

## Council Plan 2023/28 – Part 1

Priority Name	Poverty
<b>Description/ Well-being Objective</b>	<b>Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient</b>
<b>Income Poverty</b>  <b>Definition:</b> People on low income who are unable to meet day to day living costs	<ul style="list-style-type: none"> <li>• Providing free access to swimming lessons (subject to WG funding), children's outdoor play areas, resources, and information via library services – by March 2024</li> <li>• Providing free activities and sports sessions during all school holidays within communities across Flintshire (subject to external grant funding) – by March 2024</li> <li>• Further develop our community hub approach giving access to a range of programmes, services, and agencies together in one place – by March 2024</li> <li>• Explore development of support schemes to mitigate in work poverty – by March 2024</li> <li>• Delivering Welsh Government support schemes linked to the cost-of-living crisis – by March 2024</li> <li>• Maximising the number of people signposted for support to facilitate longer term change – by March 2024</li> <li>• Ensuring that take-up to benefit entitlement is maximised in a timely way by processing claims efficiently – by March 2028</li> <li>• Maximising the take up of the Discretionary Housing Payments scheme and other financial support – by March 2028</li> </ul>
<b>Child Poverty</b>  <b>Definition:</b> Children who do not have access to adequate food, clothing, shelter, and education to lead a healthy and active life	<ul style="list-style-type: none"> <li>• Encouraging further take-up of the free school breakfast for year 7 pupils eligible for free school meals – by September 2023</li> <li>• To contribute to the network of school uniform exchanges across the county supported by enhanced web and social media promotion – by September 2023</li> <li>• Continuing to ensure children and young people have access to transitional play/youth activity to support succession from play opportunities into youth clubs to further support young people's development' - by March 2024</li> <li>• Providing free access to Fit, Fed and Read sessions during summer holidays providing activities, sport, reading, crafts, and meals (subject to external grant funding) – by March 2024</li> <li>• Providing free physical activity and well-being sessions within the summer School Holiday Enrichment Programme (SHEP) (subject to external grant funding) – by March 2024</li> </ul>
<b>Food Poverty</b>	<ul style="list-style-type: none"> <li>• Continuing to develop delivery of a “Hospital to Home” meals service – by March 2024</li> </ul>

<p><b>Definition:</b> People who are not able to access food that meets their daily nutritional needs and requirements</p>	<ul style="list-style-type: none"> <li>• Further develop of the warm spaces initiative in partnership with organisations and third sector – by March 2024</li> <li>• Providing free access to Fit, Fed and Read sessions during summer holidays providing activities, sport, reading, crafts, and meals (subject to external grant funding) – by March 2024</li> <li>• Continue to roll out a transported and delivered food service “Mobile Meals” to those who are vulnerable – by March 2026</li> <li>• Introduce and develop a “Well Fed at Home Service” – by March 2026</li> </ul>
<p><b>Fuel Poverty</b></p> <p><b>Definition:</b> Households that spend more than 10% of their income (after housing costs) on energy</p> <p>Linked to Affordable and accessible housing</p> <p>Linked to Personal and Community Well-being</p>	<ul style="list-style-type: none"> <li>• Reducing the risk of fuel poverty for residents by increasing the energy efficiency of homes - by March 2024</li> <li>• Engaging, supporting, and referring vulnerable households to reduce fuel poverty and improve health and wellbeing - by March 2024</li> </ul>
<p><b>Digital Poverty</b></p> <p><b>Definition:</b> Inability to interact fully in a digital world when, where and how an individual needs to</p>	<ul style="list-style-type: none"> <li>• Aura - Free access to PCs and internet – by March 2024</li> <li>• Supporting people to use digital technology through Digital Workforce Volunteers – by March 2026</li> <li>• Continuing to provide free of charge public access to the internet at Flintshire Connects Centres - by March 2026</li> </ul>
<p><b>Priority Name</b></p>	<p><b>Affordable and Accessible Housing</b></p>
<p><b>Description/ Well-being Objective</b></p>	<p>Housing in Flintshire meeting the needs of our residents and supporting safer communities</p>
<p><b>Housing Support and Homeless Prevention</b></p> <p><b>Definition:</b> Offering support to people to retain their housing and live well and ensuring homelessness is rare, brief, and unrepeatable</p>	<ul style="list-style-type: none"> <li>• Identify site for a young person’s homeless hub offering accommodation and support services – by June 2023</li> <li>• Ensuring a multi-agency partnership approach to homeless prevention and develop a culture where homelessness is “everyone’s business” – by March 2024</li> <li>• Ensuring when homelessness does occur it is rare, brief, and non-recurring – by March 2024</li> <li>• Progress build project for the new homeless hub accommodation – by December 2024</li> <li>• Delivering our Rapid Rehousing transition plan – by March 2025</li> <li>• Promoting housing support and homeless prevention services with our residents and partners – by March 2028</li> </ul>

