

PEOPLE • PLACES • PROSPERITY

# Council Plan

## 2025 - 2030





Winning Council Plan Competition Design  
- Argoed High School



Mae'r ddogfen hon hefyd ar gael yn y Gymraeg.  
Gweler y dudalen Gymraeg ar ein gwefan.

This document is also available in Welsh.  
See Welsh page on our website.

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# Welcome to Flintshire County Council's Council Plan for 2025-2030

This latest version of our Council Plan sets out our priorities for the next 5 years and the objectives we aim to achieve.



**Neal Cockerton**  
Chief Executive

Flintshire County Council prides itself on being a Council which performs highly for its local communities, and one which is guided and motivated by a set of strong social values however, the Council is operating in a challenging environment with escalating budgetary pressures and the Council recognises that to deliver our objectives whilst maintaining effective and efficient services, our journey is one of continuous review and change.

Flintshire County Council is a well-governed and progressive Council. We continue to perform well as a direct provider and commissioner of public services, and as a partner to others.

Whilst the Council realises that there is much we could do to add value to public service and the communities of Flintshire County we have agreed three high-level priorities for 2025-2030. These priorities (listed below) have been chosen as the areas where the Council can add most value and make a positive and lasting difference. Each priority has a number objectives where we aim to make an impact this year and in the longer term.

- **People** - Residents in Flintshire feel happy, safe and healthy
- **Places** - Flintshire is a place where people want to live, visit and work
- **Prosperity** - Flourishing communities and thriving businesses in Flintshire



**Cllr. Dave Hughes**  
Leader of the Council

We trust that our Plan both informs and inspires and that we can continue to make a positive difference both today and in the future.

# One Council, Our Core Values

A set of organisational values have been developed to make it easier for us to work together by forming a culture and a vision that we can all share. They define what we do and how we do it. The ethos of One Council underpins the Chief Executive’s vision of one Council, one team.

These core values sit at the heart of everything we do - they underpin the way we operate as an organisation. They influence our choices and our behaviours - they are the thread running through everything we do.



|                    |   |
|--------------------|---|
| <b>Wellbeing</b>   | We look after ourselves, each other, and the environment  |
| <b>Equality</b>    | We are committed to creating a workplace that is fair and inclusive, which welcomes diversity and recognises the contribution and potential of every individual                                   |
| <b>Accountable</b> | We work together with our communities and our partners to make things happen and do what we say we will do  |
| <b>Supportive</b>  | We work as one team to create an environment which enables our employees to work safely, maintain good health and well-being, feel valued, and part of one organisation                           |
| <b>Pride</b>       | We are passionate about making a positive difference to the people and place of Flintshire  |
| <b>Integrity</b>   | We act consistently, and fairly and build trust through responsible actions and honest relationships  |
| <b>Respect</b>     | We value everyone and treat people with dignity and professionalism   |
| <b>Excellence</b>  | We will develop sustainable ways of delivering services which meet our needs now and into the future and we will act promptly if we think we can do things better for the residents of Flintshire |

# How Consultation Informs our Council Plan

The Council is operating in a challenging environment with escalating budgetary pressures and the Council recognises that to deliver our Corporate Objectives whilst maintaining effective and efficient services, our journey is one of continuous review and change. With this in mind, along with feedback following a recent Audit Wales (Setting of Well-being Objectives) Review, which reaffirmed what we already knew, the Council decided to undertake a Mid-Plan Review of the Council Plan 2023-2028 to consider escalating budgetary pressures, the recommendations from the Audit Wales review and include public consultation, to ensure the views of the diversity of Flintshire's population are considered and the plan is informed by the views of the local communities of Flintshire.

As part of this review the Council has undertaken a number of consultation and engagement activities (public and internal to the Council) which has informed the development of the new Council Plan for Flintshire 2025-30.

In addition to the various consultation undertaken, the Council has engaged with young people around the new Plan.

The Council remains open to feedback on the Council Plan at any time.



