

FLINTSHIRE COUNTY COUNCIL

Council Plan 2023/28

PART 2

How achievements will be measured - Supporting actions, tasks, and measures

Version 6 – March 2023

Performance Achievements 2023/28

Actions, tasks and measures have been set to monitor progress against an activity or plan. Actions are dated according to the target month for achievement. Performance will be monitored by percentage progress against the actions with supporting commentary.

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Phosphates Mitigation	Provision of viable and deliverable options to mitigate the impact of phosphates from new development on Special Areas of Conservation (SAC) protected rivers	Chief Officer Planning, Environment and Economy

Achievement Actions:

- To produce guidance on viable and deliverable options to mitigate the impact of phosphates from new development on SAC protected rivers – by March 2024

Associated Risks:

- PE33 - Provision of viable and deliverable options to mitigate the impact of phosphates from new development on SAC protected rivers

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Completion of Flintshire County Council's Wetlands Feasibility Study Report	N/A	1
Completion of Review of Permits at wastewater treatment works by NRW	N/A	1
Upgrade of Mold and Buckley wastewater treatment works by DCWW	N/A	1

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council’s services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Net Zero Carbon Council	A net carbon zero Council by 2030 and supporting wider decarbonisation actions across the County, making this central to Covid-19 recovery	Chief Officer Planning, Environment and Economy AURA

Achievement Actions:

- Reviewing the procurement policy to reduce greenhouse gas emissions from suppliers – by March 2024
- Developing plans towards net zero carbon for our assets in line with Welsh Government guidance – by March 2024
- Working with Flintshire’s leisure and culture trust partners to reduce carbon emissions – by March 2024
- A net zero carbon Council by 2030 and supporting wider decarbonisation actions across the County, making this central to Covid-19 recovery – by 2030
- Aura's Council-owned building assets to contribute towards the wider net zero carbon ambition – by March 2024

Associated Risks:

- PE11 - Affordability of the Council being able to achieve its net zero carbon goal. Inability to commit or attract sufficient resource to coordinate the programme and deliver on projects, leading to opportunities not being maximised, actions not delivered, and benefits not realised
- PE36 - Risk of new opportunities arising between now and 2030 that we need to respond to support our carbon ambitions. Advances in carbon calculation methodologies and technological improvements could result in updates needed to the Council's targets and trajectory to 2030
- PE37 - Risk of not meeting public expectation on climate change agenda and democratic and reputational damage this could cause

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Reduction in Council greenhouse gas emissions	46,433	33,521 (total emissions not reduction amount)
Percentage of Councilors received carbon related training	N/A	80
Percentage of employees received carbon related training	N/A	5

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of contracts with carbon impact assessed	N/A	10
Percentage of schools accessing the support package	N/A	15
Percentage of Town and Community Councils accessing the support package	N/A	15

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council’s services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Climate Change and Adaptation	Be more resilient to the changes that have happened due to climate change and prepare for predicted future change	Chief Officer Planning, Environment and Economy
<p>Achievement Actions:</p> <ul style="list-style-type: none"> • Reviewing the Council’s Strategic Flood Consequences Assessment – June 2023 • Reviewing the Council’s Flood Risk Management Strategy – June 2024 • Carrying out flood investigations and alleviation works where appropriate – by March 2024 • Assessing the feasibility of schemes within land assets for resisting flood and drought while enhancing biodiversity and increasing carbon storage – by March 2024 • Ensuring climate change and biodiversity are considered a priority in key decision making across all Council services – by March 2024 • Identifying projects to further support climate adaptation ambitions following Welsh Government guidance – by March 2024 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> • PE11 - Affordability of the Council being able to achieve its net zero carbon goal. Inability to commit or attract sufficient resource to coordinate the programme and deliver on projects, leading to opportunities not being maximised, actions not delivered, and benefits not realised • PE36 - Risk of new opportunities arising between now and 2030 that we need to respond to support our carbon ambitions. Advances in carbon calculation methodologies and technological improvements could result in updates needed to the Council's targets and trajectory to 2030 • PE37 - Risk of not meeting public expectation on climate change agenda and democratic and reputational damage this could cause • PE46 - Inability of the Council to adapt to the impacts of climate change. Inability to identify risks associated with the impacts of climate change in order to build a resilient service to resilient communities. 		
Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of homes protected in vulnerable flood risk areas in Flintshire	N/A	TBC ¹
Increase in carbon sequestered (Kg/tCO ₂ e)	N/A	4000 KgCO ₂ e

¹ A target for homes to be protected can only be set once the Flood Risk Management Strategy is completed.

