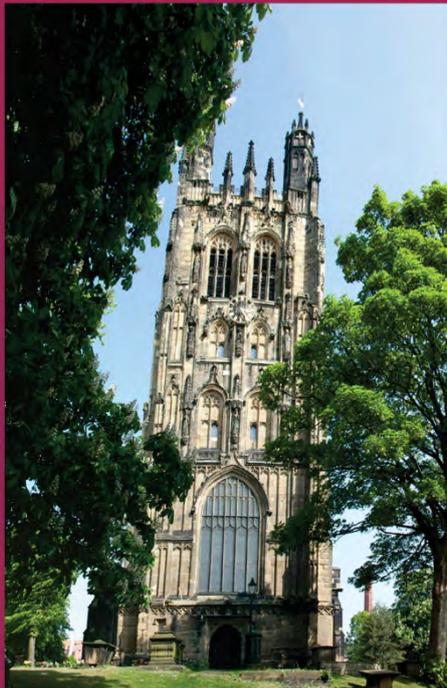


Focused on our Performance 2019 – 2020



Introduction by the Leader and Chief Executive

Welcome to Wrexham County Borough Council's annual review of our performance against our Council Plan (2019-2022). This report presents our evaluation of success in fulfilling our vision for the future for Wrexham County Borough Council; of creating communities where people are supported to fulfil their potential, prosper and achieve a high standard of well-being. In enabling this vision we aim to be a strong and inclusive community leader and we work to promote and support the well-being of all those who live in, work in and visit the County Borough. This review identifies the progress we have made during 2019/20 in accomplishing this vision.

There is no doubt that 2019/20 ended with our communities facing an unprecedented emergency that affected all aspects of Wrexham County Borough. No one could have predicted the enormity of the impact of the Covid-19 pandemic and the extent to which priorities and resources would be redirected to minimising or mitigating the risks that the pandemic presented. As the country went into lock down on the 23rd March 2020, we began fulfilling a local and regional role, planning for and responding to the impact on service provision, governance, staff welfare, the economy and wider community. This alongside the backdrop of further budget cuts for the year 2019/20, resulted in an unparalleled challenge to the end of the year. However these challenges have not dampened our drive to improve our communities, now more than ever as the people we represent have faced incredible adversity. We are immensely proud of our communities, our staff and the thousands of volunteers that have demonstrated the true spirit of Wrexham County Borough.

Although the year ended with the Covid-19 pandemic, 2019/20 began our journey of transforming the County Borough; the first stage was identifying our in-year priorities. The six priorities included:

1. Developing the economy
2. Improving secondary education
3. Promoting good health and well-being
4. Improving the environment
5. Ensuring everyone is safe
6. Ensuring a modern and resilient council

These priorities reflected our response and commitment to transform our communities. They focused our activities in building the foundations of creating communities where people are supported to fulfil their potential, prosper and achieve a high standard of well-being. We are pleased with the good progress made with our priorities during 2019/20 but also look to the future as we redirect some of our focus in recovering from the Covid-19 pandemic, while maintaining our vision in developing and supporting the communities we serve.

Cllr. Mark Pritchard
Leader of the Council

& Ian Bancroft
& Chief Executive

About this report

In 2019 we republished our Council Plan: which defines our deliverable organisational priorities and objectives. The Council Plan sets out our 14 objectives across the four themes of Economy, People, Place and Organisation. Alongside this the Council Plan (2019-2022), identified a clearer vision for each of our well-being themes and developed a smaller, more focused set of in-year priorities, in line with our wellbeing objectives, with clear activities that were the main focus of our work for 2019/20.

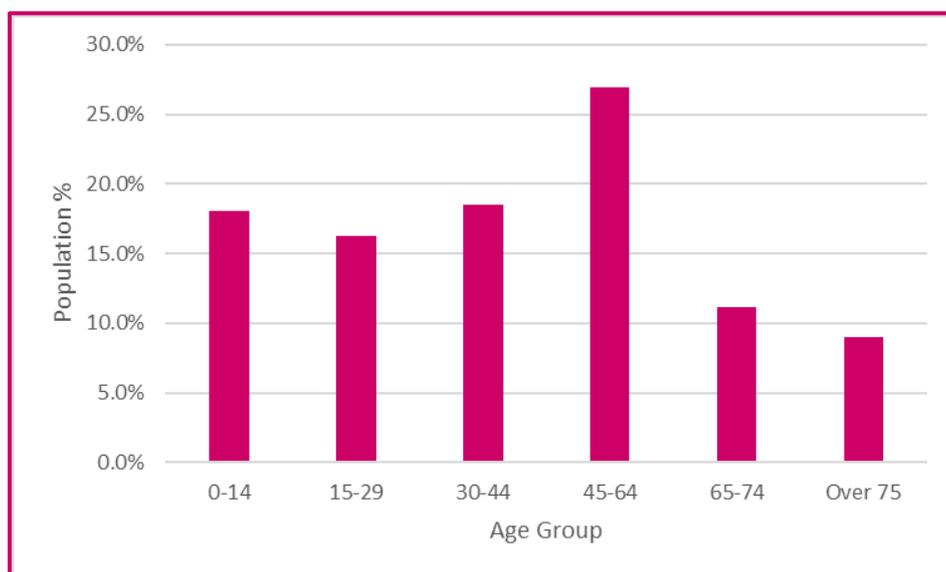
The Council Plan is available on the council's website <https://www.wrexham.gov.uk/service/council-plan-2019-2022> and in accessible formats.

This report sets out an analysis of how well we performed against our in-year priorities and well-being objectives in 2019/20. Activities undertaken through our in-year priorities have impacted on both the outcomes for the in-year priorities and the well-being objectives alongside the shared priorities that we have agreed with partners such as Wrexham's Public Services Board. The performance summary on page 7 offers a snapshot summary of our position determined by our performance measures, the pages that follow provide a more detailed analysis.

Our County Borough Council

Wrexham is the largest town in North Wales and ranks as the third largest retail centre in Wales. In the year 2019/20 there was around 135,957¹ residents living in Wrexham County Borough Council.

The largest age group in Wrexham is the 45-64 age group. The chart below illustrates the population age break down mid 2019 in Wrexham County Borough Council¹



At the end of March 2020, the employment rate¹ for people aged 16 to 64 in Wrexham was 75.5% compared to the national Welsh average of 73.7%. As of 2018, the biggest industries for employment in Wrexham County Borough include manufacturing; human health and social work activities; wholesale and retail trade, with Wrexham Industrial Estate being one of the biggest in Europe.

¹ Data Source: statswales

The council had a budget of £237 million for 2019/20 which provides or enables services to local residents and countless more stakeholders. The Council in delivering the priorities has done so against the background of on-going reductions to public spending whilst protecting the services as much as possible. The budget of £237 million includes funding to support the Council Plan through projects and activities that have required financial investment to support the improving of outcomes for our communities.

Planning Principles

This year we have continued to give a higher profile to how we use our planning principles in all our activities; including the five ways-of-working set out in the Well-being of Future Generations Act, to shape our planning and our services. Our planning principles are:

- Prevention comes first
- Prioritise the most vulnerable
- Plan for the long term
- Consult and involve
- Integrate and collaborate
- Welsh language

This report gives examples of how the council has harnessed the culture of the five ways-of-working and embedded these into our planning principles. Our Council Plan includes the council's well-being statement and this annual report increasingly focuses on judging the progress we are making in supporting improved well-being and sustainable development for and with local people and communities.

Sustainable Wrexham

Sustainable development is about ensuring that the needs of the present are met (focusing on 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 Wrexham we focus on three strategic planning themes – Economy, People and Place. These are enabled by a corporate theme of Organisation – building 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 interdependent 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 Wrexham's culture and the communities which make it.

How we measure success

This report sets out an overall judgement of progress against each of the 6 in-year priority outcomes and the 14 well-being outcomes. The judgement is based on a traffic light system, as set out below:

GREEN	Good progress is being made and outcomes are improving.
Amber	Progress is being made but not yet impacting on outcomes.
RED	Performance is off-track and outcomes are not improving.

Alongside the traffic light judgement is the trend direction. This identifies if performance over time, for each outcome is:

- Improving
- Static
- Declining

The rationale for the progress judgement for each in-year and well-being priority outcome is set out over two pages. It includes performance measures for our agreed outcome indicators, along with highlights key issues and actions moving forward.

Target Setting

Wrexham County Borough Council works to ensure that local people receive good quality services that provide value for money within a reducing budget. We judge the success of these services through setting and monitoring outcome indicators. Outcome indicator targets are set for the current financial year at one of four levels, to reflect the council's level of ambition and whether the council is investing, or prioritising its budget, as decisions are taken on reshaping services and making savings:

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

It should be noted that targets to sustain performance or to deliver against a minimum standard can still represent challenging and ambitious targets when considered in the light of the changes in funding and resources available.

Annual improvement report – Wales Audit Office

Wrexham County Borough Council's Annual Improvement Report (AIR), July 2019, produced by the Wales Audit Office found that the council:

“The Council is meeting its statutory requirements in relation to continuous improvement but, as with all councils in Wales, it faces challenges going forward.”

Wrexham makes use of national performance indicators which are defined by Welsh Government, or through the Welsh Local Government Association, to provide a set of measures by which performance can be compared across local authorities. Due to the Covid-19 pandemic data for these measures has not been published for the year 2019/20 so therefore unlike in previous years, Wrexham County Borough Council is not able to share a full comparison of all aspects of its performance against Wales and other local authorities.

Equality

Alongside publishing the Focused on our Performance report Wrexham County Borough Council has also published our Statutory Equality Plan Annual report. The Equality Act 2010 requires that we produce an annual report each year in relation to progress made in regard to our Strategic Equality Plan, during the previous year. The 2019-20 annual report covers the period 1st April 2019 to 31st March 2020 and relates to the Strategic Equality Plan 2016-20. The full annual report will be published by 31st March 2021 and sets out:

- How the council is meeting its general duties under the Equality Act 2010;
- How the council is meeting its specific duties under the Equality Act 2010 (Wales) Regulations 2011; and
- Progress against the equality objectives and actions set out in the plan.

Performance Summary of the In-Year Priorities and Well-being Objectives

The tables below give a snapshot illustration of the performance rating for all the in-year priorities and well-being objectives.

In-Year Priorities Summary Table

In-Year Priorities	Overall Outcome
Developing the economy.	Green
Ensuring everyone is safe.	Amber
Ensuring a modern and resilient council.	Green
Improving secondary education.	Red
Improving the environment.	Amber
Promoting good health and well-being.	Amber

Well-being Objectives Summary Table

Well-being Objective	Overall Outcome
E1: People want to live, work, learn, visit and invest here.	Green
E2: Businesses can locate and grow here.	Green
E3: Tackling poverty.	Amber
PE1: All people have positive aspirations, learn and achieve their potential.	Red
PE2: Supporting people to live active, independent lives within their community.	Amber
PE3: Safeguarding those who are vulnerable.	Amber
PE4: People are safe and feel included.	Green
PE5: Enabling access to leisure and cultural activities.	Amber
PL1: Home that meet people's needs and aspirations.	Green
PL2: An environmentally responsible place.	Amber
PL3: Communities with sustainable, attractive settlements, neighbourhoods, buildings and spaces.	Green
PL4: Well-connected communities.	Amber
O1: Continue to modernise services.	Green
O2: Supporting a resilient council.	Green

In-year Priority: Developing the economy

In 2019/20 this priority outcome was judged to be **GREEN** overall. Despite a difficult economic climate this priority has made significant progress in areas that affect Wrexham. We have attracted more businesses into the area, improved the Wrexham Town footfall and progressed in delivering our master plan of a smaller town-centre with a mix of retail, residential and entertainment.

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 broadening the variety of the town-centre.

Linking well-being objectives

E1: People want to live, work, learn, visit and invest here

E2: Supporting business to locate and grow here

E3: Helping tackle poverty

PE1: Supporting people to have positive aspirations learn and achieve their potential

PL4: Well-connected communities

PE5: Enabling access to leisure and culture opportunities

What we focused on

- Actively working with partners to ensure that business start-ups are maximising the support available from ourselves, Town Square and Business Wales.
- Supporting the Local Development Plan process to ensure that land is available to meet demands for expansion and new economic growth.
- Continuing to promote the Employers' Pledge to partners, stakeholders and the business community to ensure the future sustainability of the workforce, particularly within manufacturing.
- The North Wales Growth Vision and Growth Bid, working with the North Wales Economic Ambition Board to maximise the investment into Wrexham.
- Developing a master plan for a smaller, more focused town-centre with a mix of retail, residential and entertainment.
- Capitalising on the economic impact of football on the County Borough.
- Promoting local entrepreneurship.
- Ensuring the transport infrastructure is appropriate to support the economy (e.g. road and rail).

In-year Priority: Developing the economy

Highlights

- Town centre, retail property vacancy rates have seen an improvement in 2019/20, with 11.2% of retail properties vacant at the end of 2019/20. This is below the Wales national average.
- Wrexham town centre footfall out-turn was 2,152,328 which is a significant improvement on last year. (Although we noticed a considerable dip in Q4 due to lock-down compared to other quarters in the year).
- The official opening ceremony for Colliers Park took place in September 2019. The new National Football Development Centre has created a high-class training facility in the heart of Wrexham. The opening of the Development Centre will attract more business and footfall into Wrexham.
- A Business Plan has been completed to move forward the development of a Football Museum in Wrexham, alongside Colliers Park.
- There is a high demand for vacant council owned retail properties in the town centre. The vacancy rate is currently 22% but is set to decrease after a transition period of tenants leaving units and new occupiers moving in.
- These forums have given us a platform to engage with businesses on a 'one to many basis' delivering an efficient and effective method of communicating specialist business advice. This included the launch of Llay and Vauxhall business forums and the relaunch of the industrial estate forum.

