The Council Plan
2019-2022
Council Plan 2019-22

This document is available in Welsh. If you are reading the online version, please use the “Cymraeg” link on the right hand side of the top bar. If you are reading a paper copy, please use the contact details below to obtain a Welsh version.

**Accessible Formats**

This document and supporting documents will be published on the Council’s website in Welsh and English formats as standard. Other accessible formats including: large print; Braille; British Sign Language DVD; easy-read; audio and electronic formats; and other languages; will be available upon request.

PIPS Team
Wrexham County Borough Council
The Guildhall
Wrexham
LL11 1AY
Telephone: 01978 292263
Email: telluswhatyouthink@wrexham.gov.uk
### Table of Contents

**Contents**

- Wrexham County Borough ........................................................................................................ 3
- Sustainable Wrexham ............................................................................................................... 3
- Our Planning Principles ............................................................................................................ 4
- Our In-Year Priorities ................................................................................................................ 5
- Well-Being Objectives ............................................................................................................. 17

  - E1 – Encouraging people to live, work, learn, visit and invest here ........................................ 19
  - E2 – Supporting businesses to locate and grow here ............................................................. 21
  - E3 – Helping tackle poverty .................................................................................................... 23
  - Pe1 – Supporting people to have positive aspirations, learn and achieve their potential ........ 26
  - Pe2 – Supporting people to live active, independent lives within their community .............. 28
  - Pe3 – Safeguarding those who are vulnerable ....................................................................... 30
  - Pe4 – Working with our partners to make Wrexham a safe place where people feel included ......................................................................................................................................................... 32
  - Pe5 – Enabling access to leisure and cultural activities .......................................................... 34
  - Pl1 – Promoting good quality homes and regeneration .......................................................... 38
  - Pl2 – Pride in our environment ............................................................................................... 40
  - Pl3 – Communities with sustainable, attractive settlements, neighbourhoods, buildings and spaces .................................................................................................................................... 42
  - Pl4 – Well-connected and sustainable communities ............................................................... 44
  - O1 – Continuing to modernise our services ............................................................................ 47
  - O2 – Supporting a resilient council ......................................................................................... 49

- Financial Planning .................................................................................................................. 51
- Equalities ................................................................................................................................ 53
- Appendix 1 .............................................................................................................................. 54

---

This Council Plan is the means by which Wrexham County Borough Council has published its Well-being Statement and has defined its Well-being Objectives as required by the Well-being of Future Generations (Wales) Act 2015. It is also the means by which the council sets its Improvement Objectives and meets the requirements of the Local Government (Wales) Measure 2009 for the council to put an 'improvement plan’ in place as soon as practicable after the start of the financial year.
Wrexham County Borough

Wrexham County Borough is home to 135,571 people who live in the town of Wrexham and the surrounding villages and countryside of North East Wales.

Wrexham County Borough Council works to promote and support the well-being of all those who live in, work in and visit the county borough. The services that the council provides are mainly funded by government grants, with additional funds raised locally from Council Tax and by charging for services. Over the past few years all public services have faced budget cuts on a scale they have never experienced before and the council and its partners are continuing to take difficult decisions as to how to best plan and deliver services. The combined impact of all of these difficult decisions means that public services are changing. Services which people took for granted five years ago may soon no longer be available, be means tested, or delivered in a completely different way.

Reducing budgets highlight the importance of sustainable development, and of agencies considering the wider impact of how they plan and deliver their services so that they can best maximise well-being. Wrexham Public Service Board (see page 52) will be one of the key mechanisms by which Wrexham County Borough Council will collaborate with our key partners. This Council Plan therefore describes how we are considering the implications of sustainable development for ourselves.

Sustainable Wrexham

Sustainable development is about ensuring that the needs of the present are met – improving the economic, social, environmental and cultural well-being of an area – without compromising the ability of future generations to meet their own needs. In the council we focus on three strategic planning themes – Economy, People and Place – and a corporate theme of Organisation to build an efficient and effective organisation that can best support local well-being.

These planning themes are distinct and are reflected in the council’s political and organisational structures, but they are also linked and cannot be viewed in isolation from each other. Informing all these themes is the knowledge of what has worked in Wrexham – the approaches and interventions that fit with the county borough’s culture and the communities which make it.

The council’s Well-being Statement, setting out how our work contributes to Wales’ seven well-being goals is at page 57.

---

1 Office for National Statistics Mid Year Population Estimate 2017
Our Planning Principles

When planning services we will consider the level of local need and the resources available to respond. We will then consider the seven planning principles which we have defined to help us plan and enable the most fair, effective and sustainable services that we can, within available resources.
Priorities

This Council Plan was first approved in 2017 and sets out 14 objectives across the four themes of Economy, People, Place and Organisation. It is reviewed annually and in late 2018 Members challenged that the Plan had become too broad for the shrinking budget and resource which the Council has. In response we have defined a clearer vision for each of our well-being themes, reviewed our strategies, projects and other commitments and from this developed a smaller, more focused set of in-year priorities, in line with our wellbeing objectives. These are tightly defined with clear activities that will be the main focus of work for 2019/20. Delivering these activities will impact on our in-year priorities, our 14 objectives and the shared priorities that we have agreed with partners such as Wrexham’s Public Service Board.

Whilst delivering these in-year priorities we will be engaging with local people to inform our next review of the Plan and how Wrexham County Borough Council can best work with local people and communities to support improved well-being within a reducing budget. Our budget process during 2019/20 will ensure these in-year priorities inform further financial decisions in terms of both cuts and seed corn investment. These six priorities are:

- Promoting good health and well-being
- Developing the economy
- Improving the environment
- Ensuring everyone is Safe
- Ensuring a modern and resilient council
- Improving secondary education

Alongside developing these priorities the Council has put a new senior structure in place. Our Chief Officers will lead on the in-year priorities and ensure they relate to and inform service delivery, whilst our key support services are now at the centre of the organisation and will be focussed on enabling delivery of these priorities.

These in-year priorities will impact on all of the Council’s well-being themes but have been colour coded to reflect the theme that each will principally sit under, Economy (orange), People (yellow), Place (green) and Organisation (blue).
Developing the Economy

This in-year priority is about:

- Working with partners to influence and create the conditions for business growth and employment, improve road, rail and digital communication infrastructure, and become a world leader in advance manufacturing, energy and digital sectors; and
- Focusing on modernising and diversifying the town-centre.

Underpinning activity:

North Wales Growth Vision and Growth Bid, working with the North wales Economic Ambition Board to:

- Agree the Heads of Terms for the growth deal with both the UK and Welsh governments;
- Establish a regional programme office to manage and to deliver the growth deal programme; and
- Complete detailed business cases for each individual project/programme approved as part of the growth deal in order to secure funding.

Master plan a smaller town-centre with a mix of retail, residential and entertainment

- Determine the boundary of a ‘smaller town centre’ and identify actions required to increase activities and occupation of empty units in enhancing the retail, residential and entertainment offer within the revised boundary; and
- Secure support and funding to undertake a feasibility study into developing a Business Improvement District in Wrexham town-centre.

Capitalise on the economic impact of football on the county borough

- Launch our vision for Wrexham as the spiritual home for Welsh Football and share this with partners;
- Complete the Wrexham Mold Road and Transport Gateway Masterplan and engage with partners;
- Work with Welsh Government to make progress on RIBA Stage 3 design for the development of a Football Museum at Wrexham Museum;
- Finalise the plan for the Community and School Football Hubs and for the two grant funded projects to be completed;
- For there to be a second international event at the Racecourse Ground; and
- Progress with establishing a long-term training ground for Wrexham Football Club.

Promote local entrepreneurship

- Actively work with partners to ensure that business start-ups are maximising the support available from ourselves, Town Square and Business Wales;
- Support the Local Development Plan process to ensure that land is available where demand exists;
- Continue to promote the Employers Pledge to partners, stakeholders and the business community to ensure the future sustainability of the workforce, particularly within manufacturing;
- Develop a supply chain project with Leader Funding to support our business community and local supply chains. Work with procurement to develop social enterprise opportunities as per recommendations from the Employment, Business and Investment Scrutiny Committee;
- Launch the Llay Business Forum and re-energise Vauxhall and Wrexham Industrial Estate Forums; and
• Continue to provide a demand responsive client-led service, which responds to individual and collective business needs, supporting our economy.

Ensure the transport infrastructure is appropriate to support the economy (e.g. road and rail)
• In collaboration with Welsh Government and North and Mid-Wales Trunk Road Agency, identify a preferred infrastructure delivery option for Junction 4 to facilitate the key business growth and residential aspirations at the Western Gateway;
• In collaboration with Welsh Government and Transport for Wales, develop and deliver a pilot of demand responsive transport services in Wrexham, to make centres of employment and service hubs in the county borough more accessible to communities;
• In accordance with the statutory requirements under the Active Travel Wales Act, develop and define a programme of deliverable walking and cycling routes that will support strategic developments at the Western Gateway, Bridge Street and Cefn Road; and
• Introduce a new Wrexham – Liverpool train service, providing improved opportunities for commuters to access wider employment centres across the Mersey Dee Alliance region.

The objectives this priority most strongly contributes towards:

<table>
<thead>
<tr>
<th>Council Well-being Objectives</th>
<th>Public Service Board Well-being Objectives</th>
<th>Well-being Goals for Wales</th>
<th>North Wales Equalities Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>• E1 – People want to live, work, learn, visit and invest here</td>
<td>• The economy in rural areas is well supported and can thrive</td>
<td>• A prosperous Wales</td>
<td>• Reduce inequalities in employment and pay</td>
</tr>
<tr>
<td>• E2 – Supporting business to locate and grow here</td>
<td>• There are good employment opportunities in Wrexham</td>
<td>• A resilient Wales</td>
<td></td>
</tr>
<tr>
<td>• E3 – helping tackle poverty</td>
<td>• Our town is vibrant and welcoming</td>
<td>• A more equal Wales</td>
<td></td>
</tr>
<tr>
<td>• Pe1 – Supporting people to have positive aspirations, learn and achieve their potential</td>
<td>• Tourism supports local economy</td>
<td>• A Wales of vibrant culture and thriving Welsh language</td>
<td></td>
</tr>
<tr>
<td>• PL4 – well-connected communities</td>
<td>• There is a range of things for people to do in their spare time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Pe5 – Enabling access to leisure and culture opportunities</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7
Ensuring a Modern and Resilient Council

This in-year priority is about:

• Delivering against our key organisational challenges;
• Developing an organisational culture where people feel engaged, valued and empowered and have the right skills to perform;
• Ensuring key services are sustainable and our resources are aligned to our priorities.
• Securing our ICT infrastructure; and
• Developing a digital council that enables us to modernise the way we work and engage with our customers.

Underpinning activity:

• Annual delivery of the organisational development and workforce strategy priorities, including completion of employee workshops promoting our approaches to reward, engagement, recognition and development;
• Agree plans to focus office accommodation in the civic quarter of the town;
• Deliver improvement from our Health and Safety Action plan, including services taking a visible lead on this agenda;
• Balance the budget without affecting the resilience of our key services;
• Review the resilience of services and their capacity to deliver further budget cuts;
• Extend the availability of on-line services for customers and use digital technology to improve internal working practices focussed on Human Resources, Facilities Management and Finance;
• Ensure the Council’s ICT is reliable and capable of supporting the Council’s modernisation plans and smarter ways of working;
• Complete the delivery of the new data-centre and disaster recovery sites;
• Lead on, and ensure the development of, Welsh Language in our organisation to include improved signage, a fully bilingual website and improvements to our housing benefits systems; and
• To lead, at a local and national level, on the development and delivery of an improved Contact Centre service in Wrexham with the potential to be rolled out nationally across Wales.

