COUNCIL PLAN 2018-2023

In-year priorities for 2018/19

Theme: **Supportive Council**

Theme	Priority	Impact
Supportive Council	Appropriate & Affordable Homes	Ensuring the supply of affordable and quality Council housing

What we will do in 2018/19:

1. Provide new social and affordable homes.

Achievement will be measured through:

- Delivery of the Housing Revenue Account (HRA) and NEW Homes Business Plans by: -
    - Building 99 new Council and 22 new affordable homes through the Strategic Housing and Regeneration Programme (SHARP); and
    - Increasing the number of properties managed by NEW Homes from 126 to 148 in 2018/19
    - Delivering options for new, innovative low rent housing schemes for single people
    - Maximising the number of new homes provided by Housing Associations through all Welsh Government funded grant and loan programmes.

2. Welsh Housing Quality Standard (WHQS) investment plan targets achieved.

    Achievement will be measured through:

- Completing the in-year programmed WHQS work schemes in line with the Housing Asset Management Strategy

3. Address the increasing frequency of unauthorised Gypsy and Traveller encampments and improve the Council's own permanent site by i) effective use of the protocol with partners for management of unauthorised encampments; ii) improve the Council's permanent Riverside site with support of Welsh Government funding; iii) explore options to identify a transit site through the Local Development Plan

    Achievement will be measured through:

- Applying the partners protocol for the management of unauthorised encampments successfully
- Improving the Riverside traveller site through successful grant application to Welsh Government
- Identification of a transit site through the local Development Plan

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
- Build the maximum number of Council houses possible as part of the housing supply solution

- Meet the Welsh Government target for all social housing to be brought up to the Welsh Housing Quality Standard (WHQS).

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 needs
- Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing
- Land supply for council housing construction; and
- Capital borrowing limits for council housing.

National Policy Issues:
- Welfare Reform and Work Act 2016
- Local Authorities to be able to access grant funding to support new build affordable and social housing
- Sufficiency of resourcing to fulfil the duties of the Wales Housing Act
- Capital limits on borrowing for councils to build new houses.
- Maintaining the funding of Major Repairs Allowance (MRA) so that the council can meet the WHQS by 2020.
- Maintaining current rent policy so that the Council can achieve WHQS by 2020.

What we mean by:
- SHARP: Strategic Housing and Regeneration Programme – Programme to build 500 new Council and affordable homes over the next four years.

Theme: Supportive Council

Theme	Priority	Impact
Supportive Council	Modern, Efficient and Adapted homes	Ensuring the supply of affordable and quality housing of all tenures

What we will do in 2018/19:

1. Improving the quality of private sector housing.

Achievement will be measured through:

- Working proactively with landlords and tenants to improve the quality of private rented sector properties; and
- Ensuring landlords and letting agents comply with the Rent Smart Code of Practice
- Improving the quality of Houses in Multiple Occupation through making effective use of better intelligence and registration procedures
- ~~Developing a planning advice note for Houses in Multiple Occupation (HMO) provision and assessment.~~

2. Delivering the council's housing growth needs.

Achievement will be measured through:

- Delivering social and affordable homes through Welsh Government funding programmes; and
- Bringing empty properties back into use through Housing Association investment programmes.

3. Meeting the housing needs of vulnerable groups.

Achievement will be measured through:

- Opening of Flint Extra Care (Llys Raddington); progressing the build of Holywell Extra Care; considering opportunities for a further extra care facility in Flintshire
- Focusing on the needs of people with a learning or physical disability requiring housing by identifying opportunities for new grants
- Identifying ~~with housing and Social Services colleagues~~ appropriate accommodation for younger people with a learning or physical disability
- ~~Working strategically to~~ Addressing the housing needs of adults with learning disabilities and other vulnerable individuals
- Supporting hospital discharge by developing two houses
- Reducing the average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)

This is a priority this year because we need to:

- Meet the needs of vulnerable groups including the need for adapted housing, Extra Care, Learning Disability and transitional social care beds/units
- Support people with dementia
- Improve housing quality in private rented sectors

- Reduce the number of empty properties in the County; and
- Provide good quality housing for residents and maximise funding to improve homes.

Risks to manage
- Capacity to reach stakeholder expectation within the private rented sector
- Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants may not be met due to competing demand on resources
- Availability of sufficient funding to resource key priorities.