Key Issues and moving forward

- Much of our programme of works has been affected by the impact of the pandemic and our recovery plans meaning some areas of our programme of work has been delayed into the next financial year.
- Launch Innovation & Entrepreneurial Loan product with Development Bank Wales have been delayed as we have to further develop our proposal to differentiate with the current support to business from Welsh Government.
- Ensuring the transport infrastructure is appropriate has been delayed until 2020-21 in view of the inability to complete public consultation and stakeholder engagement.
- Delivery of the Wrexham Gateway Masterplan in partnership with Wrexham Football Club, Wrexham Glyndŵr University and the Welsh Government continues into 2020. Approval is in place and its feasibility will be tested via a commissioned consultant, which will be confirmed in May 2020.
- Moving forward in developing our economy we will focus on the following areas:
 - Wrexham Town Centre Recovery Plan (including a new Marketing Campaign for 2020);
 - North Wales Growth deal;
 - Master plan a smaller, more focused town-centre with a mix of retail, residential and entertainment;
 - Capitalise on the economic impact of football on the County Borough;
 - Promote local entrepreneurship; and
 - Ensure the road and rail infrastructure meets the needs of our economy.

In-year priority: Ensuring a modern and resilient council

In 2019/20 this priority outcome was judged to be **GREEN** overall. This priority has made significant progress in all areas with considerable advancement towards becoming a more digital 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.

Linking well-being objectives

O1: Continue to modernise our services

O2: Supporting a resilient council

What we focused on

- Delivery of the annual organisational development and workforce strategy priorities, including completion of employee workshops promoting our approaches to reward, engagement, recognition and development;
- Agreeing plans to focus office accommodation in the civic quarter of the town; with work underway on a joint initiative with Health and Social Care to create an innovative Wellbeing Hub;
- Council modernisation and smarter ways of working. Developing a more digital robust council.

Highlights

- Delivery of the annual organisational development and workforce strategy priorities, and identification of emerging corporate priorities, including completion of employee workshops promoting our approaches to Modern Ways Of Working, and focusing on improving engagement;
- Agreeing plans to focus office accommodation in the civic quarter of the town; with work underway on a joint initiative with Health and Social Care to create an innovative Wellbeing Hub linked to our Modern Ways of Working approach;
- Work was undertaken to develop and agree budget cut proposals for 2020/21 and 21/22 in order to balance the budget without affecting the resilience of our key services; The 2020/21 Revenue budget was agreed by full council in January;
- We have extended the availability of on-line services for customers with more than 30,000 people now registered to use the council's 'MyAccount' system and we have used digital technology to improve internal working practices such as key improvements to our recruitment process;

In-year priority: Ensuring a modern and resilient council

- The council's ICT reliability has been tested to the extreme by Covid-19, which has seen an unprecedented number of council employees working from home and away from office bases. Systems have remained resilient throughout this period.
- Whilst there remains much work to do, the council's modernisation plans and smarter ways of working have been tested and accelerated during the lockdown period;
- A significant amount of work to support the Covid-19 response and recovery has promoted and enhanced the ability to work in a modern way;
- ICT resilience has been improved with a new data-centre implemented;
- On 28th February, the first ever Wrexham County Borough Council Eisteddfod was held at the Memorial Hall, Bodhyfryd to celebrate St David's Day with staff. The event was a huge success and demonstrates that there is a real interest in Welsh language and culture within our workforce;
- The new corporate website was launched on 29th May 2020 and a great deal of work has gone into making sure that the Welsh language is correct, clear and consistent throughout.

Key Issues and moving forward

- The Cloud Contact Centre project has experienced a number of delays to the original planned implementation date and these delays were further impacted by the Covid-19 pandemic and subsequent lockdown.
- The majority of the actions in the Health and Safety Executive Action plan were completed in 2019/20 with just 4 areas remaining to be completed in 2020/21.

In-Year Priority: Ensuring everyone is safe

In 2019/20 this priority outcome was judged to be **Amber** overall. While significant progress has been made in all areas, the inevitable challenges and impact of Covid-19 have resulted in delayed completion of some areas of work.

This in-year priority is about

- Working with partners to ensure that 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.

Linking well-being objectives

Pe3: Safeguarding those who are vulnerable

Pe4: Working with partners to make Wrexham a safe place where people feel included

PL1: Promoting good quality homes and regeneration

What we focused on

- Working in partnership to review the nationally recognised NPS (New Psychoactive Substances) Taskforce pilot and embed best practice.
- With the Wrexham Community Safety Partnership (CSP) ensuring that agreed actions were based on the findings of the annual Perceptions of Safety Survey, the North Wales Police Annual Strategic Assessment and local crime trends to ensure that we are addressing local community safety issues and the Police & Crime Commissioner (PCC) priorities (annual consultation).
- Developing a safeguarding policy and practice to reflect the change in the legal duty under the Social Services & Well-being Act and to respond to new national policy and procedures from Welsh Government.
- Developing and delivering a new Rough Sleeper Strategy for Wrexham.
- Commencing the Plas Madoc and Nant Silyn new-build schemes.

In-Year Priority: Ensuring everyone is safe

Highlights

- The Area Planning Board secured funding from Welsh Government to establish a 'Collaborative Outreach' programme across North Wales. For Wrexham, this meant the appointment of a full time Co-ordinator (Wrexham/Flintshire) and two mental health outreach workers employed by the Health Board to support vulnerable individuals with co-occurring mental health, substance misuse and other issues (e.g. housing).
- The Community Safety Partnership has developed and agreed a new evidence-based Community Safety Plan for 2020-23, which sees partners leading on different elements of work under four key priority areas: creating safer neighbourhoods, reducing the harmful impacts of alcohol and other substances, supporting vulnerable people and ensuring people feel safe.
- The 'Rough-sleeper Strategy' was signed off by the Lead Member for Place - Housing, and has now been formally adopted.
- Significant progress was made with the new-build schemes at Plas Madoc and Nant Silyn, with building work commencing in early 2020.

Key Issues and moving forward

- Covid-19 has resulted in a delay in a number of elements of work within this priority. For example, the recruitment of the 'Collaborative Outreach' team was delayed and the sign-off of the new Community Safety Partnership (CSP) plan was postponed. However, despite delays in some areas, progress has continued and all key milestones have been reached.
- The Covid-19 pandemic, and subsequent delay in Welsh Government requirements and guidance, have had a significant impact on the work Wrexham Council has undertaken (with partners) to reduce homelessness and rough-sleeping. With a requirement to ensure that no-one was sleeping on the streets during 'lockdown', unprecedented efforts were made by all involved to secure suitable accommodation solutions for all.
- Work on Nant Silyn and Plas Madoc was already scheduled to run into 2020/21 financial year. However, with restrictions from Covid-19 resulting in delays on-site, this will mean that completion will be later than initially anticipated, and might not take place until 2021/22.

In-Year Priority: Improving Secondary Education

In 2019/20 this priority outcome was judged to be **RED** overall. During 2019/20 a rigorous and detailed 'Post Inspection Action Plan' has been developed with our partners focusing on improving outcomes in secondary education.

This in-year priority is about:

- Providing support and challenge to 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 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.

Linking well-being objectives

Pe1: Supporting people to have positive aspirations, learn, and achieve their potential

E1: Encouraging people to live, work, learn, visit, and invest here

E3: Helping tackle poverty

What we focused on

In October 2019, Local Government Education Services in Wrexham were inspected by Estyn. The outcome of the inspection was that:

"The implications of weak outcomes in secondary schools in Wrexham are significant for young people's wellbeing and their future education, training and employment. The legacy of ineffective intervention and support over many years has resulted in only limited improvement in many secondary schools. The scale of the challenge to improve outcomes in secondary schools means that Wrexham is an authority that is causing significant concern."

Over a number of years, in a majority of secondary schools, pupils' educational outcomes have been below those of their counterparts nationally. In addition, over a period of time, inspection judgements in secondary schools in Wrexham do not compare well with those of secondary schools across Wales and there have been too many secondary schools placed in an Estyn "follow up" category including "Significant Improvement" and "Special Measures".

As a result of this we developed a Post Inspection Action Plan which focused on improving the following recommendations:

Recommendation 1:

Urgently improve outcomes for learners, particularly at key stage 4.

In-Year Priority: Improving Secondary Education

Recommendation 2:

Improve attendance, wellbeing and behaviour of secondary school pupils.

Recommendation 3:

Strengthen joint working across service areas relating to all aspects of wellbeing.

Recommendation 4:

Improve the quality of self-evaluation and improvement planning across all education services.

Highlights:

- The development of our Post Inspection Action Plan working in partnership with a range of stakeholders to improve the recommendations.
- Improved performance of FSM pupils at the expected level at Key Stages 2 and 3 over the past 3 years.
- Improved performance of boys at the expected level at Key Stages 2 and 3 over the past 3 years.
- Partnerships with children and young people are strong as evidenced by the Senedd yr Ifanc and their engagement in consultation around key issues such as the well-being assessment through the Public Service Board. There are good opportunities for children and young people to influence and become involved in the decision making process

Key Issues and moving forward:

- In March 2020, the Covid-19 pandemic resulted in: The closure of all schools in Wales for education purposes with effect from 20 March 2020 including the suspension of all inspection activity by Estyn until further notice; A decision by Welsh Government to cancel the GCSE examinations scheduled for the Summer of 2020 and for grades to be awarded through a system which includes the school submitting centre assessed grades for learners alongside a national moderation exercise. This also included the announcement that there will be no performance measures published at a school, local or national level for the academic year 2019-20 and a suspension of the National Categorisation process.
- During the latter part of the Spring Term, the focus of the Education and Early Intervention Department and of GwE, the regional school improvement service, has been to support schools in responding to the Covid-19 emergency.
- This has involved developing and implementing childcare provision for the children of critical workers and vulnerable children, as per the defined lists prescribed by Welsh Government and supporting schools to provide “continuity of learning” for learners across Wrexham. In addition, we have ensured that local authority Education services have continued to be delivered resiliently.
- Consequently, whilst many of the actions contained within the Post Inspection Action Plan remain relevant, there will be a need to review and amend the success criteria, outcomes and milestones in discussion with Estyn in the Autumn Term 2020.

In-year priority: Improving the Environment

In 2019/20 this priority outcome was judged to be **Amber** overall. Whilst significant progress has been made in all areas, the inevitable disruption and challenges following the impact of Covid-19 have resulted in the postponement of the completion of some areas of work.

This in-year priority is about

- Taking pride in our environment working to ensure the County Borough is clean and maintaining our services. In addition working to minimise the impacts of climate change, minimising carbon emissions and creating a 'carbon positive' organisation;
- Continuing to update and improve our waste services;
- Advancing our role towards becoming a low waste, environmentally responsible organisation that supports local people to play their part;
- Creating and optimising sustainable energy efficiencies;
- Promoting active travel and the development of deliverable routes linking communities to key employment / educational facilities; and
- Being reactive in road repairs to provide a safe, secure and useable transport infrastructure.

Linking well-being objectives

PL2: Pride in our environment

PL3: Communities with sustainable, attractive settlements, neighbourhoods, buildings and spaces

PL4: Well-connected communities

What we focused on

- The declaration of a Climate and Ecological Emergency on 25th September 2019.
- Arrangements for a Public Engagement Event to discuss decarbonisation plan scheduled for March 2020.
- Introducing charging for the first Green Bins which commenced in February 2020.
- Continuing with the Wrexham County Borough conversion of the existing street lighting assets to LED technology (circa 11,000 units).
- Plans to develop an Active Travel Programme in accordance with the statutory duty and our legal duty under the Active Travel Wales Act. This included; responding to new national policy and procedures from the Welsh Government and developing and defining a programme of deliverable walking and cycling routes linking communities to key employment / educational facilities.
- Reactive road repairs to provide a safe, secure and useable transport infrastructure, including improvements to the condition of the highways and associated infrastructure.
- Improved defence rate against insurance claims for defects and failures to transport infrastructure.

In-year priority: Improving the Environment

Highlights:

- Wrexham County Borough Council have made good progress in our transition to become a net carbon zero and ecologically positive council by 2030.
- On track to achieve the national indicator of percentage of municipal waste reused, recycled or composted of 65% for 20/21.
- The percentage of Category 1 and Category 2 defects have improved from 40% in January 2019 to 87% in January 2020.
- The percentage of successfully defended highways insurance claims was 80.65% in 2019/20 and the percentage of claims settled 19.35%.
- Overall highways inspections have improved from 2019 levels.
- Conversion of 11,000 street lighting assets to LED technology – as a result phase 1 & 2 is now completed.
- The development of a clear decarbonisation plan which will target the full decarbonisation of council operations and promote the protection and enhancement of the natural environment. For Wrexham, this means the focus on reducing carbon emissions in the following buildings mobility and transport land use and procurement. To ensure we have adopted the correct approach we are awaiting Welsh Government guidance although this has been delayed as a result of the Covid-19 pandemic.
- We eagerly await the Public Engagement Event for our decarbonisation agenda. This will be rescheduled for the autumn once the restrictions on public gatherings have been lifted. Alternative options may need to be considered such as a Public Webinar event.
- Following a scrutiny committee recommendation to defer the decision about changes to the frequency of bin collections, this issue has been referred to a Task and Finish Group.
- Pleasing customer satisfaction feedback and the continuation of a good working relationship with the contact centre. Complaints about missed waste collection have dropped over the 12 month period.
- We have continued to fill existing vacancies which has contributed to maintaining the staffing levels.

