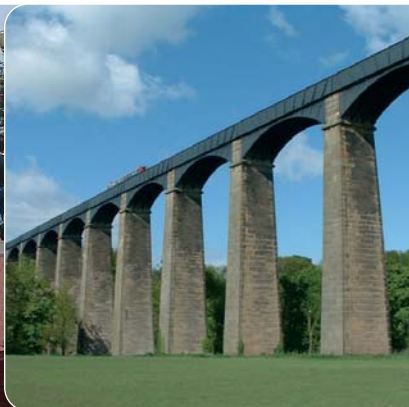


Council Plan - Part 1

“Defining our direction” 2009 to 2012



2

Defining our Direction

This document is available on request in a variety of accessible formats including large print, Braille, BSL DVD, audio-CD, on audio cassette or computer disk.

It can also be made available in easy read format and languages other than English and Welsh.

Please ask for details.

Feedback

We welcome your comments on our Council Plan.

Please send any comments or requests for the document in alternative accessible formats to:

Performance and Improvement Unit,
Finance and Performance Department,
Wrexham County Borough Council,
Lambpit Street,
Wrexham,
LL11 1AY

Email: Statistics@wrexham.gov.uk

Telephone: 01978 292271

www.wrexham.gov.uk/councilplan

Item	Page Number
Welcome to our Council Plan	4
Foreword from Leader and Chief Executive	6
Our Vision	7
Our Values	7
At a Glance	8
Defining our Direction	10
Our Priorities 2009 to 2012	14
Moving in the Right Direction	22
Statement of Responsibility	25

4

Defining our Direction

Welcome to our Council Plan

Wrexham County Borough Council deliver services to people who live in, work in and visit the County Borough. Our services cover a wide range of topics and you may come into contact with our services without even realising it.

Examples of services we provide include, keeping the streets clean and tidy, collecting refuse from homes and businesses, support and advice for businesses, play areas and country parks, schools, libraries, youth clubs, leisure centres, social care support for people including the elderly and children, collection of council tax and payment of housing benefits, council housing, registrar

services, planning advice and enforcement, car parks, maintenance of roads and road safety activities.

Our Council Plan is split into three documents which together will provide you with a range of information on our performance, looking forwards to what we are planning to achieve and backwards at what we have achieved. Throughout the documents there will be 'signposts' to other information you may also find useful. Summary versions of the documents are also available.

Council Plan Documents

Council Plan - Part 1 

**"Defining our direction"
2009 to 2012**




Defining our Direction 2009 to 2012

This provides an overview of the Council's vision, values and priorities for 2009 to 2012 and the wider vision from the Wrexham Community Strategy. It includes information on how our priorities were identified and a summary of performance and other information that influenced our decisions. It concludes by outlining the process we follow to plan and improve our services and the legislation that underpins this work.

www.wrexham.gov.uk/assets/pdfs/councilplan/direction.pdf

Council Plan - Part 2 

**"Setting our targets"
2009 to 2010**



Setting our Targets (produced annually in June)

This provides information on the targets we have set ourselves to achieve so we move towards delivering our desired improvements for the current year (e.g. April 2009 to March 2010). It includes information on the process we follow to do this and the legislation that underpins this work.

www.wrexham.gov.uk/assets/pdfs/councilplan/targets.pdf

Council Plan - Part 3 

**"Focused on our
performance"
2008 to 2009**



Focused on our Performance (produced annually in October)

This provides information on how we have performed in the previous year against the targets we set ourselves (e.g. April 2008 to March 2009), how our performance compares with others, what we have found from reviewing our services and from asking people their views and how we have made use of all the information. It also outlines the process we follow to plan, monitor and evaluate our services and the legislation that underpins this work.

www.wrexham.gov.uk/assets/pdfs/councilplan/performance.pdf

This document is:
Defining our Direction 2009 to 2012



Foreword from Leader and Chief Executive

Defining our Direction - 2009 to 2012

The Council Plan sets out how the Council will drive up performance and improve service delivery. In each of the documents which make up the plan, we outline our vision commitments in the medium term, targets we have set for the year ahead and we also report on our performance during the previous year.