The objectives this priority most strongly contributes towards:

<table>
<thead>
<tr>
<th>Council Well-being Objectives</th>
<th>Public Service Board Well-being Objectives</th>
<th>Well-being Goals for Wales</th>
<th>North Wales Equalities Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>• O1 – continue to modernise services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• O2 – supporting a resilient Council</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Our communities are prepared for the future</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• The Welsh language is thriving</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• A resilient Wales</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• A more equal Wales</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• A Wales of vibrant culture and thriving Welsh language</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Reduce inequalities in representation and voice</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Ensuring Everyone is Safe

This in-year priority is about:
• Working with partners to ensure the county borough is, and feels, safe;
• Continuing to safeguard children, the homeless and those who are vulnerable;
• Creating sustainable communities and focusing on specialist housing to reduce demand for care and support (e.g. for our aging population); and
• Advancing our role as a housing provider, developer and enabler.

Underpinning activity:

Tackle the incidence and perception of anti-social behaviour and substance misuse
• Work in partnership to review the nationally recognised NPS (New Psychoactive Substances) Taskforce pilot and embed best practice;
• Increase participation in the award winning Best Bar None\(^2\) project to improve public safety in licenced premises;
• With the Wrexham Community Safety Partnership (CSP), ensure that agreed actions are based on the findings of the annual Perceptions of Safety Survey, the North Wales Police Annual Strategic Assessment and local crime trends in order to ensure we are addressing local community safety issues; and
• Agree the 2019/20 Youth Justice Strategic Plan to ensure that all key performance indicators are addressed and ensure that the safety of young people and the public remains paramount. This will include the actions against the December 2018 inspection recommendations.

Safeguarding of people who may be vulnerable
• Develop safeguarding policy and practice to reflect the change in legal duty under the Social Services & Well-being Act and to respond to new national policy and procedures from Welsh Government;
• Maximise performance improvements made possible by having an adult safeguarding team in place;
• Support vulnerable people to prevent them from becoming victims of crime and repeat victims of crime, for example by launching Operation Repeat to safeguard our older population and vulnerable residents from financial abuse and doorstep criminality;
• Improve awareness of victims of exploitation, for example those who may be involved in County Lines, Modern Slavery or PREVENT;
• Work with partners to meet the actions arising from the Home Office PREVENT self-assessment;
• Ensure all appropriate staff achieve Tier 2 Modern Slavery training; and
• Adopt the Modern Slavery Transparency Statement.

Appropriate service provision to reduce the prevalence of homelessness
• Develop and deliver a new Rough Sleeper Strategy for Wrexham;
• Launch a new Financial Inclusion Service to support sustainable tenancies and reduce the risk of eviction; and
• Deliver a locally developed and staffed prisoner pathway to reduce homelessness on release from custody.

\(^2\) Wrexham’s Best Bar None project won the award for “UK Most Innovative Best Bar None Scheme, 2019”
Continue to invest, in order to increase our housing stock and improve housing standards

- Commence work on-site for the Plas Madoc and Nant Silyn Council new-build schemes;
- Complete the Welsh Housing Quality Standard works programme by 31 December 2020;
- Complete Stage 1 preparatory works (surveys, schemes of work and procurement) to enable commencement of the sheltered housing stock refurbishment programme;
- Maintain levels of planning, licencing and enforcement action against poorly managed, or maintained, or empty residential properties, in the town-centre; and
- Work in partnership with Rent Smart Wales to ensure that landlords and letting agents comply with the Rent Smart Wales Code of Practice.

The objectives this priority most strongly contributes towards:

<table>
<thead>
<tr>
<th>Council Well-being Objectives</th>
<th>Public Service Board Well-being Objectives</th>
<th>Well-being Goals for Wales</th>
<th>North Wales Equalities Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pe3 – Safeguarding those who are vulnerable</td>
<td>The county borough is a safe place to live</td>
<td>A healthier Wales</td>
<td>Reduce inequalities in personal safety</td>
</tr>
<tr>
<td>Pe4 – Working with partners to make Wrexham a safe place where people feel included</td>
<td>All people have access to good quality, appropriate homes throughout their lives</td>
<td>A more equal Wales</td>
<td></td>
</tr>
<tr>
<td>PL1 – Promoting good quality homes and regeneration</td>
<td></td>
<td>A Wales of cohesive communities</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>A resilient Wales</td>
<td></td>
</tr>
</tbody>
</table>
Improving Secondary Education

This in-year priority is about:

- Providing support and challenge to our secondary schools to ensure that our children and young people achieve good outcomes, so that they are able to access further and higher education, training or the world of work;
- Providing support and challenge to our secondary schools to ensure quality leadership at all levels with pupils having access to consistent high quality learning opportunities;
- Providing effective support services to groups of vulnerable young people so that they are able to access appropriate learning provision;
- Raising the aspirations of young people in Wrexham; and
- Ensuring education and early intervention budgets and services are prioritised and seen as essential to achieving improved outcomes.

We will know if we have achieved this priority if:

- Children and young people in Wrexham County Borough achieve outcomes appropriate to their ability, measured through improvement in the Average Capped 9 points score at the end of year 11 including specific attainment requirements in English/Welsh, mathematics /numeracy and science (currently regarded as the key measure of achievement at the end of compulsory education);
- There is an overall improvement in pupil attendance with a reduction in persistent absenteeism, fixed term and permanent exclusions;
- There are more secondary schools categorised as ‘green’ or ‘yellow’ support category within the national school categorisation system;
- There is an increase in the number of secondary schools classed as good by Estyn and a reduction of secondary schools in an Estyn ‘follow up’ category; and
- The high level of pupils leaving year 11 on to further education, employment or training is at least sustained.

Underpinning activity:

- Support schools in preparation for implementation of the new curriculum from 2022;*
- Support, challenge and improve the quality of school leadership at all levels to ensure impact on provision and outcomes;*
- Support school leaders to ensure effective teaching that matches the needs of learners to ensure a positive impact on learning and achievement;*
- Support schools to ensure that robust assessment, evaluation and accountability arrangements support a self-improving system;*
- Implement bespoke support and challenge plans for each secondary school;*
- Support and develop governors and elected members in their strategic leadership role through a comprehensive training programme including mandatory requirements;*
- Support schools in preparation for implementation of the Additional Learning Needs Act from 2020;
- Support and challenge schools to improve school attendance and to reduce persistent absenteeism, permanent and fixed term exclusions and to maximise educational opportunities for vulnerable learners;
- In partnership with other services such as health, support schools and young people to improve physical, mental and emotional health through an integrated package of support; and
- Work with key partners to create an environment that enables young people to raise their own aspirations to ensure that they can fulfil their learning and career potential.
**The objectives this priority most strongly contributes towards:**

| Council Well-being Objectives | Public Service Board Well-being Objectives | Well-being Goals for Wales | North Wales Equalities Objective |
|--------------------------------|------------------------------------------|-----------------------------|---------------------------------
| • Pe1 – Supporting people to have positive aspirations, learn, and achieve their potential | • All people have opportunities to learn and develop throughout their lives | • A prosperous Wales | • Reduce inequalities in education |
| • E1 – Encouraging people to live, work, learn, visit, and invest here | • Our communities are prepared for the future | • A resilient Wales | |
| • E3 – Helping tackle poverty | • There are good employment opportunities in Wrexham | • A more equal Wales | |
Improving the Environment

This in-year priority is about:

- Promoting the county borough as a clean and attractive place that preserves and promotes its heritage;
- Improving services to ensure that the environment is clean, tidy and in a good condition; and
- Minimising the production of waste and improving recycling rates to meet statutory targets of 70% by 2025.

Underpinning activity:

- Improve the timeliness and quality of reactive road repairs to minimise risks to the travelling public, ensuring the network is resilient and fit for purpose;
- To continue to upgrade street-lighting to ensure energy efficiency and reduce carbon emissions;
- Review and improve efficiency of existing bin collection rounds, and influence behaviour change in order to develop a long-term approach to reviewing our waste service and meeting future statutory targets;
- Introduce more electric vehicle charging points across the county borough; and
- Progress with the identification, development and prioritisation of a suitably ambitious programme of Active Travel initiatives as part of a wider package of measures to support delivery of key economic development aspirations.

The objectives this priority most strongly contributes towards:

<table>
<thead>
<tr>
<th>Council Well-being Objectives</th>
<th>Public Service Board Well-being Objectives</th>
<th>Well-being Goals for Wales</th>
<th>North Wales Equalities Objectives</th>
</tr>
</thead>
</table>
| • PL2 – Pride in our environment  
• PL3 – Sustainable & attractive settlements  
• PL4 – Well-connected communities | • People can travel easily around the county borough and beyond  
• Our communities are prepared for the future | • A resilient Wales  
• A healthier Wales  
• A globally responsible Wales | • Reduce inequalities in access to information, services, buildings and the environment |
Promoting Good Health and Well-being

This in-year priority is about:

- Supporting and enabling individuals, families and communities to be resilient and have good physical health, mental health and well-being;
- Delivering services with a focus on prevention and early intervention including working in partnership with health, third sector, communities and other partner agencies; and
- Managing demand through a focus on prevention and early intervention to protect specialist services for those who need them.

Underpinning activity:

Deliver and enable services to support good health, well-being and community resilience, ensuring close links are made with the priorities of the PSB where appropriate

- Complete and begin implementation of a review of libraries, community and customer services to ensure facilities are fit for purpose, meet demands and offer a range of services within communities;
- Map all current council activity contributing to good health, well-being and prevention to help identify current level of activity, duplication, opportunities and gaps and to understand the outcomes being achieved;
- Refocus the ‘Together in Wrexham’ grant scheme to deliver on good health and well-being outcomes including supporting the growth of social value organisations (for example third sector, cooperatives and social enterprises);
- Improve the experience of informal carers through the new carer’s contract with NEWCIS and ensure carer’s assessments are fully promoted and encouraged;
- Continue to support early years speech and language development through Flying Start;
- The Council to achieve dementia friendly status and to support Wrexham to become a dementia friendly town;
- Utilise the period poverty grant to ensure young peoples’ sanitary needs are met;
- Focus the community benefits clauses of contracts on activity which supports this ambition;
- Work with regional partners to transform community services to deliver a stronger focus on community support at an earlier stage of prevention as part of a regional transformation grant funded project; and
- Work with regional partners to deliver seamless services to help people with learning disabilities live more independently and get the care they need closer to home as part of a regional transformation grant funded project.

Provide and promote opportunities for people to be active and healthy

- Provide sport, leisure, culture and play opportunities;
- Work with regional and national partners on ‘Sport North Wales’ – for community sport across North Wales;
- Provide access to outside spaces, continue engagement with the public and work with voluntary groups in our country parks to enable them to become more sustainable;
- Work in partnership with the PSB to promote good sleeping patterns for children and young people to support a healthy and physically active start in life; and
- Consider how to focus grant spend to support health and well-being outcomes as part of the review of the Children’s and Community grant and Housing Support grant.

Focus on improving people’s mental health and supporting people when needed

- Deliver and enable projects to tackle social isolation such as expanding the role of community agents;
• Support and enable people to volunteer;
• Review the demand for mental health services for children and young people; and
• Work with regional partners to create an integrated urgent care system to support people in mental health crisis as part of a regional transformation grant funded project.

Aim to improve outcomes for children and families
• Achieve a reduction in the number of looked after children in the county borough by focusing on prevention and early intervention services;
• Increase the numbers of in-house foster carers and implement improvements to the regional adoption service; and
• Work with regional partners to develop integrated early intervention and intensive support for children and young people as part of a regional transformation grant funded project.