Key Issues and moving forward:

- Covid-19 pandemic resulted in a significant impact for a number of elements of work within this priority. For example, the Climate Change Public event scheduled for March has been delayed. However, despite delays in some areas, progress has continued and postponed events will be rescheduled in 2020/21.
- Covid-19 pandemic, and subsequent delay in Welsh Government has impacted obtaining guidance on carbon emissions and measures. This has delayed progress to baseline our emissions and decarbonisation plan. In 2020/21 we will continue with a collaborative approach working with other North Wales Local Authorities.
- Recycling figures have improved year on year however the disruption of the Green Bin charging may impact the year on year improvements.
- The charging for the Green Bins has been impacted by the Covid-19 pandemic. The programme is scheduled to recommence in September 2020.
- Significant progress has been made on the conversion of the council's existing street lighting assets to LED technology (Circa 11,000 units). The project is split into 6 programmes of work based on geographical areas. The first 2 phases are complete (albeit for some units being located along routes requiring additional traffic management). These will be completed within phase 3. Initially phase 3 commenced on schedule however, this has been impacted by the Covid-19 pandemic placing subsequent restrictions on working practices and has delayed the project. Monitoring and mitigation is in place to keep dialogue with the contractors open.

In-year priority: Promoting Good Health and Well-being

In 2019/20 this priority outcome was judged to be **Amber** overall. Significant progress was made during this period with a renewed focus on prevention and early intervention. Wrexham County Borough Council has committed to working more closely with our partners to establish a holistic approach to support in improving the health and well-being of our communities.

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.

Linking well-being objectives

Pe2: Supporting people to live active, independent lives within their community

E3: Helping tackle poverty

What we focused on:

- Focus on prevention – Mapping current activity (contributing to good health, well-being and prevention) to identify gaps, duplication and possible links – to then enable prioritisation of those having the greatest impact;
- Dementia friendly – Council to achieve dementia friendly status and support Wrexham to become a dementia friendly town;
- Community benefits – Focus the community benefit clauses of contracts on activity which supports this ambition;
- Early interventions for Children & Young People – Early interventions and support for children and young people (with a focus on mental health, speech and language, and the transformation fund projects); and
- Workforce – Promote good health and well-being in the wider workforce.

Highlights

- Dementia friendly – Wrexham Council received the status of ‘working towards being a dementia friendly authority’ from Alzheimer’s society on the 13th February 2020. Substantial evidence was provided within an action plan that identified our commitment to improving the lives of those living with dementia and making any necessary changes that supports this.

In-year priority: Promoting Good Health and Well-being

- Community benefits – In 2019/20 we continued to embed Community Benefits within council procurement activities as an integral part of the current Commissioning, Procurement and Contract Management Strategy. The council's adoption of Community Benefit policy provides significant opportunity to engage with suppliers to ensure that they go beyond the provision of core contract requirements, delivering added value within the County Borough in accordance with our health and wellbeing and community resilience priorities.
- Workforce – The Corporate Health Group continued to meet quarterly in 2019/20 and has made significant steps to achieving Gold re-validation in July 2021; including the successful launch of the Mental Health Champions scheme, as agreed in the Time to Talk Mental Health Pledge action plan.
- Focus on prevention – Integrated with the activities of the Accelerated Improvement Board, significance was placed on developing communication and working relationships between Children's Services and Education's Prevention and Support Teams through a number of workshops. Early 2020 saw the first workshop focused on mapping out departments services in prevention and identification of elements of the prevention spectrum that they align with.
- Early interventions for Children and Young People – Additional funding has been secured from the Welsh Government to support the increasing demand and long waiting lists for school based counselling and Youth Service support. The funding will be utilised to alleviate some of the demand and allow quicker access for children and young people to these vital services. The Education and Early Intervention Department have continued to work in partnership with Children and Adult Mental Health Services to support schools to build capacity to support children and young people's mental health and embed a whole school approach.

Key Issues and moving forward

- The Covid-19 pandemic towards the end of 2019/20 impacted on all our activities within the community as resources were redirected to mitigate the impact on our communities. Wrexham County Borough Council and our partners redirected efforts into a coordinated first response to deliver critical services.
- As a result of the Covid-19 pandemic, we were unable to deliver on the Member challenge as anticipated on the development of the new indicators for the new Council Plan; as a result we quickly adapted to new methods of delivery for the actions.
- A further workshop planned by the Accelerated Improvement Board focused on prevention was postponed as a result of the Covid-19 pandemic. The workshop planned with public and third sector providers will be rescheduled in late 2020.
- In addition to this, a questionnaire has been developed for circulation to Heads of Services that specifically focuses on the health outcomes achieved by their services. This will be distributed in 2020/21, identifying areas of action to support the delivery of promoting good health and well-being in our communities.

E1: Encouraging people to live, work, learn, visit and invest here.

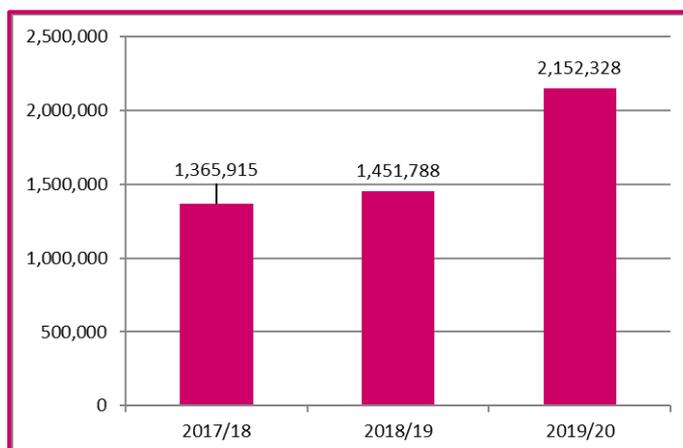
In 2019/20 this priority outcome was judged to be **GREEN** overall. The impact of clearly defined activities identified through the in-year priority of 'Developing the Economy' has supported improvement in outcomes in this well-being objective.

Highlights

- Footfall in the town-centre (measured by digital footfall counter) has greatly improved during 2019/20. The pedestrian improvements have provided improved access to the town centre. Increased footfall continues to support the town centre businesses.
- The council successfully secured £1.5 million as a funding grant to support property improvement and development. The grant will benefit commercial building occupiers and owners to enable them to enhance building frontage, improve the quality of the signage and bring vacant commercial floor space back into beneficial business use. The funding will support an improvement in the aesthetics of the town centre encouraging more visitors into the town centre by providing an attractive and vibrant environment.
- The grant will also provide support to new businesses, providing a platform to encourage business to locate in the town centre. A decrease in vacant commercial properties will increase the footfall into the town centre.
- Working with our partners the council secured a grant of £750,000 to facilitate the relocation of Techniquest into the town centre. Funding from the grant will facilitate the regeneration of a long term vacant building and rebranding to Xplore!. The property is in a key strategic area in close proximity to Tŷ Pawb, creating an arts and creative hub attracting visitors to the County Borough and further improving the footfall in Wrexham town centre.
- The council supported the Church in Wales with £250,000 to refurbish the iconic Burton's Building, bringing it back into use for the public.
- Wrexham County Borough Council secured £1.52m from National Lottery Heritage Fund, which with match funding and private contributions means a possible investment of circa £6m through a Townscape Heritage Scheme.
- Training and awareness raising courses have been carried out to ensure contractors, agents, architects and professionals understand the need to protect heritage buildings by using heritage building techniques to renovate buildings in the town centre.

How we measured success

Wrexham town-centre footfall: GREEN and improving.



E1: Encouraging people to live, work, learn, visit and invest here.

	2017/ 18	2018/ 19	2019 /20	Further Information	RAG	Trend
Town centre vacancy rate: all retail properties	14.1%	14%	11.2%		Green	Improving
Town centre vacancy rate: council owned retail properties	18.0%	18.0%	22.0%	This represents 5 vacant town centre properties at the end of the year out of the 22 owned by the council.	Green	Declining

Value of visitor spend: **GREEN** and improving.

	2017/18	2018/19	2019/20
Value of Visitor Spend	117.7 Million	122.6 Million	125 Million

£5,549,669 the value of investment in physical regeneration: **GREEN** and improving.

What do we plan to do next?

- The Property Improvement Grant funding scheme will continue with a budget of £300,000 in 19/20 and a budget of £1,200,000 in 20/21. The funding has proved popular as business owners seek to improve the visual appearance of businesses. Projects focused on improving frontage and signage therefore maximising the opportunity for impact and regeneration of key areas within the town centre.
- Open the new Visitor Information Centre in Chester Street following re-location to enhance the offer around Ty Pawb and Xplore!.
- Assist the launch of Xplore! which has been delayed due to Covid-19, however we are working closely with our partners to support the expected launch in September 2021.
- To ensure sustainability of businesses and support the economy by enabling town centre recovery post Covid-19, we have launched a Covid-19 emergency grant fund. The grant fund will subsidise businesses to purchase equipment which will allow them to use areas outside their premises for dining and create a new and safe environment for visitors and residents instilling confidence in safety during this uncertain time.
- To improve the town centre public realm, in line with our 'place' marking principles, we have secured funding to deliver a pilot scheme of Green Infrastructure (GI) in the Town Centre. Identified through a suite of interventions from a recent GI Audit in key strategic areas, in line with current and future regeneration activity. The success of this scheme will ensure this can be rolled out to future years and investment secured for other projects within the current GI programme.

Example of using the planning principles

Wrexham Council have been pleased to support Glyndwr University and its partners to access funding through the Welsh Government's Targeted Regeneration Investment programme. The funding awarded by the Inspiring Science Fund will be used to regenerate a building in Wrexham town centre to create a first class science discovery centre.



E2: Supporting businesses to locate and grow here

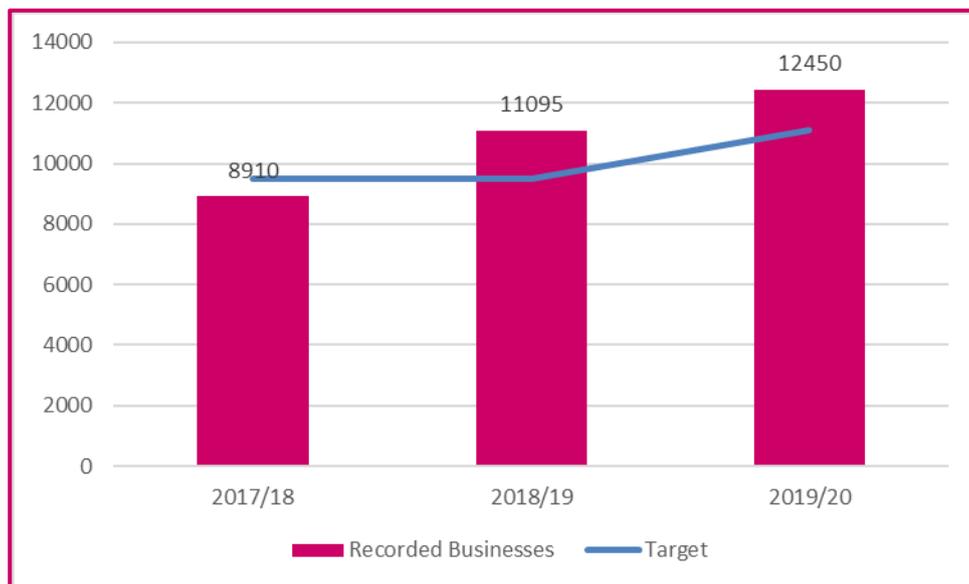
In 2019/20 this priority outcome was judged to be **GREEN** overall. The impact of clearly defined activities identified through the in-year priority of 'Developing the Economy' has supported improvement in outcomes in this well-being objective.

Highlights

- In 2019 we held a Pop-up business school event aimed at supplying individuals with information and guidance on how to set up new a business. The event provided an opportunity to interact with clients who would not typically access our services and provide a platform for individuals to network.
- The council successfully procured funding via the 'Rural Development Programme' (RDP) to establish a new post within the Council, for a Digital Officer. This post will focus on improving digital connectivity within the County.
- As a result of the Covid-19 pandemic, in March 2020 we began to offer business support and guidance via our Business Support Team. Supporting enquiries for advice and guidance during the national lockdown. Putting our local businesses at the heart of our team.
- An element of this support included signposting businesses to Covid-19 financial support - the council issued £24.5m to 2076 businesses under the 'Non Domestic Rates' (NDR) relief.
- As part of Phase 2 of the Economic Resilience Fund worth £227,000, we implemented a new start-up grant. 91 grants have been made available each worth £2500.

How we measured success

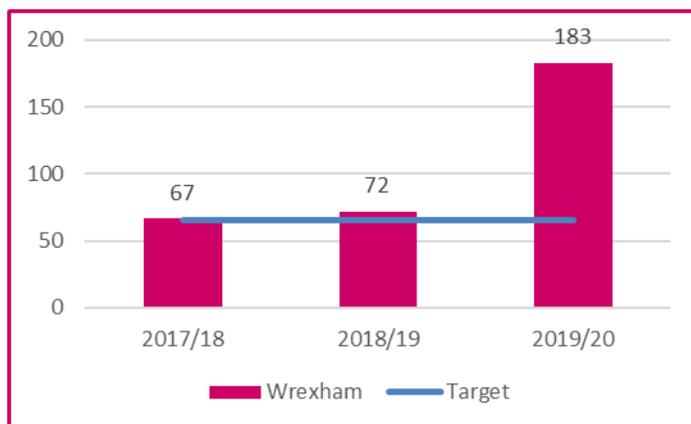
Number of Recorded Businesses: GREEN and improving.