We set out to identify priority areas in which we wanted to deliver improvements in services following the Council elections in May, 2008. These will be our drivers over the next three years but the public sector agenda is likely to be dominated by tighter budgets and the inevitable efficiency savings. Wrexham County Borough Council faces new challenges and in order to meet those challenges, Members and Officers will need to be fully engaged to enable us to work within new spending limits, whilst striving to provide an effective and efficient service to the people of the County Borough.

In 2008/09 we maintained our good levels of performance, continuing to build on the achievements of previous years, especially in our priority areas. Our desire is to continue to improve year on year, setting ourselves stretching targets to achieve each year. The dedicated work of departments along with Member support and continued partnership working with colleagues from the public, private and voluntary sectors will help us face the challenging times ahead whilst continuing to improve service delivery.

Isobel Garner
Chief Executive

Cllr Aled Roberts
Leader of the Council



Our Vision

Our vision is to **"Deliver what Matters"** to the people of Wrexham County Borough.

Our vision reflects that we recognise that there are differences in the services that individual people and communities need across the County Borough.

Our Values

It is important for us to recognise what is driving how we deliver our services and how we behave as an organisation.

In our ever changing world, two of the things that are having a major influence on how we deliver our services at the moment are the increasing needs and expectations of our customers and the continued pressure on resources available to us to deliver our services. This means we sometimes have to make difficult decisions about the services we continue to provide.

How we behave when delivering our services in these difficult times is important to us. We recognise that we have a role to play as an employer, service provider and community leader. Acting with honesty,

integrity and respect in all the things we do is integral to the culture of how our organisation works. In carrying out our roles, we are always looking for ways to improve what we do and the following principles positively influence our behaviours and how we deliver our services.

- Improving the quality of life for all citizens
- Providing services that are focused around the citizen and are accessible
- Providing services that are sustainable
- Promoting equality of opportunity
- Working in partnership to deliver better services
- Valuing our work force
- Keeping people informed and listening to their point of view

8

Defining our Direction

Wrexham County Borough at a glance

Wrexham is a modern vibrant society and is the regional centre of North East Wales and home to 132,000 people. It benefits from a thriving town-centre surrounded by beautiful villages and countryside. Wrexham is the largest town in North Wales and the third largest retail centre in Wales after Cardiff and Swansea.

Its location on the border between England and Wales has seen Wrexham develop as the natural hub for the surrounding area and become the commercial centre for the region. Industry continues to play a vital role in the county borough's success but this has evolved from traditional heavy industry into high tech manufacturing, technology and service based sectors. A growing education sector includes the renowned Yale College, expanded medical teaching facilities at the North Wales Clinical School and the UK's newest University, Glyndwr University Wrexham, a name that reflects the area's pride in its Welsh heritage. This pride is typified by Pontcysyllte Aqueduct, a structure regarded as one of Thomas Telford's greatest civil engineering achievements, it is now a major tourist attraction and has achieved UNESCO World Heritage status in 2009.

Major investment in recent years has seen the town-centre develop into a modern retail and leisure environment whilst retaining its traditional market town charms. Wrexham has a beautiful rural hinterland that boasts peaceful landscapes, inspiring gardens and stately homes.

The strong sense of community in the county borough is reflected by the very buoyant voluntary sector with over 26,000 people engaged in various activities on a regular basis every month.

Wrexham County Borough Council is the local authority that serves the people who live, work, study in and visit the County Borough. The Council provides a range of services including schools, refuse collection, housing, food safety, maintaining roads and pavements, country parks, advice to businesses and community regeneration. It is important to the Council that it provides the right services to meet the needs of the people and communities of the county borough.