Attract, recruit and retain a skilled, motivated and flexible social care workforce who feel engaged and valued
• Improve domiciliary care capacity in the county borough by increasing the council’s in-house service and market share, whilst also working in collaboration with external providers to support improved recruitment and retention of staff across the sector including supporting the Social Care Wales national attraction campaign;
• Promote good health and well-being in the wider workforce through, for example: a commitment to the time to change pledge; using our trained mental health first aiders for employees who need support; retention of the corporate health standard; supporting those with caring responsibilities outside of work; and signposting to resources;
• Review the social worker and occupational therapy career structures and job design within the council to maximise our ability to attract and retain staff, which will reduce the reliance on agency staff; and
• Develop the service as an attractive place to work through enabling and promoting a culture of agile and flexible working, and developing a positive work place reflecting modern ways of working, culture, management support and employee engagement.
**The objectives this priority most strongly contributes towards:**

<table>
<thead>
<tr>
<th>Council Well-being Objectives</th>
<th>Public Service Board Well-being Objectives</th>
<th>Well-being Goals for Wales</th>
<th>North Wales Equalities Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Pe2 – Supporting people to live active, independent lives within their community</td>
<td>• Children and young people are given a healthy start in life</td>
<td>• A resilient Wales</td>
<td>• Reduce inequalities in health</td>
</tr>
<tr>
<td>• E3 – Helping tackle poverty</td>
<td>• People can live healthily, happily and independently in their old age</td>
<td>• A healthier Wales</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• People have positive mental health</td>
<td>• A more equal Wales</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• People are able to make healthy choices</td>
<td>• A Wales of cohesive communities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Our communities are prepared for the future</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• There is a range of things for people to do in their spare time</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Well-Being Objectives

Our well-being objectives are the areas we are working to improve by focusing on our in-year priorities to improve the well-being of those who live in, work in, or visit Wrexham County Borough. We will know how well we are doing in supporting people to improve their well-being by monitoring the indicators set out against each objective in this plan.

These objectives and indicators are not entirely within the council’s control. They can be influenced by the priorities and performance of partners, stakeholders, and other local, national and even global factors. The more the council focuses on improving outcomes, the more important positive partnership working across all sectors becomes. A key part of this will be to build on current levels of support to enable and encourage more local people and communities to volunteer and adopt services, for example by becoming a friend of their local park or fundraising for their school.

Through delivering against our priorities we will deliver against our published well-being objectives, as well as contributing towards Wrexham Public Service Board’s well-being objectives, the Well-being goals for Wales, and the North Wales equalities objectives, as set out on pages 5-16.
In 10-15 years, the county borough’s economy will:

- Be thriving and resilient – with a good mix of new and existing businesses, local enterprises, national and international companies;
- Reflect the position of Wrexham town as the major urban area of North Wales;
- Offer a range of employment opportunities, with higher salaries and better job satisfaction;
- Be a good mix of traditional industry with the skills and knowledge economy;
- Value older people through continuing to use their skills and expertise in work places or through volunteering opportunities; and
- Be well-connected regionally, nationally and internationally – both in terms of travel and communications.

Economy Well-Being Objectives:

- E1: Encouraging people to live, work, learn, visit and invest here;
- E2: Supporting businesses to locate and grow here; and
- E3: Helping tackle poverty.
E1 – Encouraging people to live, work, learn, visit and invest here

The more people who want to build their lives, pursue their ambitions or spend money here, the wealthier the county borough will be, with a better quality of life for everyone. We need, however, to develop the right physical environment and the right image or profile of the area to encourage this.

We are investing in the county borough in order to:

- Secure enough of the right land or buildings to attract high quality employment opportunities;
- Capitalise on the potential of our tourism assets to encourage visitors to stay longer and spend more;
- Increase footfall in the town-centre – more visitors means more spend and more jobs; and
- Conserve and regenerate key buildings to raise the overall quality of the offer, the infrastructure and the public realm within the county borough.

A place that is attractive to residents will attract businesses and investment and be a place where tourists wish to be. It’s all about lifestyle. Providing a vibrant and inclusive economy with a mix of businesses and leisure activity is key to achieving this outcome, although one of the key barriers to supporting business growth and attracting inward investment remains the poor supply of appropriate land for development sites and suitable buildings.

Our long-term vision is to: be recognised for our improvements in the county borough through the continuous pursuit of economic growth. This will be evidenced by a revitalised Wrexham town-centre and surrounding neighbourhoods via the delivery of new and improved homes, the creation of businesses, jobs and growth of heritage based, arts and creative industries sectors to strengthen its regional position and make it the place people choose to live, work, visit and invest in.

In the short-term, to achieve this we will:

- Improve the visitor experience within the whole of the World Heritage Site including support for the development of tourist facilities and attractions at key locations such as Trevor Basin and Chirk whilst still preserving the distinctive character of our built heritage;
- Use Tŷ Pawb as a catalyst to further regeneration and the establishment of a cultural quarter in the town-centre, which in turn will increase its overall vibrancy and diversity. This will act as an attraction for visitors to the county borough and the wider region, which will improve the footfall in Wrexham town-centre and create a platform for major events;
- Implement the Heritage Strategy to encourage a joined up approach to the conservation and promotion of our shared heritage and to make connections between key sites and associated businesses;
- Pursue funding opportunities for the physical improvements for identified town-centre indoor markets, in line with the Town-Centre Masterplan which recognises these as a key focal point in our traditional market town; and
- Work with partners in the North Wales Economic Ambition Board and Mersey Dee Alliance to lobby for investment by UK and Welsh Governments in key infrastructure improvements and in particular road and rail.

In the medium to long-term, to achieve this we will:

- Deliver the Wrexham Destination Management Action Plan priorities by supporting local tourism businesses, developing our events programme and working to create a brilliant visitor experience across the county borough which involves partnership working amongst public, private and third sector organisations; and
- Implement the recommendations contained in the council’s Strategic Asset Management Plan (SAMP), which sets out the direction of our economic development property portfolio.
for the next five years. The Strategy recognises the issues relating to the supply of suitable premises and the failure of the private sector to intervene.

We will monitor progress through:

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>Comparison (Wrexham 2017/18 end of year)</th>
<th>Wrexham 2018/19</th>
<th>Target 2019/20</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sustain</strong>: Total value of investment in physical regeneration in Wrexham³</td>
<td>£4.7m</td>
<td>Reports in June 2019</td>
<td>Specific target to be set once 2018/19 data is available</td>
</tr>
<tr>
<td><strong>Improve</strong>: Value of visitor spend in Wrexham County Borough</td>
<td>£117.7m</td>
<td>Reports in June 2019</td>
<td>Specific target to be set once 2018/19 data is available</td>
</tr>
<tr>
<td><strong>Sustain</strong>: Wrexham town-centre footfall</td>
<td>1.3m</td>
<td>4.3m</td>
<td>Increasing trend</td>
</tr>
<tr>
<td><strong>Improve</strong>: The vacancy rate of: a) all retail properties within Wrexham town-centre b) council owned retail properties⁴ within Wrexham town-centre</td>
<td>a) 14.1% b) 18%</td>
<td>a) 14% b) 18%</td>
<td>Below the national average (12.5%)</td>
</tr>
</tbody>
</table>

³ This figure is collated from regeneration funding which is levered in from external bodies such as Welsh Government and the Heritage Lottery Fund, but also capital investment from the Council, some of which comes from capital receipts, that is invested in regeneration within the county borough.

⁴ The Council owns 29 town centre retail properties
In recent years many businesses in Wrexham have successfully started up, invested or re-invested within the county borough. Our business support team has played a crucial role in nurturing the local economy in Wrexham – helping businesses relocate and start up here, and creating jobs along the way, but the focus of the team has undergone a fundamental restructuring, moving it away from delivering direct business support to enabling it. The change has been driven by the need to reduce budgets and we are looking to effectively use our limited resources to target the business community and directly meet their needs.

Whilst the team is smaller, the focus remains the same and it will continue to target an increase in the number and quality of new businesses in the county borough, encourage business investment, increase occupancy rates across commercial property owned by the council, and so on. The change is also proving a good opportunity for us to re-energise our collaboration with other agencies, including training providers, colleges, universities, central government and other partners. All in line with the team’s new emphasis on coordinating and enabling support for business, rather than delivering it directly.

**Our long-term vision is to:** influence and create the conditions for businesses to be able to develop and expand. To provide an environment where new and existing businesses can operate in a digitally enabled, technologically enhanced economy, embracing the transformational aspect of digital technology to secure a sustainable economy, responding locally to population growth and strategic positioning within the UK to create business growth and employment.

**In the short-term, to achieve this we will:**
- Develop close relationships with strategically important businesses;
- Encourage entrepreneurship, business start-ups and indigenous growth by developing tailored packages of business support;
- Provide commercial property that meets the needs of indigenous business, new start businesses and potential inward investors;
- Help businesses and training partners identify skills gaps and work with colleges to extend the training they can offer;
- Help businesses increase their turnover, profit and sustainability, by encouraging ‘supply chain’ opportunities and links between businesses;
- Develop ‘business communities’ and encourage dialogue between firms so that they work together for mutual benefit and improved competitiveness;
- Undertake business interventions providing advice and guidance tailored to meet the needs of the business, with the intention of creating and safeguarding jobs;
- Continue the success of the Employer Pledge to ensure that businesses in Wrexham, now and in the future, have access to the skilled staff that they require to be sustainable within the county borough; and
- Provide guidance to businesses in all sectors, including supporting town-centre and other retailers to develop their offer.

**We will monitor our success through:**

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>Comparison (Wrexham 2017/18 end of year)</th>
<th>Wrexham 2019/19</th>
<th>Target 2019/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve: No. of new business start-ups assisted by WCBC</td>
<td>67</td>
<td>72</td>
<td>Sustain above 65</td>
</tr>
<tr>
<td>Outcome Indicator</td>
<td>Comparison (Wrexham 2017/18 end of year)</td>
<td>Wrexham 2018/19</td>
<td>Target 2019/20</td>
</tr>
<tr>
<td>-------------------------------------------------------</td>
<td>-----------------------------------------</td>
<td>----------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Service Standard: Percentage of commercial property occupied</td>
<td>86% 5</td>
<td>84% 5</td>
<td>Sustain above 80%</td>
</tr>
<tr>
<td>Service Standard: Number of qualified investment enquiries 6</td>
<td>230</td>
<td>258</td>
<td>Sustain above 200</td>
</tr>
<tr>
<td>Service Standard: Number of recorded businesses 7</td>
<td>8910</td>
<td>11,095</td>
<td>Sustain at current levels</td>
</tr>
<tr>
<td>Service Standard: Gross jobs created where the council was directly involved</td>
<td>869 8</td>
<td>291</td>
<td>300</td>
</tr>
</tbody>
</table>

5 This represents the percentage of the 220 commercial units operated by the Council which are currently let.
6 These are investment enquiries from outside the county borough that are not simply a general enquiry but are from an interested party with a view to relocation.
7 This figure is taken from the Inter-Departmental Business Register (ONS) which contains information on VAT traders and PAYE employers.
8 This figure included a significant number of jobs created in the construction and operation of HMP Berwyn.
E3 – Helping tackle poverty

Living in poverty has huge implications for well-being and the impact of poverty cuts across all the well-being objectives set out within this plan – whether economic, social or environmental. Poverty has been clearly linked to issues around an individual’s health, diet, housing conditions and limited engagement with education. Key to lifting families out of poverty, and reducing the probability of future generations living in poverty, is improving aspirations and sustaining an income level that reverses the poverty cycle.

The council’s work to tackle poverty focuses on three objectives:

- Understand – Poverty is everybody’s business;
- Reduce – Maximising household income and reducing household expenditure; and
- Prevent – Improving knowledge and skills through education and information.

We will maintain a focus on tackling inequalities in our communities and ensuring that people can access the services they need to prosper. Digital inclusion is a key element of this focus as computers and the internet play an ever increasing role in access to employment opportunities, the provision of benefits and the purchasing of commodities and services. Access to a bank account also means that utilities and mobile phones can be secured more cheaply through direct-debit. We will work with partners to define and deliver support around financial inclusion to overcome these challenges.

**Our long-term vision is to:** work in collaboration with our partners to promote effective opportunities for those living in, or at risk of, poverty to improve their situation and supporting them to take those opportunities.

**In the short-term, to achieve this we will:**

- Develop and improve the poverty proofing of our planning and delivery of services, particularly through use of the council’s planning principles and equality impact assessment process;
- Provide opportunities for those engaged with council services to develop themselves further, particularly through promoting training and volunteering;
- Promote the availability of high quality employment opportunities by delivering the Economic Prosperity Strategy;
- Promote and support good quality employers – particularly by promoting apprenticeships, community benefits, the employers pledge and promoting improved salaries for the most poorly paid;
- Promote access to good quality public and private housing options through the Local Housing Strategy;
- Support people to reduce their outgoings by promoting fuel efficiency (which also supports the decarbonisation agenda) and access to financial services through the Cambrian credit union; and
- Signpost and promote learning opportunities by: improving the knowledge and skills of young people; promoting careers advice; Adult Community Learning opportunities; volunteering and digital skills.