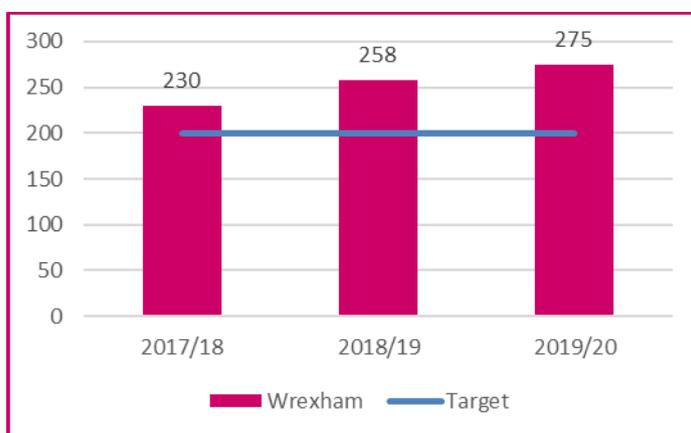
- **80% of Commercial Property Occupied: Amber and declining.**
- **383 jobs created where the council was directly involved: GREEN and improving.**

E2: Supporting businesses to locate and grow here

Number of Recorded Business Start-ups: **GREEN** and improving.



Number of Qualified Investment Enquiries: **GREEN** and improving.



What do we plan to do next?

- The impact of the Covid-19 pandemic at the end of the year has created uncertainty for many of our customers and their businesses. We aim to continue with our vision of supporting businesses to develop in the County Borough alongside redirecting our priorities in supporting businesses to recover and adapt where possible.
- With an ever increasing digital world we will increase our presence in promoting the service on-line to encourage more customers to use the assistance we offer.
- Our interaction with local businesses requires further expansion and therefore we will proactively focus on virtual visits to businesses, outlining what support we can offer and actively attend online business networking events.
- After the success of the business forums we will continue to develop virtual forums and aim to increase our membership.

Example of using the planning principles

As a council we have recognised the demand and urgency to develop ourselves into a modernised and digitally efficient organisation. Working with other departments across the council and our new Digital Officer we are developing a range of services on-line, improving our digital presence and meeting the needs of our evolving business market.



E3: Helping Tackle Poverty

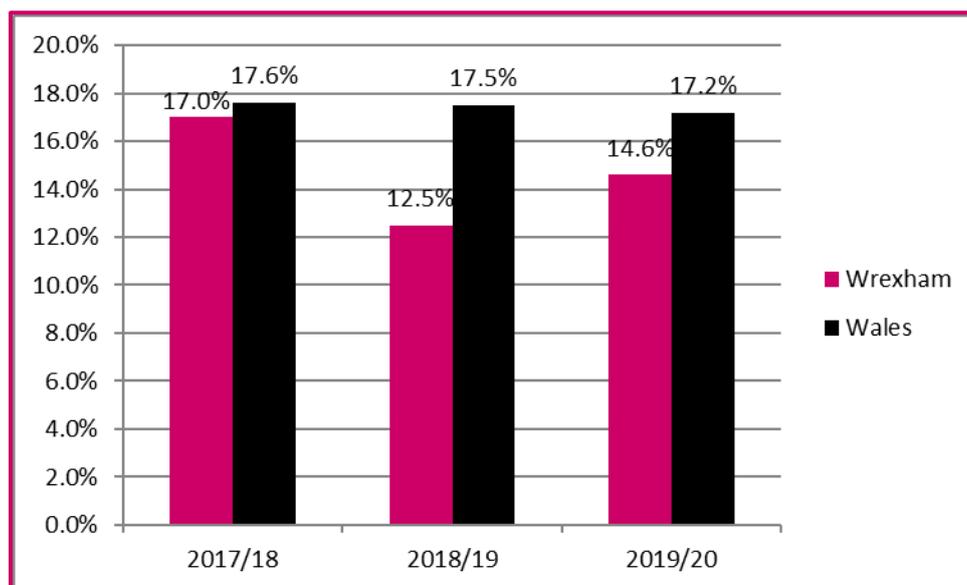
In 2019/20 this priority outcome was judged to be **Amber** overall. The impact of clearly defined activities identified through the in-year priority of 'Developing the Economy', 'Promoting Good Health and Well-being' and 'Improving Secondary Education' has supported some improvement in outcomes in this well-being objective.

Highlights

- The council has continued to promote apprenticeships, community benefits, the employers pledge and improved salaries for the most poorly paid;
- As a result the percentage of workless households is lower in Wrexham than the national average for the second consecutive year.
- The percentage of economically active households is higher than the Welsh average (Wrexham 79%, Wales 76.6%)².
- Gross weekly pay is higher than the Welsh average (Wrexham £577.50, Wales £540.70)³.
- Our dedicated team at the 'Communities for Work and Communities for Work Plus' have continued to provide essential support in helping individuals secure employment. In 2019/20 the teams assisted 182 people into work, 108 people into vocational or accredited qualifications and a further 25 people into volunteering or under 16 hours of paid employment.
- The team has recognised the urgency during the last quarter as a result of the Covid-19 pandemic and have processed 92 referrals. From this there have been 21 jobs secured, 8 individuals have engaged in volunteering, 16 individuals have secured places in training and 27 qualifications have been achieved.

How we measured success

Percentage of Workless Households in Wrexham County Borough: **GREEN** and declining.

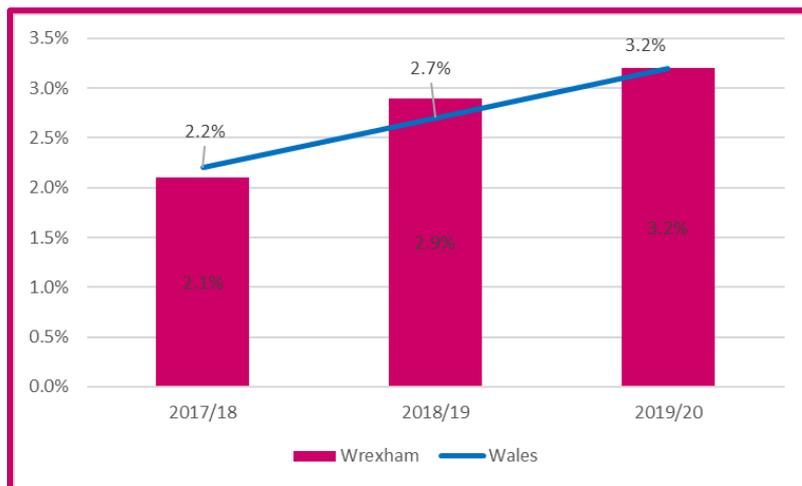


² Nomis – March 2020

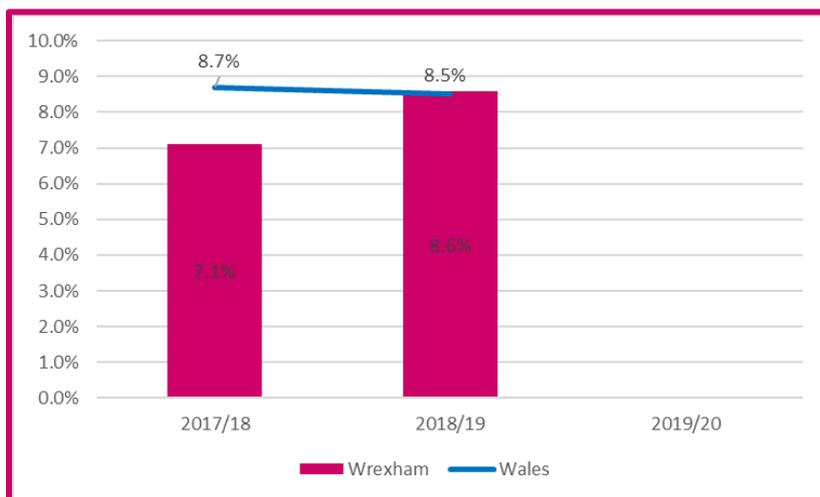
³ Ibid.

E3: Helping Tackle Poverty

% of Working Age People who are Benefits Claimants in Wrexham. Contextual Indicator: performance declining.



% of 16 - 64 year old population that have no qualifications. Contextual Indicator: performance declining.



What do we plan to do next?

- In 2019/20 there has been an increase in the number of people in Wrexham with no qualifications and an increase in the number of people claiming benefits. As a result funding for the Communities for Work Plus has continued for a second year via the Children & Communities Grant. This is particularly pertinent as part of our recovery from the Covid-19 pandemic.
- In supporting tackling poverty we will continue to focus on understanding poverty, reducing poverty and preventing people from the impact of poverty.

Example of using the planning principles

Continuation of interventions delivered by the council include child health and wellbeing development, parenting support, support for those on benefits, help with employment and employability, business development for the creation of new employment and support and guidance to sustain tenancies.



PE1: All people have positive aspirations, learn and achieve their potential

In 2019/20 this priority outcome was judged to be **RED** overall. Wrexham County Borough schools have performed above the Welsh average in the Foundation Phase Indicator and Core Subject Indicator in both Key Stage 2 and Key Stage 3. However as identified through our in-year priority of 'Improving Secondary Schools' there is a need for continued focus on securing improvement in our secondary schools.

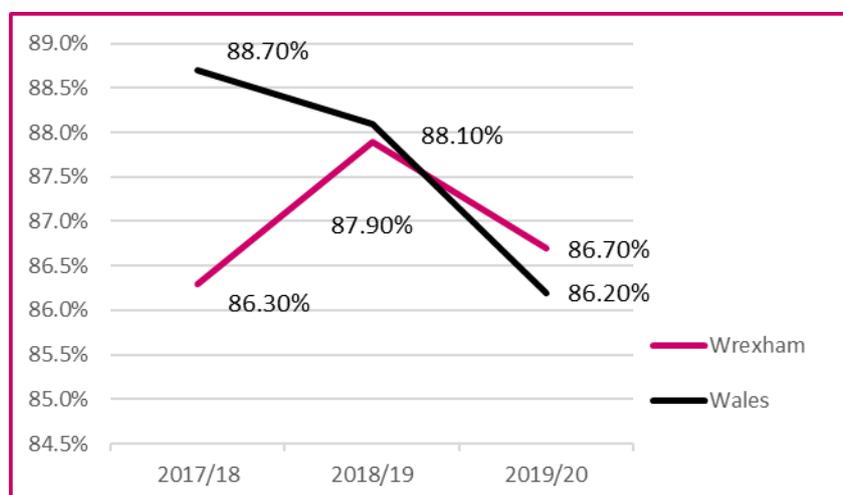
Highlights

- Attainment at Key Stage 3 was above the Wales average for the first time in the Core Subject Indicator; Wales 86.20% and Wrexham 86.70% (Summer 2019).
- The supply of Welsh medium education places exceeded demand at each intake of nursery, reception and secondary pupils.
- The number of pupils choosing to stay in full time education after Year 11 was 82% in 2018.
- The proportion of pupils known not to be in employment, education and training (NEET) at Year 11 was 1.7% in 2018.
- The safety, mental, emotional and physical wellbeing of our learners, particularly vulnerable learners, continues to be our priority.
- There are strong and positive relationships between the local authority, schools and the regional school improvement service.

How we measured success

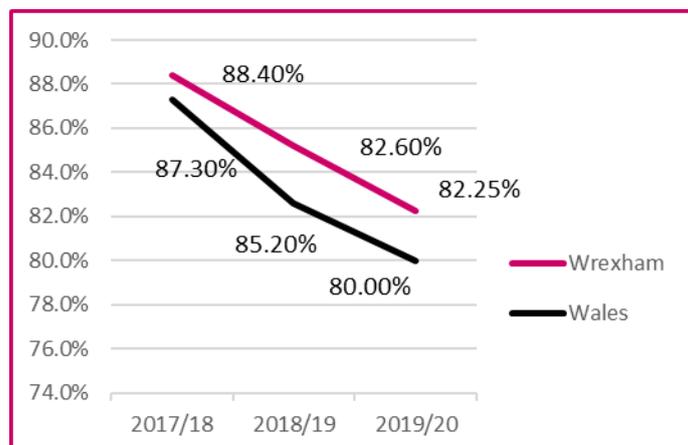
- Performance in all main indicators decreased across Wales in 2018-19, therefore rendering comparison against previous targets meaningless.
- The performance measures for Secondary Education can be found on the 'Improving Secondary Education - in-year priority page.

Percentage of Students Achieving the Core Subject Indicator in Key Stage 3: Amber and declining.

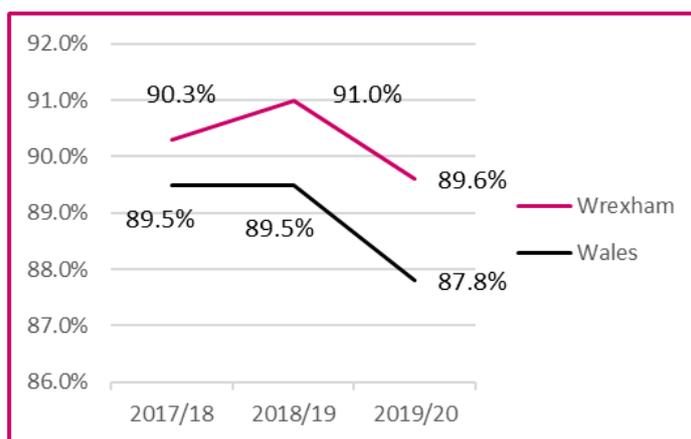


PE1: All people have positive aspirations, learn and achieve their potential

Percentage of pupils achieving the Core Subject Indicator at Key Stage 2, at the end of year 6: **Amber** and declining.



Percentage of pupils achieving the Foundation Phase Indicator at the end of year 2: **Amber** and declining.



What do we plan to do next?

- Improve outcomes for learners, particularly at Key Stage 4.
- Improve attendance, wellbeing and behaviour of secondary school pupils.
- Strengthen joint working across service areas relating to all aspects of wellbeing.
- Improve the quality of self-evaluation and improvement planning across all education services.
- Support schools to reduce permanent and fixed term exclusions.

