

CORPORATE RESOURCES AND OVERVIEW SCRUTINY COMMITTEE

Date of Meeting	Thursday, 13 th June 2019
Report Subject	Council Plan 2019/20
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council Plan for 2017-23 was adopted by the County Council to show the key priorities of the Council for the current five year term of the Council. The Plan is subject to annual review and is led by Cabinet.

The 2019/20 Plan has been reviewed and updated on structure and content. Two internal member workshops have been held to invite contributions to the review, and a survey was circulated to all members to canvass views and opinion.

RECOMMENDATIONS

1	To update on the actions to complete the review of the Council Plan 2019/20 in readiness for the recommendation of the Plan to Council for adoption.
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REPORT DETAILS

1.00	COUNCIL PLAN REVIEW
1.01	<p>Two Member workshops were held (30 May and 5 June) as part of the annual process of Plan review.</p> <p>The main outcomes were:-</p> <ul style="list-style-type: none">- The revised seven theme format was supported to be retained for the life of the Plan in this current Council term- A 'tracker' document noting the changes between the 2018/19 Plan and the draft 2019/20 Plan to be shared (attached as Appendix 1)- Amend Part 1 of the Plan with the following sub priority additions:<ul style="list-style-type: none">o Re-instate 'Independent Living' under Caring Councilo Broaden the carbon reduction/plastic-free sub priorities into a fuller Climate Change sub priorityo Introduce Child Poverty under Caring Council <p>Other more specific suggestions were made to inform the content of the Plan. Where agreed at the workshops these have been incorporated in the redrafting. Members have received follow-up information from the workshops by circular email.</p>
1.02	<p>County Council will be asked to adopt Part 1 of the Council Plan in June on the recommendation of Cabinet. Part 2 of the Plan, with the detail of the performance measures, will follow in July and will be reported to Cabinet and Corporate Resources Overview and Scrutiny Committee.</p> <p>The published Part 1 of the Plan will be in graphic format for presentation and readability. It will contain a review of the pre-existing narrative of current plans, and overview of risks to achievement, and a summary of our adopted Well-being Objectives.</p> <p>Quarterly reporting on performance against the Plan will follow as normal.</p>
1.03	<p>To widen participation in the review and use of the Plan for the future it is proposed:-</p> <ul style="list-style-type: none">• that contributions to the review of the Plan for 2020/21 be invited in the third quarter from the Overview and Scrutiny Committees• that the initial review of the Plan is aligned in timing to the annual budget setting process• that Parts 1 and 2 of future Plans be made available at the same time• that the seven theme format be retained for the current Council term• that the Overview and Scrutiny Committees be invited to make fuller use of the themes of the Plan in planning their forward work programmes using a simple guide to show which themes and priorities fall under which Committee

2.00	RESOURCE IMPLICATIONS
2.01	The Council budget and the Council Plan are aligned. Where budget decisions on new initiatives within the Plan, reports will be presented for review and approval at points in the year as normal.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation has been carried out with portfolio management teams, Members, and key partners.

4.00	RISK MANAGEMENT
4.01	<p>Actions to achieve Council Plan outcomes and impacts are risk assessed to understand and manage the impact that certain activities can have.</p> <p>Risks will be identified within the development of Part 2 of the Plan and published within the public Part 1 version.</p>

5.00	APPENDICES
5.01	Appendix 1: Tracker of changes made between the Council Plans of 2018/19 and the draft 2019/20.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Karen Armstrong, Corporate Business and Communications Executive Officer Telephone: 01352 702740 E-mail: Karen.armstrong@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Council Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Objectives and publish a Plan.

Council Plan Tracker – Changes between 2018/19 and 2019/20

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2 = Continued in a new phase of work

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5 = No significant change

2018/19 Theme: Supportive Council			2019/20 Theme: Caring Council		
2018/19 Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
Appropriate and Affordable Homes	Provide new social and affordable homes (p14)	Social and affordable homes	Housing	Provision of new social and affordable homes (p7)	5
	Welsh Housing Quality Standard (WHQS) investment plan targets achieved.(p14)	WHQS	Housing	Welsh Housing Quality Standard (p6)	5
	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 (p14)	Gypsy and Traveller Encampments	Not referenced		i) 1 ii) 1 iii) 1
Modern, Efficient and	Improving the quality of private sector housing (p 16)	Private sector housing quality	Housing ‘Quality’ not referenced, but ‘quantity’ is	Quantity of private rented sector (p6)	2