	<ul style="list-style-type: none"> <li>• Commissioning a wide range of housing related support that meets the needs of the people of Flintshire – by March 2028</li> </ul>
<p><b>Housing Needs and Housing Options</b></p> <p><b>Definition:</b> Helping people to explore their housing options so they can access the right homes to meet their needs</p> <p><b>Linked to Poverty</b></p>	<ul style="list-style-type: none"> <li>• Create a Single point of access service for Housing help and advice – by March 2024</li> <li>• Developing self-service approaches that enable people to identify their own housing options through online support – by March 2024</li> </ul>
<p><b>Social Housing</b></p> <p><b>Definition:</b> Working with housing partners to develop and invest in affordable housing and social housing - with modern methods of construction, improving the quality of Council homes, and a commitment towards carbon neutral</p> <p><b>Linked to Poverty</b></p> <p><b>Linked to Green and Environment</b></p>	<ul style="list-style-type: none"> <li>• Finalise the plan for the de-carbonisation of Council homes in line with Welsh Government guidance to ensure their thermal efficiency is optimised and the cost of heating homes are minimised - by September 2023</li> <li>• Working with residents to ensure our communities are well managed, safe, and sustainable places to live - by March 2024</li> <li>• In partnership with Denbighshire CC, creating a new Dynamic Procurement System to ensure CPRs are met and provide a wider opportunity for tendering Disabled Adaptation projects – by December 2024</li> <li>• Supporting our tenants to access technology and create sustainable digital communities - by March 2025</li> <li>• Increasing the Council’s housing portfolio by building social housing properties and affordable properties for North-East Wales (NEW) Homes – by March 2028</li> <li>• Working with housing association partners to build new social housing properties and additional affordable properties – by March 2028</li> <li>• Ensuring that any new social housing stock meets DQR standard energy efficiency A rating – by March 2028</li> <li>• Maximising Welsh Government Funding to increase stock capacity – by March 2028</li> <li>• Ensuring increase in stock capacity meets the identified needs and demands – by March 2028</li> <li>• Ensuring that the Council’s housing stock maintains the current Welsh Housing Quality Standards – by March 2028</li> <li>• Implementation of the initial recommendations of the sheltered housing review to ensure that it continues to meet the needs of current and prospective tenants – by March 2028</li> </ul>