Example of using the planning principles

We continue to work in collaboration with schools, the regional school improvement service and further and higher education providers to support our learners. We continue to support schools and young people to improve physical, mental and emotional wellbeing through an integrated package of support, in partnership with other services such as health.



PE2: Supporting people to live active, independent lives within their community.

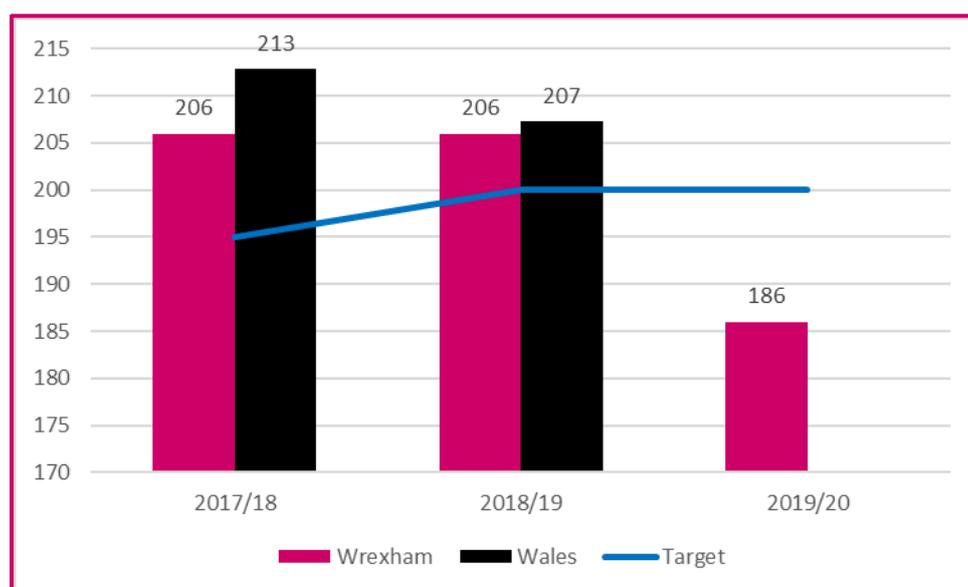
In 2019/20 this priority outcome was judged to be **Amber** overall. The impact of clearly defined activities identified through the in-year priority of 'Promoting Good Health and Well-being' will continue to support improvements in outcomes in this well-being objective.

Highlights

- In 2019/20, the Adult Single Point of Access (SPOA) included a 3rd Sector Worker who is employed through British Red Cross to provide early intervention and preventative support through signposting and providing local resource information. The additional support assists citizens to be independent and more active within their community.
- Closer links were established with health colleagues (particularly within the community) to provide more robust and responsive services to older people within the community.
- Short term Occupational Therapists were included as part of the Adult SPOA service in order to provide advice, information and assistance with low-level aids and adaptations. This helps to promote independence at an earlier stage and reduces likelihood of injury or potential hospitalisation.
- Social Workers based in Central District Nursing Team work closely with district nurses to support people in the community who are deteriorating, in need of respite or need continuous care. Daily dialogue between the central district nursing team and social workers enables advice and assistance on resources and/or referrals to alternative services that may be needed.

How we measured success

Average number of calendar days to deliver a disabled facilities grant: **GREEN** and improving.



Percentage of people requiring no further care package and a reduced package of care following reablement: **Quarter 1: 63.6% and Quarter 2: 47.10% (1st Oct to 11th Nov only)**. No further data available for 2019/20 due to new reporting systems introduced.

PE2: Supporting people to live active, independent lives within their community.

891 carers were engaged with during the year across the County Borough: **Amber** and declining.

Level of independence and assessment of Quality of Life of Older People supported by the services arranged by Adult Social Care and Housing & Public Protection:

This performance measure is evaluated by an annual survey distributed among our customers. In 2019/20 there were a total of 1338 surveys sent with a response rate of 257. This is down from the 366 returned last year, a return rate of just 19%. Within this 19% return rate there was also a very poor response in those answering all of the questions within the survey. The findings therefore did not provide a realistic view of our customers and an accurate outcome measure to allow a comparison to previous years.

What do we plan to do next?

- In March 2019 due to Covid-19 restrictions, all face-to-face contact with citizens was severely restricted. This remains under constant review as we strive to unlock our services.
- Continued rollout of locality working across the older people's service.
- Continue to promote the newly developed 'I CAN' pathway – changing the way people access and progress through our mental health support services.
- Evaluate the Community Agents Project and design a clear pathway between social prescribing and community agents.
- Implement outcome focused monitoring of care homes based on what 'good' looks like to people.
- Commission emergency respite solutions for people living with dementia and their carers.

Example of using the planning principles

The placement of a 3rd sector worker and occupational therapists within the Adult Single Point of Access have helped to ensure those citizens of Wrexham in need of early intervention and support are in receipt of assistance at a much earlier stage.



PE3: Safeguarding those who are vulnerable

In 2019/20 this priority outcome was judged to be **Amber** overall. The impact of clearly defined activities identified through the in-year priority of 'Ensuring Everyone is Safe' will continue to support improvements in outcomes in this well-being objective.

The Director of Social Services Annual Report (2019/20) is a statutory annual self-assessment of Social Services performance. This report, along with its supporting evidence is reviewed throughout the year by Care Inspectorate Wales (CIW) to ensure it presents a recognisable picture of performance in Wrexham. The report has been agreed by the Executive Board after a public consultation and will be made available via the council website.

Highlights

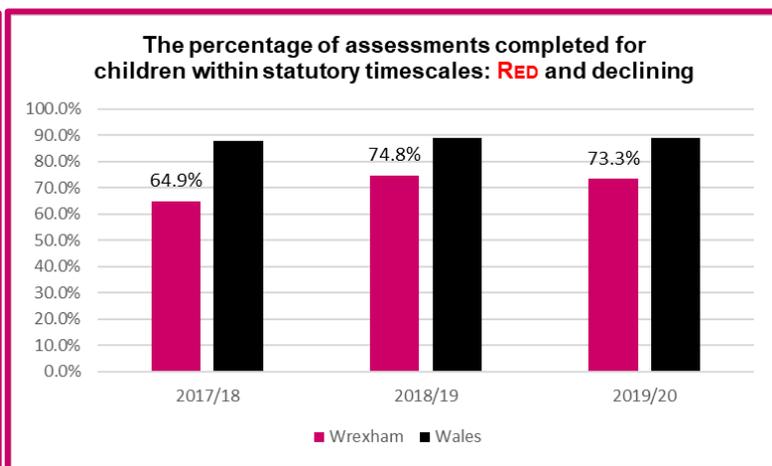
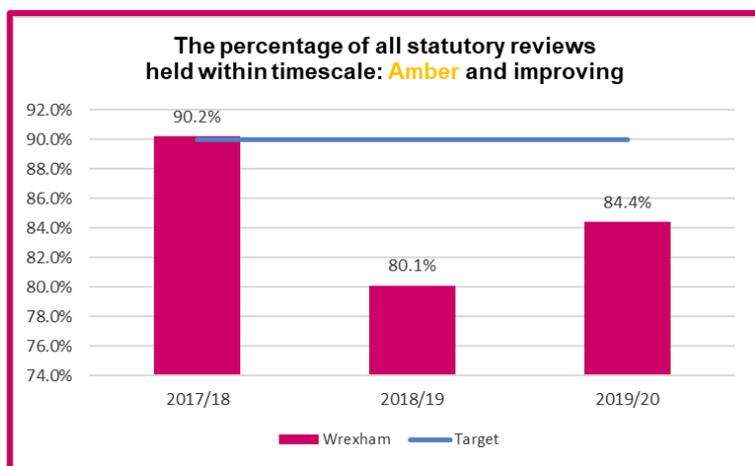
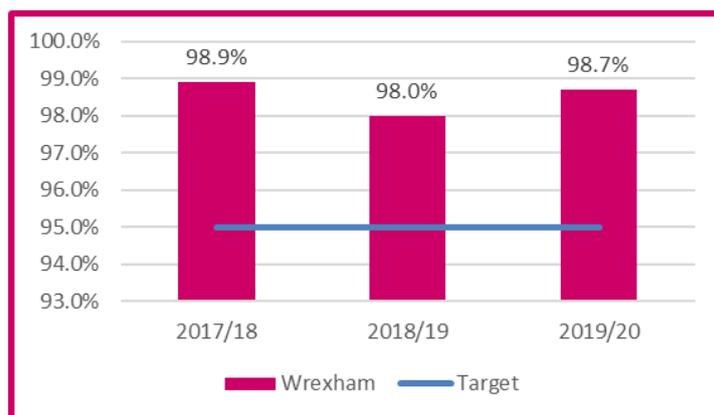
- To enable change and to safeguard our most vulnerable, in 2019/20 we embarked on a systematic review of all our policies and procedures.
- To ensure we protect our most vulnerable we have recognised the need to improve our quality assurance systems to deliver change and identify areas of weakness; as result we launched an improved and more robust quality assurance and monthly audit programme.
- In November 2019, we moved across to the new joint health and social care IT system. The new system is called the 'Welsh Community Care Information System' (WCCIS).
- The timeliness of our Children's Social Care assessments have stabilised. We've updated our Assessment of Care and Support following our move to WCCIS, and hope this continues to improve timescales.
- We have updated our Care and Support Plan documentation, to ensure we work in a consistent way. Following our move to WCCIS, new documentation for Children in Need of Care and Support and Looked after Children has been embedded into operational practice and based on a regional template.
- We've refined our referral documentation and process for the Prevention and Support Service (PASS) both for the Core Team and Waking Hours – providing greater clarity about what support is being requested. An outcomes document has also been designed to help us evaluate not only our successes, but also where we can do better or learn lessons from the interventions we offer.
- We began the pilot of a 'Children's Rights' approach to Children's Social Care. A self-assessment tool has been developed, based on the good practice detailed in 'The Right Way' – a guide created by the Children's Commissioner for Wales.
- We have formed the Missing-Exploited-Trafficked (MET) Operational Panel that supports children and young people who are vulnerable due to missing-from-home episodes, being exploited (including criminal exploitation) and being trafficked. Strategic MET meetings were held with colleagues in Flintshire – to look at any patterns, themes or trends across North East Wales. This is now embedded into practice.

How we measured success

To ensure that robust assessments are conducted for children and their families, Wrexham Children's Services place emphasis on seeing the child as part of their assessment. Although this may sometimes impact on the timescale of the assessment, it is important to ensure the child is seen, spoken to and their views gained on the assessment and impending care and support plan.

PE3: Safeguarding those who are vulnerable

The percentage of children seen as part of their assessment: **GREEN** and static.



What we plan to do next

- As a result of the Covid-19 pandemic, Children's Services have had to make adjustments to the way in which they work in order to continue safeguarding the most vulnerable. Where face-to-face visits or contact has not been able to take place, virtual contact and meetings have been facilitated. As the rules around lockdown are eased, Children's Services will begin to re-introduce face-to-face contact in a planned and safe way, ensuring all relevant health and safety guidance is followed.
- Ensure the national WCCIS system is firmly embedded and supporting our social care teams on the ground.
- Continue to engage with CIW and progress with our improvement plan to improve the percentage of assessments completed for children within statutory timescale.

Examples of planning principles

In 2019/20, Wrexham Children's Services successfully rolled out the use of the North East Wales Multi Systemic Therapy (MST) service. MST Cymru work in partnership with Wrexham to provide short term, intensive work with families, when the young person in the family is getting into trouble at school, work or with the law. The MST Team work with parents and other family members to find ways to make the situation better and ultimately, improve the young person's chances for a brighter future.



PE4: Working with our partners to make Wrexham a safe place where people feel included

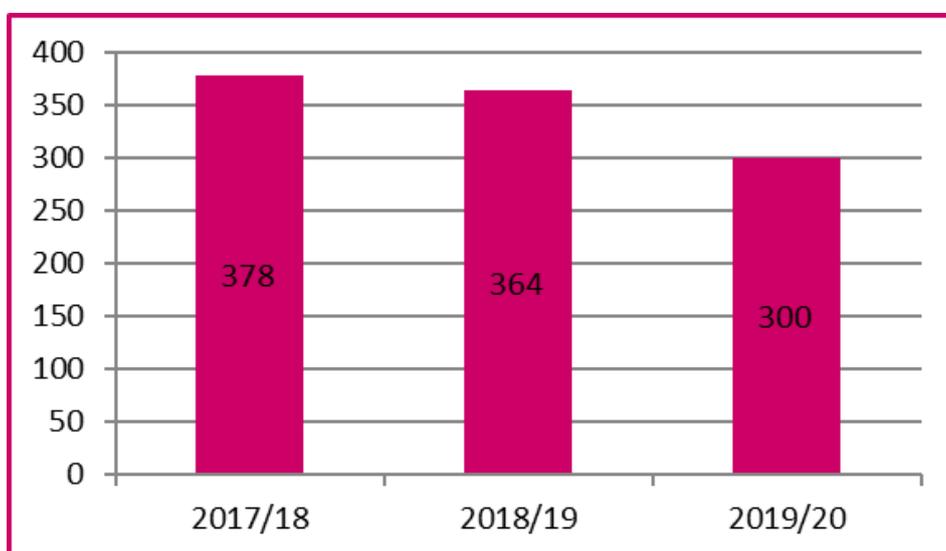
In 2019/20 this priority outcome was judged to be **GREEN** overall. The impact of clearly defined activities identified through the in-year priority of 'Ensuring Everyone is Safe' has supported improvement in outcomes in this well-being objective.