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2018/19 Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
Adapted Homes	Delivering the council’s housing growth needs (p16)	Housing growth	Housing	Housing Strategy (p6) Provision of new social and affordable homes (p7)	4
	Meeting the housing needs of vulnerable groups (p16)	Housing Vulnerable Groups	Housing	Housing needs of vulnerable groups (p7)	5
	N/A	N/A	Housing	Homelessness Strategy and Local Access Strategy (p5)	3 <i>(Homelessness was previously a KPI, not a sub priority in its own right)</i>
Protecting People from Poverty	Support Flintshire residents to better manage their financial commitments (p18)	Universal Credit / Welfare Reform	Protecting people from poverty	Universal Credit/Welfare Reforms (p9)	2
	Working collaboratively to minimise Universal Credit (UC) risks (p18)	Universal Credit Risks	Housing	Homelessness Strategy and Local Action Strategy (p5)	1 <i>(Personal Support (budgeting and digital) now delivered nationally)</i>
	Develop skills programmes and delivery mechanism for North Wales Growth Deal (p18)	Growth Deal	Business Sector Growth and Regeneration	Growth Deal / Infrastructure investment incl. digital (p11)	2, 4
	Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty (p18)	Fuel Poverty	Protecting people from poverty	Fuel Poverty (p8)	4

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2018/19 Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
	Develop a strategy to address food poverty (p19)	Food Poverty	Protecting people from poverty	Food Poverty (p8)	2, 4
	N/A	N/A	Protecting people from poverty	Period Poverty (p8)	3
	N/A	N/A	Protecting people from poverty	Flexible Funding Programme (p9)	3
	N/A	N/A	Protecting people from poverty	Childcare Offer (p9)	3
	N/A	N/A	Protecting people from poverty	Becoming Work-ready (p10)	3
Independent Living	Expand and support the care sector to enable people to live well and have a good quality of life (p20)	Care Sector	Adult Services	Split into separate sub Priorities: Extra Care Strategy (p2) Domiciliary Care (p2) Strategic Review of care needs and the Council response (p3)	2, 4
	Support greater independence for individuals with a frailty and / or disability, and for people at risk of isolation. (p20)	Independence for individuals	Children’s Services Adult and children’s Services	Improving local Placements for Children (p4) Split into separate sub Priorities: Strategic Review of care needs and the Council response (p3)	2, 4 2, 4

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2018/19 Theme: Supportive Council			2019/20 Theme: Caring Council		
2018/19 Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
				Dementia Friendly council (p3) Learning Disability Service (p4)	
	Improve outcomes for Looked After Children	Looked After Children	Children’s Services	Looked After Children (p5) Improving local placements for Children (p4)	2
Integrated Community Social and Health Services	Develop and integrate services for carers with our commissioned providers	Care Providers	N/A	N/A	1 (<i>Business as usual</i>)
	Embed the long term use of the Integrated Care Fund (ICF) to meet local needs and demands	Integrated Care Fund	N/A	N/A	1 (<i>ICF is realigned with local priorities every year - Business as usual</i>)
	Embed the Early Help Hub into everyday practice by working with statutory partners and the third sector	Early Help Hub	N/A	N/A	1 (<i>Business as usual</i>)
	Working with the new Wales Programme to recognise Adverse Childhood Experiences (ACES)	Adverse Childhood Experiences	N/A	N/A	1 (<i>Business as usual – links with Early Help Hub</i>)
Safeguarding	All Council portfolios to understand and act on their responsibilities to address safeguarding.	Corporate safeguarding	Safe and Clean	Corporate Safeguarding (p29)	2, 4
	Identify and address the signs and symptoms of domestic abuse and sexual violence.	Domestic Abuse and	Safe and Clean	Community Safety (p29)	2, 4

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2018/19 Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
		Sexual Violence			
	Strengthen regional community safety through collaboration and partnership arrangements.	Regional Safety	Safe and Clean	Community Safety (p29)	2, 4
	N/A	N/A	Children’s Services	Safeguarding Children (p4)	3
	N/A	N/A	Children’s Services	Fostering Service Models (p4)	3