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council’s services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Flood Risk Management Strategy	Refresh the Council’s flood risk management strategy to align with the national strategy and identify communities at most risk in Flintshire and the actions required to mitigate this risk	Chief Officer Planning, Environment and Economy
<p>Achievement Actions:</p> <ul style="list-style-type: none"> Reviewing the Council’s Flood Risk Management Strategy – June 2024 		
<p>Associated Risks:</p> <ul style="list-style-type: none"> PE28 - Risk to service delivery through inability to recruit into vacant posts PE34 - Refresh the Council’s flood risk management strategy to align with the national strategy and identify communities at most risk in Flintshire and the actions required to mitigate this risk 		
Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Completion of the Flood Risk Management Strategy by the revised Welsh Government due date (March 2024)	N/A	1

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Strategic Flood Consequences Assessment	Review the Council's Strategic Flood Consequences Assessment in light of the Ministerial letter of November 2021, to prepare for the implementation of revised TAN15 Development and Flood Risk guidance which becomes operational in June 2023	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Reviewing the Council's Strategic Flood Consequences Assessment – June 2023

Associated Risks:

- PE28 - Risk to service delivery through inability to recruit into vacant posts
- PE35 - Review the Council's Strategic Flood Consequences Assessment in light of the Ministerial letter of November 2021, to prepare for the implementation of revised TAN15 Development and Flood Risk guidance which becomes operational in June 2023

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Percentage compliance with Welsh Government delivery timetable	N/A	100

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Fleet Strategy	Reducing the environmental impact of our fleet	Chief Officer Streetscene and Transportation AURA

Achievement Actions:

- Reducing the environmental impact of our fleet by transitioning to ultra-low emission vehicles (ULEV) – by March 2030
- Reducing the environmental impact of Aura's fleet via the wider agreement with the Council – by March 2024

Associated Risks:

- Failure of suppliers/contractors to deliver goods, works or services to the agreed costs and specifications
- Loss or suspension of Vehicle Operators Licence or Environmental Permit

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Total number of Ultra Low Emission Vehicles on Fleet	N/A	10

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council’s services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Green Environment	Enhance and increase biodiversity and trees to deliver multiple benefits for people, wildlife, and the environment	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Delivering an increase in canopy cover as part of the Urban Tree and Woodland Plan – by March 2024
- Progressing Ash Dieback Action Plan – by March 2024
- Enhancing the natural environment through the delivery of the Section 6 Environment Act Wales biodiversity duty – by March 2024
- Developing a strategy to improve biodiversity and carbon sequestration on the agricultural estate – by March 2024

Associated Risks:

- PE12 - The implications of Ash Die back on finances and reputation of the Council due to the scale of the problem and the ability to make safe Highways and Council amenity land

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of Green infrastructure improvement and planting projects	N/A	6
Carry out baseline site species surveys on our 12 target sites to inform future increase in biodiversity from our interventions	N/A	12

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Flintshire Forest	Development of a plan to establish a Flintshire Forest that will identify available land assets, budget requirements and a realistic delivery timescale	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Developing a Flintshire Forest Plan – by March 2024

Associated Risks:

- PE32 - Ability to capture the required information to be able to produce a meaningful Flintshire Forest Plan in a timely manner

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Produce a detailed Plan for delivery, to include sites highlighted for inclusion, identified funding for planting and an Engagement Plan	N/A	1

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Green Access	The promotion, good management, and protection of our green spaces to deliver multiple benefits to the environment and our residents and visitors	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Exploring opportunities to develop the Flintshire Coast Park through the production of a scoping study – by March 2024
- Delivering the Rights of Way Improvement Plan with a focus to ensure improved access for all and the promotions of Walking for Health – by March 2024

Associated Risks:

- Bid to Welsh Government Access Improvement Grant is not approved which then impacts on the ability of the service to deliver the improvements

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Utilise external funding to produce management plans and feasibility documents to inform development of the Coast Park	N/A	4 Plans developed
Install Kissing Gates on the network	N/A	40
Surface 1500 metres of footpaths	N/A	1,500m
Remove barriers from the network	N/A	40
Install roadside way markers	N/A	50
Carry out bridleway improvements	N/A	1,200m

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Active and Sustainable Travel Options	Create opportunities to increase levels of walking and cycling (active travel) and the use of sustainable public transport options, enabling the undertaking of multi-modal transport journeys to access key destinations	Chief Officer Streetscene and Transportation

Achievement Actions:

- Implementation of 20mph national legislation - by September 2023
- Promoting active travel and further develop the County's walking and cycleway network - by March 2028
- Supporting the development of public electric vehicle charging network - by March 2028
- Implementing formalised crossing facilities at existing school crossing patrol sites - by March 2028
- Declassification of hazardous routes across the county where appropriate through the implementation of engineering initiatives - by March 2028