# Well-being Statement

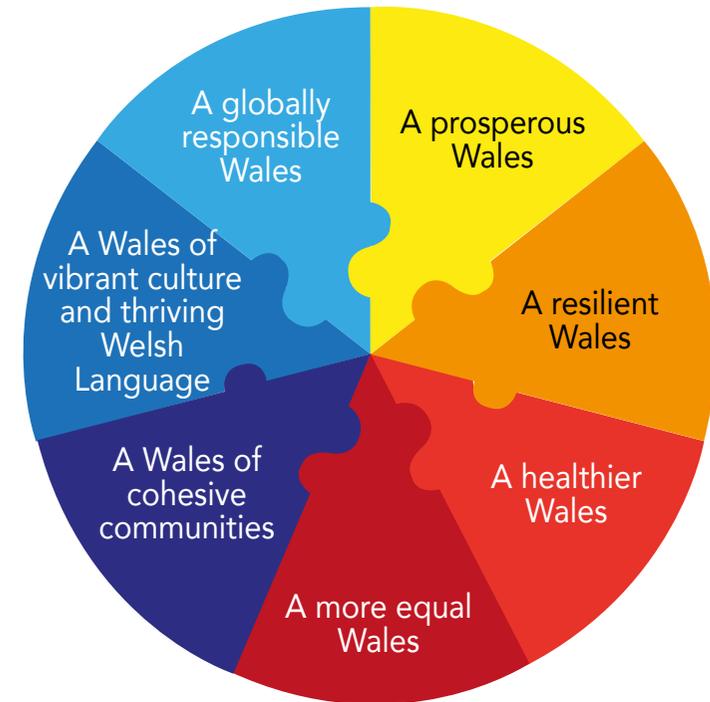
## What is the Well-being of Future Generations (Wales) Act 2015?

The Well-being of Future Generations Act (Wales) 2015 is a piece of ground-breaking legislation which aims to improve further the social, economic, environmental, and cultural well-being of Wales now and for the longer-term.

The Act is underpinned by seven 'well-being' goals:

- **A prosperous Wales**
- **A resilient Wales**
- **A healthier Wales**
- **A more equal Wales**
- **A Wales of cohesive communities**
- **A Wales of vibrant culture and thriving Welsh Language**
- **A globally responsible Wales**

Public sector bodies and partners are required to work individually and collectively to achieve these goals and improve well-being in Wales. The seven well-being goals and the five ways of working set a general purpose for public bodies.



They also aim to ensure better decisions by:

- Considering the long-term
- Prevention
- Integrated working
- Working collaboratively
- Being inclusive of people of all ages.

Further details on the Well-being of Future Generations (Wales) Act 2015 (FGA) and the seven well-being goals can be found by using this [link](#)

# Our Well-being Objectives 2025-2030

To meet the requirements of the Well-being of Future Generations (Wales) Act 2015, the Council has set three Well-being Objectives as detailed below:

## **One Council**

To ensure all our services work towards shared goals and work together effectively



These Well-being Objectives have been chosen as the areas in which the Council believes it can make a positive difference and the greatest contribution towards the Well-being goals.

Each of the Well-being Objectives contributes to all, or a number of the Well-being Goals and will be kept under review. They reflect the 'Impacts' we intend to make through the actions and activities within each priority area.

An assessment of the progress against our Well-being Objectives is made as part of the overall performance for each priority. Progress will be captured in our Council Plan Performance Reports, the Annual Performance Report and will be captured within our Self-Assessment going forward.

In addition, the five-ways of working, known as the sustainable development principles, will be considered and reported on.

# Setting Our Priorities and Judging our Performance

The priorities for Flintshire as a County are set by the Council and its local public sector partners. We work together as a Public Services Board (PSB) combining our resources for the benefit of Flintshire.

Working to the principles of the Well-being of Future Generations (Wales) Act 2015, the Council works collaboratively with local public sector partners as a Public Services Board. The Public Services Board is at the heart of promoting a positive culture of working together, setting shared priorities and combining resources for the benefit of Flintshire, with an overall aim of improving local well-being.

The Council has also set a number of priorities for itself as an individual partner organisation. Setting priorities helps to focus our attention and resources on the things that matter most - these priorities are echoed in the Council's Business Plans.



In setting our Council Priorities we must take a number of factors into account from Welsh Government policy to the expectations of our key partners, to our legal responsibilities, to the views of local people.

We then set our targets and judge our performance against our Council Priorities by using a wide range of information both quantitative (performance judged by numbers) and qualitative (performance judged by feedback, the results of consultation etc.). Some of our objectives are about creating plans to achieve longer term goals. These will be developed within the year and considered as part of our Overview and Scrutiny Committees' forward work programmes, and themselves lead to longer-term commitments and actions.