**In the medium to long-term, to achieve this we will:**

- Maintain the profile of poverty as a key consideration in the planning and delivery of all council services; and
- Look to resource the development of a toolkit for use by schools to engage younger people covering a wide range of life skills including budgeting and managing household bills.
We will monitor the scale of the issue through:

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>Wales average</th>
<th>GB Average</th>
<th>Wrexham</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of working age people who are benefits claimants</td>
<td>2.7%</td>
<td>2.6%</td>
<td>2.9% (2415 people)</td>
</tr>
<tr>
<td>Claimant count(^9) (Feb 2019)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of 16-64 year old population with no qualifications (Jan – Dec 2017)</td>
<td>8.7%</td>
<td>7.7%</td>
<td>7.1% (5,900 people)</td>
</tr>
<tr>
<td>Percentage of workless households (Jan – Dec 2017)</td>
<td>17.5%</td>
<td>14.5%</td>
<td>12.5% (5,200 households)</td>
</tr>
</tbody>
</table>

\(^9\) This is a count of those people claiming benefit principally for the reason of being unemployed.
People
Supporting active and self-reliant communities whilst safeguarding those in need

In 10-15 years, the people of the county borough will:

- Live here because they choose to – and are proud of their culture and identity;
- Have high aspirations for education and for life, with the skills, opportunities and tools to achieve them;
- Support children and young people to have the space and opportunity to play;
- Have equality of opportunity regardless of their personal circumstances;
- Have the tools to make good life choices that keep them healthy and happy and less reliant on public services;
- Be made up of resilient individuals living in strong and resilient communities where no one feels, or is, isolated or lonely, where people take responsibility for themselves and their areas; and
- Feel safe, regardless of their background or life choices.

People Well-Being Objectives:
- Pe1 - Supporting people to have positive aspirations, learn and achieve their potential;
- Pe2 - Supporting people to live active independent lives within their community;
- Pe3 - Safeguarding those who are vulnerable;
- Pe4 - Working with our partners to make Wrexham County Borough a safe place where people feel included; and
- Pe5 - Enabling access to leisure and cultural activities.
**Pe1 –Supporting people to have positive aspirations, learn and achieve their potential**

There are around 19,000 young people in statutory education in the county borough’s nurseries, primary, secondary schools and specialist provision.

Academic and vocational qualifications give people a positive start in life and a better chance of accessing a wider range of opportunities. A positive attitude in a quality learning environment improves a person’s ability to learn new skills throughout their lives, to be resilient and to adapt to the changing opportunities around them. We want everyone in Wrexham County Borough to have high aspirations, and the confidence, opportunities and qualifications to achieve them.

With schools and partners we have developed a Wrexham education partnership purpose statement of:

> “Working together to provide an excellent and inclusive school and community for every child and young person in Wrexham - working together for excellence.”

We want our schools to be an important part of their community and to be local parents’ and pupils’ first choice, with success rates that compare well across Wales and the wider UK. This includes ensuring our vulnerable groups of learners are well supported so that they are able to access a quality learning experience.

We will work closely with key partners such as our schools, Coleg Cambria, Glyndŵr University and GwE (the regional school improvement service) to achieve our goals.

Our long-term vision is: for our children and young people to be able to access a quality learning experience locally, to achieve their potential and gain the qualifications which will enable a transition into further and higher education, employment or training.

**In the short-term, to achieve this we will:**

- Support and challenge secondary schools to improve outcomes for their pupils;
- Support and challenge schools to maintain and improve standards in the Foundation Phase and Key Stage 2 with a focus on the performance of boys and pupils entitled to free school meals (eFSM) at the higher outcomes/levels;
- Support schools in preparation for curriculum reform;
- Support schools in preparation for implementation of the Additional Learning Needs Act;
- Support and challenge schools to reduce permanent and fixed term exclusions; and
- Support and challenge schools to improve attendance with a focus on eFSM learners and reducing persistent absenteeism.

**In the medium to long-term, to achieve this we will also:**

- Work with key partners to create an environment that enables young people to raise their own aspirations, to ensure that they can fulfil their learning and career potential;
- Review and identify the need for provision for pupils with behaviour, emotional and social needs (BESD); and
- Improve the infrastructure of Wrexham schools including increasing capacity for Welsh medium provision, utilising 21 Century Schools Programme funding, Welsh Government grants, local authority capital funding and housing developers section 106 payments.
We will monitor progress through:

<table>
<thead>
<tr>
<th>Outcome Indicators</th>
<th>Comparison Wales average Summer 2018</th>
<th>Wrexham Summer 2018</th>
<th>Target Summer 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational achievement at school:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Capped Points Score (best 9 GCSEs or equivalent)</td>
<td>349.5</td>
<td>332.7</td>
<td>Improving trend</td>
</tr>
<tr>
<td>Reduce the number of secondary schools in an Estyn follow up category</td>
<td>Not reporting</td>
<td>Not reporting</td>
<td>Improving trend</td>
</tr>
<tr>
<td>Availability of Welsh medium education places</td>
<td>Supply of places (Sept 2018)</td>
<td>Demand (Sept 2018)</td>
<td>September 2018</td>
</tr>
<tr>
<td>• A) at nursery intake</td>
<td>A) 257</td>
<td>A) 211</td>
<td>For availability to meet / exceed demand</td>
</tr>
<tr>
<td>• B) at reception intake</td>
<td>B) 256</td>
<td>B) 227</td>
<td></td>
</tr>
<tr>
<td>• C) at secondary intake</td>
<td>C) 193</td>
<td>C) 159</td>
<td></td>
</tr>
<tr>
<td>The percentage of pupils leaving year 11 who:</td>
<td>Wales - October 2017</td>
<td>Wrexham - October 2017</td>
<td>Target – October 2019</td>
</tr>
<tr>
<td>• Are known not to be in Education Employment or Training</td>
<td>1.6 %</td>
<td>1.1%</td>
<td>Sustain</td>
</tr>
<tr>
<td>Improved attendance and reduced persistence absenteeism</td>
<td>2016/17 academic year</td>
<td>2017/18 academic year</td>
<td>2018/19 academic year</td>
</tr>
<tr>
<td>• Attendance at primary schools</td>
<td>94.6%</td>
<td>94.5%</td>
<td>Improving trend</td>
</tr>
<tr>
<td>• Attendance at secondary schools</td>
<td>93.9%</td>
<td>93.7%</td>
<td></td>
</tr>
<tr>
<td>Reduced fixed-term and permanent exclusions</td>
<td>Not reporting</td>
<td>Not reporting</td>
<td>Improving trend</td>
</tr>
</tbody>
</table>
Pe2 – Supporting people to live active, independent lives within their community

The Social Services and Well-being Act (Wales) 2014 was fully implemented in April 2016 and provides a new legal framework for social care in Wales. The Act promotes a new way of working for social services in Wales including providing people with information, advice and assistance in a way that enables individuals to make informed choices about what support they need to maintain their own well-being. Other statutory and voluntary organisations are also required to play their part in implementing the new Act by re-aligning services to improve the well-being outcomes for people accessing services. The new duties also extend beyond children and adult social services within the local authority – implementation will require engagement from other council departments, such as education, housing, youth and leisure services.

More people in Wrexham County Borough are living longer with increasing significant support needs. Health, housing, social care, the third sector and private care providers continue to work closely together to support vulnerable people along with those who care for them. Our focus continues to be on developing services to enable people to live at home as independently as possible. This includes the continued improvement of information, advice and assistance at the first point of contact which is being enhanced through the development of the Dewis Cymru website.

These services provide early support that aims to prevent issues escalating into a crisis and contribute to managing demand within the available budget. As a result of this approach, more of those people who we are working with will report greater independence and an improvement in their quality of life. We will also focus on supporting the informal carers who are enabling people to remain independent. This will ensure that they receive the services that help them in their caring role through residential, day-care, and home based respite, carer grants and advice and information services. We have a carers website, which provides comprehensive information and signposting.

We will also continue to develop support systems which are offered in the community, by the community, through the expansion of the Community Agents Scheme.

**Our long-term vision is to:** have more tools and support available for local families and communities to allow them to improve their well-being through being more independent, resilient and self-reliant.

**In the short-term, to achieve this we will:**
- Work with providers to offer domiciliary care that fits the outcomes people want to achieve, rather than according to strict times and tasks;
- With the publication of the Wrexham PSB well-being plan (May 2018) a ‘Good Health Partnership Board’ will be looking at issues of loneliness and isolation and we will be working in partnership on this issue;
- Continue to implement an integrated health and social care Single Point of Access (SPoA) – moving the Occupational Therapy team into the SPoA, and improving the flow into Reablement;
- Continue to expand the role of the community agents and fully roll-out social prescribing with primary care;
- Review Direct Payment arrangements and increase take up – improving the support available to people to manage a Direct Payment and work with people receiving Direct Payments to shape services moving forward;
- Expand Shared Lives to provide a positive, person-centred alternative to traditional services;
• Continue to develop safeguarding policy and practice to reflect the change in legal duty under the Act and respond to new national policy and procedures from Welsh Government. We will maximise performance improvements made possible by having an adult safeguarding team in place;
• Complete and implement phase three of the day and work opportunities review;
• Ensure we fully embed the Integrated Assessment Model to focus on outcomes and creative support planning to enable people to achieve ‘what matters to them’; and
• Continue our work with the health board and Alzheimer’s Society to develop improved support and services for people living with young onset dementia and their families and carers.

We will monitor peoples’ perception of their quality of life through:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustain: Level of independence achieved and report client assessment of quality of life of older people supported by the services arranged by Wrexham County Borough Council.</td>
<td>New indicator</td>
<td>92% 10</td>
<td>sustain</td>
</tr>
</tbody>
</table>

We will monitor the progress of our services through:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustain: Number of carers 11 engaged with during the year</td>
<td>1157</td>
<td>988</td>
<td>1000 12</td>
</tr>
<tr>
<td>Sustain: Percentage of people who required no further care package and a reduced package of care following reablement</td>
<td>57%</td>
<td>57.4%</td>
<td>57%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve: The average number of calendar days taken to deliver a Disabled Facilities Grant 13</td>
<td>212.8</td>
<td>206</td>
<td>200 days</td>
</tr>
</tbody>
</table>

For detailed priorities, targets and milestones please refer to the Director of Social Services Annual Report and the Social Services Business Plan which are updated in July each year.

10 Whilst this information has been collected and reported previously, the means of collecting data has changed and can no longer be compared directly with previous years performance
11 The 2011 census recorded 6337 local people providing more than 20 hours a week of unpaid care
12 Whilst we will seek to improve the proportion of carers who we engage with, we are also working to improve our data quality and overall numbers could reduce as we remove those people who no longer have caring responsibilities from the carer’s database
13 A Welsh Government review of Independent Living Adaptations has recommended a three tier approach to delivering adaptations, separately considering ‘small, medium and large’ adaptations. If this is taken forward it is expected that the national measure on the indicator on timeliness of DFG delivery will also be updated
Pe3 – Safeguarding those who are vulnerable

Even as our services focus more on providing early support that aims to prevent issues escalating into a crisis, we will still need services in place to safeguard local vulnerable people who are at risk. The council works to ensure that responsive, good quality services are provided to vulnerable people and their families as they need them.

To meet the increased demand for services, to align with the vision set out in the Social Services and Well-being (Wales) Act, and to develop more preventative and sustainable social services, the Council have developed a number of family-based services. These initiatives are linked into frontline services and aim to deliver multi-agency targeted intervention at an early stage to ensure vulnerable families receive a service at the point of need. The benefit for families in integrating early intervention models into safeguarding processes is that children’s services have been able to react in a more effective and timely way, providing a range of options for responding more flexibly to initial requests for support.