<p><b>Private Rented Sector</b></p> <p><b>Definition:</b> Supporting the private sector to raise standards in the management and condition of housing and promote tenancy sustainment in our communities</p>	<ul style="list-style-type: none"> <li>• Creating a Private Sector Housing Support Team - by March 2024</li> <li>• Engaging with private sector tenants, giving them a voice, and responding to their needs – by March 2028</li> <li>• Working in partnership with landlords and private sector agents to better understand their needs – by March 2028</li> </ul>
<p><b>Empty Properties</b></p> <p><b>Definition:</b> Bringing empty homes back into use to enhance the local housing market and improve our local communities</p>	<p><b>REMOVED – Now business as usual</b></p>
<p><b>Priority Name</b></p>	<p><b>Green Society and Environment</b></p>
<p><b>Description/ Well-being Objective</b></p>	<p>Limiting and enhancing the impact of the Council’s services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint</p>
<p><b>Phosphates Mitigation</b></p> <p><b>Definition:</b> Provision of viable and deliverable options to mitigate the impact of phosphates from new development on Special Areas of Conservation protected rivers</p>	<ul style="list-style-type: none"> <li>• Producing guidance on viable and deliverable options to mitigate the impact of phosphates from new development on SAC protected rivers – by March 2024</li> </ul>
<p><b>Net Zero Carbon Council</b> (Changed from Carbon Neutrality)</p> <p><b>Definition:</b> A net carbon zero Council by 2030 and supporting wider decarbonisation actions across the County, making this central to Covid-19 recovery</p>	<ul style="list-style-type: none"> <li>• Reviewing the procurement policy to reduce greenhouse gas emissions from suppliers – by March 2024</li> <li>• Developing plans towards net zero carbon for our assets in line with Welsh Government guidance – by March 2024</li> <li>• Working with Flintshire’s leisure and culture trust partners to reduce carbon emissions – by March 2024</li> <li>• A net zero carbon Council by 2030 and supporting wider decarbonisation actions across the County, making this central to Covid-19 recovery – by 2030</li> <li>• Aura's Council-owned building assets to contribute towards the wider net carbon zero ambition – by March 2024</li> </ul>
<p><b>Climate Change Adaptation</b></p> <p><b>Definition:</b> Be more resilient to the changes that have happened due to climate</p>	<ul style="list-style-type: none"> <li>• Reviewing the Council’s Strategic Flood Consequences Assessment – by June 2023</li> <li>• Reviewing the Council’s Flood Risk Management Strategy – by June 2024</li> <li>• Carrying out flood investigations and alleviation works where appropriate – by March 2024</li> </ul>

<p>change and prepare for predicted future change</p>	<ul style="list-style-type: none"> <li>• Assessing the feasibility of schemes within land assets for resisting flood and drought while enhancing biodiversity and increasing carbon storage – by March 2024</li> <li>• Ensuring climate change and biodiversity are considered a priority in key decision making across all Council services – by March 2024</li> <li>• Identifying projects to further support climate adaptation ambitions following Welsh Government guidance – by March 2024</li> </ul>
<p><b>Flood Risk Management Strategy</b></p> <p><b>Definition:</b> Refresh the Council's flood risk management strategy to align with the national strategy and identify communities at most risk in Flintshire and the actions required to mitigate this risk</p>	<ul style="list-style-type: none"> <li>• Reviewing the Council's Flood Risk Management Strategy – by June 2024</li> </ul>
<p><b>Strategic Flood Consequences Assessment</b></p> <p><b>Definition:</b> Review the Council's Strategic Flood Consequences Assessment in light of the Ministerial letter of November 2021, to prepare for the implementation of revised TAN15 Development and Flood Risk guidance which becomes operational in June 2023</p>	<ul style="list-style-type: none"> <li>• Reviewing the Council's Strategic Flood Consequences Assessment – by June 2023</li> </ul>
<p><b>Fleet Strategy</b></p> <p><b>Definition:</b> Reducing the environmental impact of our fleet</p>	<ul style="list-style-type: none"> <li>• Reducing the environmental impact of Aura's fleet via the wider agreement with the Council – by March 2024</li> <li>• Reducing the environmental impact of our fleet by transitioning to ultra-low emission vehicles (ULEV) – by March 2030</li> </ul>
<p><b>Green Environment</b></p> <p><b>Definition:</b> Enhance and increase biodiversity and trees to deliver multiple benefits for people, wildlife, and the environment</p>	<ul style="list-style-type: none"> <li>• Delivering an increase in canopy cover as part of the Urban Tree and Woodland Plan – by March 2024</li> <li>• Progressing Ash Dieback Action Plan – by March 2024</li> <li>• Enhancing the natural environment through the delivery of the Section 6 Environment Act Wales biodiversity duty – by March 2024</li> <li>• Developing a strategy to improve biodiversity and carbon sequestration on the agricultural estate – by March 2024</li> </ul>