Highlights

- The successful development of the Community Safety Partnership and the agreed new evidence-based Community Safety Plan for 2020-23. Alongside this the establishment of the 'Collaborative Outreach' programme across North Wales.
- Wrexham County Borough Council have reintroduced the Wrexham Town Public Spaces Protection Order (PSPO) as part of the toolkit for addressing persistent anti-social behaviour in the town centre.
- Agencies continue to work in partnership to address 'visible vulnerable' individuals associated with persistent levels of Anti-Social Behaviour, rough sleeping and substance misuse. Pathways into housing and/or substance misuse treatment are considered through the weekly Providers Group and can also be supported by tools such as Community Protection Notices (CPN) which have the option of placing conditions of engagement on individuals.
- Funding has been secured to continue the Wrexham Alcohol Treatment Centre (Hafan Y Dref) for 2020/21. The centre has supported almost 4000 individuals on a night out in the town centre, during the past year.
- The regional community cohesion team have developed and implemented a community tension monitoring process for Wrexham.
- A regional team to take forward the Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) agenda is now fully in place. Work includes a focus on children and young people and ensuring provision for this group is consistent, and taking an Adverse Childhood Experience/trauma informed approach.

How we measured success

Number of Acquisitive Crimes in Wrexham County Borough: Green and improving



PE4: Working with our partners to make Wrexham a safe place where people feel included

- **980** victim based crimes in Wrexham compared to 1047 in 2018/19: **GREEN** and improving.
- **46%** of survey respondents feel safe in Wrexham town-centre which is an improvement from 35% in 2018/19: **Amber** and improving.
- **80%** of survey respondents feel safe in their local area which is an improvement from 72% in 2018/19: **GREEN** and improving.
- **20** first time entrants to the Youth Justice System (ages 10 – 17): **GREEN** and improving.
- **25%** is the reoffending rate of those within the Youth Justice System: **GREEN** and improving.
- **1** young person in custody per 1,000 of the 10 – 17 year old population: **GREEN** and static.

What do we plan to do next?

- Continued high level focus on areas identified through the in-year priority.
- Continue to work to address anti-social behaviour and protect vulnerable individuals from harm through the monthly Multi Agency Vulnerability and Risk Management meeting (VARM), the weekly Provider's Group and the town centre multi agency intervention group.
- Raise awareness of the dangers of knife crime, particularly amongst young people.
- Develop recommendations in conjunction with partner agencies, to create safer neighbourhoods in Wrexham, based on evidence arising from the local Community Profile.
- Implement recommendations identified in the Home Office Prevent tool kit to protect vulnerable people from radicalisation.

Example of using the planning principles

Under the umbrella of the Community Safety Partnership (CSP) we work in partnership with other statutory and third sector organisations to drive forward the objectives in our partnership plan. Established in 1998, the Wrexham Community Safety Partnership has a statutory responsibility to undertake an annual review of crime and disorder, and to be aware of the nature of crime and disorder, anti-social behaviour, and the misuse of drugs within the county borough. The CSP will identify and implement effective actions to reduce these problems and direct resources to address it.



PE5: Enabling access to leisure and cultural activities

In 2019/20 this priority outcome was judged to be **Amber** overall. The impact of clearly defined activities identified through the in-year priority of 'Developing the Economy' has supported improvement in outcomes in this well-being objective.

Highlights

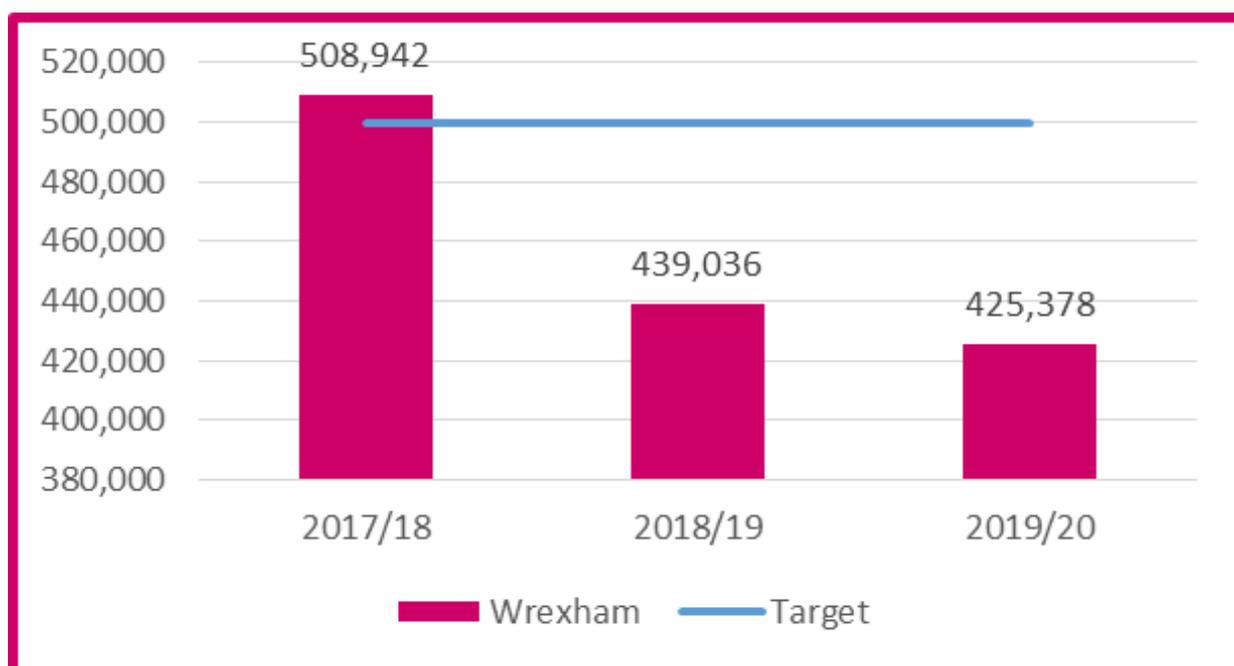
- The number of volunteering hours has increased for most areas from 2018/19.
- The increase in the number of volunteer hours being provided annually to support sports development increased from 2628 hours in 2018/2019 to 4818 hours in 2019/20.
- This increase has been supported by a particular focus on workforce development. This included the delivery of the Playmaker Playground Leadership qualification to the primary sector and the Level 2 Sports Leader qualification, delivered to all nine secondary schools and supported in one.
- Ty Pawb continues to develop as an arts, culture and wellbeing hub including hosting a number of exciting exhibitions including the award winning artist Grayson Perry, entitled Julie Cope's Grand Tour: The Story of a Life by Grayson Perry.

How we measured success

Volunteering for the Council:

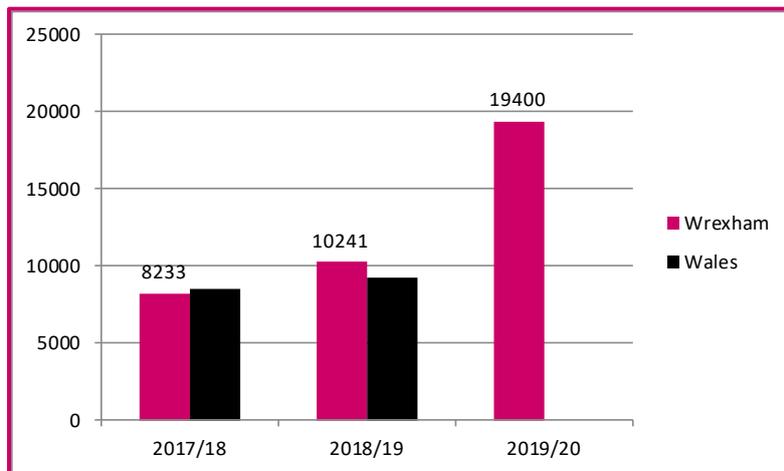
- **4,818** hours supporting sports development: **GREEN** and improving.
- **1,420** hours supporting museums and heritage: **Amber** and declining.
- **2,908** hours supporting parks and country parks: **GREEN** and improving.

The number of visitors to parks and country parks: **Amber** and declining.



PE5: Enabling access to leisure and cultural activities

The number of visits to local authority sport and leisure facilities per 1.000 population where the visitor participates in physical activity: **GREEN** and improving.



(In 2019/20 there has been a change to the funding for sports and leisure facilities. This has impacted on how the data is collected for this performance measure, 2019/20 data therefore does not represent a true comparison to previous years).

65% is the percentage of total length of rights of way which are easy to use (e.g. gates/styles/surfaces): (This data has only been partially collected due to the impact of Covid-19).

We were unable to collect the data for the percentage of children and young people who are: hooked on sport, participating in extra-curriculum activity at least once per week and participating in sport at least once a week at a community club, due to the Covid-19 pandemic. The data was planned to be collated through the School Sports Survey at the end of 2019/20).

What do we plan to do next?

- We have identified that the number of visitors to parks and country parks has fallen for the third consecutive year, 439,036 in 2018/19 to 425,378 in 2019/20.
- There has been a reduction in the number of volunteer hours supporting museums and heritage sites. This is due to a lack of volunteer availability and future plans have been stalled as a result of the Covid-19 Pandemic restrictions.
- We will continue to work with Welsh Government to take forward the development of a Football Museum in Wrexham.
- We will continue to review our management of public rights of way; there are over 850 kilometres (525 miles) of recorded public rights of way in Wrexham County Borough.

Example of using the planning principles

We supported our partners the Football Association of Wales in realising the ambitions to open the new National Football Development Centre at Colliers Park creating a high-class training facility in the heart of Wrexham.



PL1: Promoting good quality homes and regeneration

In 2019/20 this priority outcome was judged to be **GREEN** overall. The impact of clearly defined activities identified through the in-year priority of 'Ensuring Everyone is Safe' has supported improvement in outcomes in this well-being objective.

Highlights

- Wrexham County Borough Council has continued to make good progress in the quality of housing. All elements have met their 2019/20 targets.
- The number of properties meeting elements of the Welsh Housing Quality Standard has seen an increase from 2018/19. The Welsh Housing Quality Standard (WHQS) ensures that households live in good quality homes. This is a central part of the department's vision.
- Delivery is underpinned by a 5-year investment programme, which during 2019/20 - saw £45.9 million invested in Council stock.
- Work has begun on site at Nant Silyn, Wrexham and Plas Madoc to deliver the first new units of Council accommodation since 1992.
- Funding to the value of £3,455,000 has been secured through Welsh Government's Planned Development Programme (PDP) and approval given for the provision of 97 new units of Housing Association accommodation, at various locations throughout the County Borough.
- £65,000 of funding was successfully secured from the Foundational Economy Challenge Fund, to undertake a research project surrounding the local Modern Methods of Construction (MMC) and inform the council's procurement strategy for its house-building programme.
- A total of 26 former council properties were bought back and added to Council stock (3 properties bought back during lock-down).

How we measured success

23 The number of empty properties brought back to use: **RED** and declining.

The percentage of council homes which meet the Welsh Housing Quality Standard (WHQS):

- **98%** of homes meet the WHQS for being in a good state of repair: **GREEN** and improving.
- **97%** of homes meet the WHQS for being adequately heated: **GREEN** and improving.
- **100%** of homes meet the WHQS for Kitchens: **GREEN** and improving.
- **100%** of homes meet the WHQS for Bathrooms: **GREEN** and improving.

PL1: Promoting good quality homes and regeneration

What do we plan to do next?

- The council was unable to inspect properties to gain an accurate figure for the number of affordable houses performance measure as a result of the Covid-19 pandemic. Council staff have not yet been given permission to return on site.
- Meeting the housing needs of a varied and growing population continues to present challenges however Wrexham County Borough Council is committed to providing more housing choice and improved housing services.
- This includes increasing the portfolio of houses managed by local lettings agencies, remodelling existing stock to ensure they meet the quality standards and exploring a wider range of tenures.
- The Modern Methods of Construction (MMC) project aims to develop an innovative approach to the design, commissioning and procurement process to deliver exemplar housing schemes within Wrexham and to develop a procurement strategy that will maximise the creation and retention of wealth within local communities. It aims to explore how modern methods of construction (MMC) can help deliver homes more quickly and financially efficiently, with a lower life-cycle cost, better environmental performance, and overcome spatial land availability challenges.
- Funding has been secured through Welsh Government's Phase 2 Planning Guidance for Housing and Homelessness Support Services to establish a triage centre with support for homeless and rough sleeping households and refurbishment and remodelling of sheltered accommodation schemes.
- We will also continue to work with North Wales Police on designing out crime, to address localised issues and improve housing estates.
- Wrexham's PDP has a further 11 reserve schemes, which could bring forward a further 307 units of Housing Association accommodation.

Example of using the planning principles

In protecting some of our most vulnerable communities and in partnership with Liberty, development of the former Nant Silyn site began in early 2020 to build 14 new council properties. The project is a regeneration of disused brownfield site which will provide much needed social housing to the town.



PL2: An environmentally responsible place

In 2019/20 this priority outcome was judged to be **Amber** overall. The impact of clearly defined activities identified through the in-year priority of 'Improving the Environment' has supported improvement in outcomes in this well-being objective.

Highlights

- The council have exceeded the Welsh's Government's statutory target of reusing, recycling or composting by 5.66%. We have exceeded the target for the last three years and the council is still within the upper quartile of Welsh Local Authorities when comparing overall recycling percentages.
- In an effort to mitigate the impacts of rising energy costs, the council has delivered on the replacement of existing street lights with new energy efficient lighting technologies including LED. The work to convert existing street lighting units to LED is demonstrative of the Councils commitment to tackling the impacts of climate change whilst ensuring continuity of services. Figures 1 & 2 demonstrate the positive outcomes of the work being undertaken in terms of reducing energy consumption (-20%) and carbon emissions (-40%).