National Policy Issues:
- Practical implementation of Welsh Government's Rent Smart guidelines across the private rented sector in Flintshire.
- Influencing the direction of national funding priorities for housing regeneration.
- Funding levels needed to address poor housing quality in private rented and owner occupied sectors.

What we mean by:
- Rent Smart: Service to process registrations and grant licenses to landlords and agents who are required to comply with the Housing (Wales) Act 2014.
- Extra Care homes: Development of high quality apartments for rent to meet varying needs of support, some of which are specifically adapted for older people with memory loss or living with dementia

Theme: Supportive Council

Theme	Priority	Impact
Supportive Council	**Protecting people from poverty**	**Protecting people from poverty by maximising their income and employability**

What we will do in 2018/19:

1. Support Flintshire residents to better manage their financial commitments.
   Achievement will be measured through:
   - Assisting people with Welfare Reform changes through the effective application of the Council's Discretionary Housing Payment Policy
   - Providing advice and support services to help people manage their income, including supporting people to access affordable credit and local Credit Unions
   - Timely processing of Housing Benefit claims; and
   - Assisting Flintshire residents to claim additional income to which they are entitled.

2. Working collaboratively to minimise Universal Credit (UC) risks
   Achievement will be measured through:
   - Achieving the Homeless prevention target; and
   - Delivering Personal Budgeting and Digital Support Services.

3. Develop skills programmes and delivery mechanism for North Wales Growth Deal
   Achievement will be measured through:
   - Finalising an employability proposal as part of the Regional Economic Growth Bid to seek long term investment via a simple and cost effective programme of support
   - Developing an enhanced careers and guidance service for North Wales to match young people to the labour market; and
   - Increasing the number of local people who, following attendance on a programme report that they are closer to work or becoming ready to enter work.

4. Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty.
   Achievement will be measured through:
   - Reducing the overall annual fuel bill for residents benefiting from energy efficient programmes
   - Providing advice and support to residents to enable them to switch to a lower cost energy tariff; and
   - Increasing the number of private sector and Council homes receiving energy efficiency measures

5. ✎ Develop a strategy to address food poverty.
    Achievement will be measured through:
    - Developing programmes in partnership with the social and third sector to work towards addressing food poverty; and
    - Completing feasibility work for the development of a food-based social enterprise.

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 amongst Flintshire households
- Reduce the impact of rises in fuel cost
- Help people access affordable credit; and
- Help people to manage their income, and provide support to access employment training.

Risks to manage
- Universal Credit - Negative impact upon Flintshire Council services
- Demand for advice and support services will not be met
- Debt levels will rise if tenants are unable to afford to pay their rent or council tax
- 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

National Policy Issues:
- Sustainability of funding for fuel poverty measures
- European Social Fund (ESF) Programmes affecting delivery of local targets
- Welfare Reform Act 2016
- Welsh Government approach to regeneration programmes

What we mean by:
- Welfare Reform: A range of measures introduced by Central Government to reform the Welfare Benefits system.
- Discretionary Housing Payment Policy: Aims to provide a fair and consistent approach to help customers who require further financial assistance with their housing costs.
- Universal Credit: A new way of paying benefits on a monthly basis; expanded to cover all claimants.
- Regional Economic Growth Bid: The proposals for economic growth in North Wales produced by local government, business leaders and the further and higher education sectors.
- Credit Unions: Regulated financial cooperative which and subject to broadly the same scrutiny by the Financial Conduct Authority as any other bank or building society. Credit Unions are also part of the Government backed Financial Service to provide loans and saving schemes.

Theme: Supportive Council

Theme	Priority	Impact
Supportive Council	Independent Living	1. Making early interventions to support healthy and independent living 2. Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support

What we will do in 2018/19:

1. Expand and support the care sector to enable people to live well and have a good quality of life
   Achievement will be measured through:
   - Further development of a business model to support an additional extra care scheme in the County according to need
   - Continuing to deliver the improvement programme for person-centred care (Progress for Providers) in the residential sector, and extend to domiciliary providers
   - Consideration of feedback from the Older People's Commissioner in her review of "A Place Called Home"; and
   - Develop local and community based options for Looked After Children

2. Support greater independence for individuals with a frailty and / or disability, and for people at risk of isolation.
   Achievement will be measured through:
   - Increasing the percentage of adults who are content with their care and support
   - Strengthening the multi-agency Single Point of Access by close working with BCUHB
   - Ensuring that the wider care sector workforce are supported to be compliant with the Regulation and Inspection of Social Care (Wales) Act; and
   - Implementing the priorities of the Ageing Well Plan

3. Improve outcomes for Looked After Children
   Achievement will be measured through:
   - Increasing the percentage of young people who are content with their care and support
   - Strengthening stable, local placements for children; and
   - Strengthening partnership working with BCUHB 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 families to support each other to live independently; and

- Ensure the sustainability of social care models.