<p><b>Flintshire Forest</b></p> <p><b>Definition:</b> Development of a plan to establish a Flintshire Forest that will identify available land assets, budget requirements and a realistic delivery timescale</p>	<ul style="list-style-type: none"> <li>• Developing a Flintshire Forest Plan – by March 2024</li> </ul>
<p><b>Green Access</b></p> <p><b>Definition:</b> The promotion, good management, and protection of our green spaces to deliver multiple benefits to the environment and our residents and visitors</p>	<ul style="list-style-type: none"> <li>• Exploring opportunities to develop the Flintshire Coast Park through the production of a scoping study – by March 2024</li> <li>• Delivering the Rights of Way Improvement Plan with a focus to ensure improved access for all and the promotions of Walking for Health – by March 2024</li> </ul>
<p><b>Renewable Energy</b></p> <p><b>Definition:</b> The promotion and support of renewable energy opportunities across the Council Estate and wider communities</p>	<p><b>REMOVED - Captured within the Climate Change and Adaptation Sub Priority</b></p>
<p><b>Active and Sustainable Travel Options</b></p> <p><b>Definition:</b> Create opportunities to increase levels of walking and cycling (active travel) and the use of sustainable public transport options, enabling the undertaking of multi-modal transport journeys to access key destinations</p>	<ul style="list-style-type: none"> <li>• Implementation of 20mph national legislation - by September 2023</li> <li>• Promoting active travel and further develop the County's walking and cycleway network - by March 2028</li> <li>• Supporting the development of public electric vehicle charging network - by March 2028</li> <li>• Implementing formalised crossing facilities at existing school crossing patrol sites - by March 2028</li> <li>• Declassification of hazardous routes across the county where appropriate through the implementation of engineering initiatives - by March 2028</li> <li>•</li> </ul>
<p><b>Circular Economy</b></p> <p><b>Definition:</b> Support and promote the Welsh Government's strategy to create a sustainable, circular economy in Flintshire</p>	<ul style="list-style-type: none"> <li>• Reviewing the Council's Waste Strategy – by September 2023</li> <li>• Achieving Welsh Government recycling targets – by March 2024</li> <li>• Working in partnership, actively support and engage with community led groups by developing recycling initiatives – by March 2024</li> <li>• Promoting the option to reuse and repair unwanted items at Household Recycling Centres by partnering with local Charities or social enterprises – by March 2024</li> </ul>

	<ul style="list-style-type: none"> <li>Developing a Recycling Waste Transfer Station for the deposit and processing of recyclable materials – by March 2025</li> </ul>
<b>Priority Name</b>	<b>Economy</b>
<b>Description/ Well-being Objective</b>	<b>Connecting communities and enabling a sustainable economic recovery and growth</b>
<p><b>Rural Regeneration</b></p> <p><b>Definition:</b> Ensure that Economy interventions consider and meet the needs of rural businesses and individuals</p>	<ul style="list-style-type: none"> <li>Ensuring that Economy interventions consider and meet the needs of rural businesses and individuals – by March 2024</li> <li>Recruit a Digital Connectivity Officer to support rural communities to access better quality connectivity options – buy June 2023.</li> <li>Commission a data review for rural Flintshire and hold community consultation to better understand rural community needs – by March 2024.</li> </ul>
<p><b>Levelling Up</b></p> <p><b>Definition:</b> Prepare and submit bids to the UK Government Levelling Up Fund programme to invest in projects in deprived coastal communities in Flintshire</p>	<b>REMOVED</b> - The Council was not awarded any funding by UK Government from the Levelling Up Fund programme. Any actions and risks associated with LUF have therefore, been removed
<p><b>Town Centre Regeneration</b></p> <p><b>Definition:</b> Regenerate and re-invent our town centres</p> <p>Linked to Personal and Community Well-being</p> <p>Linked to Affordable and accessible housing</p>	<ul style="list-style-type: none"> <li>Monitoring the health and vitality of town centres to support effective management and business investment decisions – by March 2024</li> <li>Encouraging and supporting investment in town centre properties specially to facilitate more sustainable uses and including improvements to the environment – by March 2024</li> <li>Understanding the needs of and supporting community enterprises in town centre locations – by March 2024</li> <li>Engaging town centre small businesses and promote support packages available to them – by March 2024</li> <li>Libraries and leisure centres are community well-being hubs with social objectives underpinning their operation – by March 2024</li> </ul>
<p><b>Business</b></p> <p><b>Definition:</b> Enable business continuity and encourage appropriate investment</p> <p>Linked to Green Society and Environment</p>	<ul style="list-style-type: none"> <li>Supporting small and/or local businesses to engage with public sector procurement opportunities – by March 2024</li> <li>Supporting recovery of the County's Street and indoor markets – by March 2024</li> <li>Supporting growth of the local and regional food and drink business sector through marketing and collaborative projects – by March 2024</li> <li>Supporting recovery of the tourism and hospitality sectors and rebuild confidence in the industry – by March 2024</li> </ul>