To help us know how well we are doing in meeting the expectations for our priorities, we have a series of 'actions and measures' which we keep under regular review. These performance measures are set out for each of our in-year priorities and are detailed in the supporting document 'Council Plan Part 2: How We Measure Achievement'.

We will let you know how well we have performed against our outcomes in two ways: regular reports to the Council's Cabinet and Scrutiny Committees; and the published Annual Performance Report which is due in the Autumn.



# Council Plan Priorities 2025-2030

| Well-being Objective  | Council Plan Priority | What We Aim To Do / Our Objectives   |
|---|-----------------------|--|
| Residents in Flintshire feel happy, safe and healthy            | People                | <p>Reduce the impact of poverty for people living in Flintshire</p> <p>Enabling successful learning and achievement</p>  |
| Flintshire is a place where people want to live, visit and work | Places                | <p>Enabling active and sustainable travel options for people's everyday journeys</p> <p>Keeping our road network well maintained and safe</p> <p>Supporting people and businesses to adapt to climate change and extreme weather events</p> <p>Regenerate town centres and green spaces to support local well-being and employment</p> <p>Support our communities to enhance their local areas to create cleaner, greener and healthier environments</p> <p>Creating inspiring, innovative and inclusive learning environments</p> <p>Continue our journey to become a net zero carbon Council while influencing our communities to embrace climate action</p> |
| Flourishing communities and thriving businesses in Flintshire   | Prosperity            | <p>Attract business investment to promote sustainability and jobs growth</p> <p>Grow the benefits of the visitor economy</p> <p>Explore ways to generate new and additional income</p> <p>Support people to access employment and learning opportunities</p> <p>A Well Managed Council</p>   |

# People - Residents in Flintshire feel happy, safe and healthy

## Reduce the impact of poverty for people living in Flintshire

### We are going to achieve this by:

- Ensuring all schools have a Pupil Development Grant (PDG) Action Plan and can evaluate its impact
- Supporting people to use digital technology through Digital Surgeries
- Ensuring that the Council's housing stock maintains the current Welsh Housing Quality Standards
- Finalising the plan for the de-carbonisation of Council homes in line with Welsh Government guidance to ensure thermal efficiency is optimised and the cost of heating homes is minimised
- Ensuring that any new social housing stock meets the Development Quality Requirements (DQR) standard energy efficiency A rating
- Providing energy efficiency advice and home improvements to reduce fuel poverty and improve health and well-being
- Maximising the take up of the Discretionary Housing Payments scheme and other financial support
- Ensuring that take-up to benefit entitlement is maximised in a timely way by processing claims efficiently
- Defining and mapping the community resilience within Flintshire

## Understanding people's needs and priorities through effective engagement

### We are going to achieve this by:

- Implementing the Sheltered Housing Review to ensure that it continues to meet the needs of current and prospective tenants
- Delivering the Consultation and Engagement Strategy
- Launching the National Residents Survey



## Enable delivery of the right homes in the right place

### We are going to achieve this by:

- Developing a refreshed Housing Strategy 2025 - 2030
- Implementing the Sheltered Housing Review to ensure that it continues to meet the needs of current and prospective tenants
- Increasing stock by developing new social and affordable housing
- Increasing availability of accommodation for those experiencing homelessness

## Supporting people to retain their housing and live well, ensuring homelessness is rare, brief, and unrepeatable

### We are going to achieve this by:

- Commissioning a wide range of housing related support that meets the needs of the people of Flintshire
- Delivering the Ending Homelessness Action Plan
- Implementing Leasing Scheme Wales
- Increasing the availability of accommodation for those experiencing homelessness
- Delivering disabled adaptations in line with Welsh Government Standards
- Improving standards in the private rent sector through the introduction of 'Additional Licensing' which will contribute to increased regulation of smaller Houses of Multiple Occupation (HMO)
- Maintaining contractor framework through benchmarking, delivering the Voids Management Action Plan and audit recommendations