Risks to manage
- Delivery of social care is insufficient to meet increasing demand
- Demand outstrips supply for residential and nursing care home bed availability.

National Policy Issues:
- Implementation of the Social Services & Well-being Act (Wales) 2014
- Registration and Inspection Act
- Living wage issues for care providers
- Care market fragility
- Insufficient national funding to meet escalating social care costs
- Ageing population locally and nationally

What we mean by:
- Registration and Inspection Act: Registration process to ensure all social workers and social care workers are suitable for work in social care.
- 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.

Theme: Supportive Council

Theme	Priority	Impact
Supportive Council	Integrated Community Social & Health Services	1. Enabling more people to live independently and well at home. 2. Giving equal opportunity to all to fulfil their lives. 3. Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families.

What we will do in 2018/19:

1. Develop and integrate services for carers with our commissioned providers

Achievements will be measured through:

- Increasing the number of carers that are supported
- Evidencing improved outcomes for carers; and
- Increasing the use of advocacy for carers.

2. Embed the long term use of the Integrated Care Fund (ICF) to meet local needs and demands

Achievements will be measured through:

- Reaching agreement for the alignment of ICF with local priorities; and
- Maintaining the rate of delayed transfers of care for social care reasons.

3. Embed the Early Help Hub into everyday practice by working with statutory partners and the third sector

Achievements will be measured through:

- The number of families who receive information and support through the Early Help Hub
- The collection of case studies and feedback from families; and
- Developing a sustainable financing plan with partners

4. Working with the new Wales Programme to recognise Adverse Childhood Experiences (ACES)

Achievements will be measured through:

- A better informed and skilled workforce which can proactively respond to individuals as well as increased vulnerability awareness among frontline staff; and
- Developing more appropriate and consistent sharing of information about vulnerability and reduce repeat demand

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 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; and
- Work with the Public Services Board to identify and engage families early, who are at greater risk of escalating needs.

Risks to manage
- Annual allocation of ICF - Short term funding may undermine medium term service delivery.
- Early Help Hub cannot deliver effective outcomes.

National Policy Issues:
- National trend for increasing demand on Children's Services
- National focus on supporting integrated approaches between health and social care
- NHS Service pressures and capacity
- Parity of funding between local authorities and NHS funded provision.

What we mean by:
- Integrated Care Fund (ICF): 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.
- Early Help Hub: The newly developed multi-agency Hub in Flintshire. The Hub provides a collective response to support families with greater needs to build their resilience and Well-being.

Theme: Supportive Council

Theme	Priority	Impact
Supportive Council	Safeguarding	1. Protecting people from the risk of any form of abuse. 2. Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour.

What we will do in 2018/19:

1.   All Council portfolios to understand and act on their responsibilities to address safeguarding.

Achievement will be measured through:

- Completion of the online child and adult safeguarding module; and
- Reviewing corporate service policies and procedures to identify breadth and depth of safeguarding coverage
- Increasing awareness across portfolios through appropriate training
- Increasing the public's awareness of safeguarding.

2.   Identify and address the signs and symptoms of domestic abuse and sexual violence.

Achievement will be measured through:

- The workforce being more confident in identifying and reporting the signs and symptoms of domestic abuse and sexual violence following:
    - the delivery of the level 1 training programme to meet the requirements of the Domestic Abuse and Sexual Violence (DASV) National Training Framework; and
- The number of incidents of Domestic Abuse and Sexual Violence reported.

3.   Strengthen regional community safety through collaboration and partnership arrangements.

Achievement will be measured through:

- Adopting and achieving the priorities of the North Wales Safer Communities Board Plan through formulation of a local delivery plan, which also includes locally identified priorities as overseen by the Public Services Board.

Priorities of the North Wales Safer Communities Board include the prevention of:
➢ Domestic Abuse
➢ Modern Slavery
➢ Organised Crime
➢ Sexual Abuse (Including Child Criminal Exploitation)
➢ Delivering Safer Neighbourhoods

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, modern slavery and child criminal exploitation (CCE)
- Comply with the new codes of practice for safeguarding within the Social Services and Well-being Act (Wales) 2014
- Ensure the wider Council workforce are aware of the Council's approach to safeguarding
- Develop a consistent approach to regional collaboration for Community Safety; and
- Support achievement of the regional priorities set by the Police and Crime Commissioner.