	<ul style="list-style-type: none"> <li>Increasing the scale and impact of the social business sector – by March 2024</li> <li>Supporting local businesses in their efforts to reduce their carbon footprint and become more resource efficient – March 2024</li> </ul>
<p><b>Transport Connectivity</b></p> <p><b>Definition:</b> Develop and promote effective transport connectivity while supporting recovery and economic growth</p>	<ul style="list-style-type: none"> <li>Review and update the Councils integrated transport strategy – by March 2024</li> <li>Supporting the establishment of CJsCs and delivery of the Joint Regional Transport Plan - by May 2024</li> </ul>
<p><b>Digital Infrastructure</b></p> <p><b>Definition:</b> Ensure the digital networks facilitate and support recovery and growth</p>	<ul style="list-style-type: none"> <li>Improving digital connectivity across the County for businesses and residents – by March 2024</li> </ul>
<p><b>Local Development Plan (LDP) Targets</b></p> <p><b>Definition:</b> Achieve Local Development Plan (LDP) policy objectives for growth, protection, and enhancement</p>	<ul style="list-style-type: none"> <li>Monitoring overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government – by January 2024</li> <li>Maintaining and update the LDP Housing Trajectory in line with planning decisions made – by March 2024</li> <li>Making decisions at Planning Committee in line with the adopted LDP – by March 2024</li> <li>Referencing the LDP growth strategy in early work on a North Wales Strategic Development Plan (SDP) - by March 2024</li> </ul>
<p><b>Spending money for the benefit of Flintshire</b></p> <p><b>Definition:</b> Grow our local economic vitality through social value commitments and procurement strategy</p>	<p><b>REMOVED</b> - Now business as usual and therefore, does not warrant a specific sub priority within the new Council Plan</p>
<p><b>Reducing Worklessness</b></p> <p><b>Definition:</b> Work with our partners to support individuals to gain employment</p> <p>Linked to Poverty</p>	<ul style="list-style-type: none"> <li>Co-ordinating a multi-agency approach to support businesses to recruit people from disadvantaged groups – by March 2024</li> <li>Delivering mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market - by March 2024</li> </ul>



