 3		92.0%	93.8%	94.2%
o Key Stage 2		90.9%	87.9%	88.8%
o Foundation Phase	Chief Officer Education and Youth	90.2%	88.4%	86.5%
* Improved Outcomes in English at:				
o Key Stage 4		72.2%	76.1%	76.5%
o Key Stage 3		91.4%	93.0%	93.1%
o Key Stage 2		90.1%	87.3%	87.5%
o Foundation Phase		89.0%	86.2%	83.5%
* Improved Outcomes in Welsh (first language) at:				

o Key Stage 4		54.6%	74.7%	78.7%
o Key Stage 3		80.0%	92.1%	92.9%
o Key Stage 2		86.4%	85.4%	85.2%
o Foundation Phase		91.2%	85.6%	93.2%
EDU/003 - The percentage of learners achieving the Core Subject Indicator at Key Stage 2		87.9%	89.1%	89.4%
EDU/004 - The percentage of learners achieving the Core Subject Indicator at Key Stage 3		87.1%	89.3%	90.1%
Percentage of learners achieving 5 or more A* to C passes at GCSE or the vocational equivalent				
Improvement of outcomes in Capped Wider Points score, including an increasing proportion of A* and A grades	Chief Officer Education and Youth	342.1points	362.7 points	375.0 points
EDU/017 - The percentage of learners achieving the Level 2 Threshold inclusive of Mathematics and English and/or Welsh 1st Language		60.6%	65.1%	69.0%
Raising standards achieved by learners who are entitled to free school meals, "Looked After" or are otherwise identified as vulnerable				
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 1 Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1st Language)	Chief Officer Education and Youth	92.1%	96.6%	97.6%
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1st Language)		35.2%	43.9%	54.4%
Improve performance of cohort of learners entitled to Free School Meals (FSM) in The Capped Points Score indicator. (Points achieved in best eight course outcomes)		308.1points	338.7 points	344.6 points
Improve performance of cohort of learners entitled to Free School Meals (FSM) in achievement of the Core Subject Indicator at Key Stage 3		71.3%	76.5%	78.8%
Access to education, training or employment for young people in the Youth Justice System				
The number of hours ETE that are offered to those young people of school age in the youth justice system.	Chief Officer Education and Youth			

• 25 hours		83%	60%	75%
• 16+ hours		90%	65%	80%
Maintaining levels of 16 year olds in education, employment and training above the Council's benchmark position				
Securing high levels of 16 years olds in education, employment and training (Source: http://gov.wales/statistics-and-research/young-people-not-education-employment-training/?lang=en)		98.7% (Y11 school leavers 2014)	98.9%	tbc

* Key Stage Definitions:
- *Key Stage 4 = achieving A*-C at GCSE*
- *Key Stage 3 = achieving Level 5 or above*
- *Key Stage 2 = achieving Level 4 or above*

Education targets are based on knowledge of cohort abilities and therefore do not show consistent increases year on year.

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Priority	Sub-Priority	Impact
Safe Communities	Community Safety	Keep people and communities safe

What we will do in 2016/17:

1. Develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan.

Achievement will be measured through:
- Reviewing the performance of the delivery framework by the NWSCB
- Flintshire Public Services Board (PSB) adopting and following the key priorities of the regional Community Safety Plan

Achievement Milestones for strategy and action plans:
- Reviewing of a delivery framework by the NWSCB by 01/10/2016
- Flintshire Public Services Board (PSB) adoption of the key priorities of the regional Community Safety Plan by 31/12/2016

2. Contribute to the delivery of the North Wales Community Safety Plan priorities:
- **Reduce the impact of domestic abuse on high risk repeat victims**
- **Manage the impacts of substance misuse through improved service provision**
- **Managing the impacts of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015.**

Achievement will be measured through:
- Addressing high risk repeat instances of domestic abuse
- Continuing to meet Welsh Government targets for 'Completed treatments' and waiting times for substance misuse services
- Agreeing a coordinated response to meeting the requirements of the Act.