Risks to manage
- Rate of increase of adult safeguarding referrals will outstrip current resources
- Knowledge and awareness of safeguarding not sufficiently developed in all portfolios
- Failure to implement training may impact on cases not being recognised at an early stage.

National Policy Issues:
- Implementation of the Social Services and Well-being (Wales) Act 2014
- Development of the National Safeguarding Board and structures
- Management of response to Child Criminal Exploitation
- Sustainability of short-term grant funded schemes.

What we mean by:
- Social Services and Well Being (Wales) Act 2014 (SSWB): An Act to reform Social Services law to make provision about improving well-being outcomes.
- Police and Crime Commissioner: The North Wales Police and Crime Commissioner is the local governing body for policing in our area, and the role replaced North Wales Police Authority. The Commissioner has an overarching duty to secure an efficient and effective police force, which demonstrates value for money and, above all, cuts crime.
- Modern Slavery is defined within the Modern Slavery Act 2015 and covers the offences of Slavery, Servitude and Forced or Compulsory Labour and Human Trafficking
- Organised Crime: A category of transnational, national, or local groupings of highly centralised enterprises run by criminals who intend to engage in illegal activity, most commonly for money and profit. This includes the 'County Lines' aspect of organised crime.

Theme: Ambitious Council

Theme	Priority	Impact
Ambitious Council	Business Sector Growth and Regeneration	1. Sustaining economic growth through local and regional business development, employment and training sites. 2. Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites 3. Creating a supply of diverse and quality training and employment opportunities.

What we will do in 2018/19:

1.　🤝 The Regional Economic Growth Deal will be developed to final approval stages with UK and Welsh Governments this year, including agreement of funding allocations and formal governance arrangements.

Achievement will be measured through:
- Final agreement of a new governance framework for the North Wales
- The achievement of a Regional Growth Deal with Government Investment in the regional economy
- Agreeing a strategy for delivery of the parts of the Regional Growth Deal which will directly benefit Flintshire
- Development of sub-regional and Metro inter-modal transport projects; and
- Publishing the Deposit version of the Local Development Plan (LDP) economic strategy

2.　Guide the development of the Deeside Enterprise Zone (DEZ), Northern Gateway and Warren Hall mixed use development site. Ensure that the developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal.
Achievement will be measured   through:
- Providing clear and responsive guidance to potential developers within the DEZ and Northern Gateway
- Seeking a revised strategic framework from the Northern Gateway developers; and
- Delivery of Phase 2 and / or Phase 3 enabling works.

3.　Develop long term strategic approach to Council's economic estate and land.
Achievement will be measured through:
- Complete an action plan from the review of the Council's economic estate and land

4.　Protecting the scale and quality of apprenticeships both regionally and locally
Achievement will be measured through:
- Ensuring apprenticeships feature in the Regional Economic Growth Deal proposal.

5.   Develop a ==more strategic== approach to ==regenerating and== supporting town centres ==in partnership with Town Councils.==

Achievement will be measured through:

- ~~Working with all Town Councils to develop Master plans to support intervention and improvement across town centres including transport, infrastructure, appearance, cleanliness and vitality~~
- ~~Developing strategic options to support town centre sustainability~~
- ==Development and implementation of local plans for retail offer, town centre management, transport connectivity, local asset and service management and appearance==
- ==Development of== solutions for the productive use of land in town centres for retail, commercial, housing and complementary uses; and
- ~~Identifying~~ ==Development of== options to diversify land use in town centres whilst maintaining their primary role as retail centres.

6. Targeted Regeneration Investment Programme (TRIP) – developing Flintshire's role and its local programme

Achievement will be measured through:

- Developing proposals and gaining funding commitment for town centre projects which facilitate town centre diversification

7. ☙ Ensure the development of regional and local transport strategy and initiatives maximises the potential for economic benefits and improve access to employment and tourism destinations.

Achievement will be measured through:

- Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal
- Plan the development of transport connections from the North East Wales Metro scheme to support wider economic development across Flintshire
- Implementing the Flintshire County Council Integrated Transport Strategy to improve transport access to the principal employment sites
- Including local transport priorities in the North Wales Economic Strategy and the North Wales Growth Deal Bid; and
- The performance of the local and sub-regional economy with public sector interventions in investment.