Priority Name	Personal and Community Well-being
<b>Description/ Well-being Objective</b>	Supporting people in need to live as well as they can
<p><b>Independent Living</b></p> <p><b>Definition:</b> People will be supported to live as independently as possible through the right type of support, when they need it</p>	<ul style="list-style-type: none"> <li>• Continuing to grow the Microcare market, including access to commissioned care packages – by March 2024</li> <li>• Developing a national, regional, and local approach to Early Years Transformation so that all our children ages 0-7 have the best possible start in life and can reach their full potential – by March 2024</li> <li>• Supporting people to achieve their mental well-being outcomes by promoting personal and community well-being through open access courses delivered by the Learning Partnership – by March 2024</li> <li>• Working in partnership with the Community Mental Health Team and Social Services Mental Health Support Service to develop clear pathways for individuals needing access to Mental Health services, and a sustainable model for the future – by March 2024</li> <li>• Completing a review of Community Mental Health provision and define a model for the future – by March 2024</li> <li>• Utilising the progression model as a way of promoting people’s independence skills – by March 2024</li> <li>• Working with Housing to fund a small team of people to support individuals with low level Mental health problems to improve their housing – by March 2024</li> <li>• Providing additional placements for step down care within our in-house provision (Croes Atti 2) – by March 2025</li> <li>• Planning for the relocation of Tri Ffordd supported employment project to Maes Gwern in Mold – by March 2025</li> </ul>
<p><b>Safeguarding</b></p> <p><b>Definition:</b> Continue to embed safeguarding procedures so our employees understand how they can help safeguard people in the community</p>	<ul style="list-style-type: none"> <li>• Promoting the corporate e-learning package – by March 2024</li> <li>• Preparing for the implementation of the new Liberty Protect Safeguard procedures – by March 2024</li> </ul>
<p><b>Direct Provision to support people closer to home</b></p> <p><b>Definition:</b> The services we provide so people can access the support they need in their local community</p>	<ul style="list-style-type: none"> <li>• Exploring the recommissioning of advocacy services on a regional basis – by March 2024</li> <li>• Increasing skills around autism with respect to advocacy – by March 2024</li> <li>• Delivering a programme of registered Children’s Homes to help avoid the need for residential placements outside Flintshire – by March 2025</li> </ul>

	<ul style="list-style-type: none"> <li>Continuing to grow our in-house homecare service to support more people to live at home, utilising a rolling scheme of recruitment – by March 2025</li> <li>Continuing to grow our in-house fostering service to support more looked after children – by March 2025</li> <li>Developing childcare expansion and seamless childcare provision across programs – by March 2025</li> </ul>
<b>Local Dementia Strategy</b>  <b>Definition:</b> Continuing to improve the lives of people living with dementia in Flintshire	<ul style="list-style-type: none"> <li>Establishing a Dementia Strategy Implementation Group, to include representation from people with lived experience – by March 2024</li> </ul>
<b>A Well Connected, Safe and Clean Local Environment</b>  <b>Definition:</b> Resilient communities where people feel connected and safe	<ul style="list-style-type: none"> <li>Working in partnership, actively support and engage with community led groups by developing Local Environmental Quality initiatives – by March 2024</li> <li>Providing community hub sessions which target areas that have high anti-social behaviour and crime rates; to support young people who are at risk and to engage them with partners (subject to external grant funding) – by March 2024</li> </ul>
<b>Priority Name</b>	<b>Education and Skills</b>
<b>Description/ Well-being Objective</b>	Enabling and Supporting Learning Communities
<b>Educational Engagement and Achievement</b>  <b>Definition:</b> Providing diverse learning opportunities to support educational achievement in schools and communities	<ul style="list-style-type: none"> <li>Supporting the implementation of the revised curriculum for secondary pupils in years 7 and 8 - by September 2023</li> <li>Embedding the revised processes and procedures in relation to attendance and exclusion, using data to better inform and target interventions at both a pupil and school level - by September 2023</li> <li>Through the roll out of the Wales Government delivery model for Community Focused schools establish a collaborative approach to reduce school exclusion and improve school attendance - by March 2024</li> <li>Explore and develop options for in house provision in response to the increasing number of pupils struggling to engage with education due to mental health difficulties - by March 2024</li> <li>Providing bespoke support for schools through training and development to improve the level of speech language and communication skills for pupils - by March 2024</li> <li>Continuing to deliver Alternative Provision (Education) and to increase the number of young people on the programme</li> </ul>

