Flintshire County Council

Draft Improvement Plan 2016/17

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

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.

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:
   - Number of housing enquiries resolved at first point of contact
   - 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:
   - Increasing the numbers of new Council and affordable homes through the SHARP programme
   - Maximising the number of new affordable homes provided through the planning system
   - Increase the numbers of affordable homes provided through the Social Housing Grant (SHG) programme (will include Extra Care provision)

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 four years.
Gypsy / Traveller Community – people with a cultural tradition of nomadism or who choose to live in a caravan.

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 and Adapted Homes
Impact: Improving the choice and quality of local housing

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

What we will do in 2016/17:
1) Deliver financial support to repair, improve and adapt private sector homes.
   Achievement will be measured through:
   - Repairing / improving 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan
   - Improving 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:
   - 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 (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

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.

Home Improvement Loan – a national loan scheme delivered by Local Authorities that enables short to medium term loans to be provided to owners of sub-standard properties who meet the affordability criteria.

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

Disabled Facilities Grant – a grant available for larger adaptation to a person's home.

Houses in to 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.

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

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:
   - Delivering the dementia awareness training programme to the care homes workforce
   - Working with Betsi Cadwaladwr University Health Board to develop an action plan around supporting the quality and breadth of nursing provision
   - Improving recruitment and retention in the care market.

2) Support greater independence for individuals with a frailty and / or disability, including those at risk of isolation.
   Achievement 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

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

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:

Community Circles - A way for friends and family to support someone, through regular meetings with a facilitator.

Social Enterprise – A business with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.

Co-operative - A jointly owned enterprise engaging in the production or distribution of goods or the supplying of services, operated by its members for their mutual benefit.

'Age-Friendly' Communities - encourage and enable older people to engage with their surroundings and continue to engage socially within those communities, thereby maintaining their health, independence and wellbeing.

"What Matters" Conversation - The new model of eligibility for social care is based on a discussions with individuals about "what matters" to them.

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

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:
   - 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:
   - Agreeing the priorities and implementation plan for funding for 2016/17
   - Maintaining 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:
   - 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:
   - Number of events (and take-up) aimed at raising awareness of dementia across the county

Risks to manage:

- Funding between Health and the Council does not transfer smoothly e.g. CHC, 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.

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 (Wales).

National Issues:
- Continuity of funding and collaboration with other partners.

What we will do in 2016/17:
1) Strengthen arrangements within all council portfolios to have clear responsibilities to address safeguarding.
   Achievement 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

2) Ensure that the workforce are trained in line with the new Codes of Practice for Safeguarding.
   Achievement will be measured through:
   - Carrying out a training needs analysis across the Council
   - Referral rates from services other than Social Services

3) Ensure that our response rates to referrals remain within statutory targets
   Achievement will be measured through:
   - Statutory procedural targets for child and adult protection

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.

Adult at Risk - A person over the age of 18 who is (a) experiencing or is at risk of abuse or neglect, (b) has needs for care and support (whether or not the authority is meeting any of those needs), and (c) as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.

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

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.

What we will do in 2016/17:
1) Strategic / Regional positioning in readiness for future accelerated growth (Northern Powerhouse, LEP)
   Achievement 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

2) Maximise the economic value of transformation projects (DEZ / SHARP / Northern Gateway / Warren Hall, V&VP)
   Achievement will be measured through:
   - Monitoring and supporting the implementation of the transformation projects
   - Supporting supply chain development
   - Converting business enquiries to investment within Flintshire

3) Facilitate the creation of jobs
   Achievement will be measured through:
   - Creating jobs within Flintshire
   - 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:
- Supporting the development and management of visitor facilities in key urban areas and along the Dee coastline.
- Facilitating private sector investment in town centres.
- Expanding the North East Wales Ambassadors programme in Flintshire.

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.

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.

