

# COUNCIL PLAN 2019-2023

## In-year priorities for 2019/20

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## Theme: Caring Council

Priority	Sub - Priority	Definition
Adult Services	Extra Care Strategy	Providing a service to fill the gap between traditional care in the home and long term residential care
Longer term outcome / impact		Meeting the forecast demand through a sufficient and sustainable supply of quality and adaptable provision Developing the provider market to meet demand with innovation and flexibility
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Opening of the Holywell Extra Care Scheme to extend supply in another community area</li> <li>• Agreement of a preferred option to further extend supply in a further community area with Buckley as the priority area</li> </ul>		

Priority	Sub - Priority	Definition
Adult Services	Domiciliary Care	Care services delivered to individuals in their own home
Longer term outcome / impact		Increasing the provision and adapting the models of domiciliary care to meet demand
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Implementing Microcare services at community level</li> <li>• Recruitment to populate domiciliary care workforce</li> </ul>		

Priority	Sub - Priority	Definition
Adult Services	Independent Living	Supporting greater independence for individuals with a frailty and / or disability
Longer term outcome / impact		Supporting people to regain their independence, reduce reliance on the statutory sector and access care closer to home.
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Effective access to the social prescribing / 3<sup>rd</sup> sector service through the Single Point of Access.</li> <li>• Effective management of admissions to step up / step down beds.</li> <li>• Achievement of in house and independent sector domiciliary providers working towards the silver standard for Progress for Providers.</li> </ul>		

Priority	Sub - Priority	Definition
Adult Services	Safeguarding Adults	Measures to protect the health, well-being and rights of individuals and allow them to live free from abuse, harm and neglect
<b>Longer term outcome / impact</b>		Protecting adults who have needs for care and support and are at risk of abuse or neglect, and preventing those adults from becoming at risk
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Effective evaluation systems for families attending adult case conferences</li> <li>• Strategy meeting recommendations being appropriate, measurable and effectively managed</li> <li>• High quality adult safeguarding referrals</li> </ul>		

Priority	Sub - Priority	Definition
Adult Services	Strategic Review of Care needs	Proving care and support within available resources
<b>Longer term outcome / impact</b>		Ensuring that the Council's duty to provide care and support is met within available resources
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Meeting the annual inflationary costs of care providers</li> <li>• Effective and cost-efficient commissioning practices (including digital mapping of domiciliary care needs)</li> <li>• Completing the planning and design of the 32 bed expansion of Marleyfield House Care Home ready for the build phase</li> <li>• Introduction of an online financial self-assessment to give people the opportunity to arrange their own self-funded care</li> </ul>		

Priority	Sub - Priority	Definition
Adult Services	Dementia Friendly Council	Award accredited by the Alzheimer's Society to recognise Councils leading and inspiring a change that will transform the lives of people with dementia
<b>Longer term outcome / impact</b>		Flexibility in the delivery of all services to better support the needs of those living with dementia
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Agreement of an action plan as a step towards achieving the award criteria</li> <li>• Successful application to become a Dementia Friendly Council</li> </ul>		

Priority	Sub - Priority	Definition
Children's Services	Improving local placements for Children	Working with placement providers to enhance the local provision for children in Flintshire.
<b>Longer term outcome / impact</b>		Meeting the forecast demand with supply Developing the children's placement market to flexibly meet demand
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Implementing an agreed Placement Strategy along with new local models to meet the rising demand for placements</li> <li>Testing and agreeing new regional models of support to extend and complement local provision</li> </ul>		

Priority	Sub - Priority	Definition
Children's Services	Safeguarding Children	Measures to protect the health, well-being and human rights of children and allow them to live free from abuse, harm and neglect
<b>Longer term outcome / impact</b>		Protecting children who are at risk of abuse and neglect, and preventing children from becoming at risk
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Compliance with the regional Pre-Birth Pathway to ensure that the risk to unborn children is effectively managed</li> <li>All children who are reported as having run away or go missing from home or care having a return interview with case management follow-up as needed</li> </ul>		

Priority	Sub - Priority	Definition
Children's Services	Fostering Service Models	Foster carers provide a home for children whose family are unable to look after them
<b>Longer term outcome / impact</b>		Ensuring a resilient pool of in-house foster carers to provide care for local children with a variety of needs
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Test and evaluate the <i>Mockingbird Model</i> of Fostering in 2019/2020 with the aim to have a proposed model ready for full implementation in 2020/2021</li> <li>Maintenance of a resilient regional market for foster care</li> </ul>		