Associated Risks:

- Damage to reputation resulting in negative media reporting and adverse publicity e.g., 20mph
- Inability to deliver highway network schemes and infrastructure projects due to service skill levels, training, experience, capacity and resilience
- Failure to meet Welsh Government targets for the implementation of public EV charging infrastructure
- Failure to implement the required infrastructure changes as required by the 20mph National Rollout
- Failure to deliver annual Active Travel Core Programme
- Failure to provide resilience to the County's designated school crossing patrol sites through the implementation of permanent infrastructure
- Failure to declassify the County's Hazardous Routes through the implementation of improved infrastructure
- Failure to complete the Councils ongoing speed limit review with the delivery of a County wide Consolidation Order

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of formalised crossing facilities implemented at existing School Crossing Patrol sites	N/A	3

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Implementation of 20mph national change in legislation on the County's restricted roads	N/A – New Measure	1
Number of hazardous routes declassified through the Implementation of Active Travel infrastructure to provide safe routes to schools	1	1

Priority: Green Society and Environment

Well-being Objective: Limiting and enhancing the impact of the Council’s services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Circular Economy	Support and promote the Welsh Government’s strategy to create a sustainable, circular economy in Flintshire	Chief Officer Streetscene and Transportation

Achievement Actions:

- Reviewing the Council's Waste Strategy – by September 2023
- Achieving Welsh Government recycling targets – by March 2024
- Working in partnership, actively support and engage with community led groups by developing recycling initiatives – by March 2024
- Promoting the option to reuse and repair unwanted items at Household Recycling Centres by partnering with local Charities or social enterprises – by March 2024
- Developing a Recycling Waste Transfer Station for the deposit and processing of recyclable materials – by March 2025

Associated Risks:

- Inability to achieve portfolio objectives and strategic goals due to market or industry changes or wider political, economic landscape
- Risk of withdrawal of revenue support grants and consequential impact on revenue budgets/service delivery e.g., SWMG
- Regulatory risk and the effect of a change in legislation and regulation on responsibilities, costs, resources, service delivery and reputation e.g., enforcement responsibilities, trade waste, bus reform
- Inability to achieve national recycling targets due to increased residual waste tonnages collected
- Inability to influence public behaviours and habits which negatively impact service delivery and income streams e.g., recycling, parking, littering.
- Loss or suspension of Vehicle Operators Licence or Environmental Permit

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Percentage of waste reused, recycled or composted	60.08%	70%
Average Recycling rate across Household Recycling Centres (HRCs)	80.02%	80%

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Reduce the tonnage of residual waste collected from residential properties	N/A	10%
Increase the tonnage of food waste collected from residential properties	N/A	15%
Obtain Welsh Government funding to implement a reuse initiative at the household recycling centres	N/A	1
Implement a trial for the delivery of local benefits/local recycling targets initiative	N/A	1
Number of education campaigns on recycling and waste minimisation undertaken to improve recycling performance	N/A	3

Priority: Economy

Well-being Objective: Connecting communities and enabling a sustainable economic recovery and growth

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Rural Regeneration	Ensure that Economic interventions consider and meet the needs of rural businesses and individuals	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Ensuring that Economy interventions consider and meet the needs of rural businesses and individuals – by March 2024
- Recruit a Digital Connectivity Officer to support rural communities to access better quality connectivity options – by June 2023
- Commission a data review for rural Flintshire and hold community consultation to better understand rural community needs – by March 2024.

Associated Risks:

- PE31 - Ensure that Economy interventions consider and meet the needs of rural businesses and individuals

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Digital Connectivity Officer appointed - June 2023	N/A	1
Rural needs report completed by March 2024	N/A	1

Priority: Economy

Well-being Objective: Connecting communities and enabling a sustainable economic recovery and growth

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Town Centre Regeneration	Regenerate and re-invent our town centres	Chief Officer Planning, Environment and Economy AURA

Achievement Actions:

- Monitoring the health and vitality of town centres to support effective management and business investment decisions – by March 2024
- Encouraging and supporting investment in town centre properties specially to facilitate more sustainable uses and including improvements to the environment – by March 2024
- Understanding the needs of and supporting community enterprises in town centre locations – by March 2024
- Engaging town centre small businesses and promote support packages available to them – by March 2024
- Libraries and leisure centres are community well-being hubs with social objectives underpinning their operation – by March 2024

Associated Risks:

- None identified

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Completion and circulation of town centre performance data analysis report	N/A – New programme of work	1
Completion of initial 3 (of 7) Place Making Plans in partnership with a range of stakeholders	N/A – New programme of work	3
Average number of weekly public opening hours available within leisure centres and library branches in Flintshire towns	536	536