Over the last few years the population of the County Borough has continued to grow, and recent figures show that approximately a fifth of Wrexham's population is over retirement age. This means the Council is focusing a lot of attention on its older people, and in particular on what we can do to enable them to live in their own homes independently and for as long as they wish to - a survey in 2009 found that 90% of service users think the quality of services is acceptable.



Just less than a fifth of the population are of school age; so education is a priority for the Council with Wrexham having one of the best attendance rates at both primary and secondary schooling across Wales; however GCSE performance is slightly less than the Welsh average. 15% of people of working age who are unemployed do not wish to get

a job and therefore, over the next three years, the Council aims to reduce the number of people who are economically inactive and is prioritising those young people who are not in education, employment or training and to tackle cross-generational economic inactivity.

Due to the rising population in recent years, and the affordability of housing, a recent housing needs assessment has identified a shortfall of affordable housing across the County Borough and as such one of the key priorities for the next few years is to increase the amount of affordable housing available. Housing also plays a role in people's overall health; and unfortunately in a recent Welsh Health survey, Wrexham residents reported one of the lowest levels of physical activity as well as below average consumption of five or more portions of fruit and vegetables per day. To help reduce the number of obese and overweight people in the county borough, and reduce the risk of coronary heart disease related to weight, the Council along with its health partners is prioritising encouraging people to eat healthier and to be more active.

Being able to easily contact the Council is very important and so in 2009 a dedicated contact centre was opened enabling more customer queries and questions to be answered directly, over 78,000 calls were made to the contact centre during 2008. In addition the amount of services available on-line has increased. The Council aims to continue to make it easier to contact them and is also focusing more on finding out what is important to customers and how satisfied they are with Council services. A variety of methods are used to consult with the public, which includes a panel of Wrexham residents who complete surveys throughout the year, known as the People's Voice. A recent survey found that over

two-thirds of the panel felt the amount of information about Council services and benefits is about right.

One of the key areas that the People's Voice panel thought the Council should focus on was to reduce anti-social behaviour. In the last few years the Council has worked alongside the police and other partners to focus on reducing both crime and anti-social. During 2008, incidents of anti-social behaviour reduced by nearly a fifth. Respondents to the survey also now feel safer in the borough than in previous years.

Wrexham is very proud of its Welsh heritage and will be hosting the National Eisteddfod in 2011. The Council wants to enable all children and young people to be able to learn Welsh, to have opportunities to learn through the medium of Welsh and to become bilingual.

In recent years, the amount of waste that is recycled in the county borough has increased substantially, and now all households benefit from kerbside recycling collections. However there is still more we could do and so waste reduction and further increasing recycling is being prioritised across the county borough.

Planning for the future, the Council has a vital role to play in reducing the amount of carbon emissions that it produces itself, and also to encourage local people and businesses to also reduce their carbon footprint. Work with the Carbon Trust and the Energy Saving Trust should enable the Council to continue to reduce its emissions significantly by 2020.

10 Defining our Direction



Defining our Direction

To help improve the quality of life for the people of Wrexham County Borough, as a Council we provide a wide range of services and we are continually looking for ways to improve how we can deliver them with the money we have available.

We have been through a robust planning process, spanning over ten months, to develop our direction for achieving improvements in Council services over the next three years.

During this time we have taken account of a wide range of information, including: views from staff, Councillors, the public, feedback from the regulators about our services, demographic information on changing needs, legislative changes and information in existing partnership plans and strategies, to help us develop our priorities for the next three years.

We recognise that sometimes the best way to deliver services is by working in partnership with others. These partnerships may be with other Councils across the North Wales region or with other organisations within the County Borough.

To help us better understand and meet the needs of the people of the County Borough there are a number of 'Partnership Groups' in place where we come together with other public sector, third sector and private sector organisations to develop plans for how to deliver services better. These partnerships and plans are signposted throughout this document. We felt it was important that our direction interlinks with these plans and builds on them.

The over-arching partnership group is known as the Local Service Board and they have developed a Community Strategy.