Priority	Sub - Priority	Definition
Children's Services	Looked After Children	A looked after child is a child in the care of the local authority
<b>Longer term outcome / impact</b>		Reducing the numbers of children entering care and improving outcomes for those in care
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Agree with Welsh Government a local strategy for effective and cost-efficient <i>edge of care</i> services</li> <li>• Set an affordable commissioning strategy for Out of County Placements for the medium to longer-term</li> <li>• Achievement of the actions and targets within our Corporate Parenting Strategy</li> </ul>		

Priority	Sub - Priority	Definition
Adult and Children's Services	Learning Disability Service	Providing support to adults and children with a learning disability to become more independent
<b>Longer term outcome / impact</b>		Transforming the service for people with a learning disability, in line with the Social Services and Wellbeing Act, to give people the opportunity to live independently and have more control over their lives
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Opening of Hwb Cyfle, the new learning disability day service in Deeside on time, on budget and to standard</li> <li>• Achievement of the actions and targets for the regional learning disability service transformation project both regionally (as the lead authority) and locally</li> </ul>		

Priority	Sub - Priority	Definition
Housing	Homelessness Strategy and Local Action Strategy	A strategy that sets out a regional approach to tackling homelessness in all its forms
Longer term outcome / impact		Increase early intervention and support to prevent homelessness and offer a range of options to cater for all needs when relieving homelessness
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Delivery of key aims and goals as set out within the Local Action Plan covering the period 2019/20 specifically:- <ul style="list-style-type: none"> <li>○ Establishing a permanent emergency bed provision in Flintshire;</li> <li>○ Supporting rough sleepers through the employment of an Outreach Worker;</li> <li>○ Completion of a feasibility study for short term emergency provision for young people with follow-up actions; and</li> <li>○ Completion of a feasibility study for a Housing First approach in Flintshire for people with complex needs with follow up actions</li> </ul> </li> <li>• Increasing the number of available rented properties in the Private Rented Sector to provide housing solutions</li> </ul>		

Priority	Sub - Priority	Definition
Housing	Welsh Housing Quality Standard (WHQS)	The WHQS is a national standard of quality for homes set by Welsh Government
Longer term outcome / impact		Meet the requirements of the Welsh Housing Quality Standard which will ensure that Council tenants live in good quality homes which as far as possible suit the specific requirements of the household (e.g. specific disabilities)
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Meeting the targets within the comprehensive capital delivery programme of modernisation and refurbishment work to our housing stock for 2019/20</li> <li>• Achieving WHQS for the total stock by 2020/21</li> </ul>		

Priority	Sub - Priority	Definition
Housing	Housing Strategy	The strategy which enables an increase in the delivery of affordable quality housing, as well as the right support for our residents to enable them to remain independent in their own home
Longer term outcome / impact		Ensuring the supply of affordable and quality housing of all tenures
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Meeting the in-year aims and targets of the Housing Strategy and Action Plan for 2019-2024</li> </ul>		

Priority	Sub - Priority	Definition
Housing	Provision of new social and affordable homes	To increase the supply of new build provision of affordable housing
Longer term outcome / impact		Ensuring a supply of affordable and quality housing of all tenures
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Providing new social and affordable housing (1) as set out in the Housing Revenue Account (2) through NEW Homes Development Plans and (3) through the commitments of our Housing Association partners drawing on Welsh Government funding where possible</li> <li>• Maximising the provision of affordable housing through market led schemes and developer obligations in line with planning policy requirements</li> </ul>		

Priority	Sub - Priority	Definition
Housing	Housing needs of vulnerable groups	Suitable housing and support which meets the needs of vulnerable people
Longer term outcome / impact		Housing which provides a range of options to enable people to be suitably housed Provision of appropriate interventions (i.e. support or adaptations) to assist people to remain in their homes wherever possible
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• The availability of suitable housing through new build social housing developments and other supported housing provision</li> <li>• Effective implementation of the Welsh Government's recommended Service Standards for delivery of Housing Adaptations</li> <li>• Supporting people to remain in their homes through the provision of housing support and advice</li> <li>• Adoption of a renewed strategy for our sheltered and supported housing schemes following review</li> <li>• Effective management of the Specialist Housing register in partnership with Housing Associations to ensure the housing needs of vulnerable households are met</li> </ul>		

