

# Wrexham County Borough Council

## Delivering What Matters 2009/10

May 2009

Wrexham County Borough Council aims to continue to make Wrexham a prosperous and vibrant place to live, work and visit. Ongoing work with our partners in the public, private and voluntary sector will be pivotal in 'delivering what matters' to the people of Wrexham in 2009/10 and beyond.

Outlined below is information that describes the Council's priorities for 2009/10, highlighting the key activities and services that the Council is improving in order to make an important contribution to the lives of people in Wrexham County Borough.

Over the last twelve months, the Council has been through a rigorous process to identify the priorities we will focus on improving over the next three years.

In establishing our improvement agenda, we have considered previous performance, analysis of information from our corporate and service planning processes, strategic risk review, sustainability and equality impact assessments, customer consultations, efficiencies work and audit and inspection findings. A rigorous 'Joint Risk Assessment' process run in conjunction with the Wales Audit Office also underpins 'delivering what matters'.

The Council has identified 3 Council Priorities and 7 Improvement Priorities and our work is underpinned by our continued commitment to ensuring equitable service delivery in a sustainable way for all of our services.

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.

In summary, our Council and Improvement Priorities are:

### **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

# Wrexham County Borough Council

## Delivering What Matters 2009/10

May 2009

### Council Priorities

These are the small number of very focused areas where we will make significant change over the next 3 years.

### Affordable Housing

Accountable Officer: Philip Walton

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.

There are a range of actions we are taking in 2009/10 to move towards achieving this priority including, building 100% affordable housing on windfall sites, facilitating the provision of rural housing through working with willing landowners, developers and communities, increasing bids for Social Housing Grant and bringing empty properties within the private sector back into use. In addition, we will develop options for a strategic partnership with one or more Registered Social Landlords and/or developers to improve deliverability and value for money.

We will know if we are successful in achieving this priority by monitoring the number of additional affordable housing units provided each year. In 2009/10 our target is 196 housing units, however, this is a projected target and is subject to market conditions and securing capital funding from both public and private sources and therefore projected targets are subject to change.

**Wrexham County Borough Council**  
**Delivering What Matters 2009/10**  
May 2009

**Better Education and Skills  
for Employment**

Accountable Officer: Terry Garner

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 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.

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. In 2009/10 our aim is to be less than 2% above the Wales average, which is an improvement on our current performance. We will also monitor the percentage of the priority group identified for intensive support who are engaged in employment, education or training and in 2009/10 we will be establishing a baseline to monitor against.

**Carbon Emissions and  
Energy Use Reduction**

Accountable Officer: Philip Walton

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.

To achieve this priority, we will need to carry out a range of actions across all service areas and during 2009/10 we are carrying out work with specialists in this area to establish what those actions should be.

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, which we are establishing this year. 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'.

# Wrexham County Borough Council

## Delivering What Matters 2009/10

May 2009

### 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

Accountable Officer – Philip Walton

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 fewer people will die of chronic 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 key aims from the existing strategies this Priority will focus on are outlined below.

We will aim to improve the health and well-being of children, young people and adults in 2009/10 by encouraging people to engage in more physical activities at our facilities (557,000 people at our leisure facilities and 204,600 people at our visitor centres) and by supporting 657 people to take part in the exercise referral scheme.

We will ensure 3 more safe routes for walking and cycling in communities are introduced, implement our 'Appetite for Life' initiative and introduce healthy catering guidelines for Council events and meetings.

For 2009/10, we aim for more children and young people to eat meals with higher nutritional value and that fewer children and young people are obese by reviewing current menus for breakfast, mid morning break and lunch time provision in 2 schools and beginning a phased approach to substituting food items which do not comply. We will also review dining layouts and environments in one school and introduce healthy drinks vending in one school.

We aim that more Children and Young People are walking/cycling to school and taking part in other physical activities in 2009/10 by encouraging under 16's to engage in more physical activity at our facilities (490,000 under 16's) and supporting 125 under 16's in the active 8 referral scheme. The introduction of the 3 more safe routes for walking and cycling in communities referred to above also supports this aim.

**Wrexham County Borough Council**  
**Delivering What Matters 2009/10**  
May 2009

**Anti-social behaviour,  
substance misuse and  
perceptions of crime**

Accountable Officer – Rebeccah  
Lowry

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 it better reflects 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 key aims from the existing strategies this Priority will focus on are outlined below.

We aim to continue reducing anti social behaviour by keeping focused on implementing the anti social behaviour strategy, ensuring 80% of the actions in the strategy are on track in 2009/10. Also key in 2009/10 is maintaining an effective PCSO service in partnership with the Police. By the end of 2009/10 our target is to see a reduction by 6% in the number of antisocial behaviour incidents recorded by the police.

Our aim of reducing substance misuse is being tackled by ensuring 80% of the projects in the SMAT (substance misuse) commissioning strategy are on track during 2009/10. Some of the actions we are taking relate to reducing direct sales of alcohol to young people, providing adult drop in sessions for people with low level alcohol and drug issues and providing educational sessions in schools and youth clubs to raise awareness of drug and alcohol misuse.

To help reduce the fear of crime in 2009/10 we are implementing a reassurance and communication strategy, extending the number of cold calling zones by 5 and ensuring there are 25 third party hate incident reporting centres in place. This is all underpinned by ensuring that 80% of the targets in the Community Safety Partnership plan are delivered and a multi agency approach to preventing violent extremism in Wrexham is achieved by putting PREVENT action plan in place.