Achievement Milestones for strategy and action plans:
- Agreeing a coordinated response to meeting the requirements of the Act by 31/03/17

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC (target is set in line with the Home Office target)	Chief Officer – Planning and Environment	18.6%	28%	28%

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Achieving a waiting time of less than 20 days from referral to treatment (KPI 2)		tbc	80% (WG target)	80% (WG target)
Achieving the Welsh Government target for the percentage of completed substance misuse treatments (80%) (KPI 6)		tbc	80% (WG target)	80% (WG target)

3. Reduce fear of crime by making best use of the latest technologies including closed circuit television (CCTV).

Achievement will be measured through:
- Agreement of a forward plan for the resilience of the control room (location and technology renewal)
- Agreement of a new business and funding plan for the future service
- Maintaining continuity of service during the service review
- Maintaining continuity of Council and Town and Community Council partnership funding during the service review

Achievement Milestones for strategy and action plans:
- Agreement of a forward plan for the resilience of the control room (location and technology renewal) by 31/03/17 tbc
- Agreement of a new business and funding plan for the future service by 31/03/17 tbc

Quarterly summary progress monitoring:
- Maintaining continuity of service during the service review
- Maintaining continuity of Council and Town and Community Council funding during the service review

Priority	Sub-Priority	Impact
Poverty	Maximising Income	Protecting people from poverty

What we will do in 2016/17:

1. Provide advice and support services to help people protect their income.

Achievement will be measured through:
- o Assisting Flintshire residents to claim additional Social Security and Tax Credits to which they are entitled
- o Assisting people with Welfare Reform changes through the effective application of the Council's DHP Policy
- o Supporting Flintshire residents to better manage their financial commitments
- o Monitoring the speed of processing of Housing Benefit claims: i) new claims ii) change of circumstances

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	Chief Officer – Community and Enterprise	£1,900,000	£2,000,000	£2,300,000
Amount of discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes		tbc	Management Information	Management Information
Number of residents supported to better manage their financial commitments		168	Management Information	Management Information
Speed of processing of Housing Benefit claims (days):				
▪ new claims		tbc days	20 days	19 days
▪ change of circumstances		tbc days	8 days	17 days

2. Helping people to get closer to work and / or be work ready through a range of Government and European funded programmes.

Achievement will be measured through:
- o The numbers of local people getting closer to work or becoming ready to enter work having benefitted from accessing Government and / or European funded programmes.

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
European Social Fund - Trac:				
• Number of people entering employment		tbc	tbc	tbc
• Number of people gaining a qualification or work relevant certification		tbc	tbc	tbc
• Number of people completing a work experience placement or volunteering opportunity		tbc	tbc	tbc
European Social Fund - Adtrac:				
• Number of people entering employment	Chief Officer - Community & Enterprise	tbc	tbc	tbc
• Number of people gaining a qualification or work relevant certification		tbc	tbc	tbc
• Number of people completing a work experience placement or volunteering opportunity	Chief Officer – Education & Youth	tbc	tbc	tbc
European Social Fund - Opus:	Chief Officer – Social Services			
• Number of people entering employment		N/A New Measure	12	31
• Number of people gaining a qualification or work relevant certification		N/A New Measure	50	83
• Number of people completing a work experience placement or volunteering opportunity		N/A New Measure	50	86
European Social Fund – Communities 4 Work:				
• Number of people entering employment		tbc	tbc	tbc

	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
• Number of people gaining a qualification or work relevant certification	tbc	tbc	tbc
• Number of people completing a work experience placement or volunteering opportunity	tbc	tbc	tbc
Families First:			
• Number of people gaining a qualification or work relevant certification (baseline data based on Q1-3 of 2015/16)	133 (108 practitioners, 25 service users)	150	150
• Number of people completing a work experience placement or volunteering opportunity (baseline data based on Q1-3 of 2015/16)	15	30	30
Flying Start:			
• Number of people entering employment	tbc	tbc	tbc
• Number of people gaining a qualification or work relevant certification	tbc	tbc	tbc
• Number of people completing a work experience placement or volunteering opportunity	tbc	tbc	tbc
Achievement Measures	**2015/16 Baseline Data**	**2016/17 Target**	**2017/18 Aspirational Target**
Communities First:			
• Number of people entering employment	tbc	tbc	tbc
• Number of people gaining a qualification or work relevant certification	tbc	tbc	tbc
• Number of people completing a work experience placement or volunteering opportunity	tbc	tbc	tbc
Supporting People:			

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• Number of people recording a positive outcome under the outcome measure "Engaging in education and learning"		613	Establish Baseline	TBC once Baseline Established
• Number of people recording a positive outcome under the outcome measure "Engaging in employment/volunteering opportunities"		652	Establish Baseline	TBC once Baseline Established

3. **Deliver energy efficiency measures to homes in Flintshire.**

Achievement will be measured through:
- o Reducing the overall annual fuel bill for residents
- o The number of homes receiving energy efficiency measures
- o Creating and launching a national energy efficiency materials and supplier framework

Achievement Milestones for strategy and action plans:
- ▪ Creating and launching a national energy efficiency materials and supplier framework by tbc

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The following indicators are provided for information and monitoring only and are not suitable for setting targets against				
Overall annual fuel bill reduction for residents*	Chief Officer – Community and Enterprise	£296,030	tbc	tbc
The number of homes receiving energy efficiency measures		593	800	tbc

The figures for fuel bill reductions and carbon emissions do not exactly correlate as might be expected with the number of homes receiving measures as this is dependent on the composition of measures.