Priority	Sub - Priority	Definition
Protecting People from Poverty	Food Poverty	Inability to afford, or to have access to, food to make up a healthy diet. It is not just about hunger, but also about being appropriately nourished to attain and maintain health and wellbeing
Longer term outcome / impact		Reducing food poverty and food insecurity in Flintshire
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Forming a new social food enterprise with short and medium term objectives and targets</li> <li>Mapping / detailing areas where there are gaps in provision and then developing solutions</li> <li>Setting a food insecurity / food poverty action plan for Flintshire with partners with short and medium term objectives and targets</li> </ul>		

Priority	Sub - Priority	Definition
Protecting People from Poverty	Fuel Poverty	When a household spends more than 10% of its income on heating their home
Longer term outcome / impact		Increasing the level of funding and work/schemes to reduce fuel poverty in our communities
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Agreeing a funded action plan to support those in greatest fuel poverty</li> <li>Improvement of the energy efficiency ratings of current housing in Flintshire</li> <li>Solutions to extend gas supplies to those communities with no gas service</li> <li>Increasing the take up of solar, water and electricity systems</li> </ul>		

Priority	Sub - Priority	Definition
Protecting People from Poverty	Child Poverty	A child is considered to be growing up in poverty if they are living in a household where the income is below 60% of the median income.
Longer term outcome / impact		Reduction in the impacts of poverty on children across Flintshire
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>In-year mapping and assessment of child poverty to inform future programme and strategy development</li> <li>Outline our commitments working with partner agencies to target interventions to reduce levels of child poverty</li> <li>Effective planning, performance and implementation as the 'Delivery Authority' for the Childcare Offer for Flintshire, Wrexham and Denbighshire and of its supporting capital programme</li> </ul>		

Priority	Sub - Priority	Definition
Protecting People from Poverty	Period Poverty	Equal and fair access to sanitary products is prohibited by financial constraints
Longer term outcome / impact		Equal and ready access to sanitary products
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Access to sanitary products in schools to support wellbeing and school attendance</li> </ul>		

Priority	Sub - Priority	Definition
Protecting People from Poverty	Universal Credit / Welfare Reforms	Major reform and changes to the benefits system such as the bedroom tax, Universal Credit and the benefit cap
Longer term outcome / impact		Creating a sustainable and stable environment where tenants can continue to remain in their properties through ongoing support and management of their current tenancies
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Residents being supported to sustain their tenancies, pay their rent and remain in their property</li> <li>Timely and supportive services to applicants for/recipients of Universal Credit in partnership with providers including the Department for Work and Pensions</li> </ul>		

Priority	Sub - Priority	Definition
Protecting People from Poverty	Flexible Funding Programme	Welsh Government grant regime which aims to deliver a wide range of support services for the most vulnerable people in our communities. The grant includes Housing Support Grant (including Supporting People and the Homelessness Prevention Grant) and Children's and Communities Grant (Social Services).
Longer term outcome / impact		Achieve the best possible outcomes for the most vulnerable people in our communities through the most flexible use of the funding
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Effective deployment of these two new grants under new governance and management arrangements</li> <li>Meeting need through streamlining services and developing new methods of delivery and commissioning</li> <li>Successful engagement of stakeholders to inform choices on new service models</li> <li>Measured performance using new and meaningful performance measures</li> </ul>		

Priority	Sub - Priority	Definition
<b>Protecting People from Poverty</b>	<b>Becoming Work-ready</b>	Integrated employability programme that provides support for people in or at risk of poverty throughout Flintshire
<b>Longer term outcome / impact</b>		Continued provision of an employability mentor service that covers the whole of Flintshire and focuses on the most deprived areas
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Achievement of targets for supporting individuals to enter employment, learning or volunteering</li> </ul>		

## Theme: Ambitious Council

Priority	Sub - Priority	Definition
Business Sector Growth and Regeneration	Growth Deal and Infrastructure	The collaborative strategy between Governments, councils and public sector partners and the business community for (1) investment in regional infrastructure - digital, transport, and sites and premises (2) priority economic sector support and growth (3) foundation sector support and growth and (4) skills and employment
<b>Longer term outcome / impact</b>		<p>Sustaining economic growth through local and regional business development, employment and training support</p> <p>Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites</p> <p>Meeting demand for business and housing growth through a ready supply of sites</p> <p>Skills and employment support enables individuals to take advantage of economic opportunities</p>
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Playing our part in agreement of a Heads of Terms with the governments of UK and Wales to unlock a Growth Deal for the region and for Flintshire</li> <li>• Assessment of the priority needs of Flintshire for improved digital connectivity</li> <li>• Agreement and the first stage of implementation of a digital strategy for the region which improves connectivity (access and processing capacity / speed) for businesses, public sector partners and communities in Flintshire)</li> </ul>		