Our long-term vision is to: have focused our work on the six quality standards for social services:

- Local authorities must work with people who need care and support and carers who need support to define and co-produce personal well-being outcomes that people wish to achieve;
- Local authorities must work with people who need care and support and carers who need support and relevant partners to protect and promote people’s physical and mental health and emotional well-being;
- Local authorities must take appropriate steps to protect and safeguard people who need care and support and carers who need support from abuse and neglect or any other kinds of harm;
- Local authorities must actively encourage and support people who need care and support and carers who need support to learn and develop and participate in society;
- Local authorities must support people who need care and support and carers who need support to safely develop and maintain healthy domestic, family and personal relationships; and
- Local authorities must work with and support people who need care and support and carers who need support to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs.

In the short-term, to achieve this we will:

Work towards the priorities and actions set out within the Director of Social Services Annual Report, including:

- Continue to implement the national social care ICT system (WCCIS) across adults and children’s services;
- Improve the timeliness of assessments; and
- Finalise and implement the Regional Care and Support Plan documentation.

We will monitor progress through:

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>Comparison (Wrexham 2017/18)</th>
<th>Wrexham 2018/19</th>
<th>Target 2019/20</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Improve</strong>: The percentage of assessments completed for children within statutory timescale</td>
<td>64.9%</td>
<td>70.8% (mid-year)</td>
<td>Wales Average (90.8%)</td>
</tr>
<tr>
<td>Outcome Indicator</td>
<td>Comparison (Wrexham 2017/18)</td>
<td>Wrexham 2018/19</td>
<td>Target 2019/20</td>
</tr>
<tr>
<td>-------------------</td>
<td>-------------------------------</td>
<td>----------------</td>
<td>---------------</td>
</tr>
<tr>
<td><strong>Sustain</strong>: Percentage of children that were seen as part of their assessment(^{14})</td>
<td>99% (mid-year)</td>
<td>97.2% (mid-year)</td>
<td>Top quartile performance (95% most recent)</td>
</tr>
<tr>
<td><strong>Sustain</strong>: Percentage of all statutory reviews held within timescale <em>(reported a quarter in arrears)</em>(^{15})</td>
<td>84.4% (mid-year)</td>
<td>74.6% (mid-year)</td>
<td>Top quartile performance (90% - most recent)</td>
</tr>
</tbody>
</table>

For detailed priorities, targets and milestones please refer to the Director of Social Services Annual Report and the Social Services Business Plan which are updated in July each year.

\(^{14}\) Local indicator 017a. This has previously been a national indicator and our target over the lifetime of this plan has been to sustain performance in the top quartile for Wales. Whilst this quartile information will no longer be updated on an annual basis we will continue to target this level of performance.

\(^{15}\) Local 025. See note above on the target level.
Pe4 – Working with our partners to make Wrexham a safe place where people feel included

The levels of crime and how safe people feel, have been cited by local people as key factors that impact on their quality of life. Safety and feelings of safety can only be improved in partnership. Wrexham County Borough Council has a key contribution to make, both through its statutory duty under the Crime and Disorder Act to work with partners to reduce crime and disorder and combat substance misuse, and its role within the Public Service Board for Wrexham County Borough. Council services including community safety, the youth justice service, public protection teams, and the planning service all support this aim.

We will continually review local action plans in line with the North Wales Police and Crime Commissioner’s Plan, the North Wales Strategic Needs Assessment, and the North Wales Safer Communities Board which tasks local community safety partnerships to focus on preventing crime, reducing reoffending and combating substance misuse. We will continue to work towards reducing inequalities in personal safety in line with the council’s agreed equality objective and to maintain the high proportion of people who feel safe.

Our long-term vision is to: be working with a preventative focus with our partners to ensure Wrexham County Borough is a place that is safe, and feels safe. New and emerging issues will be picked up by the Wrexham Community Safety Partnership (CSP).

In the short-term, to achieve this we will:

- Reduce victim based crime and acquisitive crime;
- Reduce anti-social behaviour;
- Support vulnerable people to prevent them from becoming victims of crime and repeat victims of crime;
- Increase people’s confidence in reporting domestic abuse;
- Work with MARAC (Multi-Agency Risk Assessment Conference) to manage the levels of repeat victims of domestic abuse;
- Reduce substance misuse to prevent crime (in three ways: prevention, intervention and enforcement); and
- Understand and respond to risks to local community resilience.

In the medium to long-term, to achieve this we will:

Work with our Community Safety Partnership colleagues towards local priorities as well as the priorities of the North Wales Police and Crime Commissioner’s plan.

We will monitor the scale of the issue through:

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>2017/18 Wrexham</th>
<th>2018/19 Target</th>
<th>Improvement</th>
</tr>
</thead>
</table>
| Improve: The levels of 
Acquisitive crime in Wrexham County Borough | 370 crimes per month (rolling figure) | 364 (rolling figure) | Improving trend |
| Improve: The level of Anti-Social Behaviour incidents reported in Wrexham town-centre per calendar month | 185 pcm (April 2017) | 85 pcm (April 2018) | Sustain improvement |
| Improve: The percentage of survey respondents who feel safe during the day: | | | |
| a) in Wrexham town-centre | a) 46% | a) 35% | a) 46% |
| b) in their local area | b) 71% | b) 72% | b) 75% |

---

16 Acquisitive crime is the accepted national term that includes shoplifting, all thefts, burglary, robbery and vehicle crime.
**Improve:** The number of young people involved in the Youth Justice System:

- a) number of first time entrants to the Youth Justice System (ages 10-17);
- b) reoffending rates of those within the Youth Justice System;
- c) number of young people in custody per 1,000 of the 10-17 year old population.

<table>
<thead>
<tr>
<th></th>
<th>a) 36</th>
<th>b) 55.8%</th>
<th>c) 13</th>
<th>a) 22</th>
<th>b) 63.3%</th>
<th>c) 0</th>
<th>Reducing Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Quarter 2 data</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Quarter 2 data)
Pe5 – Enabling access to leisure and cultural activities

There are strong links between people’s access to green space, leisure and cultural activities and their overall well-being. The more people use these things, the greater the quality of life they can have.

The council provides and enables a wide range of services and facilities to help improve well-being – across the county borough there are eight country parks, three urban parks, five leisure and activity centres, two National Nature Reserves and the Clywdian Range and Dee Valley areas of outstanding natural beauty – giving people the opportunity to increase their fitness and get out and about in the fresh air. There is also the annual Wrexham Play Day and a range of events run throughout the school holidays to get children more active. In addition, there are many cultural events and activities to get involved in such as visiting Wrexham Museum, Tŷ Pawb, heritage sites, libraries and by taking part in the many events that are run in the county borough throughout the year – such as Under the Arches, environmental activities in the parks such as guided walks and outdoor sports, and a variety of street festivals.

Many of these services are supported by volunteers who work with council staff to ensure the sustainability of these activities and events; and in the future these volunteers will be even more vital to ensure the good work continues. It is also crucial to continue to work with people to encourage and help them see the benefits of accessing these services themselves. The ‘Together in Wrexham’ scheme enables individuals, communities or groups to come together to make their own positive contribution to help others; and the council will act as a link to help people develop new ideas or cultivate old ones.

In recent consultations people have told us that an aspiration is to have more things to do (especially for children and young people) and more activities and opportunities to be healthy.

Our long-term vision is to: have a county borough where people can still access the countryside and a wide range of leisure, cultural and heritage activities and events according to their interests and budget. We will have increased the number of children and young people who are active and ‘Hooked on Sport’ and have libraries acting as community hubs to bring people together and give them access to the services and support they need to help them live better lives.

In the short-term, to achieve this we will:

- Continue to work with partners to deliver sport, leisure, culture and play opportunities;
- Work with regional and national partners on ‘Sport North Wales’, the regional investment coordination, commissioning and service delivery agency for community sport across North Wales;
- Finalise the plan for the Community and School Football Hubs and for the two grant funded projects to be completed;
- Complete, and begin implementation of, a review of libraries, community and customer services and to ensure facilities are fit for purpose, meet demands and offer a range of services within communities;
- Continue to provide access to outside spaces, continue engagement with the public and work with voluntary groups in our country parks to enable them to become more sustainable;
- Continue to deliver an ambitious arts and cultural offer within Tŷ Pawb – Wrexham’s new arts and culture hub – to play a central role in reinvigorating and celebrating a sense of identity and pride in Wrexham. We will strive for a diverse programme of welcoming and inclusive exhibitions, performances and projects across the centre which comprises: two gallery spaces; a performance space; a flexible performance and events space; three

17 Hooked on Sport - take part in sport or physical activity three or more times per week
creative industries studios; a learning studio and programme; a retail and applied arts offer; all alongside existing and new market stalls, and a food hall with several cafés / restaurants;

- Build upon the ambitious programme of outreach cultural activities that have been organised by the Arts team, bringing these activities into Tŷ Pawb and working with partner agencies to ensure that hard-to-reach groups and those that are unable to access activities independently have the opportunity to be part of a new and inclusive creative community at Tŷ Pawb;
- Develop new and imaginative ways of exploiting our heritage through the development of a network of heritage hubs;
- Seek funding to ensure the conservation needs of key heritage sites can be met and consider establishing a Wrexham Heritage Membership scheme to encourage the public to further engage with their heritage;
- Work with Welsh Government to make progress on RIBA Stage 3 design for the development of a Football Museum at Wrexham Museum.

In the medium to long-term, to achieve this we will:

- Work with the community groups that support our parks and country parks to help and encourage them to develop their volunteer base and to continue to identify opportunities for external funding bids;
- Work more closely with schools to engage children and young people in environmental awareness, heritage and culture; and
- Review and implement the Rights of Way Improvement Plan, assessing the current position and identifying improvements to the public rights of way network that will support a better experience for walkers, cyclists, equestrians and other users.

We will monitor our success through:

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>Comparison</th>
<th>Wrexham 2017/18</th>
<th>Target 2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sustain:</strong> the number of visits to Wrexham Leisure Trust sport and leisure centres per 1,000 population where the visitor participates in physical activity</td>
<td>8154 per 1000</td>
<td>10,241 per 1000 (provisional figure)</td>
<td>Best Quartile for Wales (9,056)</td>
</tr>
<tr>
<td><strong>Sustain:</strong> the number of visitors to parks and country parks</td>
<td>508,942</td>
<td>439,035</td>
<td>Above 500,000</td>
</tr>
<tr>
<td><strong>Sustain:</strong> the percentage of total length of rights of way which are easy to use (e.g. gates/styles/surfaces)</td>
<td>57%</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td><strong>Improve:</strong> the percentage of children and young people who are:</td>
<td>(Wales 2015)</td>
<td>(Wrexham 2018)</td>
<td></td>
</tr>
<tr>
<td>a) &quot;Hooked on Sport&quot;</td>
<td>a) 48%</td>
<td>a) 42%</td>
<td>Improving Trend</td>
</tr>
<tr>
<td>b) participating in extracurricular activity at least once per week</td>
<td>b) 49%</td>
<td>b) TBC</td>
<td></td>
</tr>
<tr>
<td>c) participating in sport at least once a week at a community club</td>
<td>c) 63%</td>
<td>c) 57%</td>
<td>2-yearly survey – due 2020</td>
</tr>
</tbody>
</table>

We will monitor the role of volunteers and community groups in supporting access through:

---

18 Hooked on Sport - take part in sport or physical activity three or more times per week
<table>
<thead>
<tr>
<th>Sustain: the number of volunteer hours being provided annually to support:</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) parks and country parks</td>
</tr>
<tr>
<td>b) sports development</td>
</tr>
<tr>
<td>c) museum and heritage service</td>
</tr>
<tr>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>a) 2687 hours</td>
</tr>
<tr>
<td>b) 2786 hours</td>
</tr>
<tr>
<td>c) 1269 hours</td>
</tr>
<tr>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>a) 2242 hours</td>
</tr>
<tr>
<td>b) 2628 hours</td>
</tr>
<tr>
<td>c) 1628 hours</td>
</tr>
</tbody>
</table>

sustain
In 10-15 years, the county borough will be a place with:

- Unique and beautiful countryside and heritage that is seen as the gateway to North Wales where people want to be and are proud to say they come from;
- A vibrant, accessible and welcoming town and surrounding areas which offers a range of retail, leisure and accommodation options – where our historic landmarks and new developments enhance each other;
- Good public transport links and infrastructure so people can easily access the services and facilities they want and need to, as well as being able to travel to major cities;
- Good quality housing for all, irrespective of whether it is social housing or privately rented;
- Thriving resilient communities with play, cultural and leisure activities for all ages; and
- Actual and perceived low levels of crime and anti-social behaviour.