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2018/19 Theme: Ambitious Council			2019/20 Theme: Ambitious Council		
Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
Business Sector Growth and Regeneration	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.	Growth Deal	Business Sector Growth and Regeneration	Growth Deal / Infrastructure investment incl. digital (p11)	2
	Guide the development of the Deeside Enterprise Zone (DEZ), Northern Gateway and Warren Hall mixed use development site. Propose that the developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal.	Regional Economic Growth Deal	Business Sector Growth and Regeneration	Regional Business Growth (p11)	2
	Develop long term strategic approach to Council's economic estate and land.	Economic estate	N/A	N/A	1 <i>(completed)</i>
	Protecting the scale and quality of apprenticeships both regionally and locally	Apprenticeships	Business Sector Growth and Regeneration	Regional Business Growth (p11)	4
	Develop a more strategic approach to regenerating and supporting town centres in partnership with Town Councils.	Town Centres	Business Sector Growth and Regeneration	Future of Town Centres (p12)	2
	Targeted Regeneration Investment Programme (TRIP) – developing Flintshire's role and its local programme	WG targeted investment programme	N/A	N/A	1
	Propose that the development of regional and local transport strategy and initiatives maximises the potential	Transport	Business Sector Growth	Integrated Transport Strategy (p13)	2

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2018/19 Theme: Ambitious Council			2019/20 Theme: Ambitious Council		
Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
	for economic benefits and improve access to employment and tourism destinations.		and Regeneration		
	N/A	N/A	Investing in our Communities	Theatre Capital Plan (p12)	3
	N/A	N/A	Investing in our Communities	Sustainable and Modern Archive Services (p15)	3
	N/A	N/A	Investing in our Communities	New Pupil Referral Unity – Plas Derwen (p16)	3

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2018/19 Theme: Learning Council			2019/20 Theme: Learning Council		
Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
High Performing Education	Provide effective learning opportunities and quality learning environments for all pupils aged 3-18 to achieve their potential and high levels of educational attainment.	Education Offer	Education and Skills	Core Education Offer and Performance (p17)	2
	Provide effective support to schools identified as causing concern to quickly re-establish good educational standards	Performance	Education and skills	Core education offer and performance	2
	Prepare for national reform on curriculum and inclusion.	Education – National Curriculum	Education and Skills	Implementation of the new National Curriculum (p17) Additional Learning Needs (ALN) Transformation Bill (p17)	2
	Continue substantial investment in the school estate through the School Modernisation Strategy and maximising use of Welsh Government funding streams e.g. 21 st 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.	School Modernisation	Investing in our Communities	Implementation of major capital Education Programmes: 21 st Century Schools - Band B Welsh Medium Capital Investment (p15)	2, 4
	Maintain low levels of young people/adults ‘Not in Education, Employment or Training’ and increase opportunities for apprenticeship and employment.	NEETs	Education and skills	Core education offer and performance (will be included as a measure)	2
	Fully embed Flintshire’s Youth Council to ensure that young people across the	Flintshire youth council	N/A	N/A	1 (completed)

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2018/19 Theme: Learning Council

2019/20 Theme: Learning Council

Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
	authority are involved in the evaluation and delivery of services that impact on them				
	N/A	N/A	Education and Skills	Post 16 Transport Policy (p18)	3

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2018/19 Theme: Green Council			2019/20 Theme: Green Council		
Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
Sustainable Development and Environmental Management	Improving, protecting and enhancing the built environment	Local Heritage	N/A	N/A	1 (<i>Completed Actions – now business as usual</i>)
	Managing our natural environment and accessible green space networks to deliver health, well-being and resilience goals.	Natural Environment	Sustainable Development and Environmental Management	Natural Environment (p20)	2
	Maximising the potential of Council assets for energy efficiency: control/reduction of Council energy consumption and thereby cost.	Energy Efficiency	Sustainable Development and Environmental Management	Carbon Footprint (p19)	2
	Maximising the recovery and recycling of waste with a view to reducing the reliance on landfill.	Waste & Recycling	Sustainable Development and Environmental Management	Affordable and sustainable collection and treatment services for recyclable, compostable and residual waste (p19)	2
	Strengthening regional air quality collaboration to help promote better health and well-being outcomes.	Air Quality	Sustainable Development and Environmental Management	Natural Environment (p20)	2
	Publication of the Deposit version of the Local Development Plan preferred strategy.	Local Development Plan	Business Sector Growth and Regeneration	Production of the Local Development Plan (LDP) (p21)	2, 4
			Sustainable Development and Environmental Management	Local Development Plan (LDP) (p21)	2

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2018/19 Theme: Green Council

2019/20 Theme: Green Council

Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
Safe and sustainable Travel Services	Accessing and using available grant funding to support Council priorities for accessing employment, health, leisure and education.	Accessibility	Safe and sustainable Travel Services	Alternative local transport arrangements (p21) Active Travel (p22)	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.	Highway Condition	Safe and sustainable Travel Services	Highway Network (p22)	2
	Supporting isolated communities to develop innovative and sustainable area based transport schemes.	Transport Schemes	Safe and sustainable Travel Services	Alternative Local Transport Arrangements (p21) Core Bus Network (p21)	2
	Delivering a compliant, safe and integrated transport service.	Transport Service compliance	N/A	N/A	1 (<i>now business as usual</i>)