Priority	Sub - Priority	Definition
Business Sector Growth and Regeneration	Regional Business Growth	A co-ordinated approach to inward investment and the demands of businesses
<b>Longer term outcome / impact</b>		An environment and infrastructure where business is sustained and grown
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• The introduction of a regional hub to co-ordinate inward investment and respond to the demands of businesses</li> <li>• Planning of new infrastructure schemes to provide business growth in Flintshire (Deeside Enterprise Zone (DEZ) etc.) for the medium-term</li> <li>• Provision of a new Park and ride facility within Deeside Industrial Park</li> <li>• Preparation of a support plan for businesses to manage the eventuality of a transition out from the European Union (Brexit)</li> </ul>		

Priority	Sub - Priority	Definition
Business Sector Growth and Regeneration	Production of the Local Development Plan (LDP)	15 year plan to guide development within the County whilst protecting and enhancing the built and natural environments
<b>Longer term outcome / impact</b>		<p>Identification of a portfolio of sites and policies to meet ambitions in relation to growth in the residential, commercial and industrial sectors</p> <p>Identification of a portfolio of sites and policies to protect and enhance the built and natural environments</p>
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Placing the LDP on deposit on time in September for consultation with stakeholders and the public as the next step towards adoption of the Plan</li> <li>Final preparation of the Plan for submission to Welsh Government</li> </ul>		

Priority	Sub - Priority	Definition
Business Sector Growth and Regeneration	Future of Town Centres	Clarification of the role which the County Council will take in its long term support for our Town Centres
<b>Longer term outcome / impact</b>		Town centres and their businesses which can thrive whilst adapting to changing economic circumstances
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Adoption of a strategy to ensure long term sustainability of town centres leading to updated bespoke local town plans</li> <li>Testing of the model of a Business Improvement District for Mold (through a local ballot of rate paying businesses) as a pilot exercise</li> </ul>		

Priority	Sub - Priority	Definition
Business Sector Growth and Regeneration	Integrated Transport Strategy	A long term sustainable transport solution which successfully integrates all modes of transport whilst maintaining and promoting at its heart, a sustainable, affordable and environmentally friendly Public Transport Service
<b>Longer term outcome / impact</b>		Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Key interventions for cycleways, active travel, highway improvements, bus network and rail improvements</li> <li>• Key interventions for accessing employment, health, leisure and education facilities by accessing national funds with winning business cases</li> <li>• The LDP Deposit Plan making provision for local growth which will be supported by new or improved infrastructure</li> </ul>		

Priority	Sub - Priority	Definition
Business Sector Growth and Regeneration	Social Enterprises	Businesses that have a clear social or environmental mission.
<b>Longer term outcome / impact</b>		Supporting local communities to be resilient and self-supporting with resilient service models to sustain local public services
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Sustainability of the social enterprises supported/created by the Council</li> <li>• Implement Project Search with our partner HFT, to achieve real jobs for people with a learning disability</li> </ul>		

Priority	Sub - Priority	Definition
Investing in our Communities	Theatre Capital Plan	Investment in the Theatr Clwyd site in support of a sustainable business plan and operating model for the Theatr as a primary arts industry hub and provider in the region and in Wales
<b>Longer term outcome / impact</b>		The theatre continues to be sustainable and high performing
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>National support secured for the business case for major capital investment for refurbishment of Theatr Clwyd</li> <li>Reaching an agreement between the Board of Theatr Clwyd, the County Council and the Arts Council of Wales on the most sustainable, legal, governance and financial / commercial model for the Theatr for the future from 2021/22</li> </ul>		

Priority	Sub - Priority	Definition
Investing in our Communities	Future of County Hall Campus / Civic Estate	Developing a Masterplan for the Mold Campus
<b>Longer term outcome / impact</b>		A sustainable and deliverable plan for the long term future of the campus which supports public sector partners' ambitions
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Agreement of a Masterplan for the County Hall campus, recognising the needs of existing and future occupiers, with agreed aims and objectives, timelines and financing</li> <li>Agreement of a solution for a future civic hub with or without public sector partner co-investment</li> </ul>		