This is a priority this year because we need to:

- Continue to grow the local and regional economy
- Secure infrastructure investment needed to facilitate growth both regionally and locally
- Continue to build upon the success of the advanced manufacturing sector in Flintshire

- Protect the economic viability of our town centres and rural areas providing focus on the wider economic growth approach and, housing and employment impact
- Work collaboratively to achieve key priorities for major infrastructure projects which will support economic growth projects
- Develop transport access solutions for our key employment sites; and
- Continue to support and grow our tourism sector as part of the North Wales Tourism and Cultural offer

Risks to manage
- Infrastructure investment does not keep pace with needs and business is lost to the economy
- Support for businesses in Flintshire does not meet their needs and fails to encourage investment
- The stability of the local and sub-regional economies
- The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests.

National Policy Issues:
- Devolution of powers to support economic growth in North Wales: opportunity and possible threat if powers are insufficient and do not match those across the UK
- Infrastructure investment to create the platform for advancing economic growth
- Uncertainty over Welsh Government approach to regeneration
- Recognition of the potential impacts on the local and sub-regional economy of global trading patterns and workforce migration of the Brexit negotiations

What we mean by:
- LDP Strategy: Delivering sustainable development in the County from 2017/2030.
- Regional Economic Growth Deal: The North Wales Economic Ambition Board proposal to UK and Welsh Governments to create new employment and housing.

Theme: Learning Council

Theme	Priority	Impact
Learning Council	High Performing Education	1. Providing high quality learning opportunities, and learning environments for learners of all ages. 2. Supporting children and younger people to achieve their potential. 3. Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement.

What we will do in 2018/19:

1. Provide effective learning opportunities and quality learning environments for all pupils aged 3-18 to achieve their potential and high levels of educational attainment.

Achievement will be measured through:
- The number of learners achieving or exceeding the expected outcome levels at the final assessment point in Key Stage 4, aged 16.
- The number of learners entitled to free school meals who achieve or exceed the expected outcome levels at the final assessment point in Key Stage 4, aged 16
- The number of learners being assessed through the medium of Welsh at Yr 2 and Yr 11 as part of the national strategy to achieve a million Welsh speakers by 2050.
- Attendance of pupils in primary schools
- Attendance of pupils in secondary schools
- Attendance of pupils in the Portfolio PRU
- The number of pupils aged 16 achieving 5A*-A grades at GCSE

2. Provide effective support to schools identified as causing concern to quickly re-establish good educational standards

Achievement will be measured through:
- Reducing the number of schools placed in statutory categories of concern by Estyn i.e. 'Special Measures' or 'In Need of Significant Improvement'

3. Prepare for national reform on curriculum and inclusion.

Achievement will be measured through:
- Schools' self-evaluation of progress towards the implementation of the new curriculum model via the GwE online dashboard which records key milestones; and
- Portfolio self-evaluation of the progress towards the implementation of the Additional Learning Needs Bill via the national readiness survey which records key milestones.

4. Continue substantial investment in the school estate through the School Modernisation Strategy and maximising use of Welsh Government funding streams e.g. 21st Century Schools Programme, Welsh Medium Education Grant, Infant Class Size Grant & Early Years Grant. Continue programme of capital works and repairs and maintenance across Flintshire schools.

Achievement will be measured through:
- Completing key milestones in the Schools Modernisation programme
- Successful submission of grant funding bids within designated timescales
- The completion of identified projects on time and within budget

5. Maintain low levels of young people/adults 'Not in Education, Employment or Training' and increase opportunities for apprenticeship and employment.

Achievement will be measured through:
- Maintaining levels of 16 year olds in education, employment and training above benchmark position;
- Improving the number of hours in education, training or employment that young people in the youth justice system can access
- Further developing the provision for learners in danger of disengaging
- Strengthening and cultivating attractive routes into education for the workforce
- Supporting the regional skills strategy for Science, Technology, English and Maths (STEM) by the update of Level 3 (A level) courses in Maths and Science subjects

6. Fully embed Flintshire's Youth Council to ensure that young people across the authority are involved in the evaluation and delivery of services that impact on them.

Achievement will be measured through:
- The range of representation of young people's groups on the Youth Council;
- The interface between Youth Council representatives and existing Council structures e.g. attendance at Council meetings such as Cabinet, Council and Scrutiny;
- Feedback from the Youth Council on services that impact on them and evidence of changes as a result.