**Place Well-Being Objectives:**

- PI1 - Promoting good quality homes and regeneration;
- PI2 - Pride in our environment;
- PI3 - Communities with sustainable, attractive settlements, neighbourhoods, buildings and spaces; and
- PI4 - Well connected and sustainable communities.
PI1 – Promoting good quality homes and regeneration

Housing continues to face the challenges of changing demands and legislation. Meeting the housing needs of a varied and growing population is, however, an opportunity as well as a challenge. The council is committed to working in partnership to provide more housing choice and improved housing services for people living in the county borough. Against this background, the new Local Housing Strategy 2018-23, will set out a clear direction and response.

Our long-term vision is to: enable more housing choice, and better housing services within a local housing market that provides a range of quality housing options in resilient communities, where people want to live.

There are three fundamental themes to the emerging Local Housing Strategy which aims to provide affordable, good quality homes, in a vibrant and prosperous county borough. These are:

Theme 1: More housing choice

- Increase the Council’s supply of affordable housing through the ‘Build & Buy’ programme providing a choice of property types in locations that meet demand;
- Evaluate existing stock for best use – redeveloping, refurbishing or reclassifying in order to maintain choice and supply for those in need;
- Progress and strengthen existing work on reducing the problem of empty properties, using all available means including ‘buy-back’ and compulsory purchase;
- Proactively engage with private developers to maximise the benefit of market housing, to increase available options for buying off-plan and to ensure effective use of the planning process to secure affordable housing contributions; and
- Make it easier for people to apply for housing of all tenures by working effectively with partners to develop balanced waiting lists and nominations.

Theme 2: Better quality homes and communities

- Commit to the ongoing maintenance and repair of all council homes following the achievement of Welsh Housing Quality Standards (WHQS), to ensure homes are economical, attractive and meet the needs and aspirations of customers;
- Positive use of planning legislation, licencing and enforcement to reduce the impacts resulting from empty, poorly managed or maintained properties, particularly within the town-centre, contributing to better conditions for well-being and economic growth;
- Continue to review our housing management approach to multi-tenure communities to provide an improved and efficient response to quality of life issues;
- Innovate in terms of the design of new homes and adaptation of existing stock – to improve sustainability, promote energy efficiency strategies and decarbonisation to reduce fuel poverty and protect the environment; and
- Remain dedicated to adapting homes around the individual tenant / resident where appropriate, supporting the notion of lifetime homes and independent living.

Theme 3: Better services to improve people’s lives

- Develop a preventative housing management approach that proactively identifies and responds to complex needs and vulnerabilities and promotes services that maximise the sustainability of tenancies and prevents homelessness;
- Embrace and support use of new technologies to provide health, housing, and community solutions making access to services easier and more efficient;
• Enable people to provide timely feedback on their experiences and aspirations of housing and housing related services and demonstrate how this shapes future service provision;
• Review housing and housing services for older people, including support, refurbishment and remodelling of sheltered housing stock and development of new, future housing solutions; and
• Deliver on our commitment to provide additional pitches for Gypsies, Roma and Travellers following the completion of a needs assessment.

We will monitor the availability of good quality accommodation through:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustain: the number of new units of affordable housing secured</td>
<td>21</td>
<td>Awaiting data from partners</td>
<td>40</td>
</tr>
<tr>
<td>Stretch: the number of new units of social housing being built by the council on which building has been commenced</td>
<td>New Indicator</td>
<td>Nil</td>
<td>24</td>
</tr>
<tr>
<td>Sustain: the number of empty properties brought back into use through council activity</td>
<td>33</td>
<td>35</td>
<td>33</td>
</tr>
<tr>
<td>The number of private sector rented properties in the county borough that are registered with RentSmart Wales</td>
<td>7413</td>
<td>7908</td>
<td>Contextual indicator</td>
</tr>
<tr>
<td>The number of Houses in Multiple Occupation that have been issued with a:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) mandatory licence</td>
<td>a) 30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) additional licensing scheme licence</td>
<td>b) 235</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

We will monitor the quality of council provided homes and services through:

| Outcome Indicator | | |
|-------------------|------------------|
| Sustain: the amount of time those being housed by the council spend in temporary accommodation | New Indicator | Set baseline |
| Stretch: the percentage of properties meeting the following elements of the Welsh Housing Quality Standard: | | |
|   a) adequately heated | 88% | 94% | 100% |
|   b) in a good state of repair | 78% | 88% | 100% |
| Improve: Following completion of this element of the programme, the number of properties who had previously refused works but have now agreed to and received: | | |
|   c) updated kitchens | New Indicator | 176 | 150 |
|   d) updated bathrooms | New Indicator | 194 | 350 |

19 Landlords could voluntarily register from November 2015 whilst this became compulsory from November 2016. Baselines were from 31 March 2016 and the 100% reflects more landlords signing up than we were aware of.
20 Where tenants are offered, but refuse, planned works the property is counted as meeting the WHQS until such time as it becomes void and the property is required to be taken up to the WHQS before being relet. As such 100% targets will be met even if some tenants refuse the works they are offered.
PI2 – Pride in our environment

The environmental impacts of climate change, the rising cost of electricity and fossil fuels, Government targets and penalties imposed on carbon emissions, and the amount of waste sent to landfill, make environmental responsibility a priority for Wrexham County Borough.

We will continue to update and improve our waste services, supporting and encouraging our residents to continue to increase the proportion of their domestic waste which is recycled or composted. Alongside this we will work with residents to reduce the overall amount of waste that they produce.

We optimise the energy efficiency of our services and our infrastructure, keeping costs and our environmental impact as low as possible, whilst supporting local people to access information on how they can do the same. We will do this by continuing to invest in renewable energy through our solar farms, successfully delivering new renewable schemes to reduce our energy demands and realise income generating opportunities (e.g. feed-in tariffs and renewable heat incentives). We are investing in more energy efficient technologies (e.g. increasing our use of LED street lighting) and improving access to electric car charging points.

We also want to keep our county borough beautiful, whether that means keeping our towns and villages clean, or maintaining our green spaces for local people and wildlife. Through the Tree and Woodland Strategy we are looking to increase the urban tree cover in the county borough to 20% by 2026. We will continue to provide streetscene services to support this, but we will also look to discourage people from littering, fly-tipping and other irresponsible activities by taking proactive action.

Our long-term vision is to: be recognised as a low carbon, low waste, environmentally responsible organisation that supports local people to play their part.

In the short-term, to achieve this we will:
- Continue to upgrade street lighting across the county borough to ensure energy efficiency and reduce carbon emissions;
- Continue to identify and deliver solar PV schemes and other energy efficiency projects such as promoting the use of electric cars through the role out of electric car charging points across council owned car parks;
- Upgrade lighting provision within our non-domestic buildings using LED wherever possible;
- Continue to improve the energy efficiency of our public sector housing in line with the requirements of the Welsh Housing Quality Standard;
- Continue to roll out a recycling awareness and education programme with residents and schools across the county borough;
- Review and improve the efficiency of existing bin collection rounds, and influence behaviour change in order to develop a long-term approach to reviewing our waste service and meeting future statutory targets; and
- Continue to take pride in our environment and street scene and take a proactive approach to reducing and removing littering and fly-tipping.

In the medium to long-term, to achieve this we will:
- Explore ways to encourage local households to reduce the tonnage of waste they generate; and
- Reduce the council’s vehicle fleet, and ensure that the fleet that we have is used as effectively as possible.
We will monitor our success through:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustain: National indicator – The percentage of municipal waste reused, recycling or composted</td>
<td>65.44%</td>
<td>Awaiting data</td>
<td>Stat target&lt;sup&gt;21&lt;/sup&gt; – 62.5% Local target – 66.5%</td>
</tr>
<tr>
<td>Improve: New national indicator – Average number of working days taken to clear fly-tipping incidents</td>
<td>New Indicator</td>
<td>3.95&lt;sup&gt;22&lt;/sup&gt;</td>
<td>Improving trend</td>
</tr>
<tr>
<td>Improve: National indicator – percentage of highways inspected of a high or acceptable standard of cleanliness</td>
<td>91.5%</td>
<td>94.8%</td>
<td>Welsh Average (95.8%)</td>
</tr>
</tbody>
</table>

<sup>21</sup> The statutory target is that set by Welsh Government
<sup>22</sup> Welsh Government have deleted the previous indicator and replaced it with for 2018/19 onwards
PI3 – Communities with sustainable, attractive settlements, neighbourhoods, buildings and spaces

The people of Wrexham County Borough come from a rich heritage of diverse communities. These communities historically sprang up around mineral seams, mines, travel routes, and traditional employment opportunities such as mining and brewing. As we have looked to protect the county borough’s green spaces and prioritised the redevelopment of brownfield sites, the villages and towns that exist today still mirror these historic settlements.

We want our communities to function and grow in harmony with each other and to sustain positive relationships that recognise that everyone in the county borough has a unique blend of qualities, skills, background, heritage and beliefs.

Key indicators of the quality of new development in our towns and villages include objective measures like national standards for sustainable homes and commercial buildings and the amount of development permitted in the open countryside, as well as subjective measures such as public perceptions of new developments once they are built. We will promote development and uses of land that create employment, regenerate communities and build attractive, safe and accessible places in which to live, whilst also protecting the environment.

Our long-term vision is to: have identified sufficient land to support the housing, business and retail needs of the county borough whilst protecting our built and natural heritage.

In the short-term, to achieve this we will:
- Adopt the new Local Development Plan in line with the revised delivery agreement timetable;
- Ensure that the Local Development Plan has policies based on economic, social and environmental objectives to include delivery of affordable housing, promotion of economic opportunity and regeneration of communities;
- Monitor housing and employment development through the Joint Housing Land Availability and Employment Land Availability studies;
- Publish conservation area character assessments and management plans in collaboration with public, private and voluntary organisations and local communities;
- Secure the provision of community facilities / infrastructure through developer contributions; and
- Undertake a review of previous planning decisions involving Members to consider previous outcomes and develop and promote improved design.

In the medium to long-term, to achieve this we will
- Deliver the Local Development Plan.

We will monitor our success through:

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>Comparison</th>
<th>Wrexham 2018/2019</th>
<th>Target 2019/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Improve</strong>: ensure that the Authority maintains a five-year supply of deliverable housing land</td>
<td>New Indicator</td>
<td></td>
<td>5 years land supply (on adoption of the LDP – anticipated winter 19/20)</td>
</tr>
<tr>
<td><strong>Service Standard</strong>: preserve or enhance the conservation areas – percentage of applications approved in line with conservation area guidance</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>-------------------</td>
<td>-----------------------------</td>
<td>-------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Improve: Annual Dwelling Completions</td>
<td>193</td>
<td>Reports Summer 2019</td>
<td>Specific target to be set once 2018/19 data is available</td>
</tr>
</tbody>
</table>

Improve: Annual Dwelling Completions
(number of new homes required 7750, 2013-2028)
PI4 – Well-connected and sustainable communities

The availability of jobs, or the existence of green spaces, shopping and cultural opportunities, mean little, if people cannot access them easily and affordably. We will seek to ensure that local people have a range of sustainable transport options by lobbying and working with partners to maintain and improve our transport infrastructure and by doing what we can to support local public transport providers.