Priority: Economy

Well-being Objective: Connecting communities and enabling a sustainable economic recovery and growth

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Business	Enable business continuity and encourage appropriate investment	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Supporting small and/or local businesses to engage with public sector procurement opportunities – by March 2024
- Supporting recovery of the County’s Street and indoor markets – by March 2024
- Supporting growth of the local and regional food and drink business sector through marketing and collaborative projects – by March 2024
- Supporting recovery of the tourism and hospitality sectors and rebuild confidence in the industry – by March 2024
- Increasing the scale and impact of the social business sector – by March 2024
- Supporting local businesses in their efforts to reduce their carbon footprint and become more resource efficient – March 2024

Associated Risks:

PE03 – Unable to sufficiently regenerate Town Centres through implementation of the Town Centre Strategy due to insufficient resources and the national economic trends impacting upon them

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of small or micro businesses receiving support	2,495	150 (Quarter)
Number of social enterprises receiving support	41	12 (Quarter)
Number of local businesses supported to reduce their carbon footprint and become more resource efficient	10	12 (Quarter)

Priority: Economy

Well-being Objective: Connecting communities and enabling a sustainable economic recovery and growth

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Transport Connectivity	Develop and promote effective transport connectivity while supporting recovery and economic growth	Chief Officer Streetscene and Transportation
Achievement Actions: <ul style="list-style-type: none">Review and update the Councils integrated transport strategy – by March 2024Supporting the establishment of CJsCs and delivery of the Joint Regional Transport Plan – by May 2024		
Associated Risks: <ul style="list-style-type: none">Failure to provide adequate local bus services to connect rural communities to the core bus networkFailure to adequately represent the County's aspirations within the forthcoming Joint Local Transport Plan (JLTP)Failure to deliver annual Active Travel Core ProgrammeFailure to reduce the number of Killed and Seriously Injured (KSI) road traffic collisions on the Counties Road Network in line with Welsh Government targetsRegulatory risk and the effect of a change in legislation and regulation on responsibilities, costs, resources, service delivery and reputation e.g., enforcement responsibilities, trade waste, bus reform		
Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of schemes delivered through the Welsh Government Active Travel Fund	3	3

Priority: Economy

Well-being Objective: Connecting communities and enabling a sustainable economic recovery and growth

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Digital Infrastructure	Ensure the digital networks facilitate and support recovery and growth	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Improving digital connectivity across the County for businesses and residents – by March 2024

Associated Risks:

- PE24 Failure to deliver the Flintshire element of the Regional Growth Deal will reduce the competitiveness of the County as a business location

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
None identified	N/A	N/A

Priority: Economy

Well-being Objective: Connecting communities and enabling a sustainable economic recovery and growth

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Local Development Plan (LDP) Targets	Achieve LDP policy objectives for growth, protection, and enhancement	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Monitoring overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government – by January 2024
- Maintaining and update the LDP Housing Trajectory in line with planning decisions made – by March 2024
- Making decisions at Planning Committee in line with the adopted LDP – by March 2024
- Referencing the LDP growth strategy in early work on a North Wales Strategic Development Plan (SDP) – by March 2024

Associated Risks:

- Failure to deliver the Annual Monitoring Report to Welsh Government on time
- AMR shows LDP falling behind its housing trajectory
- The need to consider an early review of the LDP
- Failing to make planning decisions in accordance with the adopted LDP
- Slow progress with Strategic Development Plan fails to set context for LDP 2

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Completion of first LDP Annual Monitoring Report and submission to Welsh Government (January 2024)	N/A	1
Completion of annual review of LDP housing trajectory	N/A	1
Percentage of decision made on planning applications in accordance with officer recommendation	N/A	1
Contribution to the scoping of the form and content of the North Wales Strategic Development Plan	N/A	1

Priority: Economy

Well-being Objective: Connecting communities and enabling a sustainable economic recovery and growth

What we will do:

Sub-Priority	Definition	Lead Officer (s)
Reducing worklessness	Work with our partners to support individuals to gain employment	Chief Officer Planning, Environment and Economy

Achievement Actions:

- Co-ordinating a multi-agency approach to support businesses to recruit people from disadvantaged groups - by March 2024 [Linked to Poverty](#)
- Delivering mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market - by March 2024 [Linked to Poverty](#)

Associated Risks:

- Failure to help individuals to move into employment, learning or volunteering outcomes

Achievement Measures	Baseline Data (2021/22)	2023/24 Target
Number of individuals entering employment, learning or volunteering	153	185
Number of individuals receiving support	367	425