Wrexham Local Service Board

In response to the Beecham review of local service delivery, the Welsh Assembly Government made a commitment to develop a better relationship with local areas and to strengthen local service delivery. A part of this commitment was to develop Local Service Boards (LSBs) from the existing Community Strategy Partnerships.

The purpose of Local Service Boards is to strengthen local public service leadership so that it can tackle fundamental cross-cutting service delivery issues and integrated working across sectors to deliver better outcomes and services from a citizen, not a sector, perspective.

Wrexham Local Service Board has been in place since October 2007. The Board is a leadership team, currently made up of high

level representatives from the local authority, health sector, further and higher education, police, fire and rescue, and the voluntary sector. As part of this new leadership model, a senior official from the Assembly Government works with the local leadership team to support and challenge their work, promoting action within the Assembly Government to overcome barriers to local integration and maximise synergies.

In addition to the Board overseeing the Community Strategy for the area, it also identifies annual priorities where it can have a direct influence, which are included in a Local Delivery Agreement (LDA) that is agreed with the Welsh Assembly Government.

12 Defining our Direction



Wrexham Community Strategy

**The vision and priorities in the Community Strategy are:
'To improve the quality of life for all
in Wrexham County Borough'**

The Local Government Act 2000 placed a statutory duty on local authorities in partnership with its public, private and third sector partners to set out how they proposed to promote and improve the economic, social and environmental well-being of their areas. To meet this purpose a community strategy was developed.

Wrexham's Community Strategy provides an overall vision and six priority areas for improving the quality of life for the people of Wrexham County Borough over the next twelve years. It was developed in 2004 following extensive consultation with the public and partners and was recently reviewed and updated.

In doing this we commit to ensuring that Wrexham County Borough is a place where people have a say in the services that are delivered to them, and that their views, needs and aspirations are taken into account.

http://www.wrexham.gov.uk/english/council/documents/community_strategy.htm



To deliver this vision, for all people and communities now and in the future, our aim is to make Wrexham County Borough a place that:

- Is economically prosperous - with reduced deprivation, where communities and businesses work together to create good economic opportunities now and in the future
- Is safe - with communities where people feel safe and secure and levels of local crime and anti-social behaviour are reducing
- Values citizenship, community spirit and social responsibility - where people get on well together and respect each other, take responsibility for themselves and their actions and take pride in where they live
- Enables people to reach their full potential - providing excellent education, training and personal development opportunities and equipping people with the skills needed for work
- Looks after its built and natural surroundings - protecting and enhancing the county borough now and for future generations
- Cares for people's health - improving the health, social care and well-being of children, young people and adults

The vision and priorities in the Community Strategy interlink with the priorities we have developed as a Council for achieving improvement in the coming three years.

14 Defining our Direction



Our Priorities 2009 to 2012

Although we are constantly looking for ways to gradually improve all our services, it is important for us to identify a small number of areas where we wish to focus our attention to achieve significant improvements more quickly. We call these areas our priorities. These areas may influence how we spend our money in future years.

By doing this strategic planning for each of our priorities it is possible to identify what difference we want to make (outcomes), what we need to do to make this happen and how we can measure movement towards achieving our outcomes.

However, it is important to remember that as a Council we continue to deliver a wide range of services, not just those identified as priorities. Some of those services were identified at the start of this document in the 'Welcome to our Council Plan' section.

We have identified three Council Priorities and seven Improvement Priority areas:

Council Priorities

- Affordable housing
- Better education and skills for employment
- Carbon emissions and energy use reduction

Improvement Priorities

- Healthy eating and people being more active
- Anti-social behaviour, substance misuse and perceptions of crime
- Assisting older people to live independently
- Waste minimisation and recycling
- Access to services and listening to and engaging the public in influencing services
- Promote equality of opportunity for children and young people to become bilingual and to promote the Welsh culture
- Organisational development projects/ Service improvement priorities



These are the areas where we will focus our attention to achieve improvement over the next three years and they are described more fully below.