## Helping people access support to maintain and improve their well-being

### We are going to achieve this by:

- Commissioning a wide range of housing related support that meets the needs of the people of Flintshire
- Delivering the Ending Homelessness Action Plan
- Delivering disabled adaptations in line with Welsh Government Standards
- Maximising the take up of the Discretionary Housing Payments scheme and other financial support
- Ensuring take-up to benefit entitlement is maximised in a timely way by processing claims efficiently
- Achieving the childcare expansion target set by Welsh Government
- Growing and promoting the Council's in-house fostering service to provide quality support that promotes the well-being of looked after children
- Promoting the use of the Oxford Brain Story and understanding of brain science relating to adverse and positive experiences on a developing brain
- Increasing the Council's capacity to provide quality residential care for looked after children
- Providing timely access to well-being and community resources through enhanced digital information and the provision of advice, assistance and signposting to support
- Broadening the use of the progression model of support that takes a strengths-based approach to helping people become more independent
- Offering fulfilling day and job opportunities for adults with learning disabilities, autism, and mental health needs at Coed y Ddraig, a new health and social care hub
- Enhancing support to carers through timely information, advice, and support
- Implementing a Multi Systemic Therapy service to build family resilience and help families become more self-reliant, reducing the need for statutory social care services
- Opening 12 new re-enablement beds at Ty Croes Atti Residential Care Home in partnership with Health
- Defining and mapping the community resilience within Flintshire



## Enabling successful learning and achievement

### We are going to achieve this by:

- Completing year three of the strategic actions within the Welsh Education Strategic Plan 5-year Action Plan
- Revising our strategic approach and protocols for education other than at school
- Developing a Belonging Strategy to promote, support and inform inclusive practice across our education network and services
- Continuing to develop a skills and employment pathway into the Youth Service to ensure there is a sustainable model for high quality play and youth work delivery
- Growing the programme of informal and non-formal training opportunities in order to support the continued education for young people in a youth work setting
- Developing a universal offer to include open access play, transition clubs, open access youth clubs, outreach and detached and online provision
- Completing the development of the 'Young Flintshire' model
- Ensuring all schools have a Pupil Development Grant (PDG) Action Plan and can evaluate its impact
- Implementing the revised model for school improvement
- Improving outcomes for learners in KS4
- Reducing exclusions and increasing attendance in both primary and secondary schools
- Developing strategic proposals for the next phase of the Additional Learning Needs provision to increase the level of in-house provision and reduce reliance on out of county provision
- Promoting the use of the Oxford Brain Story and understanding of brain science relating to adverse and positive experiences on a developing brain



# Places - Flintshire is a place where people want to live, visit and work

## Enabling active and sustainable travel options for people's everyday journeys

### We are going to achieve this by:

- Delivering the Rights of Way Improvement Plan with a focus to ensure improved access for all and deliver the access improvement grant
- Supporting the Corporate Joint Committee (CJC) to deliver the Regional Transport Plan for North Wales
- Promoting active travel and further develop the County's walking and cycleway network in line with the Healthy Travel Charter
- Implementing the 20mph exceptions across the County in accordance with the Welsh Government guidance: Setting 30mph speed limits on restricted roads

## Keeping our road network well maintained and safe

### We are going to achieve this by:

- Implementing the 20mph exceptions across the County in accordance with the Welsh Government guidance: Setting 30mph speed limits on restricted roads
- Delivering the Action Plan within the Highway Asset Management Plan

## Supporting people and businesses to adapt to climate change and extreme weather events

### We are going to achieve this by:

- Reviewing the Council's Flood Risk Management Strategy
- Identifying projects to further support climate adaptation ambitions following Welsh Government guidance
- Carrying out flood investigations and alleviation works where appropriate

## Regenerate town centres and green spaces to support local well-being and employment

### We are going to achieve this by:

- Encouraging and support investment in town centre properties to facilitate more sustainable uses and including improvements to the environment
- Engaging town centre small businesses and promoting support packages available to them
- Supporting the County's street and indoor markets to thrive and grow
- Supporting the creation of residential units in town centres
- Develop a community reuse initiative at household recycling centres and in a town centre