	<p>gaining qualifications and achieving their full potential (subject to external grant funding) – by March 2023</p>
<p><b>Digital Learning Opportunities</b></p> <p><b>Definition:</b> Supporting education engagement and achievement through proactive use of accessible digital media</p> <p>Linked to Poverty</p>	<ul style="list-style-type: none"> <li>• All schools to have a formally adopted Digital Strategy - by December 2023</li> <li>• Embedding the delivery plan for Integrated Youth Services by maintaining focus on digital, school and community engagement - by March 2024</li> <li>• Increasing take-up of digital learning opportunities supported by Aura - by March 2024</li> </ul>
<p><b>Learning Environments</b></p> <p><b>Definition:</b> Creating aspirational and flexible learning environments</p>	<ul style="list-style-type: none"> <li>• Continuing construction of the 3-16 campus at Mynydd Isa - by March 2024</li> <li>• Commence construction of the Drury CP refurbishment and extension - by March 2024</li> <li>• Complete construction of the Penyffordd CP extension - by March 2024</li> <li>• Scheduling Council approval to progress Wales Government’s Band B Sustainable Communities projects within the Learning Investment Programme - by March 2024</li> <li>• Commence design development options for a new Welsh medium primary school for Buckley/Mynydd Isa area - by March 2024.</li> <li>• Determine a strategy for school modernisation within the Saltney area - by March 2024</li> <li>• Progressing the development of a new premises plan for the North-East Wales Archive - by March 2024</li> <li>• To provide Duke of Edinburgh Award training opportunities for young people in Alternative Provision, schools, and community groups (subject to external grant funding) – by March 2024</li> </ul>
<p><b>Learning Community Networks</b></p> <p><b>Definition:</b> Supporting our learning communities to engage and achieve through extensive partnership working unpinned by common safeguarding practices</p> <p>Linked to Personal and Community Well-being</p>	<ul style="list-style-type: none"> <li>• Continuing to consolidate the joint working between Flintshire County Council and Denbighshire County Council through the Northeast Wales Archive to provide a sustainable and resilient service - by March 2024</li> <li>• Aura - Management of the Adult Community Learning (ACL) programme – By March 2024</li> </ul>
<p><b>Specialist Educational Provision</b></p>	<ul style="list-style-type: none"> <li>• Completing year two and commence implementation of year three of the revised legislation for the Additional Learning Needs - by March 2024</li> </ul>

<p><b>Definition:</b> Extending local capacity to support learners with additional learning needs (ALN)</p>	<ul style="list-style-type: none"> <li>• Commence roll out of the strategic decisions for Additional Learning Needs provision to increase the level of in-house provision and reduce the reliance on out of county provision - by March 2024</li> </ul>
<p><b>Welsh Education Strategic Plan (WESP)</b></p> <p><b>Definition:</b> Working with schools and partners to support the Welsh Government's strategy to enable one million Welsh speakers by 2050</p>	<ul style="list-style-type: none"> <li>• Complete the strategic actions for Year 1 of the WESP 5-year action plan - by September 2023</li> <li>• Extending the range of youth services delivered bilingually to encourage young people to retain and use their Welsh language skills into early adulthood - by March 2024</li> <li>• Reviewing Welsh medium resource provision for pupils with Additional Learning Needs - by March 2024</li> </ul>
<p><b>Well-being</b></p> <p><b>Definition:</b> Working with schools and partners to provide opportunities for children, young people, and the education workforce to engage in activities which support their emotional health and well-being</p>	<ul style="list-style-type: none"> <li>• Embedding a Whole School Approach to Emotional Health and Wellbeing in all Flintshire schools - by March 2024</li> <li>• Improving awareness of trauma informed practice with schools and Education and Youth employees - by March 2024</li> <li>• Running a referral programme for children and young people with ACEs or a disability and their families to provide low cost / no cost physical activity opportunities to improve overall health and well-being (subject to Action for Children funding) – by March 2024</li> </ul>
<p><b>Priority Name</b></p>	<p><b>A Well-Managed Council</b></p>
<p><b>Description/ Well-being Objective</b></p>	<p><b>A responsible, resourceful, and trusted Council operating as efficiently as possible</b></p>
<p><b>People</b></p> <p><b>Definition:</b> Recruit, retain, develop, and support the well-being of our employees to enable high quality service delivery</p>	<ul style="list-style-type: none"> <li>• Providing a workforce planning framework for use across the organisation – by September 2023</li> <li>• Implementing a compliant and sustainable new pay model - by October 2023</li> <li>• Maintaining competitive pay and reward, and terms and conditions of employment – by March 2028 (On-going)</li> <li>• Recruiting sufficient permanent high-quality staff with suitable qualifications and experience - by March 2028 (On-going)</li> <li>• Retaining existing employees by supporting them to carry out their roles effectively, and by ensuring that our total offer for new and existing employees is competitive within the marketplace – by March 2028 (On-going)</li> <li>• Reducing the use of agency workers – by March 2028 (On-going)</li> <li>• Promoting the Council's Employee Assistance Programme to increase usage – by March 2028 (On-going)</li> <li>• Increasing the level of Welsh Language across the organisation – by March 2028 (On-going)</li> </ul>