Delivering our priorities will often require a number of departments to work together and in order to effectively co-ordinate this work each priority has a Director that is accountable for ensuring improvements are achieved. Lead Members are also allocated to act as champions in priority areas. Details of who they are, along with more detailed information on our targets and performance in the priority areas each year, can be found in the other two Council Plan documents, 'Setting our Targets' which is produced each year in June and 'Focused on our Performance' which is produced each year in October.



16 Defining our Direction



Council Priorities

These are the small number of very focused areas where we will make significant change over the next three years.

Affordable Housing

Affordable Housing is for people whose income does not enable them to buy or rent property suitable for their needs on the open market and is both subsidised and discounted market rate housing held in perpetuity.

In Wrexham County Borough a shortfall of affordable housing has been identified across the Borough. However there are difficulties securing an adequate supply of affordable housing due to the availability of council housing (due to right-to-buy and reductions in turn-over), inward migration (both workers and students) and rising property values.

The overall purpose of this priority is to work towards ensuring there is sufficient affordable housing in the County Borough, through aiming to increase the provision of affordable housing over the next three years and putting mechanisms in place to help meet longer term needs.

The actions and targets we are seeking to achieve each year to achieve this priority are explained in the accompanying Council Plan document, 'Setting our Targets'

We will know if we are successful in achieving this priority by monitoring the number of additional affordable housing units provided each year.

Better Education and Skills for Employment

The overall purpose of this priority is to support people to develop the education and skills they need to successfully find employment. As such we will work towards achieving a reduction in the percentage of people of working-age who are economically inactive.

However, this is a long term target. In the short to medium term we will know we have been successful in moving towards this by achieving a reduction in the percentage of young people leaving school each year who are not in employment, education or training (NEET).



We are carrying out a wide range of actions from educational, training and employment perspectives, to support a predetermined group of people who potentially may become economically inactive.

The actions and targets we are seeking to achieve each year to achieve this priority are explained in the accompanying Council Plan document, 'Setting our Targets'. We will know if we are successful in achieving this priority by monitoring the percentage of Wrexham County Borough pupils leaving school at year 11 who are classed as NEETS - not in employment, education or training.

Carbon Emissions and Energy Use Reduction

The overall aim of this priority is to reduce carbon emissions and energy use, optimise energy efficiency and use renewable energy where possible across the Wrexham County Borough area.

In doing this, a number of principles will underpin our work, including being a leader in good practice in Wales for this subject,

positively influencing our employees, partners and communities and effectively managing rising energy costs to reduce potential negative impact on service delivery.

We will work towards achieving a significant reduction in carbon emissions and energy use across Wrexham County Borough by 2020.

The actions and targets we are seeking to achieve each year to achieve this priority are explained in the accompanying Council Plan document, 'Setting our Targets'

We will know if we have been successful in achieving this priority by measuring the percentage reduction in carbon emissions from Council activities against a baseline figure. We will also measure how much money we save by reducing carbon emissions and energy use and we will aim to identify a percentage increase in people across the County Borough who feel they have changed their behaviours to reduce their 'carbon footprint'.

18 Defining our Direction



Improvement Priorities

These are the areas from existing strategies/plans where we will focus significant attention to achieve change or where departments, individually or collectively, have identified major improvements will take place.

Healthy Eating and People Being More Active

The focus for this improvement area is to encourage people to eat more healthily and be more active.

If we are successful in doing things in this area, in three years time people will tell us they do more activity (compared to 2008), less people will be classed as overweight or obese in the County Borough and in the longer term fewer people will die of coronary heart disease.

The existing key strategies that will support this work are the Children and Young

Peoples Plan, the Health, Social Care and Well-Being Strategy and the Regional Transport Plan (currently under development).

The actions and targets we are seeking to achieve each year to achieve this priority are explained in the accompanying Council Plan document, 'Setting our Targets'

Anti-social behaviour, substance misuse and perceptions of crime

The focus for this improvement area is to continue work that helps to reduce anti-social behaviour and substance misuse and to continue to tell people about it, to help improve perception of crime rates, so they better reflect reality.