In the current economic climate, the costs of road construction and maintenance are rapidly increasing whilst our funding is diminishing. Despite this, we will continue to invest in the county borough’s roads, working to maintain the highest possible standards with the funding available and prioritising our winter maintenance to ensure that key transport routes are gritted and remain usable. We have set out our aspirations for rail services and infrastructure in the county borough and will support opportunities to enhance network capacity, service frequency and destination choice. However, it is important that these do not come at the expense, or to the detriment of, local services or those direct and strategic connections to the wider rail network upon which Wrexham’s existing and future economic growth is dependent. We will also seek to encourage the retention of accessible local public transport in the face of falling national funding, and increased running costs for transport companies. As we cannot request commercially sensitive data from private bus companies (such as the number of passenger journeys) we will measure the number of departures from Wrexham bus station as the best available indicator of the availability and general resilience of the bus network.

Over the past few years accessibility has increasingly become a ‘virtual’ issue, with more and more services being available on-line. We want these opportunities to be just as accessible to local people and will work to lobby and influence providers to improve the quality of local broadband availability, using local businesses to spearhead demand. There is a national roll-out programme for improving broadband across Wales and we will continue to push for the county borough to be a higher priority.

Our long-term vision is to: have an accessible, efficient transport network which allows people a choice between transport options which are convenient and sustainable.

In the short-term, to achieve this we will:

- Improve the timeliness and quality of reactive road repairs to minimize risks to the travelling public, ensuring the network is resilient and fit for purpose;
- Ensure that we have sufficient salt reserves in place to be able to grit key routes throughout anticipated levels of icy weather;
- Continue to develop and monitor the implementation of the Highways Asset Management Plan to ensure maximum benefit is derived from diminishing resources for improvements in the condition of the network and delivering functionality improvements on targeted junctions;
- Work in partnership with the Welsh Government, our neighbouring authorities and passenger transport providers and operators, to continue to seek innovative ways of improving and building resilience in the local bus network, improving accessibility to those areas of the county borough which are in most need;
- Push for improved modal links into and out of the county borough through strategic rail developments and reduce travel times into and out of the county borough through strategic junction improvements; and
- Progress with the identification, development and prioritisation of a suitably ambitious programme of Active Travel initiatives as part of a wider package of measures to support delivery of key economic development aspirations.

In the medium to long-term, to achieve this we will
• Review the Highways Asset Management Plan to enable highway standards to be maintained;
• Review and implement the Rights of Way Improvement Plan, assessing the current position and identifying improvements to the public rights of way network that will support a better experience for walkers, cyclists, equestrians and other users; and
• Invest in and improve our transport systems including promoting more sustainable transport options in line with the council’s duties under the Active Travel (Wales) Act 2013.

We will monitor our progress through:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sustain</strong>: percentage of (A) road network in poor overall condition</td>
<td>2.4%</td>
<td>3.3%</td>
<td>Sustain in the best quartile for Wales</td>
</tr>
<tr>
<td><strong>Sustain</strong>: percentage of (B) road network in poor overall condition</td>
<td>2.4%</td>
<td>2.6%</td>
<td>Sustain in the best quartile for Wales</td>
</tr>
<tr>
<td><strong>Sustain</strong>: percentage of (C) road network in poor overall condition</td>
<td>16.3%</td>
<td>16.2%</td>
<td>Sustain at current level</td>
</tr>
</tbody>
</table>

We will monitor commercial service provision through:

<table>
<thead>
<tr>
<th>Outcome Indicator</th>
<th>Comparison (Wrexham 2017/18)</th>
<th>Wrexham 2018/2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Departures from Wrexham bus station</td>
<td>168,198</td>
<td>168,499</td>
</tr>
</tbody>
</table>
Wrexham County Borough Council is made up of 52 elected Members, with an Executive Board of Lead Members who are supported and held to account by Scrutiny Committees.

In common with much of the public sector, Wrexham County Borough Council is reducing in size as an organisation whilst trying to find ways to continue to function and deliver services. Local authorities are continuing to face reductions in funding from central government, alongside the introduction of new responsibilities which inevitably have resource implications and impact on our budget. As funding pressures have increased, to enable us to maintain a balanced budget, we have had to streamline our workforce.

In response to these challenges we are working to build on the solid foundations we have set – the Auditor General for Wales has found that “Wrexham County Borough Council’s vision and ambition are helping to deliver improved outcomes for citizens”\(^23\). We are continuing to modernise the services that we provide – investing in an agile workforce that require fewer office buildings but who are supported by an improved IT infrastructure and good quality support services. We are also continuing to invest in digital services, making information and services easier to access 24-hours-a-day over the web.

**Organisation Well-Being Objectives:**
- O1 - Continuing to modernise our services
- O2 - Supporting a resilient council

O1 – Continuing to modernise our services

Wrexham Council are committed to developing our on-line services to allow more customers to engage with the council digitally. We have continued to develop our personalised customer account service and launched a new improved service in 2018. Our social media and news blog sites have proved extremely popular with customers and we will shortly be launching a web chat service.

We also recognise that digital is not for everyone. We are working with our partners to develop training and support for customers less comfortable or unable to use digital channels and we continue to improve the services delivered through traditional channels such as face-to-face and telephony. We have ensured that our services are inclusive to everyone and have been recognised through the award of the ‘Louder than Words’ charter mark.

The council’s information and communications technology (ICT) infrastructure is critical to the day-to-day delivery of services and underpins our aim of developing digital services for customers and a flexible and effective workforce. We have invested in our infrastructure to enhance the security of our systems and have made significant progress in modernising our infrastructure to make best use of available technology.

Our long-term vision is to: have modern, efficient ICT services that support the delivery of digital services to our customers and employees and allows us to understand and respond quickly to the changing needs and demands of the county borough.

In the short-term, to achieve this we will:

- Continue to develop our on-line services providing full access to council services 24/7;
- Promote the availability of digital services and support and encourage customers to use these wherever possible;
- Improve the analysis we make of our data and use this information to shape council services, policies and decisions;
- Improve our publication scheme to proactively make more data available to the public;
- Continue to implement an ICT strategy which modernises our ICT infrastructure and makes it fit for purpose;
- Continue to use ICT to minimise traditional transactional activities to allow employees to focus on customer outcomes rather than back-office business processes; and
- Use technology to allow employees to easily communicate, share and develop ideas.

In the medium to long-term, to achieve this we will:

- Continue to research and take advantage of new technologies;
- Work with partners to increase the digital skills of customers across the county borough; and
- Further develop our information management procedures.

We will monitor progress through:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve: customer satisfaction with all council services</td>
<td>a) 74%</td>
<td>a) 80%</td>
<td>a) 80%</td>
</tr>
<tr>
<td></td>
<td>b) Low response</td>
<td>b) 100%</td>
<td>b) 80%</td>
</tr>
</tbody>
</table>

24 Customer satisfaction measures satisfaction with all council services and is collated from around 2000 survey responses each year. All Welsh language responses are analysed and included in overall figures, but will only be reported as a performance statistic where sufficient returns are available as to be statistically valid.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sustain</strong>: percentage of customers who feel it is easy to access council services</td>
<td>96%</td>
<td>97%</td>
<td>Sustain above 90%</td>
</tr>
<tr>
<td><strong>Improve</strong>: the number of services available to customers through the on-line digital platform</td>
<td>7</td>
<td>49</td>
<td>75</td>
</tr>
<tr>
<td><strong>Improve</strong>: the number of service requests received from customers through the on-line digital platform</td>
<td>2332</td>
<td>12,337</td>
<td>20,000</td>
</tr>
</tbody>
</table>
Wrexham County Borough Council works to ensure that the people of the county borough are supported to fulfil their potential to prosper, and achieve a high standard of well-being. The growing financial pressures we continue to face and the rapidly changing context in which we work mean that to do this effectively we need to have a workforce that is flexible, focused and effective.

We must become a smaller, leaner, organisation with a workforce that embodies our values and performs to the best of its ability, to deliver our promises to our customers. We want to be a good employer and seek to recruit the best – retaining our talent through focused workforce development and support. We recognise that a highly engaged workforce increases service delivery and quality and so we aim to sustain levels of employee engagement in the short-term and aim to then increase levels in future years. Key to this is our support of learning and development that enables our workforce to reach its full potential. We want our workforce to be proud of the work they do for our customers and to strive to make a successful council.

To build a council which delivers positive results again and again, we have put a framework in place to ensure that our workforce is motivated, valued and recognised and that feedback and challenge are seen as healthy processes and there is a commitment to listen and to act. Good leaders will foster the right environment for employees to be innovative in how they improve what we do and the outcomes that are delivered for the people of the county borough.

Our long-term vision is to: maintain an efficient and engaged workforce, who are proud to work for the council and who embody the council’s values.

In the short-term, this means we will:

- Continue to implement and embed the integrated human resources and payroll system to improve self-service access to information for managers to support them in their people management roles and to improve and support the workforce planning and monitoring process;
- Ensure that all ‘people’ managers have access to the tools and development opportunities they require to deal with routine workforce-related issues through routine communication, supervisions and the appraisal process;
- Develop and implement a programme of learning and development in response to departmental needs and council priorities. Provide this through blended learning opportunities, including traditional training, e-learning, developing on the job and other approaches – providing employees with the necessary skills and empowering them to deliver excellent services;
- Ensure we develop initiatives, policies and guidance that enables, promotes and supports the well-being of our workforce to enable them to perform to the best of their ability and maximise attendance where possible;
- Maintain a positive and improving view of the council amongst our key regulators and respond positively and promptly to their proposals for improvement;
- Support and enable the council to achieve its duties under equality and human rights legislation and continue to improve workforce data across protected characteristics;
- Continue the roll-out of agile working principles for employees across the authority to enable improved outcomes such as increased productivity, greater flexibility of service and improved efficiency of office space;
- Continue to update the Medium Term Financial Strategy to show how the Council integrates its processes for developing future strategic priorities and allocating resources to them;
- Improve the way we communicate with our employees about the council’s vision and key initiatives; and
• Review the way the council communicates with its employees on workforce matters.

In the medium to long-term, to achieve this we will:

• Cultivate positive workforce engagement by developing our leaders and ensuring employees’ behaviours reflect the values of the council; and
• Establish a framework that identifies and develops talented individuals to be the managers and leaders of the future.

We will monitor progress through:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve: level of employee engagement (amalgamation of employee engagement measures taken from the employee survey)</td>
<td>62%</td>
<td>62%</td>
<td>64%</td>
</tr>
<tr>
<td>Improve: the percentage of employees responding positively that ‘I have the opportunity to develop and improve my potential’</td>
<td>50%</td>
<td>50%</td>
<td>52%</td>
</tr>
<tr>
<td>Sustain: the percentage of staff agreeing with the statement - ‘communications are good in my department’</td>
<td>51%</td>
<td>51%</td>
<td>51%</td>
</tr>
</tbody>
</table>
Financial Planning

Financial Planning

The council has an established process of approving a detailed budget and setting the Council Tax for the following year. The council’s budget for 2019/20 was developed in accordance with the Council Plan 2018-22 and was considered by Members through a series of All Member Workshops and Executive Board Reports during the year.

On 20 February 2019, Full Council set the budget for 2019/20 at £237 million and the Authority’s Council Tax for Band D was set at £1,150.90. The budget was developed in accordance with the council’s Medium Term Financial Plan (MTFP) 2019/20 - 2021/22.

This Medium Term Financial Plan sets out the council’s strategic approach to the management of its finances and outlines some of the financial issues that will face the council over the next three years. The delivery of the strategy is dependent on the resources made available through Government settlements and on the success of the council in realigning resources to its aims and priorities.

The MTFP for 2019/20 to 2020/21 is underpinned by the following core principles:

1. The MTFP will be set within the context of the Council Plan 2018-22, which was approved by council on 23 May 2018;

2. The MTFP will ensure that the council’s resources are aligned to the priorities set within the Council Plan;

3. The MTFP recognises that the overall level of funding from the Welsh Government will continue to decline for the foreseeable future and that the council may not be able to resource current levels of service delivery. It sets out the broad issues that will impact on the council’s financial position for 2018/19 and over the medium-term;

4. It takes into account the council’s internal financial context, external economic factors and the funding of the capital programme;

5. The MTFP identifies the level of savings that will be required to ensure that the council budget is balanced, whilst minimising the impact on front-line services; and

6. The MTFP recognises that the council will need to maintain general reserves at reasonable levels to cover unforeseen expenditure.