Priority	Sub - Priority	Definition
Investing in our Communities	Implementation of major capital Education Programmes: 21 <sup>st</sup> Century Schools - Band B Welsh Medium Capital Investment	Investment in high quality school buildings for the future
<b>Longer term outcome / impact</b>		Providing high quality learning opportunities and learning environments for learners of all ages

**Achievement will be measured through:**

- Complete construction projects at Connah’s Quay High School (Phase 2) and Ysgol Penyffordd on time, to budget and to standard
- Commencement of investment projects at Ysgol Glan Aber, Ysgol Castell Alun, Queensferry CP (linked to the Plas Derwen project) and Ysgol Glanrafon, Mold (Welsh Government Welsh Medium Grant)
- Successful navigation of the proposed remaining Band B through both Council democratic process and Welsh Government Business case process

Priority	Sub - Priority	Definition
Investing in our Communities	Sustainable and Modern Archive Services	Development of a North East Wales Archive Service and a new purpose-built archive facility
<b>Longer term outcome / impact</b>		Providing high quality, accessible, responsive and cost effective public archive services

**Achievement will be measured through:**

- Creation of a single joint service between Flintshire and Denbighshire County Councils
- Securing national support from the Heritage Lottery Fund for capital funding for a new regional facility

Priority	Sub - Priority	Definition
Investing in our Communities	New Pupil Referral Unit – Plas Derwen	Specialist educational provision for vulnerable learners
<b>Longer term outcome / impact</b>		Providing high quality learning opportunities and learning environments for learners of all ages

**Achievement will be measured through:**

- Entering a framework agreement and beginning the design and development phase of a new combined educational facility at Shotton
- Obtain cost certainty and submit a Full Business Case to Welsh Government to release capital funding

## Theme: Learning Council

Priority	Sub - Priority	Definition
Education and Skills	Core Education Offer and Performance	Providing high quality learning opportunities for learners of all ages
<b>Longer term outcome / impact</b>		Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Pupil performance in 2019 assessment/examination outcomes at ages 7, 11, 14, 16 and 18 years exceeding the Wales national average</li> <li>Agreement of an action plan to follow the Estyn inspection of the local authority due to be held in the first quarter of the year and effective implementation of those actions</li> </ul>		

Priority	Sub - Priority	Definition
Education and Skills	Implementation of the new National Curriculum	National education policy change with a revised national curriculum which will provide a continuum of learning from 3-16 years
<b>Longer term outcome / impact</b>		By 2026, all pupils from 3-16 will be taught the new curriculum which better prepares them for their future lives and employment
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Schools making suitable preparations for the transition to the new curriculum</li> <li>Teaching staff receiving quality professional development through the self-evaluation system</li> </ul>		

Priority	Sub - Priority	Definition
Education and Skills	Additional Learning Needs (ALN) Tribunal Act	National legislative change to support children / young people with Additional Learning Needs
<b>Longer term outcome / impact</b>		A reform of the current legislative framework by providing a new statutory approach for supporting children with learning needs from birth to age 25 years. Implementation over three years, commencing September 2020
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Effective implementation of the new corporate and schools system to support pupils with Additional Learning Needs</li> <li>Training completed for all key employees as part of the implementation</li> <li>Effective implementation of the Communications Strategy as part of the implementation</li> </ul>		

Priority	Sub - Priority	Definition
Education and Skills	Post 16 Transport Policy	Review of Council policy for transportation of post 16 learners
<b>Longer term outcome / impact</b>		To have in place an affordable and sustainable model for post 16 transport
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Agreement and implementation of a new and sustainable policy following the consultation exercise</li> </ul>		

## Theme: Green Council

Priority	Sub - Priority	Definition
Sustainable Development and Environmental Management	Climate Change	Calculating the Council's total carbon footprint (inclusive of all sources and sinks of carbon emissions) across all Council activities to support an action plan to reduce carbon emissions, and reducing single use plastic consumption
Longer term outcome / impact		Carbon emissions are reduced across all council activities mitigating climate change Making adaptations to our ways of working to become a plastic free Council
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Completion of a 'state of play analysis' of current Council activities on carbon reduction underpinned by the mapping of existing activity data</li> <li>• Completion of a greenhouse gas inventory covering scope 1, 2 and 3 emissions and greenhouse gas sequestration across the Council's land assets</li> <li>• An agreed plan to design and resource further energy efficiency and sustainable energy schemes such as the ground mounted solar PV schemes in Flint and Connah's Quay</li> <li>• Completing the renewable energy assessment through the Local Delivery Plan process in support of the future strategy</li> <li>• Agreement of a strategy for fleet conversion, away from diesel and petrol vehicles, for the medium and longer-term</li> <li>• Developing a local plan to meet the need access to E- charging points across the county network</li> <li>• The adoption of a strategy to reduce the Council's reliance on single use plastics</li> </ul>		