If we are successful in doing things in this area then there will be less anti-social behaviour and substance misuse and people will tell us they fear crime less.



The existing strategies that will support this work are the Community Safety Partnership Plan, the Anti-social Behaviour Plan, the Children and Young Peoples Plan, the Community Cohesion Plan and the Health, Social Care and Well Being Strategy.

The actions and targets we are seeking to achieve each year to achieve this priority are explained in the accompanying Council Plan document, 'Setting our Targets'

Assisting older people to live independently

The focus for this improvement area is to assist older people to live independently. If we are successful in doing things in this area then more older people will be able to stay in their homes for longer, if they choose to, and older people will tell us they were able to get the advice, support and care they needed.

The existing key strategies that will support this work are the Health Social Care and Well-Being Strategy, the Accommodation and Housing Support Strategy for Older

People, the Service Plans for Adult Social Care and Housing and Public Protection and the Older People Commissioning Plan (Adult Social Care).



The actions and targets we are seeking to achieve each year to achieve this priority are explained in the accompanying Council Plan document, 'Setting our Targets'

Waste minimisation and recycling

The focus for this improvement area is to reduce the amount of waste that everyone produces and the amount sent to landfill, and to increase the amount of recycling that everyone does.

20 Defining our Direction



Achieving these reductions and increases will be the measure of our success in this area.

The existing key strategy that will support this work is currently under redevelopment in 2009 and is the Municipal Waste Management Strategy.

The actions and targets we are seeking to achieve each year to achieve this priority are explained in the accompanying Council Plan document, 'Setting our Targets'.

Access to services and listening to and engaging the public in influencing services

The focus for this improvement priority is to continue to make it easier for customers to access services; and to improve how we consult and engage the public and use that information to influence service design and delivery.

If we are successful in doing things in this area then people will tell us it is easy to get

in touch with the Council and find the services they are looking for, people will tell us they get a good standard of service from the Council and people will tell us they feel the Council listens to them and responds to them.

The existing key plans that will support this work are Focusing on our Customers, the Corporate Complaints Policy and the Internal and External Communications Strategy.

The actions and targets we are seeking to achieve each year to achieve this priority are explained in the accompanying Council Plan document, 'Setting our Targets'.

Promote equality of opportunity for children and young people to become bilingual and to promote the Welsh culture

The focus for this improvement area is to work toward the position where it will be possible for all children and young people in the County Borough to access opportunities to learn Welsh, to learn through the medium of Welsh and to become bilingual. The improvement area will also support the promotion of Welsh culture and heritage.



The existing key strategies that will support this work are the Welsh Language Scheme and the Welsh Education Scheme which is being reviewed in 2009.

The actions and targets we are seeking to achieve each year to achieve this priority are explained in the accompanying Council Plan document, 'Setting our Targets'.

Service Improvement Priorities

We are committed to continually improve our services within each department and the service improvement priorities departments have identified are outlined within department service plans each year.

Organisational development projects

The purpose of organisational development projects is internally focused, to ensure that we continue to achieve significant improvements in organisational effectiveness and sustained changes in culture across the whole organisation, particularly in the areas of systems and structures, people management and communications. This will help ensure the organisation is in a positive position to face challenges and demands, deliver services and improve its performance in an ever changing external environment. More information on the organisational development projects can be found in the accompanying Council Plan document, 'Setting our Targets'.

22 Defining our Direction



Moving in the Right Direction

To support effective service planning and delivery, achieve improvement objectives and ensure effective links with delivery of the Community Strategy, the Council has adopted a corporate and budget planning process.

As part of the process, the Council is committed to keeping the public, staff, Members and other interested parties informed about what we have planned to do and how we are performing. Publishing the Council Plan is one of the ways we do this.

The process also includes activities to enable us to effectively identify improvements, efficiencies and opportunities for collaborative working and to effectively manage performance and risks. It encourages services to be more customer focused and to continue to integrate equalities and sustainability effectively into our day to day work.