The 2019/20 budget

The timetable for the production of the 2018/19 Revenue Budget was set at the start of the previous financial year. The process is mainly delivered through All Member Workshops, Scrutiny Committees and Executive Board meetings. The process allowed for a major consultation with residents, Wrexham Schools’ Budget Forum and other key stakeholders about the proposals.

At the start of the year Members were informed of an estimated budget shortfall of at least £11.7m over the next two years of which £8.5m related to the 2019/20 financial year. This was based on a forecast reduction of Welsh Government funding of -1%. Following publication of the Welsh
Government’s final settlement in December this year was revised to a decrease of 0.1% and the budget shortfall for Wrexham for 2019/20 was revised to £5.8m.

**Reshaping our budget**

Although our success in delivering savings is well established, as over the past few years we have looked at ways to improve our services and make them more efficient, we now face the challenge of designing a sustainable budget for the future in the face of the Welsh Government’s plans to further cut public spending. The council now estimates a funding shortfall of around £10m over the period 2020/21 – 2021/22.

In order to meet these budget cuts and improve efficiencies across the authority, our change programme aims to improve efficiency and reshape our services, whilst maintaining our commitment to the most vulnerable. This involves taking a fundamental look at all areas of the council’s work, reprioritising services, reducing services, ceasing services, considering different ways of delivering services and working more effectively with other organisations.

The next few years will see an unprecedented challenge to the council in terms of managing its finances and resources. Wrexham County Borough Council has a good history of having achieved efficiencies through improvements to business processes and is well prepared to meet the challenges of the future.

**Working in Partnership – Wrexham Public Service Board (PSB)**

Wrexham PSB was established in April 2016 as a result of the enactment of the Well-being of Future Generations (Wales) Act 2015. To find out more about Wrexham PSB have a look at their website: [www.wrexhampsb.org](http://www.wrexhampsb.org)

Since its establishment Wrexham PSB has been working to the Welsh Government Statutory Guidance and published a [well-being assessment](http://www.wrexhampsb.org) in March 2017 which assessed the social, economic, environmental and cultural well-being of Wrexham. Based on the findings of the well-being assessment the PSB developed a Well-being Plan (2018-2023) for Wrexham which is available at [www.wrexhampsb.org](http://www.wrexhampsb.org).

From a long list of 15 well-being objectives the PSB have identified two main well-being objectives which they will be focusing on:

- All people have opportunities to learn and develop throughout their lives; and
- Children and young people are given a healthy start in life

A further 13 well-being objectives will also be worked on as part of a rolling programme of work:

- People can live healthily, happily and independently in their old age;
- People have positive mental health;
- People are able to make healthy choices;
- Our town is vibrant and welcoming;
- There are good employment opportunities in Wrexham;
- There is a range of things for people to do in their spare time;

---

• The economy in rural areas is well supported and can thrive;
• All people have access to good quality, appropriate homes throughout their lives;
• People can travel easily around the county and beyond;
• The Welsh language is thriving;
• Tourism supports the local economy;
• The county borough is a safe place to live; and
• Our communities are prepared for the future.

The way that our in-year priorities will contribute to these well-being objectives is set out on pages 5-16.

Equalities

We know that there are risks of inequality relating to each of our strategic themes contained within this Council Plan. Some groups of people, those with ‘protected characteristics’, are less likely to experience the benefits of our work and more likely to experience discrimination. The Equality Act sets out groups of people which are specifically listed as having ‘protected characteristics’:

<table>
<thead>
<tr>
<th>Age</th>
<th>Race</th>
<th>Sexual orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disability</td>
<td>Religion and belief</td>
<td>Marriage and civil partnership</td>
</tr>
<tr>
<td>Gender reassignment</td>
<td>Sex</td>
<td>Pregnancy and maternity</td>
</tr>
</tbody>
</table>

In addition we recognise that some individuals and communities are under increased pressure because of the economic environment in the UK, changes to the benefits system, expected reductions in public, voluntary and community services and caring responsibilities.

Therefore we include poverty and carers as additional characteristics for the purposes of this plan.

The promotion of the Welsh language is not included in the Equality Act. Instead the requirements are set out in the Welsh Language Standards. Details of how the council supports the Welsh language and meets the requirements of the standards is set out at [https://www.wrexham.gov.uk/english/council/documents/welsh_language_scheme.htm](https://www.wrexham.gov.uk/english/council/documents/welsh_language_scheme.htm)

We have developed and published a Strategic Equality Plan that sits alongside this plan to help us ensure that we prioritise those who may be vulnerable to discrimination. [https://www.wrexham.gov.uk/english/council/equality/equality.htm](https://www.wrexham.gov.uk/english/council/equality/equality.htm)

By taking a wider view of the protected characteristics we hope to encourage a more holistic approach to the needs of all communities in designing or delivering our services.

Every council department must demonstrate that it is taking steps to deliver its services in a way that helps to deliver our legal duties under the Equality Act 2010. We must work to:

• Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
• Advance equality of opportunity between people who share a protected characteristic and those who do not; and
• Foster good relations between people who share a protected characteristic and those who do not.

The way that our in-year priorities will contribute to the North Wales Equality Objectives is set out on pages 5-16.
# What Do These Words Mean To Us?

## Strategic Well-Being Theme

The key themes that the Council Plan, and so the work of the council, is focused upon: Economy, People, Place and Organisation. Economy, People and Place are our strategic themes, and Organisation is the corporate theme and focuses specifically on the council as an organisation.

## Well-Being Objective

The specific outcomes the council will focus on under each strategic and corporate well-being theme. These are the areas we will focus on to improve the quality of life for the people of Wrexham.

## In-year Priorities

The areas of work on which we will focus our energy and resources to deliver the maximum impact across all of our well-being objectives.

## Outcome Indicator

A numeric indicator that helps to describe the level of improvement being achieved against a well-being objective. Such indicators help us to understand whether things are changing in the way we intended. Where robust outcome indicators at the level required are not available, a proxy may be used.

## Proxy Indicator

A ‘best-fit’ indicator used where robust outcome indicators are not available at the level required. An example is monitoring the number of business start-ups assisted by the council where the absolute number of business start-ups is not available.

## Improvement Activity

The projects and improvements which are being planned and delivered to support, influence or deliver improvements in identified outcomes.

## Target

We look to improve our performance on all priorities and see improvement as success. Targets define and drive the ambition that the council has for the level of improvement on an indicator. Targets are set at one of four levels:

- **Stretch** to achieve a significant improvement;
- **Improve** performance in line with current trends;
- **Sustain** current standards of performance; and
- **Service Standard** below which performance should not fall.
Appendix 2

The Well-being Acts

The Well-being of Future Generations (Wales) Act seeks to improve the social, economic, environmental and cultural well-being of Wales by requiring public bodies to work together to create a sustainable Wales. It is intended to help Wales that we all want to live in, now and future.

The Environment (Wales) Act requires public bodies to manage the natural resources of Wales in a sustainable way – securing healthy, resilient and productive ecosystems for the future, whilst still meeting the challenges of creating jobs, housing and infrastructure. It also requires authorities to maintain and enhance biodiversity when undertaking all their duties.

The Social Services and Well-being (Wales) Act imposes duties that require local authorities, health boards and Welsh Ministers to work to promote the well-being of people who need care and support, and carers who need support. The Act changes the way people’s needs are assessed and the way that services are delivered, whilst strengthening safeguarding and promoting preventative approaches.

Planning for Well-being

The Well-being of Future Generations Act sets out seven interdependent well-being goals for Wales; together they provide a shared vision for the public bodies listed in the Act to work towards. As such, all public bodies must work towards all of these goals.

In Wales, our nature, land, water and air are our ultimate resource. But demands on these natural resources are increasing and one of the greatest challenges we face is to balance the well-being of current and future generations – ensuring the needs of the present are met without compromising the ability of future generations to meet their own needs.

At the same time, finances across the public sector are shrinking – we must find a way to secure healthy, resilient and productive ecosystems for the future whilst working within our budgets and still meeting the current challenges of creating and maintaining jobs, housing and infrastructure.
Well-being Statement

The well-being objectives that the council have set have been developed to reflect evidenced local needs and the views of local people. They also contribute to the Well-being Goals for Wales as set out in the table below.

The council have identified six in-year priorities for 2019-20 to support us in focusing on those areas which will have the maximum impact across all of our well-being objectives in an integrated way. The way that these priorities link to the Well-being Goals for Wales, Wrexham Public Service Board’s Well-being Objectives and the North Wales Equality Objectives are set out on pages 6-16 of this Council Plan.

<table>
<thead>
<tr>
<th>The Well-being Goals</th>
<th>Contributing priorities and objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>A prosperous Wales</td>
<td>All three objectives within the ‘economy’ theme directly contribute to this goal through promoting tourism, business development, entrepreneurship and employment opportunities. The educational attainment objectives also contribute multiple benefits through improving skills, qualifications and future employment and earning prospects. The ‘developing the economy’ in-year priority will directly contribute to this goal.</td>
</tr>
<tr>
<td>A resilient Wales</td>
<td>Our place objectives seek to build strong communities that will work together to face future challenges like climate change. We will protect our natural environment, reduce flooding and support the rural economy. Our LDP will put a framework in place to promote attractive settlements, building good quality sustainable homes, schools and offices. Communities will be healthy and vibrant, connected by green corridors which will encourage walking and cycling on safe and well maintained paths. The ‘improving the environment’ in-year priority will directly contribute to this goal.</td>
</tr>
<tr>
<td>A healthier Wales</td>
<td>The ‘helping tackle poverty’ objective directly links to this goal through improving the incomes and opportunities of those in poverty, as does the education objective. Our ‘promoting good quality homes and regeneration’ objective also directly links through improving housing conditions and especially plans to meet the Welsh Housing Quality Standard in council homes. The ‘enabling access to leisure and cultural activities objective looks to ensure access to green space, nature and physical and cultural leisure opportunities. The ‘well-connected communities’ objective includes a focus on promoting active travel to improve health and well-being within our communities. The ‘promoting good health and well-being’ in-year priorities will directly contribute to this goal.</td>
</tr>
<tr>
<td>A more equal Wales</td>
<td>The ‘helping tackle poverty’ objective directly contributes to this...</td>
</tr>
</tbody>
</table>
goal, seeking as it does, to support people out of poverty and reduce inequality.
The ‘developing the economy’ and ‘promoting good health and well-being’ in-year priorities will directly contribute to this goal.

The ‘safe place where everyone feels included’ objective directly contributes to improving community cohesion, which will help to build stronger places to live in.
The ‘ensuring everyone is safe’ in-year priority will directly contribute to this goal.

This is a cross-cutting principle that is being considered across all our objectives. It is particularly supported through the ‘enabling access to leisure and cultural activities’ objective and continued development of Tŷ Pawb, through the profile of Welsh language and culture in both English and Welsh medium education plans, ‘well-connected communities’ through the provision of bilingual signage, and ‘modernising our services’ through the continued development of Welsh language customer services.
The ‘improving secondary education’ in-year priority will directly contribute to this goal.

This is directly supported by the taking pride in our environment objective, seeking to reduce the amount of waste created and particularly that which goes to landfill, alongside tackling fuel poverty and increasing renewable energy usage.
The ‘improving the environment’ in-year priority will directly contribute to this goal.

Wrexham County Borough Council has developed seven planning principles. These planning principles reflect the sustainable development principles and are based on the five ways of working defined within the Well-Being of Future Generations (Wales) Act, but also a number of other key acts.

Each of our well-being objectives has been assessed against our planning principles, showing how each objective is using the sustainable development principle. This ongoing assessment will be a central part of our decision making, service planning and delivery. They also take account of the Welsh Government’s Future Trends Report – focusing on population change, climate change, changes in our economy, health, and the Welsh language.