This is a Theme this year because we need to:
- Effectively utilise the Council's resources and those of key partners e.g. GwE to achieve the best possible educational outcomes
- Support the national Welsh Government priorities to improve educational standards and reduce the impact of poverty on educational attainment
- Improve the skills of learners to enable access to modern employment and economic development opportunities

- Work collaboratively to develop national reforms to curriculum and provision for learners with additional learning needs.
- Reduce barriers to engagement, ensure equality of access and participation opportunities
- Make more efficient use of education resources through programmes of School Modernisation and national funding streams to maximise investment in the school estate for the benefit of learners
- Ensure that the funding for schools is sufficient and sustainable to support local, regional and national priorities for improvement

Risks to manage
- Those schools who do not recognise their need for improvement and external support
- Leadership capacity does not match school needs
- Impact of major reforms to curriculum and assessment models
- Impact of Additional Learning Needs reforms
- Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future
- Sustainability of funding streams
- Numbers of school places not matching the changing demographics
- Limited funding to address the backlog of known repair and maintenance works in Education and Youth assets.

National Policy Issues:
- National curriculum and assessment reform
- Additional learning needs reforms
- Inadequate revenue funding for schools.
- Sustainability of Welsh Government short term grant funding
- Rationalisation of the provision, planning and accountability processes for education related specific grants
- Affordability of the 21st Century Schools Programme
- Capital provision for schools' repair and maintenance
- North Wales Economic Growth Bid
- Simplification of the process for school place planning and provision
- European funding schemes

What we mean by:
- National Curriculum reform: Wales is undergoing a major transformation of its national curriculum ('A curriculum for Wales – a curriculum for life') which will be fully implemented across all age groups in Wales by 2022.

- Additional Learning Needs reforms: Welsh Government has also introduced new legislation in relation to the education of pupils with additional learning needs – 'Additional Learning Needs and Education Tribunal (Wales) Act 2018' which all Local Authorities are required to implement.
- 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.
- European Social Fund (ESF) Programmes: To increase the employability of local people (aged 25 and over) who have complex barriers to employment.
- 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
- Youth Justice Service: Aims to prevent children and young people under 18 from offending or re-offending.

Theme: Green Council

Theme	Priority	Impact
Green Council	Sustainable Development & Environmental Management	1. Enhancing the natural environment and promoting access to open and green space. 2. Reducing energy consumption and using and developing alternative/renewable energy production. 3. Maximising the recovery and recycling of waste.

What we will do in 2018/19

1.   Improving, protecting and enhancing the built environment:

Achievement will be measured through:

- Adopting a Local Heritage Strategy; and
- Delivering the key actions of the Local Heritage Strategy.

2.   Managing our natural environment and accessible green space networks to deliver health, well-being and resilience goals.

Achievement will be measured through:

- ~~Optimising the value and benefits~~ Promotion of our country parks and open spaces for productive community use and well-being.~~of our parks and open spaces~~
- Delivering the Rights of Way Improvement Plan
- Delivering projects set out within the Single Environment Grant application
- Supporting the regional project for the Green and Blue Infrastructure mapping exercise by accessing available external funding; and
- Delivering the actions within the adopted Tree Plan.

3.   Maximising the potential of Council assets for energy efficiency: control/reduction of Council energy consumption and thereby cost.

Achievement will be measured through:

- Delivery of the renewable energy plan for the Council's estates and assets which was adopted in 2015
- Reducing Council energy consumption
- Increasing usage of environmentally efficient fleet vehicles
- Moving towards achieving carbon neutrality across our fleet and Council buildings (non housing); and
- Introducing a plan to reduce car usage across the Council.

4.   Maximising the recovery and recycling of waste with a view to reducing the reliance on landfill.

Achievement will be measured through:

- Improving recycling performance; and
- Recycling rates per Household Recycling Centre (HRC)

5.   Strengthening regional air quality collaboration to help promote better health and well-being outcomes.

Achievement will be measured through:
- Delivering the actions of the regional air quality plan

6.   Publication of the Deposit version of the Local Development Plan preferred strategy.

Achievement will be measured through:
- Achieving the milestones within the Local Development Plan Delivery Agreement.

This is a priority this year because we need to:
- Address the requirements of the sustainable development principles of the Well-being of Future Generations Act and the 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; and
- Improve the resilience of local communities to the risk of flooding.