Figure 1

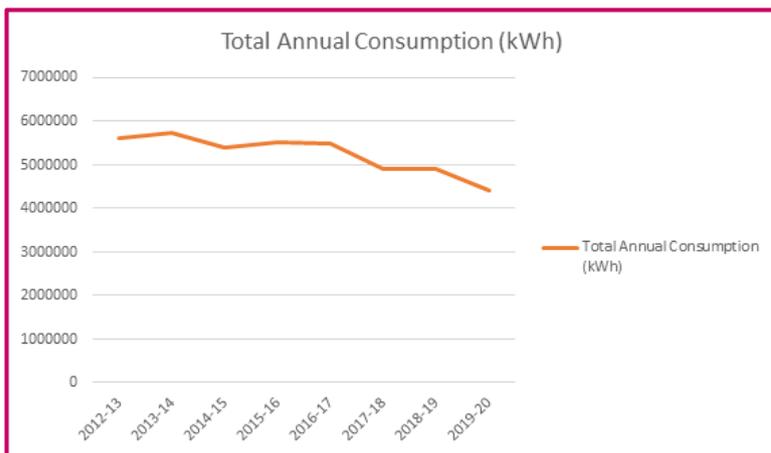
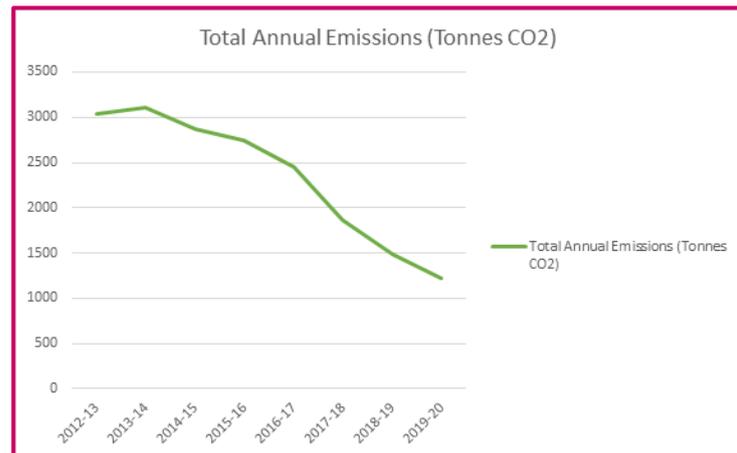
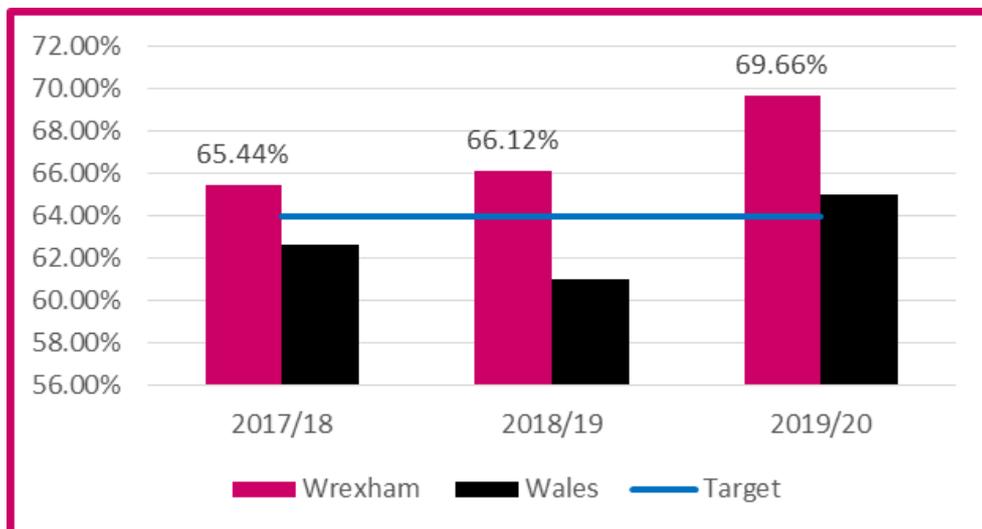


Figure 2



How we measured success

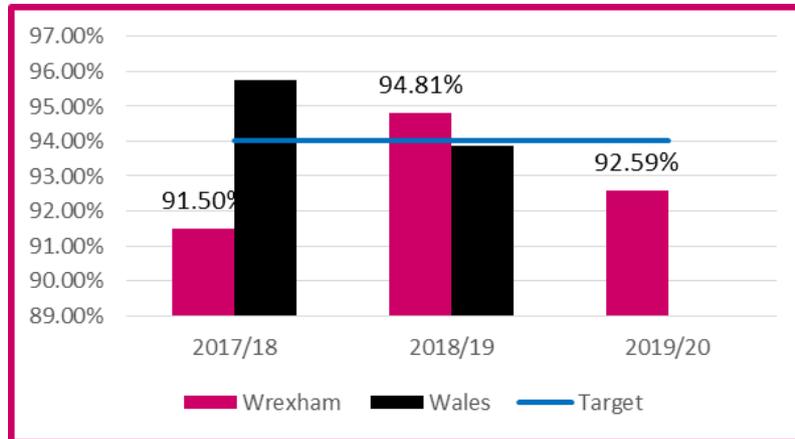
Percentage of municipal waste reused, recycled or composted: **GREEN** and improving.



PL2: An environmentally responsible place

The council has worked with local residents to surpass the Welsh Government's statutory target of reusing, recycling or composting 64% of municipal waste by 2020.

Percentage of highways inspected of a high or acceptable standard of cleanliness: Amber and static.



2.82 is the average number of working days taken to clear fly-tipping incidents. This is an improvement on 3.95 days in 2018/19: **GREEN** and improving.

What do we plan to do next?

- As a result of the Covid-19 Pandemic in 2020/21 there will be a need to review and amend our success criteria around climate change; including the impact on the reduction in traffic at the end of 2019/20 which will affect the result of our decarbonisation plan.
- We will continue to work with local businesses and residents in partnership across the teams within the council to take pride in their local environment
- We will work with Public Service Board partners to consider how we tackle climate change, pollution, flooding and biodiversity issues together.
- We will continue to review our Streetscene operations and continue to work with teams across the council to support all teams and organisations to take pride in their environment
- We have declared a Climate Emergency and we will produce a Carbon Reduction Strategy with a public consultation event planned for autumn 2020.
- We will explore other activities that we can carry out to encourage and support local households to reduce the level of waste they produce.

Example of using the planning principles

The move to LED street lights presents environmental benefits from reduced energy consumption and associated carbon emissions. Climate change has become a significant issue and one that the council has recognised through the decision to declare a Climate Emergency and develop a decarbonisation plan to which street lighting will have an integral role.



PL3: Communities with sustainable, attractive settlements, neighbourhoods, buildings and spaces

In 2019/20 this priority outcome was judged to be **Amber** overall. The impact of clearly defined activities identified through the in-year priority of 'Improving the Environment' has supported improvement in outcomes in this well-being objective. This well-being objective is linked to the development of the Local Development Plan (LPD), where good progress was made during 2019. The impact of Covid-19 in March 2020 impacted on the completion of key actions.

Highlights

- Good progress was made with the Local Development Plan in 2019/20.
- The Local Development Plan, once adopted, will be the statutory development plan for the Local Authorities planning area.
- The Local Development Plan is a long-term land use and development strategy focused on achieving sustainable development in Wrexham County Borough.
- Wrexham's Local Development plan will:
 - guide development for housing, employment, retail and other uses;
 - set out policies that will be used to decide planning applications; and
 - safeguard areas of land requiring protection or enhancement.
- Key elements of the Local Development Plan include the following:
 - Provision for 8525 new homes over the plan period (2013-2028) to deliver a requirement for 7750;
 - The opportunities to deliver 4,200 new jobs in the County Borough along with sufficient land to meet a County Borough wide requirement of 45 hectares of employment land, and a new allocation of land at Wrexham Industrial Estate;
 - Concentrating development allocations in the following sustainable locations as identified in the settlement hierarchy:
 - The Primary Key Settlement of Wrexham Town and Wrexham Industrial Estate including Key Strategic Site release for housing and employment;
 - The Key Settlements of Acrefair / Cefn Mawr, Chirk, Coedopeth, Gresford / Marford, Gwersyllt, Llay, Ruabon and Rhosllanerchrugog;
 - The Local Service Centres of Bangor-on-Dee, Broughton, Brymbo, Glyn Ceiriog, Holt, Overton, Penley, Pen-y-cae, Rhostyllen and Rossett; and the
 - Tier 4 settlement of Rhosrobin, due to its proximity and accessibility to Wrexham Town.
 - Bringing forward key infrastructure to enable and mitigate the impact of new development;
 - Designating green wedge to strategically manage growth; and
 - Putting in place a master planning framework for the delivery of sites.
- In 2019 the Welsh Government appointed two Inspectors to conduct the examination of the Wrexham Local Development Plan. The Inspectors overall aim is, wherever possible, to get the plan to the stage where it is sound and can be adopted. The Examination commenced in on 3 September 2019 and is still ongoing.

PL3: Communities with sustainable, attractive settlements, neighbourhoods, buildings and spaces.

How we measured success

100% of applications were approved in line with Conservation Area Guidance to support in preserving or enhance the conservation areas: GREEN

Our previous performance measure of: **Ensure that the Authority maintains a 5 year supply of deliverable housing land** is deemed to be 0 due to national planning policy guidance set out in Technical Advice Note (TAN1) which states that *'where a Local Planning Authority (LPA) has no up to date development plan, they cannot undertake a formal Joint Housing Land Availability Study (JHLAS). There is now no longer a need to maintain a 5 year land supply'*.

Annual dwelling completions: due to Covid-19 Wrexham County Borough Council has not been able to carry out any site surveys on how many new homes have been built in 2019/20. The emerging Local Development Plan sets out how many houses should be built over a 15 year period. This figure is then annualised for monitoring purposes. The developing plan (Wrexham Local Development Plan 2013-2028) currently has a target to build 7750 houses over a 15 year period between 2013-2028, (517 per annum rounded up).

What do we plan to do next?

- The development of brownfield land within the County Borough remains a priority; however all the homes needed over the period to 2028 cannot be delivered on brownfield sites alone.
- The council has a duty under both the Planning and Housing Acts to deliver new homes, in sustainable locations that meet the needs of all society, including the Gypsy and Traveller community.
- Once the Local Development Plan is adopted; the plan will be monitored annually via the statutory Annual Monitoring Report (AMR) and reviewed as appropriate to keep it relevant and up to date, having regard to changes in national guidance and other relevant factors. The Annual Monitoring Framework (AMF) will measure the relevance and effectiveness of the Plan's policies and allocations.
- The Local Development Plan will support our vision of sustainability for Wrexham. The objectives are produced as integrated sustainability and plan objectives. For example, Objective 5 within the Local Development Plan seeks to facilitate mixed, diverse communities by delivering housing, including affordable homes, to meet the needs of the County Borough

Example of using the planning principles

Throughout the development of the Local Development Plan we have planned for the long term and ensured that we consistently evaluated the impact of decisions on the sustainability of Wrexham. We have promoted the theme of locally distinct character and context in our planning that is not confined to architectural style. Making the best use of existing site features such as landscape, heritage, trees, hedges, ecology, microclimate, renewable energy resources, topography, green and blue infrastructure and ground conditions.



PL4: Well-connected communities

In 2019/20 this priority outcome was judged to be **Amber** overall. The impact of clearly defined activities identified through the in-year priority of 'Developing the Economy' and 'Improving the Environment' has supported improvement in outcomes in this well-being objective.

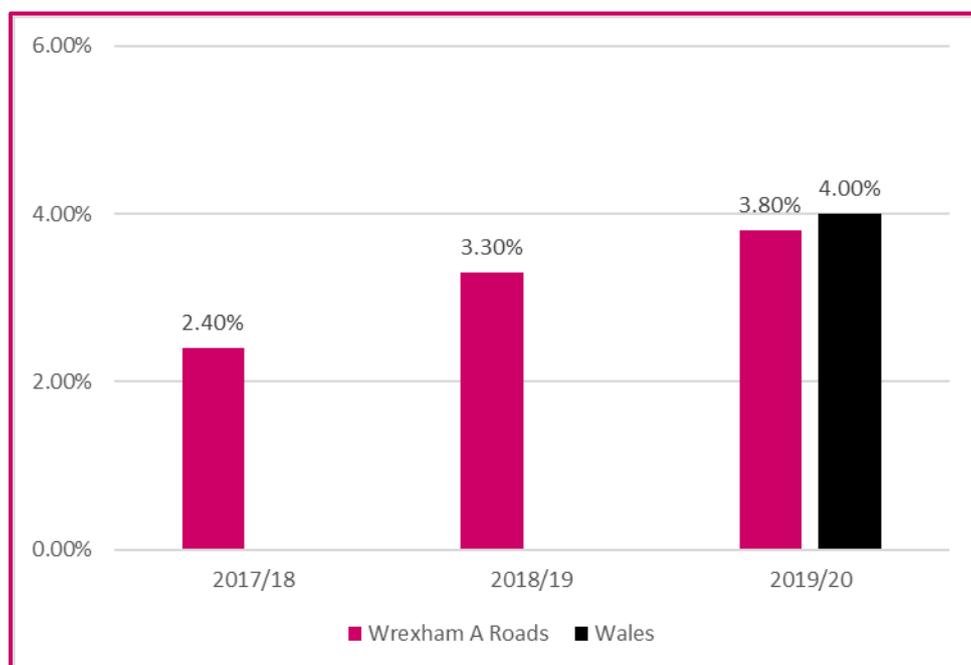
Highlights

- The condition of both 'A' and 'B' roads continues for the second consecutive year to be better than the Welsh average.
- All our public consultations confirm how important the condition of the highway network is to the vast majority of stakeholders and the level of support for the council's aim of maintaining funding levels for proactive investment in carriageway resurfacing.
- In 2019/20 we began investigating alternative methods and material for our reactive maintenance on Wrexham roads.
- We focused on improving and ensuring full compliance with our Highways Inspection Safety Standards.
- We developed a comprehensive regime to survey and identify the condition of all of our highways and from this a programme of renewals and replacements.
- In 2019/20 we improved and formalised our in-house knowledge through training, developing the skill set of our workforce to better support improvements in outcomes for our communities.