Priority	Sub - Priority	Definition
Sustainable Development and Environmental Management	Affordable and sustainable collection and treatment services for recyclable, compostable and residual waste	Increase the rates and quality of recyclable and compostable waste whilst reducing residual waste
Longer term outcome / impact		Maximising the recovery and rates of recyclable, re-usable and compostable waste, and reduce landfilled waste Treatment of residual waste at the regional Parc Adfer facility as a sustainable and cost-effective solution
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Increasing the recovery of recyclable, re-usable and compostable waste to set targets</li> <li>• Re-adopting a Waste Management Strategy for the medium-term with aims, objectives and targets</li> <li>• Parc Adfer opened on time and to operational requirements with the diversion of regional and local non-recyclable domestic waste to the new facility</li> <li>• The impact of a public relations campaign on community behaviour to reduce plastic production and use</li> </ul>		

Priority	Sub - Priority	Definition
Sustainable Development and Environmental Management	Natural Environment	Optimising the role in which the natural environment can play in meeting our communities' needs
Longer term outcome / impact		A vibrant natural environment which promotes access to open and green spaces and their value in contributing to well-being
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Effective management of our natural environment and accessible green space networks to deliver health, well-being and resilience goals</li> <li>Protecting the resilience of our natural environment by increasing the biodiversity value of council owned or managed land</li> </ul>		

Priority	Sub - Priority	Definition
Sustainable Development and Environmental Management	Local Development Plan (LDP)	15 year plan to guide development within the County whilst protecting and enhancing the built and natural environments
Longer term outcome / impact		Identification of a portfolio of sites and policies to meet ambitions for growth in the residential, commercial and industrial sectors, and to protect and enhance the built and natural environments
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>The success of measures to protect the built and environmental assets through the LDP process</li> </ul>		

Priority	Sub - Priority	Definition
Safe and sustainable Travel Services	Alternative local transport arrangements	Alternative transport services in local communities where no public transport services exist
Longer term outcome / impact		Connecting passengers to key destination hubs and enable access to education, employment, retails, health, social and leisure destinations
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>The effective introduction of an in-house minibus service as an innovative and sustainable based transport scheme to meet need and demand</li> </ul>		

Priority	Sub - Priority	Definition
Safe and sustainable Travel Services	Core Bus Network	Core bus network is characterised by a number of key destinations across the County (hubs), such as main towns or public transport interchanges/railway stations with direct, high frequency bus services operating between the hubs and on some cross-boundary corridors
Longer term outcome / impact		Connecting passengers to key destination hubs and enable access to education, employment, retails, health, social and leisure destinations
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>The range, quality, reliability and frequency of services on the core bus network either through commercially viable services, partnership arrangements or contracted services</li> </ul>		

Priority	Sub - Priority	Definition
Safe and sustainable Travel Services	Highway Network	Prioritising the Council's road infrastructure
Longer term outcome / impact		Improved travel connectivity across the road transport network
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Maintaining the infrastructure on the highway network to ensure the resilience, efficiency and reliability of road transport</li> </ul>		

Priority	Sub - Priority	Definition
Safe and sustainable Travel Services	Active Travel	Provide opportunities for increasing levels of walking and cycling (active travel) and enable access to sustainable and alternative methods of travel
Longer term outcome / impact		Developing and increase active travel infrastructure; improve connectivity and enable access to education, jobs and services
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Meeting the statutory requirements of the Active Travel Act</li> </ul>		

## Theme: Connected Council

Priority	Sub - Priority	Definition
<b>Resilient Communities</b>	<b>Community Resilience</b>	Working with communities to help them to develop skills and resources to be able to deal with challenging and difficult situations which exist or when they occur
<b>Longer term outcome / impact</b>		Supporting local communities to be resilient and self-supporting
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Achievement of the aims, objectives and targets for the four priority projects               <ul style="list-style-type: none"> <li>○ The Holway, Holywell – community-led regeneration</li> <li>○ Social Value – a social value framework to maximise local investment in communities</li> <li>○ Social Prescribing – a model for participation by local people with improvements in personal well-being</li> <li>○ Get Flintshire Moving – participation by local people with improvements in personal health</li> </ul> </li> </ul>		