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

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.
- Apprenticeship levy (Full wording TBC)

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

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.
Construction and Retail Academies: construction and retail training to meet the current needs of the labour market.
Youth Engagement and Progression Framework: aims to reduce the number of young people not in education, employment or training (NEET).
Youth Justice Service: aims to prevent children and young people under 18 from offending or re-offending.
Level 1 Threshold: 16 year old learners achieve five or more A*-G grades at GCSE or equivalent**.**

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

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 School 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

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 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.

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.
School 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.

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

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 Issues:
- Sustainability of short-term grant funded schemes.

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 of the NWSCB
   - 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:
   - 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

3) Reduce the 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

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.

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

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.

What we will do in 2016/17:
1) Provide advice and support services to help people protect their income.
   Achievement will be measured through:
   - Assisting Flintshire residents to claim additional Social Security and Tax Credits to which they are entitled
   - Assisting people with Welfare Reform changes through the effective application of the Council's DHP Policy
   - Supporting Flintshire residents to better manage their financial commitments
   - 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:
   - 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:
   - Reducing the overall annual fuel bill for residents
   - The number of homes receiving energy efficiency measures
   - Creating and launching a national energy efficiency materials and supplier framework

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

This is a priority this year because we need to:
- Maintain accessibility to and between employment, homes, leisure, health and social activities.
- Support and enable safe and affordable travel services.
- Minimise congestion and delays on our highway network.

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

What we will do in 2016/17:
1) Use available grant funding to support Council priorities for accessing employment, health, leisure and education.
   Achievement will be measured through:
   - Successfully delivering grant funded schemes:
     i. Local Transport Fund (infrastructure)
     ii. Active Travel (infrastructure)
     iii. 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:
   - 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
   - Preparation of an 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

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)

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

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.

Commercial bus services: following changes made in the 1980s, the majority of local bus services in Wales are commercially operated by bus companies.

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

This is a priority this year because we need to:
- Address the requirements of the sustainable development principles of the Wellbeing of Future Generation 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 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.

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

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

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

- Undertaking a heat mapping and master planning exercise in Flint to assess the potential opportunity for a biomass centre
- Creating a waste transfer station in Greenfield
- Improving recycling performance
- Reducing our carbon emissions

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

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

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 organisation.
Energy Generation: generation of heat and electricity.
Biomass: biologically material derived from living of recently living organisms.
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

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:
  - Developing the community and social sectors to support local communities to be more self-sufficient.
  - Creating alternative delivery models within the community and social sector to sustain valued public services.
  - Developing social enterprises, who are able to act for the benefit of local communities and create both employment and economic opportunities.
  - Realising social benefits in the community e.g. increasing volunteering and training opportunities for young people; keeping local money in the community.
  - Ensuring our Armed Forces Community and their families are recognised for their commitment.

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.

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:
   - Monitoring the number of new social enterprises developed
   - Monitoring the number of social enterprises supported to thrive and prosper
   - Monitoring community benefits delivered by new social enterprises

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

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

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

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

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.

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

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.

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:
   - Revising our plan to meet the £XXm funding gap for 2016-2019
   - Matching our priorities with revenue and capital investment
   - 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:
   - Monitoring the impact of people performance management
   - Monitoring the impact of the new Employee Development and Talent Management scheme on retention of our capability
   - Monitoring the impact of the People Strategy in service portfolios

3) Rationalise the Council's use of corporate accommodation.
   Achievement will be measured through:
   - Reducing the floor space and costs of occupied office accommodation
   - 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:
   - Creating efficiencies through the use of local, regional and national procurement arrangements
   - 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:
   - Increase the number of transactional services online and via the Flintshire App
   - Increase the take-up of online services
   - Respond to customer feedback ensuring information is accessed at first point of contact online

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.
Procurement Collaborations: ways of purchasing goods and services within agreed terms and conditions.
Digital Channels: Alternative channels of communication e.g. e-mail, social media, text messaging.
Transactional Services: Council services for which customers pay.