## Support our communities to enhance their local areas to create cleaner, greener and healthier environments

### We are going to achieve this by:

- Enhancing the natural environment through the delivery of the Environment (Wales) Act 2016 - Section 6 Biodiversity Duty
- Delivering an increase in canopy cover as part of the Urban Tree and Woodland Plan
- Delivering the Rights of Way Improvement Plan with a focus to ensure improved access for all and deliver the Access Improvement Grant
- Progressing and reviewing the Ash Dieback Action Plan
- Delivering the Shared Prosperity Funding 2 Programme to progress the Flintshire Coast Park Year 1 Management Plan
- Supporting the Greenfield Valley Trust in delivering their 10 year Strategy through delivery of Shared Prosperity Funding 2
- Working in partnership, actively supporting and engaging with community led groups by developing recycling and local environmental quality initiatives
- Reducing overall waste arisings within Flintshire and increasing the amount reused to avoid disposal
- Increasing recycling rate to 70% and beyond by 2024/25 to ensure that the Council meets Welsh Government targets, avoid materials from being needlessly discarded, promote a circular economy and meet net zero carbon targets
- Communicating with residents and businesses on how they can reduce their carbon footprint by waste reduction, reuse and recycling
- Delivering effective and efficient recycling services that maintain the quality of the materials collected and ensuring the capability of accommodating increases in future growth
- Delivering fair and robust enforcement of waste policies and illegal activities such as fly tipping
- Supporting Natural Resources Wales to establish a North East Wales National Park



## Creating inspiring, innovative and inclusive learning environments

### We are going to achieve this by:

- Completing construction of the carbon neutral 3-16 campus at Mynydd Isa
- Developing strategic proposals for the expansion of in-house specialist provision for children with additional learning needs
- Commencing construction of the Drury Primary School refurbishment and extension
- Commencing design development options for a new Welsh medium primary school for Buckley / Mynydd Isa area
- Completing the build for Ysgol Croes Atti Flint
- Progressing Wales Government's Band B Sustainable Communities projects within the Learning Investment Programme
- Revising our strategic approach and protocols for education other than at school
- Commencing statutory proposals for amalgamation of Saltney Wood Memorial and Saltney Ferry CP schools
- Commencing design development for refurbishment of St David's High School Saltney
- Completing National Lottery Heritage Fund application for the development phase for the Joint Archive Service
- Achieving the childcare expansion target set by Welsh Government for the 2-year-old phase, Flying Start, Flying Start Outreach and 3-4-year-old childcare and additional support and continue the childcare capital programmes



## Continue our journey to become a net zero carbon Council while influencing our communities to embrace climate action

### We are going to achieve this by:

- Completing the construction of the carbon neutral 3-16 campus at Mynydd Isa
- Completing the build for Ysgol Croes Atti Flint
- Ensuring the Council's housing stock maintains the current Welsh Housing Quality Standards
- Finalising the plan for the de-carbonisation of Council homes in line with Welsh Government guidance to ensure their thermal efficiency is optimised and the cost of heating homes is minimised
- Ensuring that any new social housing stock meets Development Quality Requirements (DQR) standard energy efficiency A rating
- Becoming a net zero carbon Council by 2030 and supporting wider decarbonisation actions across the County
- Delivering an increase in canopy cover as part of the Urban Tree and Woodland Plan
- Supporting local businesses in their efforts to reduce their carbon footprint and become more resource efficient
- Ensuring climate change and biodiversity are considered a priority in key decision making across all Council services
- Reducing the environmental impact of our fleet by transitioning to ultra-low emission vehicles (ULEV)
- Supporting the development of public electric vehicle charging network
- Supporting the Corporate Joint Committee (CJC) to deliver the Regional Transport Plan for North Wales
- Promoting active travel and further develop the County's walking and cycleway network in line with the Healthy Travel Charter
- Working in partnership, actively support and engage with community led groups by developing recycling initiatives and local environmental quality initiatives
- Developing a community reuse initiative at household recycling centres and in a town centre
- Reducing overall waste arisings within Flintshire and increase the amount reused to avoid disposal
- Increasing our recycling rate to 70% and beyond to ensure that we meet Welsh Government targets, avoiding materials from being needlessly discarded, promoting a circular economy and meeting net zero carbon targets
- Communicating with residents and businesses on how they can reduce their carbon footprint by waste reduction, reuse and recycling
- Developing a waste infrastructure that meets net zero targets and enables our operations to decarbonise
- Delivering effective and efficient recycling services that maintain the quality of the materials collected and ensures the capability of accommodating increases in future growth
- Delivering fair and robust enforcement of waste policies and illegal activities such as fly tipping
- Maintaining contractor framework through benchmarking, delivering the Voids Management Action Plan and audit recommendations

# Prosperity - Flourishing communities and thriving businesses in Flintshire

## Attract business investment to promote sustainability and jobs growth

### We are going to achieve this by:

- Supporting small and/or local businesses to engage with public sector procurement opportunities
- Increasing the number of social businesses operating in Flintshire, increasing the benefits that they deliver
- Reviewing the Industrial Estate Strategy (Area by Area)
- Improving digital connectivity across the County for businesses and residents
- Working with the Corporate Joint Committee and Wrexham County Borough Council to develop and implement the Investment Zone programme to build upon the success of the advanced manufacturing sector