Priority	Sub - Priority	Definition
<b>Resilient Communities</b>	<b>Community Health</b>	Supporting our services and partners to further develop programmes of Social Value
<b>Longer term outcome / impact</b>		Improving the health of communities through our social value programmes
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Aura Leisure and Libraries activities to add social value through their community activities commissioned by the Council through our Service Agreement</li> </ul>		

Priority	Sub - Priority	Definition
<b>Resilient Communities</b>	<b>Social Value</b>	Establishing a framework to collaborate directly with contractors and suppliers to support additional social value investment in communities, directly linked to PSB identified, corporate and community priorities Building sustainable partnerships between the public sector supply chain and local communities
<b>Longer term outcome / impact</b>		Securing community benefits through social value investments
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Adopting a Social Value Framework with an action plan with aims, objectives and targets</li> <li>• Progressive impact in the following areas:-               <ul style="list-style-type: none"> <li>○ the value of investment by contractors and suppliers</li> <li>○ the value of non-monetary investments by contractors and suppliers</li> <li>○ the geographic spread of social value investment across communities</li> <li>○ Positive contributions to the social policy priorities of the Council and its partners</li> </ul> </li> </ul>		

Priority	Sub - Priority	Definition
Customer Journey	Single Integrated Contact Centre	Combining customer contact teams from services across Flintshire County Council with parallel redesign of digital self-serve capabilities via <i>My Account</i>
Longer term outcome / impact		Widening digital access to public services Provide a single, resilient, consistent point of contact for the customer
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• A seamless and successful transition to an Integrated Contact Centre</li> <li>• Improvements in customer service</li> <li>• Extension of the range of digitised services in Social Services, Education and Revenues and Benefits</li> <li>• Rates of transference of customers to digital self-service via <i>My Account</i></li> </ul>		

Priority	Sub - Priority	Definition
Customer Journey	Customer Strategy	A strategy setting out how the Council will provide services for customers
Longer term outcome / impact		Providing high quality, accessible, responsive and cost effective public services
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Meeting the aims, objectives and targets of the adopted Strategy</li> <li>• Meeting the set customer standards</li> </ul>		

## Theme: Serving Council

Priority	Sub - Priority	Definition
Effective Resource Management – Workforce	Sustainable Pay Policy	Agreement of a new pay model to effect the implementation of the second year (2019) of the two year National Joint Council (NJC) pay agreement (2018/19 – 2019/20)
<b>Longer term outcome / impact</b>		Continuing to be a high performing and innovative public sector organisation with ethical and social values
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Implementation of a compliant and sustainable new pay model within 2019/20</li> <li>• Reductions in the local gender pay gap</li> <li>• Retention rates of key personnel through offering competitive pay and reward</li> </ul>		

Priority	Sub - Priority	Definition
Effective Resource Management – Workforce	Health and Well-being Workforce Plan	Measures to support and maintain a safe and healthy working environment
<b>Longer term outcome / impact</b>		Continuing to be a high performing and innovative public sector organisation with ethical and social values
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Adoption of a Well Being Strategy for the workforce with aims, objectives and targets</li> <li>• Workforce retention and attendance rates</li> <li>• Rates of referrals Occupational Health on mental health grounds and rates of case resolution success</li> <li>• Effective in-work poverty services for employees at risk</li> </ul>		

Priority	Sub - Priority	Definition
Effective Resource Management – Workforce	People Strategy	Enables the Council to attract and retain the most talented individuals to drive forward the Council's challenging agenda
<b>Longer term outcome / impact</b>		Continuing to be a high performing and innovative public sector organisation with ethical and social values
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Effective succession planning for senior and supporting management positions</li> <li>• Maintaining competitive pay and reward, and terms and conditions of employment</li> <li>• Increasing the number of apprenticeships which result in a positive outcome</li> </ul>		

Priority	Sub - Priority	Definition
Effective Resource Management – Finance / Assets	Sustainable Annual Budgeting	Ensuring that spending requirements are able to be met by estimated funding levels over the medium/long term
Longer term outcome / impact		Continuing to be a high performing and innovative public sector organisation with ethical and social values
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Performance against the set of adopted Medium Term Financial Strategy key performance indicators</li> <li>• Achieving balanced annual budgets which support the policy aims of the Council</li> </ul>		