Priority	Sub-Priority	Impact
Environment	Transport Infrastructure and Services	Safely accessing employment, local services and facilities

What we will do in 2016/17:

1. Access and use available funding to support Council priorities for accessing employment, health, leisure and education.

Achievement will be measured through:
- Successfully delivering schemes through the Local Transport Fund (infrastructure)
- Preparing the existing route map and integrated network map for "Active Travel"
- Securing funding via the Rural and Community Development Fund (community transport)

Achievement Milestones for strategy and action plans:
- Local Transport Fund – delivery of infrastructure schemes by 31/03/17
- Active Travel – production of the existing route map and integrated network map by 30/09/17
- Rural and Community Development Fund (community transport) – secure funding by tbc

2. Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.

Achievement will be measured through:
- Monitoring the condition of the highway's infrastructure
- Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works undertaken on Flintshire's network

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2016/17 Aspirational Target
THS/012 - The percentage of principal (A) roads, non-principal (B) roads and non principal (C) roads that are in overall poor condition	Chief Officer – Transportation & Streetscene	7%	8% *	8% *
Percentage of inspections undertaken to ensure reinstatements meet required standards so as to improve the standard of works undertaken on Flintshire's network.		40%	50%	50%

Due to reductions in funding the achievement of these reduced target still represents a very ambitious level of performance

3. Use available funding to support the Council's priorities to improve road safety on the County's highway network.

Achievement will be measured through:
- Delivering WG funded Grant Aided Safety Schemes to address collision trends and concentration on the road network through the Welsh Government's Grant Aid Programme
- Delivering WG funded schemes identified as part of Safe Routes in Communities
- Delivering WG funded road safety initiatives to reduce the risk of collisions of high risk groups (measures for older drivers, newly qualified young drivers and motorcyclists)

Achievement Milestones for strategy and action plans:
- Delivering WG funded Grant Aided Safety Schemes to address collision trends and concentrations on the road network through Welsh Governments Grant Aid Programme by 31/03/17
- Delivering schemes identified as part of WG funded Safe Routes in Communities by 31/03/17

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Road safety initiatives to reduce the risk of collisions of high risk groups:				
• Older drivers undertaking a driving assessment	Chief Officer – Transportation & Streetscene	27	27	N/A will depend on funding
• Newly qualified young drivers participating in Pass Plus		44	44	N/A will depend on funding
• Motorcyclists attending Bike Safe / FBOS Courses / Scooter Safe		63	63	N/A will depend on funding

4. Work closely with the communities to develop innovative and sustainable community transport schemes.

Achievement will be measured through:
- Working with interested local communities to develop a Community Transport Strategy
- Developing community transport schemes to compliment the core network of bus services
- Development of community transport "hubs" within available funding

Achievement Milestones for strategy and action plans:
- Work with local communities to develop a Community Transport Strategy by 31/03/17
- Developing community transport schemes to compliment the core network of bus services by tbc

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of community transport "hubs" developed within available funding	Chief Officer – Transportation & Streetscene	N/A New Measure	tbc	tbc

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Priority	Sub-Priority	Impact
Environment	Sustainable Development & Environmental Management	Protecting our local Environment

What we will do in 2016/17:

1. Establish an Environment working Group to ensure that the Council adopts an integrated approach to service delivery which meets the aims and objectives of the Single Environment Grant (SEG).

Achievement will be measured through:
- Gaining approval to the grant submission
- Establishing a Single Environment Group
- Monitoring progress and claiming the equivalent grant funding

Achievement Milestones for strategy and action plans:
- Gaining approval to the grant submission by tbc
- Establishing a Single Environment Group by tbc
- Monitoring progress and claiming the equivalent grant funding by tbc

2. Agree the Local Development Plan's vision and objectives, and options to accommodate growth.

Achievement will be measured through:
- Undertaking a renewable energy assessment for the LDP in partnership with Wrexham Council which will inform the pre-deposit and later deposit plan
- Agree a revised timetable and delivery agreement with Welsh Government leading to the pre-deposit plan
- Publicising the pre-deposit plan
- Completing the public consultation on the pre-deposit plan

Achievement Milestones for strategy and action plans:
- Undertaking a renewable energy assessment for the LDP in partnership with Wrexham Council which will inform the pre-deposit and later deposit plan by 30.09.2016
- Revisit the timetable and delivery agreement with Welsh Government by 31/03/17
- Publication of the pre-deposit plan by 31/03/17
- Completing the public consultation on the pre-deposit plan by 31/03/17

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3. Reducing our Carbon footprint.