<p><b>Anti-Racist and Anti-Discriminatory Council</b></p> <p><b>Definition:</b> Welsh Government Anti-Racist Wales Action Plan and public sector equality duties</p>	<ul style="list-style-type: none"> <li>• Publish the Workforce Information report to meet our statutory public sector equality duties – by November 2023</li> <li>• Publish the Strategic Equality Plan annual report to meet our statutory public sector duties and reduce unequal outcomes for people with protected characteristics – by November 2023</li> <li>• Completing a Portfolio annual self-assessment against the Welsh language standards and implement action plan to improve – by December 2023</li> <li>• Develop and implement an Action Plan to meet Welsh Government's Anti-racist Wales Action Plan – by September 2024</li> </ul>
<p><b>Financial Resilience</b></p> <p><b>Definition:</b> Ensuring that the Council is sustainable over the medium to longer term</p>	<ul style="list-style-type: none"> <li>• Ensuring the funding needs of the Council over the medium term are met through financial planning – by March 2024</li> <li>• Ensuring robust monitoring arrangements are in place for revenue and capital – by March 2024</li> <li>• Ensuring that an adequate level of reserves is maintained by the Council – by March 2024</li> <li>• Ensure robust processes exist for the management and recovery of debt including Council Tax and rent – by March 2024</li> </ul>
<p><b>Flintshire Assets</b></p> <p><b>Definition:</b> The provision of the right asset in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of high-quality public services</p>	<ul style="list-style-type: none"> <li>• Monitor Council progress against the Corporate Asset Management Plan – by March 2028 (On-going)</li> <li>• County Hall Master Plan - Form/Agree Strategy – by March 2028 (On-going) <ul style="list-style-type: none"> <li>○ Review and refresh the Corporate Asset Management Plan – Annually</li> <li>○ Form and agree an options appraisal/strategy for County Hall Master Plan – by March 2024</li> <li>○ Form and agree Office Accommodation Strategy – by April 2024</li> <li>○ Commercial Estate Rent Review – by April 2024</li> <li>○ Review of Industrial Estate Strategy (Area by Area) – by April 2025</li> </ul> </li> </ul>
<p><b>Digital</b></p> <p><b>Definition:</b> Modernising our services so that they are designed around user needs and are simple, secure, and convenient</p>	<ul style="list-style-type: none"> <li>• Continue to provide a corporate Contact Centre for handling telephone calls to the Council – by March 2026</li> <li>• Continue to administer a complaints procedure for customers to provide feedback on their experience with the Council – by March 2026</li> <li>• Continue to promote My Account as an access channel to access the Council and its services – by March 2026</li> <li>• Provide access to Council services on the internet in a responsive way (information can be accessed using different devices) – by March 2026</li> </ul>

<p><b>Partnerships</b></p> <p><b>Definition:</b> Working collaboratively with partners across the private, public, voluntary and community sectors to achieve shared goals and priorities</p>	<ul style="list-style-type: none"> <li>• Working with public sector partners, develop and publish a local Well-being Plan for 2023-28 setting out the local well-being objectives and how the Public Services Board, including the Council, aims to achieve them – by May 2023</li> <li>• Deliver three engagement events to encourage other organisations to sign up to the Armed Forces Covenant, which contribute to Flintshire County Council being re-accredited with the Defence Employers Recognition Scheme Gold Award in 2024 – by March 2024</li> <li>• Review arrangements with alternative delivery model partners to ensure the ongoing delivery of shared outcomes, priorities and services - by March 2024</li> </ul>
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