## Grow the benefits of the visitor economy

### We are going to achieve this by:

- Supporting the growth and development of the tourism and hospitality sector
- Developing and delivering projects to improve infrastructure for visitors
- Supporting the Greenfield Valley Trust in delivering their 10 year Strategy through delivery of Shared Prosperity Funding 2
- Delivering the Shared Prosperity Funding 2 programme to progress the Flintshire Coast Park Year 1 Management Plan



## Explore ways to generate new and additional income

### We are going to achieve this by:

- Completing a review of rent charges for Commercial Estates
- Undertaking a Review of the Industrial Estate Strategy (Area by Area)
- Ensuring the funding needs of the Council over the medium term are met through financial planning
- Ongoing review of fees and charges with an aim of fee recovery and income generation

## Support people to access employment and learning opportunities

### We are going to achieve this by:

- Continuing to develop a skills and employment pathway into the Youth Service to ensure there is a sustainable model for high quality play and youth work delivery
- Growing the programme of informal and non-formal training opportunities in order to support the continued education for young people in a youth work setting
- Co-ordinating a multi-agency approach to support businesses to recruit people from disadvantaged groups
- Delivering mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market
- Expanding on supported employment as an alternative to traditional day centre provision
- Offering fulfilling day and job opportunities for adults with learning disabilities, autism, and mental health needs at Coed y Ddraig, a new health and social care hub



## A Well Managed Council

### We are going to achieve this by:

- Ensuring the funding needs of the Council over the medium term are met through financial planning
- Ensuring that robust monitoring arrangements are in place for revenue and capital
- Ensuring an adequate level of reserves is maintained by the Council
- Utilising data as a key corporate asset, driving forward data-based decision making
- Implementing a compliant and sustainable new pay model
- Maintaining competitive pay and reward, and terms and conditions of employment
- Promoting the Council's Employee Assistance Programme to increase usage
- Increasing the level of Welsh Language across the organisation
- Reviewing the Welsh Language Promotion Strategy
- Ensuring all portfolios complete an annual self-assessment against the Welsh Language Standards and implement an Action Plan to improve
- Developing a plan which will provide the blueprint for the redevelopment of County Hall site
- Referencing the Local Development Plan growth strategy in early work on a North Wales Strategic Development Plan
- Supporting the Council's drive for digital transformation by expanding Social Services' use of technology to support social work practice and compliment care and support



# Finance

As with all Welsh Local Authorities that Council continues to operate in an uncertain economic climate.

The Council needs to financially manage its short, medium and long term finances whilst also ensuring its financial resilience through dealing with unexpected financial shocks along the way.

At this stage the Council does not have any indication of future financial settlements from Welsh Government although there is a national commitment to try and provide this within the 2026-2027 settlement following UK Spending Reviews in 2025.

Despite this uncertain economic backdrop the Council will continue to try and make best uses of its available resources by directing them to areas of service need and demand, and where available funding allows to areas of priority.

However, it needs to be recognised that the Council is facing significant future financial challenges to meet our statutory duty of setting a legal and balanced budget. This is due to a combination of large increases in service demand, particularly in the services of social care and homelessness and a continuing real-term reduction in national funding.

The Council has set a budget timeline in anticipation of these significant future financial challenges and our estimated additional budget requirement for 2026-2027 and beyond will be reported in July 2025. This will comprise of cost pressures identified by Portfolios through their service planning process and relevant links to the Council Plan and Well-Being objectives will be captured as part of the annual budget process.

The Council is also currently developing its approach to budget consultation and stakeholder engagement.



# Council Plan Part 2: How we measure achievement

The Council Plan Part 2 document is a supporting document to the Council Plan and provides greater detail around the measures and targets that we have set ourselves to achieve the actions set out in the Council Plan.

## Regulation, Audit and Inspection

As a public organisation the Council is regularly inspected to examine and challenge its performance and effectiveness. This work is mainly undertaken by Audit Wales (AW), Estyn and the Care Inspectorate Wales (CIW).

The Council prepares an annual summary of all external audit and regulatory activity. The last one was produced in March 2025 and was considered by the Council's Governance and Audit Committee in April 2025. This report provided an overview of all local and national studies along with the Council's response.