Achievement will be measured through:
- Creating two solar farms on Flintshire County Council land
- Install an electricity link between Brook Hill Landfill site and Alltami Depot or agree a virtual private network with Scottish Power to fully utilise the energy generated and reduce costs

Achievement Milestones for strategy and action plans:
- Two solar farms to be operational by 31/11/16
- Install an electricity link between Brook Hill Landfill site and Alltami Depot or agree a virtual private network with Scottish Power to fully utilise the energy generated and reduce costs by 31/03/17

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
EEFLM1 - Carbon Reduction Commitment - Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non-domestic portfolio)	Chief Officer – Planning & Environment	1.14% (reduction) 19.67% (cumulative reduction weather corrected)	4% reduction	60% cumulative reduction by 2021

4. Reviewing the Flood Risk Management Strategy

Achievement will be measured through:
- Completing Flintshire's Local Flood Risk Management Plans
- Developing a list of priority flood alleviation schemes based on transparent criteria

Achievement Milestones for strategy and action plans:
- Complete Flintshire's Local Flood Risk Management Plans by 01/07/16
- Development of a list of priority flood alleviation schemes based on transparent criteria by 01/04/17

5. Reducing the occurrence and impact of environmental crime.

Achievement will be measured through:
- Identification of environmental crime hotspots from local intelligence and service requests
- Targeted enforcement campaigns in hotspot areas

Quarterly summary progress monitoring:
- Identification of environmental crime hotspots from local intelligence and service requests
- Targeted enforcement campaigns in hotspot areas

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Priority	Sub-Priority	Impact
Modern & Efficient Council	Developing Communities	Supporting communities to become more resilient

What we will do in 2016/17:

1. Develop the community and social sectors through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business.

Achievement will be measured through:
- o Monitoring the number of new social enterprises developed
- o Monitoring the number of social enterprises supported to thrive and prosper
- o Monitoring community benefits delivered by new social enterprises

Quarterly summary progress monitoring:
- o Monitoring community benefits delivered by new social enterprises based on the 8 Community Benefit Agreements drafted in 2015/16

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The number of new social enterprises developed *	Chief Officers – Organisational Change & Community & Enterprise	5	3	3
The number of social enterprises supported to thrive and prosper (support meetings held with Social Enterprises)		12	12	12

2. Encourage volunteers and active citizens

Achievement will be measured through:
- o Monitoring the impact of the local volunteering policy

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of volunteers directly placed into volunteering placements	Chief Officers –	541	Management	Management

	Organisational Change		Information	Information

| **3.** | **Ensure community benefit through our commissioning of goods and services and their impact.** |

Achievement will be measured through:
- Establishing a Community Benefits Board with an action plan
- Monitoring the percentage of community benefit clauses included in new procurement contracts

Achievement Milestones for strategy and action plans:
- Establishment a Community Benefits Board by September 2016

Achievement Measures	**Lead Officer**	**2015/16 Baseline Data**	**2016/17 Target**	**2017/18 Aspirational Target**
Percentage of contracts awarded in the financial year over £1m with community benefit clauses included in contract documents	Chief Officer – Governance	100%	100%	100%
Percentage of contracts awarded in the financial year under £1m with community benefit clauses included in contract documents		N/A New Measure	20%	30%

| **4.** | **Design and implement alternative delivery models (ADMs) to sustain important services to meet future need.** |

Achievement will be measured through:
- Monitoring the level of efficiencies ADMs have supported
- Monitoring the number of services sustained through delivery via alternative models

Achievement Measures	**Lead Officer**	**2015/16 Baseline Data**	**2016/17 Target**	**2017/18 Aspirational Target**
The level of efficiencies ADMs have supported	Chief Officers – Organisational Change	Business Plans completed identifying £2m savings from 2017/18	Establish ADMs by 1st April 2017	£2m
The number of services sustained through delivery via alternative models		5 services in 3 ADMs from 2017/18	Establish ADMs by 1st April 2017	5 services

5. Empower communities to run and manage facilities in their locality through Community Asset Transfers (CATs).

Achievement will be measured through:
- o Monitoring the number of public assets safely transferred to the community
- o Monitoring community benefits delivered by Community Asset Transfers

Quarterly summary progress monitoring:
- o Monitoring community benefits delivered by Community Asset Transfers based on the 8 Community Benefit Agreements drafted in 2015/16

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The number of public assets transferred to the community	Chief Officers – Organisational Change	8 transferred or in legal completion	15 transferred or in legal completion	15 transferred or in legal completion

6. Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services

Achievement will be measured through:
- o Monitoring the achievements of the Armed Forces Covenant Action Plan

Quarterly summary progress monitoring:
- o Monitoring the achievements of the Armed Forces Covenant Action Plan

Priority	Sub-Priority	Impact
Modern & Efficient Council	Improving Resource Management	Front line services are efficiently and effectively supported

What we will do in 2016/17:

1. Develop and implement a renewed three year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.

Achievement will be measured through:
- o Revising our plan to meet the £38m funding gap for 2016-2019
- o Matching our priorities with revenue and capital investment
- o Achieving our efficiency targets

Achievement Milestones for strategy and action plans:
- ▪ Produce a revised Medium Term Financial Strategy by 31/07/16

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Amount of efficiency targets achieved.	Chief Officer – People and Resources	83%	85%	90%

2. Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation.

Achievement will be measured through:
- o Participation in Flintshire Academies Training and Development programmes
- o Monitoring the impact of people performance management
- o Monitoring the impact of the new Employee Development and Talent Management scheme on retention of our capability
- o Monitoring the impact of the People Strategy in service portfolios

Achievement Milestones for strategy and action plans:
- • Monitoring the impact of the People Strategy in service portfolios

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Number of participants in Flintshire Academy Training and Development programme	Chief Officer – People and Resources	tbc	tbc	tbc
Increase percentage of staff that receive an annual appraisal		tbc	tbc	tbc
Percentage of employee turnover (excluding early retirement and voluntary redundancy)		10.64%	9%	8%
(CHR/002) The number of working days per full time equivalent (FTE) local authority employee lost due to sickness absence.		10.38%	9.3%	8.8%

3.	Rationalise the Council's use of corporate accommodation.

Achievement will be measured through:
- o Reducing the floor space and costs of occupied office accommodation
- o Increasing the number/percentage of employees who work in an agile way

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The reduction in the floor space (m2) of office accommodation occupied	Chief Officer – Organisational Change 2	22%	26%	30%
Reduction in the running costs of corporate accommodation (County Hall, Flint Offices & Library Head Quarters – includes associated staffing costs e.g. caretaking and security)		100% for 2013/14 -20% for 2015/16	-25% tbc	-30%
Agile working – desk provision as a percentage of staff (County Hall)		98%	89% tbc	78%

4.	Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions.

Achievement will be measured through:
- o Creating efficiencies through the use of the regional and national procurement collaborations
- o Reducing the cost of procurement through the use of end to end electronic purchasing

Achievement Measures	Lead	2015/16	2016/17 Target	2017/18

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	Officer	Baseline Data		Aspirational Target
Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	Chief Officer – Governance	£291,527*	£400,000	£450,000
Efficiencies achieved through the use of end to end electronic purchasing **		£tbc	£300,000 tbc	£tbc

* This is the minimum cashable savings recorded, further analysis of savings is ongoing with individual service areas
** Reporting will commence once training has been undertaken.

5. Embrace digital channels as the default in service design where possible to provide access to online services at a time and location convenient to the customer.

Achievement will be measured through:
- o Increase the number of transactional services online and via the Flintshire App
- o Increase the take-up of online services
- o Respond to customer feedback ensuring information is accessed at first point of contact online

Quarterly summary progress monitoring:
- ▪ Respond to customer feedback ensuring information is accessed at first point of contact online

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Increase the number of transactional services online and via the Flintshire app	Chief Officer – Community & Enterprise	New Measure	N/A Management Information	N/A Management Information
Increase the take-up of online services		New Measure	N/A Management Information	N/A Management Information

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Improvement Plan – Considerations by Overview and Scrutiny Committees

The draft Improvement Plan 2016/17 was considered by the following Overview and Scrutiny Committees:

Organisational Change	26 April
Education and Youth	28 April
Community and Enterprise	9 May
Environment	11 May
Corporate Resources	12 May
Social and Health Care	19 May

All Committee Members endorsed the contents of the draft plan and targets with the following exceptions.

Overview and Scrutiny Committee	Comment	Response
Organisational Change	Modern and Efficient priority: 'How we Measure': ensure that for 'Developing Communities' sub-priority that 'Armed Forces' includes "are not disadvantaged".	Included in final draft.
	The targets for national performance indicators – details of how many contracts over £1m are allocated.	Information is available; to be circulated to members.
Social and Health Care	Living Well priority: 'Safeguarding' – add an additional point regarding working with partners as a multi-agency approach.	Included in final draft.
Environment	Environment priority: Remove reference to heat mapping exercise in Flint	Reference removed.

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