Risks to manage
- Reduction of the Single Environment Grant
- 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

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

What we mean by:
- Environmentally Efficient vehicles comply with the Euro 6 standard. This is the European Union directive to reduce harmful pollutants from vehicle exhausts.
- Well-being of Future Generations Act and Environment Bill: Welsh Government (WG) approaches to managing the country's natural resources.
- Deposit version of the Local Development Plan: Delivering sustainable development in the County from 2017 – 2030.
- Local Heritage Strategy: To ensure that the distinct heritage of Flintshire County is fully appreciated and recognised, and enhanced for the overall benefit of the community.

Theme: Green Council

Theme	Priority	Impact
Green Council	Safe and sustainable travel services	Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites.

What we will do in 2018/19

1. Accessing and using available grant funding to support Council priorities for accessing employment, health, leisure and education:

Achievement will be measured through:

- Successfully delivering projects and services through national grant funded schemes
  - Local Transport Fund
  - Rural Communities and Development Fund Road Safety
  - Safe Routes
  - Bus Service Support Grant
  - Active Travel integrated network map; and

2. Prioritising 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 highways infrastructure
- Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works undertaken on Flintshire's network; and
- Delivery of the Highways Asset Management Plan.

3. Supporting isolated communities to develop innovative and sustainable area based transport schemes.

Achievement will be measured through:

- Introducing a sustainable area transport service
- Development of sustainable area based transport schemes within available funding; and
- Developing and supporting the core network of bus services
- Supporting transport solutions to prevent isolation of vulnerable people.

4. Delivering a compliant, safe and integrated transport service.

Achievement will be measured through:

- Increasing the number of financially compliant contracts for school transport; and

- Increasing the number of safety compliant checks.

This is a priority this year because we need to:
- Enable people to access key services and link communities across Flintshire
- Minimise congestion and delays on our highway network
- Maximise the benefits of available funding; and
- Include local transport solutions in the regional Economic Growth Deal bid.

Risks to manage
- Sufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth
- Sufficient funding will not be found to continue to provide subsidised bus services.
- Supply chain resilience of transport providers
- Adverse weather conditions on the highway network
- Lack of community support for alternative area transport options.

National Policy Issues:
- Uncertainty of future grant funding
- Rail franchise renewal
- Impact of major road and rail infrastructure decisions
- Reductions in bus subsidies
- Outcomes of regional Economic Growth Bid deal.

What we mean by:
- Infrastructure: Facilities, systems, sites and networks that are necessary for the County to function.
- Local Area Transport Arrangements: Area based subsidised transport schemes which have been developed to provide routes that would otherwise be commercially unviable.
- Bus services: Following changes made in the 1980s, the majority of local bus services in Wales are commercially operated by bus companies.
- Regional Economic Growth Deal bid: the North Wales Economic Ambition Board proposal to UK and Welsh Governments to create new employment and housing.

Theme: Connected Council

Theme	Priority	Impact
Connected Council	Resilient Communities	1) Supporting local communities to be resilient and self-supporting. 2) Committing to resilient service models to sustain local public services. 3) Widening digital access to public services

What we will do in 2018/19

1.   Build stronger social enterprises with the sector itself leading development of the sector.

Achievement will be measured through:

- Supporting an increase in the number of social enterprises applying for a Flintshire Business Award; and
- Enabling major social enterprises to increase their traded income and reduce their dependency on council grant therefore reducing the risk of these organisations not being sustainable

2. Grow the capacity of the social enterprise sector and Alternative Delivery Models (ADMs) to become more self-sustaining.

Achievement will be measured through:

- Evaluating the development of each of the three large ADMs and the overall impact the organisation is having on the delivery of community benefits
- Reviewing the overall impact of the Community Asset Transfer Programme including the estimated number of assets sustained; and
- Assess the overall growth in and health of the social enterprise now that a range of work has been completed to support the development of the sector.

3.   Ensuring and delivering community benefits.

Achievement will be measured through:

- Commissioning of two Council contracts with specific community benefits that provides the third sector with a competitive edge
- Enabling commissioners of council services to use community benefits when developing specifications and tenders for services and works; and
- Evaluating the level of community benefits delivered through the ADM and CAT programme.

4.   Enabling the third sector to maximise their contribution towards developing community resilience

Achievement will be measured through:

- Optimising the level of community benefits delivered; and
- Maximising the number and range of partnership projects that the third sector are working with the public sector on to increase community resilience.