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2018/19 Theme: Connected Council			2019/20 Theme: Connected Council		
Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
Resilient Communities	Build stronger social enterprises with the sector itself leading development of the sector.	Social Enterprises	Business Sector Growth and Regeneration	Social Enterprises (p13)	2, 4
	Grow the capacity of the social enterprise sector and Alternative Delivery Models (ADMs) to become more self-sustaining.	Alternative Delivery Models	Resilient Communities	Social Value (p23)	2
	Ensuring and delivering community benefits.	Social Value – Previously Community Benefits	Resilient Communities	Social Value (p23)	2
	Enabling the third sector to maximise their contribution towards developing community resilience	Community Resilience	Resilient Communities	Social Value (p23) Community Resilience (p23)	2 2
	Ensure that the Council maximises its contribution to achieving the priorities of the Public Services Board’s Well-being Plan	Well-being Plan	N/A	N/A	1 (<i>now business as usual</i>)
	Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services.	Armed Forces	N/A	N/A	1 (<i>now business as usual</i>)
	N/A	N/A	Resilient Communities	Community Health (p23)	3
	N/A	Contact Centre	Customer Journey	Single Integrated Contact Centre (p24)	4

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2018/19 Theme: Serving Council

2019/20 Theme: Serving Council

Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
Effective Resource Management – Workforce	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.	Financial Plan	Effective Resource Management – Finance / Assets	Sustainable Annual Budgeting (p26)	2
	Through the People Strategy we aim to operate effectively as a smaller organisation.	People Strategy	Effective Resource Management – HR and OD	People Strategy (p25)	2
	Delivery of key annualised objectives from the Digital Strategy and Customer Strategies.	Strategies – Digital & Customer	Effective Resource Management – Digital	Digital Strategy (p28)	2
				Customer Journey	Customer Strategy (p24)
	Delivery of key annualised objectives from the Capital and Asset Management Strategy.	Capital and Asset Management Strategy	Investing in our Communities	Theatre Capital Plan (p14) Future of County Hall Campus / Civic Estate (p14) Capital Education Programmes / 21 st Century Schools / Welsh Medium Capital Investment (p15) Sustainable and modern archive services (p15) New pupil referral unit – Plas Derwen (p16)	Theatre (3) Campus / Civic Estate (2) Capital Education Programmes (2) Archive Services (3) Plas Derwen (3)
	Maximising the generation of the Council’s income streams	Income Generation	Effective Resource Management – Finance / Assets	Income and Concessions / Commercialisation (p27)	2

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2018/19 Theme: Serving Council

2019/20 Theme: Serving Council

Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
	Adopting the Ethical Code for the Procurement of Supply Chains	Procurement	N/A	N/A	1 <i>(completed)</i>
	Delivering the highest possible standards of Information Security	Information Security	N/A	N/A	1 <i>(completed)</i>
	N/A	N/A	Effective Resource Management – HR and OD	Sustainable Pay Policy (p25)	3
	N/A	N/A	Effective Resource Management – HR and OD	Health and Well-being Workforce Plan	3
	N/A	N/A	Effective Resource Management – Finance / Assets	Housing Revenue Account Business Plan (p26)	3
	N/A	N/A	Effective Resource Management – Collaboration	Collaboration – Best Use of Resources (p27)	3

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2018/19 Theme: N/A

2019/20 Theme: Safe and Clean Council (New Theme)

Priority	2018/19 “What we will do”	Subject / Topic	2019/20 Priority	2019/20 Sub Priority (and page number)	Key
	Supportive Council / Safeguarding Identify and address the signs and symptoms of domestic abuse and sexual violence. Strengthen regional community safety through collaboration and partnership arrangements	Community Safety	Safe and Clean Communities	Community Safeguarding	2, 4
	Supportive Council / Safeguarding All Council portfolios to understand and act on their responsibilities to address safeguarding.	Safeguarding	Safe and Clean Communities	Corporate Safeguarding	2, 4
	N/A	N/A	Safe and Clean Communities	Public Protection (Food Safety and Standards)	3
	N/A	N/A	Safe and Clean Communities	Streetscene and Transportation Standards	3
	N/A	N/A	Safe and Clean Communities	Environmental Improvement and Enforcement	3

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