**Wrexham County Borough Council**  
**Delivering What Matters 2009/10**  
May 2009

**Assisting older people to live independently**

Accountable Officer – Philip Walton

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 and support and care they needed.

The existing key strategies that will support this work are 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 key aims from the existing strategies this Priority will focus on are outlined below.

We want to enable older people to live in their homes for as long as possible and for them to be able to make active and informed choices for suitable housing, care and support whilst maximising independence and quality of life. In 2009/10 we will seek to increase the number of domiciliary care hours provided in line with identified need to 7,500 hours per week. We will improve how we support carers, increase the number of older people who can access electronic assisted technology and speed up the provision of adaptations to the home.

To enable older people to have access to a wider variety of quality accommodation, care and support services in the future, in 2009/10 we will carry out work to determine the type, quality and location of future older person accommodation needed and seek funding from the Welsh Assembly as appropriate. We will continue to work in partnership with Clwyd Alyn Housing Association to ensure that Plas Madoc extra care development remains on track and we will continue with the sheltered housing review. We will also report to Members on the scope to develop a pilot hub and spoke Warden service.

**Wrexham County Borough Council**  
**Delivering What Matters 2009/10**  
May 2009

**Waste minimisation and recycling**

Accountable Officer – Philip Walton

The focus for this improvement area is reduce the amount of waste that is produced by everyone and sent to landfill and to increase the amount of recycling that everyone does. 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 and is the Municipal Waste Management Strategy. The key aims from the existing strategy this priority will focus on are detailed below.

We are aiming to continue to increase the quantities of recyclable materials collected from household and trade customers with a target in 2009/10 of 42% of municipal waste being reused, recycled or composted. Some of the actions we are taking to help us achieve this include forging stronger links and partnership working with schools, phasing in the collection of kitchen waste and cardboard collection and having awareness raising events to encourage households, schools and trade customers to actively participate in recycling.

We are also seeking to increase to 50% the amount of waste that is received at household waste amenity sites that can be reused, recycled or composted and reduce the amount of waste sent to landfill to 32,500 tonnes. Underpinning all this work will be the continued implementation of the Waste recycling scheme.

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

Accountable Officer – Terry Garner

The focus for this improvement priority is to improve customer's access to services and 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 key aims from the existing plans this Priority will focus on are outlined below.

To continue to make it easier for customers to access our services, in 2009/10 we will review the provision of face to face services across Wrexham County Borough, extend the self service facilities available via the website, complete the transfer of agreed telephone numbers and emails to the Contact Centre by June 2011 and seek to secure funding for the expansion of the contact centre.

# Wrexham County Borough Council

## Delivering What Matters 2009/10

May 2009

To ensure we provide quality services to an agreed standard, during 2009/10 we will embed our customer satisfaction system and report regularly to Members and customers on our performance against our customer service standards. In 2009/10 we will also publish information collected from customers, showing how we have used it to improve our services.

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

Accountable Officer - Iain Hook

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 currently being reviewed. The key aims from the existing strategies this Priority will focus on are outlined below.

Some targets for this priority area will be set as part of the review of the Welsh Education Scheme, but in 2009/10 we will aim to improve the equality of access and opportunity for bilingual learning.

We will seek to increase the number of children who opt to enrol on the immersion programme for year 7 at Ysgol Morgan Llwyd and to increase the number of children who opt for Welsh medium education at nursery and reception classes within primary schools. We will also seek to establish additional Welsh medium provision in the North of the Authority. We will monitor the number of young people who enrol for the full Welsh language course at GCSE and those who enrol for the Welsh second language course at GCSE.

To support all of this, we will be seeking to increase the number of school teachers that are able to teach through the medium of Welsh, within the non Welsh speaking settings at primary level and to increase opportunities for school based staff (other than teachers) to develop additional skills to deliver aspects of provision and support for pupils through the medium of Welsh. Also we will be looking to extend the opportunities for delivering additional aspects of the 14 - 19 curriculum through the medium of Welsh.

In ensuring equality of access to Council services through the medium of Welsh we will be aiming for 65% of those residents who contacted the Council to be happy with the level of service provided in the Welsh language. We will also be monitoring the numbers of visitors who attend Welsh cultural events or exhibitions, with a target of 103,500 visitors and aiming for 2,300 people who attend cultural programmes delivered through the medium of the Welsh language.

# Wrexham County Borough Council

## Delivering What Matters 2009/10

May 2009

### Service Improvement Priorities

We are committed to continually improve our services within each department and the service improvement priorities Department's 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.

We are focusing on 3 themes in 2009/10 that relate to how we make best use of our resources to deliver our priorities, how we continue to build effective relationships and looking in to different ways of working. Underpinning all the themes is our desire to foster a climate where change is embraced.

### Further Information

The 'Council Plan' will be published on 31 October 2009 which will contain more comprehensive information on the actions and targets for 2009/10 for the priorities described above, along with a summary of our performance over the period April 2008 to March 2009.

If you have any comments or would like any further information on specific areas, then please direct your enquiries to:

Rachel Spurr  
Performance and  
Improvement Manager  
Performance and  
Improvement Unit  
Lambpit Street  
Wrexham  
LL11 1AR

Phone:  
01978 292259

Email:  
[Rachel.spurr@wrexham.gov.uk](mailto:Rachel.spurr@wrexham.gov.uk)