5.   Ensure that the Council maximises its contribution to achieving the priorities of the Public Services Board's Well-being Plan

Achievement will be measured through:

- Supporting the delivery of the priorities and actions in the Plan
- Ensuring that all activities and risks within the Plan are tracked and monitored; and
- Optimising the availability of funding to support delivery of the plan

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

Achievement will be measured through:

- Optimising national grant funding available to support local projects
- Preparing as the first Council in Wales to collect and monitor pupil data from the Armed Forces Community and their families to better inform service provision
- Revising council policies to reflect the ambitions of the Armed Forces Covenant; and
- Achieving Gold status for our Employee Recognition Scheme.

This is a priority this year because we need to:

Build on what has been completed in 2017/18 with support for local communities. In 2018/19 this will concentrate 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; and
- 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.

Risks to manage

- The capacity and appetite of the community and social sectors
- 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 and Community Asset Transfers failing in their early stages of development.

National Policy Issues:

- Lack of support programmes for the development of Alternative Delivery Models (ADMs)
- 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 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.

Theme: Serving Council

Theme	Priority	Impact
Serving Council	**Effective Resource Management**	**1) Continuing to be a high performing and innovative public sector organisation with social values.** **2) Providing high quality, accessible, responsive and cost effective public services.**

What we will do in 2018/19

1. Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the Council.

Achievement will be measured through:

- Revising our plan to incorporate latest national funding expectations
- Revising our plan to incorporate the impacts of inflation, service demands and new and existing legislation
- Matching our priorities with revenue and capital investment
- Developing the next stage of corporate Business Plans to meet organisational priorities; and
- Performing well against the agreed range of financial performance indicators.

2. Through the People Strategy we aim to operate effectively as a smaller organisation.

Achievement will be measured through:

- Maintaining improved attendance levels
- ~~Maintaining percentage of employees who have secured employment following completion of apprenticeship training~~ (moved to Learning Council)
- Developing a sustainable, affordable pay and rewards model
- A single consolidated workforce plan and supporting succession plan
- Introducing a Health and Wellbeing Policy
- Effective workforce support and coaching of the workforce through ~~i)~~ management supervision ~~sessions; and ii)~~ appraisals
- Ensuring that effective health and well-being support is in place; and
- ~~Optimising the collective gain of the employer roles within the Public Services Board.~~ ~~Taking the leadership role in encouraging all PSB partners to be better employers.~~ Participation of Public Services Board (PSB) employer partners in employment initiatives such as Mental Health and Wellbeing.

3. Delivery of key annualised objectives from the Digital Strategy and Customer Strategies.

Achievement will be measured through:

- The number of e-forms submitted
- Number of on line payments received
- Combining of Streetscene and Housing contact centres into a single contact centre at Unity House by January 2019

4. Delivery of key annualised objectives from the Capital and Asset Management Strategy.

Achievement will be measured through:

- Implementing the plans for reducing the civic estate principally County Hall
- Developing plans regarding the Council's Industrial and Commercial estate following its wider review ensuring these support our wider asset objectives and MTFS
- Ensuring that projects are delivered cost effectively and on time
- Ensuring that capital funding streams are maximised including the sale of Council property and land assets
- Ensuring that the Capital Programme is affordable and deliverable over the medium term
- Matching our priorities with revenue and capital investment; and
- Performance against the agreed range of financial performance indicators.

5. Maximising the generation of the Council's income streams

Achievement will be measured through:

- Reducing debt
- Developing new income streams
- Maximising commercial activity; and
- Raising the Council's income base by implementing cost recovery and indexation models

7. Adopting the Ethical Code for the Procurement of Supply Chains

   Achievement will be measured through:

- Adoption and delivery of a specific action plan for implementation of the Ethical Code for the Procurement of Supply Chains in partnership with local trade unions

7. Delivering the highest possible standards of Information Security

   Achievement will be measured through:

- General data Protection Regulation (GDPR) Compliance
- Public Services Network (PSN) accreditation

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
- Achieve the highest possible standards of customer services.

Risks to manage

- The scale of the financial challenge
- The capacity and capability of the organisation to implement necessary changes.

National Policy Issues:
- Reduction in capital investment and resources
- Ongoing austerity policies
- Non-funding of new legislative and policy commitments.
- Infrastructure development, Government investment, and the performance of suppliers.