Priority	Sub - Priority	Definition
Effective Resource Management – Finance / Assets	Housing Revenue Account Business Plan	An account in which the Councils housing revenue (rent) and housing costs (property management and maintenance) are held. The business plan sets out the strategic direction for activity within the Housing Revenue Account
Longer term outcome / impact		Provision of high quality social housing and support services to our tenants through effective business planning
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• A cost-effective Housing Revenue Account Business Plan</li> <li>• Maintaining affordable service charges which achieve income targets</li> <li>• Effective management of rent arrears to maintain income targets</li> </ul>		

Priority	Sub - Priority	Definition
Effective Resource Management – Finance / Assets	Income and Concessions / Commercialisation	Ensuring that the Council's approach to raising income is maximised in an ethical way
Longer term outcome / impact		Providing high quality, accessible, responsive and cost effective public services
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Achievement of income target</li> <li>• Agreement and implementation of a programme of cost recovery and commercial set models</li> </ul>		

Priority	Sub - Priority	Definition
Effective Resource Management – Collaboration	Collaboration – Best Use of Resources	Reviewing further opportunities for collaboration where the business models suit all parties and value for money is optimised
<b>Longer term outcome / impact</b>		Continuing to be a high performing and innovative public sector organisation with social values Providing high quality, accessible, responsive and cost effective public services as sustainable models
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Maintaining the effective and cost-efficient performance of all existing regional, sub-regional and local collaborative services</li> <li>• Successful transition to a combined CCTV monitoring service hosted by Wrexham County Borough Council</li> <li>• Agreement to implement a sub-regional sustainable urban drainage system approval body as a new statutory service</li> <li>• Successful transition to a new service model for enforcement services</li> <li>• Agreement of the scope and objectives of the next phase of Alternative Delivery Models for Council managed services</li> </ul>		

Priority	Sub - Priority	Definition
Effective Resource Management – Digital	Digital Strategy	Re-designing services to use technology to improve digital access to services for customers and improved ways of working for employees
<b>Longer term outcome / impact</b>		More people have digital access to public services and make use of digital
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Successful implementation of priority projects within the digital programme plan</li> <li>• Agreement of a programme for skilling at risk sections of the community in digital, in partnership with other public and third sector partners, for the medium and longer-term</li> </ul>		

## Theme: Safe and Clean Council

Priority	Sub - Priority	Definition
Safe and Clean Communities	Community Safety	Adopting a consistent and collaborative approach to address community safety across Flintshire and the region
Longer term outcome / impact		Reduced crime and re-offending, plus lower levels of anti-social behavior within our communities
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Achievement against the actions and targets of the Regional Community Safety Plan and the Flintshire Well-Being Plan</li> <li>The performance of North Wales Police in partnership with the Council as statutory Community Safety partners</li> <li>Meeting our responsibilities under the Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) programme</li> </ul>		

Priority	Sub - Priority	Definition
Safe and Clean Communities	Corporate Safeguarding	Making safeguarding part of all Council services' business
Longer term outcome / impact		Protecting people from the risk of any form of abuse
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Achievement against the actions and targets of the Corporate Safeguarding Action Plan</li> </ul>		

Priority	Sub - Priority	Definition
Safe and Clean Communities	Public Protection (Food Safety and Standards)	Protecting public health by providing services in Food Safety and Standards and Food Hygiene
Longer term outcome / impact		Providing high quality, accessible, responsive and cost effective public Services
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>Maintaining the percentage of broadly compliant establishments within the County for public protection</li> </ul>		

Priority	Sub - Priority	Definition
Safe and Clean Communities	Streetscene and Transportation Standards	A range of service standards and performance measures for the provision and management of Streetscene Services
<b>Longer term outcome / impact</b>		An agreed set of standards for Streetscene services which can be monitored and provide assurance about performance of the “visible” public realm services
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Performance against current performance standards for front-line Streetscene and Transportation</li> <li>• Completion of a review and of performance standards for front-line Streetscene and Transportation Services for future years</li> </ul>		

Priority	Sub - Priority	Definition
Safe and Clean Communities	Environmental Improvement and Enforcement	Service performance measures for the provision and management of Environmental Improvement and Enforcement
<b>Longer term outcome / impact</b>		An agreed set of standards for Environmental services which can be monitored and provide assurance about performance of the “visible” public realm services
<b>Achievement will be measured through:</b>		
<ul style="list-style-type: none"> <li>• Levels of enforcement against our standards for car parking, litter and dog fouling</li> </ul>		