Having effective processes in place and publishing performance information is

seen as good practice and embraced by the Council but it is also a statutory requirement. Our ability to achieve our statutory requirement is assessed each year by the regulators appointed by the Welsh Assembly Government.

Legislation and Guidance

Up to 31 March 2010, having a process in place and publishing performance information (Improvement Plan) has been done in accordance with section 6 of the Local Government Act 1999 and related Wales Programme for Improvement guidance issued by the Welsh Assembly Government.

However, following the introduction of the Government of Wales Act 2006, the National Assembly for Wales can now pass Welsh laws, known as Assembly Measures, on certain subject areas. One such Measure is being introduced for Wales in relation to securing continuous improvement.



The Local Government (Wales) Measure 2009 was given Royal Assent on 10 June 2009 and comes into force in 2010, becoming the primary legislation on continuous improvement and community planning for Wales.

The Measure redefines the basic duty on local authorities, to "make arrangements to secure continuous improvement and account for it". It also requires local partners to be involved and cooperate in the delivery of the Community Strategy and to engage with citizens.

Revised Wales Programme for Improvement guidance will be published by the Welsh Assembly Government in 2010 to support the implementation of the Measure.

The Welsh Assembly Government individually, or working in partnership with other national bodies, may also issue other guidance or protocols related to the Measure on topics such as regulation and inspection, community planning and mainstreaming equalities.

Corporate and Budget Planning Process

The Council's corporate and budget planning process will continue to evolve to reflect the requirements of the new Measure and any revised Wales Programme for Improvement guidance or other guidance and protocols issued by the Welsh Assembly Government. We will also continue to work with the regulators in relation to this.

Between April 2008 and March 2009, we have undertaken a significant exercise, in line with our current corporate and budget planning process, which has resulted in us being able to identify the small number of priority areas detailed in this plan where we wish to achieve significant improvement. In addition to these, departments have also been able to identify other key areas where improvements are needed.

Key elements of the process we followed included:

24 Defining our Direction



- Making use of a range of information we have collected to inform our decision making, including:
- Feedback from the public, customers, staff, Members and regulators identifying needs and concerns
- Analysis of performance information that identified where our performance could be improved, for example, when compared to other Council's performance
- Analysis of demographic information in relation to the County Borough and our customers to identify potential future need
- Information collected during the review of the Community Strategy, that was carried out in parallel to our process
- Involving a wide range of staff and Members in interactive sessions to identify and develop potential priority areas
- Development of well defined outcomes with a basket of information to measure progress towards achieving them, that have been impact assessed for equalities, sustainability and risk

- Integration with the Community Strategy, other key strategies and plans and budget setting
- Robust scrutiny of proposed priority areas
- Development of effective delivery and monitoring systems relevant for each priority area

For the next three years, each autumn, the Council will review delivery progress of the priorities and reflect on the appropriateness of the priorities to be continued in the following year, making changes where appropriate. Over the winter, targets will be identified, challenged and set for the following year's priorities.

For details of the targets set and performance achieved each year, please refer to the other two elements of the Council Plan:

Setting our Targets - produced annually in June

Focused on our Performance - produced annually in October.

Statement of Responsibility

The three elements of the 'Council Plan' constitute Wrexham County Borough Council's Improvement Plan for the year stated on the element 'Focused on our Performance'. The plan is published under Section 6 of the Local Government Act 1999 and related revised Wales Programme for Improvement guidance issued by the Welsh Assembly Government.

Wrexham County Borough Council is responsible for the preparation of this Council Plan, for the information and assessments set out in it and the assumptions and estimates on which they are based.

We are also responsible for establishing appropriate performance management and internal control systems from which the information assessments in this plan have been derived.

Performance indicator information is based upon data released by the Local Government Data Unit in August of that year. The Council is satisfied that the information and assessments included in the plan are in all material aspects accurate and complete and that the targets for improvement set out in the plan are realistic and achievable.