How we measured success

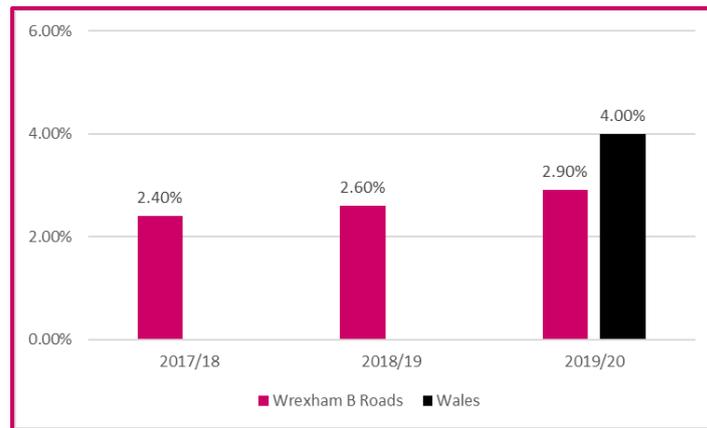
Conditions of roads in Wrexham.

Percentage of (A) roads in poor overall condition: **GREEN** and static.

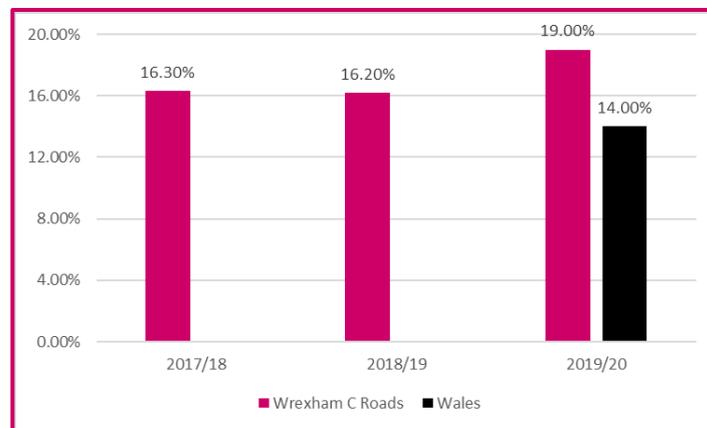


PL4: Well-connected communities

Percentage of (B) roads in poor overall condition: **GREEN** and static.



Percentage of (C) roads in poor overall condition: **Amber** and declining.



155,982 departures from Wrexham bus station in 2019/20, this is down from 168499 in 2018/19: **RED** and declining.

What do we plan to do next?

- We will move towards having a modern and environmentally responsible fleet which positions us as leaders in low carbon emissions vehicles.
- We have continued to see a decline in the number of departures from Wrexham bus station. The reduction in the number of departures reflects the declining patronage on local bus services, and the response of bus companies in reducing timetable frequency in line with demand.
- We will continue to improve the condition of the roads in Wrexham using allocated capital which is proving us with the opportunity to continue improve the condition of the adopted highway network.

Example of using the planning principles

In February and March 2020 Wrexham County Borough Council consulted with the public on the new Council Plan 2020/23. The purpose was to finalise the Council Plan 2020-2023 and to inform the work of the council for the duration of this Plan. We asked the question 'To what extent do you agree that a given criteria for focus for 2020-23 will improve the environment?'. 72 people responded and 'Improve the safety and condition of roads' had the highest percentage of respondents strongly in agreement (75%). We have listened to this and have used this response to inform our planning for 2020/23.



O1: Continue to modernise our services

In 2019/20 this priority outcome was judged to be **GREEN** overall. The impact of clearly defined activities identified through the in-year priority of 'Ensuring a Modern and Resilient Council' has supported improvement in outcomes in this well-being objective.

Highlights

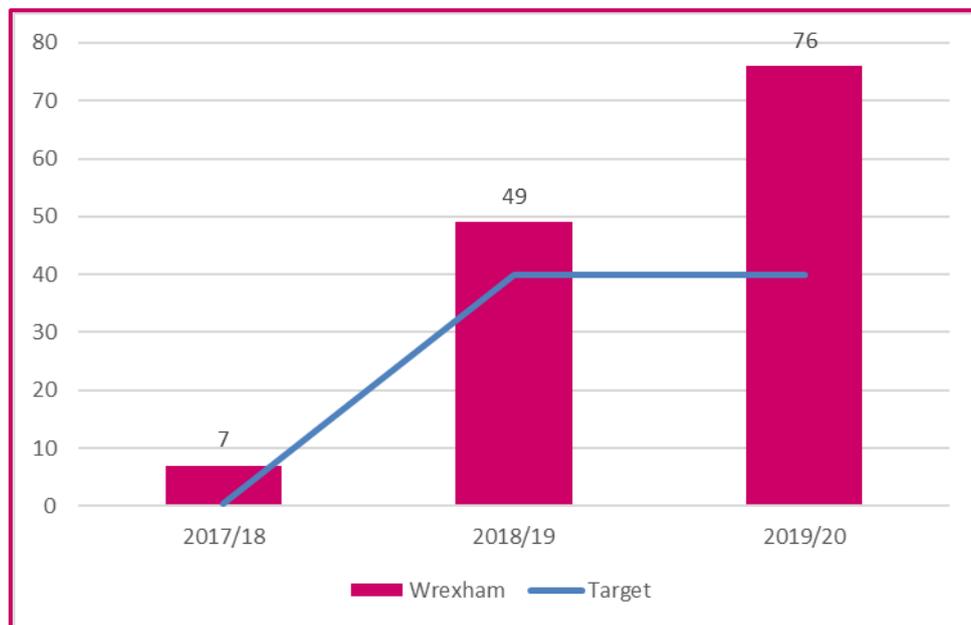
- Pleasing progress has been made towards modernising the council ICT services that support the delivery of digital services to our customers and employees.
- We have developed our on-line service to provide full access to council services 24/7, improving the availability of digital services by adding to our range of digital forms including new forms such as 'Pay for Garden Waste'.
- The new and improved digital forms allow customers quicker access to communicate high volume enquiries to the council and feedback indicates that 82% of customers are satisfied with the digital forms.
- In 2019/2020 we launched our new website live in BETA. Using the BETA launch we were able to gauge customer feedback and satisfaction levels; allowing us to maximise the user experience before our new website became fully operation in 2020.
- The new website contains a dedicated page to 'My Account'. Providing an easy accessible online platform for customers to self-serve and keep track of any requests they make with Wrexham Council.
- The online paid for garden waste collection service was launched in February 2020, making it more accessible for customers to pay for garden waste collection.
- There is a continued trend away from face-to-face contact and increasingly towards digital - with the percentage of interactions received via digital channel improving in 2019/20 to 40,883 service requests received via the digital platform.

How we measured success

- **82%** of customers who are satisfied with completing digital transactions via MyAccount forms (rating the form using either 4 or 5 stars): **GREEN**
- **76** is the number of services available to customers via the digital platform: **GREEN** and improving.
- **40883** the number of service requests received from customers self-serving through the digital platform: **GREEN** and improving.
- **66%** the percentage of services requests received by customers self-serving compared to those being dealt with by telephone: **GREEN** (new target).

O1: Continue to modernise our services

The number of services available to customers through the on-line digital platform: **GREEN** and improving.



What do we plan to do next?

- The impact of the Covid-19 pandemic at the end of 2019/20 presented unparalleled changes to the ways of working for the council. Priorities changed in making sure the infrastructure was available to keep critical services responding to the demands of the County Borough.
- Drawing from our experiences during the pandemic we will continue to focus on our in-year priority of 'Ensuring a Modern and Resilient Council' by:
- Implementing new contact centre technology that will support agile working, increase resilience and enable the council to improve services and drive efficiencies;
- Developing a new ICT and Digital strategy that will set out how we use the power of digital technology to transform the way the council delivers services to the community; and
- Continuing the development of our office accommodation and systems that will ensure we use technology to collaborate with our partners, communicate and create innovative working practices that are efficient.

Example of using the planning principles

Getting it right in terms of the digital agenda is critical to meeting the council's priority of delivering a modern and resilient council. Our focus is to deliver effective, easy to use digital services that are fit for the future and are the preferred choice for our customers. Changing customer behaviour, increased demand on services and reduced finances mean we have to develop innovative ways to continue delivering high quality services. The new ICT and Digital Strategy will outline how we will develop a resilient technical infrastructure, build streamlined ways of working and support an agile, digitally skilled workforce. Having this in place will enable the council to meet the demands of the future.



O2: Supporting a resilient council

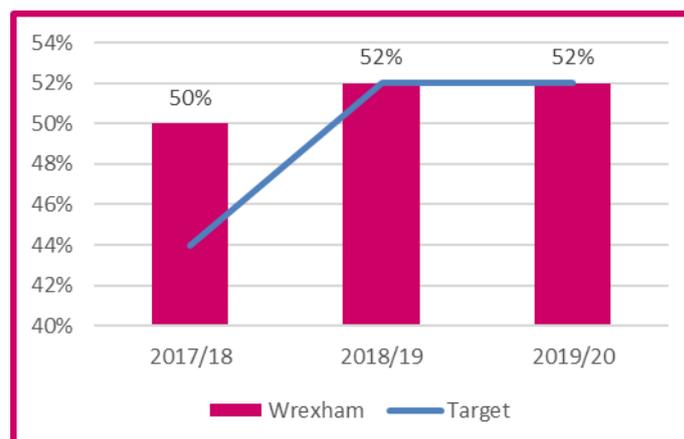
In 2019/20 this priority outcome was judged to be **GREEN** overall. The impact of clearly defined activities identified through the in-year priority of 'Ensuring a Modern and Resilient Council' has supported improvement in outcomes in this well-being objective. The council has continued on its journey of improvement, achieving some positive responses to our engagement questions in the annual employee survey. There have been further developments in the use of digital tools for employees for learning and on-line recruitment.

Highlights

- The Employee Survey 2019 indicated improvements in the following areas;
 1. Employees feeling they are recognised for the work they do
 2. Improving conversational practice between employees, arising from good people management processes and practices.
- A new approach to Health & Safety training was developed, providing a range of courses appropriate to roles and Health & Safety responsibilities. The courses were delivered across the organisation, incorporating a new E-Learning module. The program included; Senior Leadership Team – Executive training; 82 attendees for Managing Health and Safety in the Workplace; and the E-Learning Health & Safety module.
- A new on-line recruitment module was launched, enabling an improved application experience for candidates.
- In 2019/20 we updated our coaching framework. The coaching framework is promoted among managers to support them in their role and develop their leadership skills. One to one coaching has been provided to over 25 individuals.
- We have developed internal communication within the council including workshops with the Chief Executive and a relaunch of a new style of the employee bulletin. The aim of these includes updating employees on corporate priorities, initiatives, projects, and developments within the council such as the promotion of the modern ways of working project.
- In 2019/20 we delivered our Leadership Programme which is aimed to build resilience and capability in leaders who will be better placed to respond to and drive change, deliver improvement and engage employees. The programme was developed around the council's strategic plan, core values and reflects the vision of the organisation. 7 managers attended sessions in this period.

How we measured success

Percentage of employees who feel they have the opportunity to develop and improve their potential: **GREEN and static.**

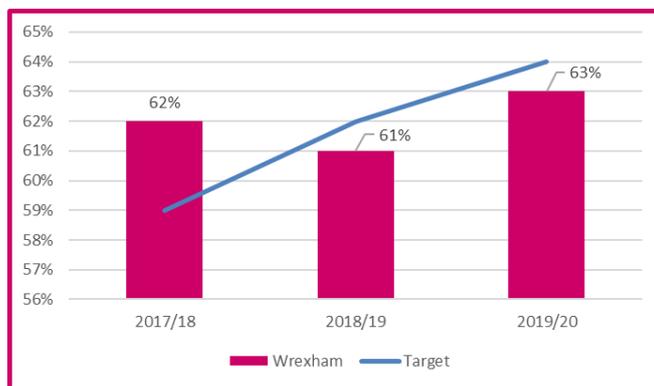


O2: Supporting a resilient council

To measure success an annual employee survey is undertaken to gauge employees' perspectives on working for Wrexham Borough County Council. The last survey took place in September 2019.

55% of staff agree with the statement that 'communications are good in my department': GREEN and improving.

Level of employee engagement: GREEN and static.



Employee engagement is measured by a number of employee engagement measures taken in the annual employee survey. Employee engagement has seen some improvement in the last year.

What do we plan to do next?

- There have been marginal improvements in the key performance measurements but this remains a priority and we will continue to focus on a range of initiatives that encourages employee engagement.
- The employee survey 2019 indicated some improvements; our next employee survey is planned for September 2020 which will measure success and areas to improve going forward.
- We have developed a range of online courses but recognise the need to develop this further. We intend to introduce more digital training events, which provides improved access to courses. We have identified a further 20 modules to be prioritised and developed to complement our training provision and promote a blended learning approach including the use of virtual learning via Zoom.
- To further develop internal communication, the Chief Executive continues to plan workforce wide events for employees to keep them updated on key council initiatives and messages.
- We will continue to promote the use of existing digital tools - MyView and introduce new tools to enable managers to support their people management responsibilities, enabling dispersed working arrangements, eg. in the workplace, at home.
- The recent Audit Wales review of the Human Resources provision recognised development in the Human Resources department and stated *"The Council has a transformative HR&OD model, but there is more to do before it fully supports delivery of the Council's aspirations"* and *"There is a clear strategic direction for the HR&OD service"*. We will continue to cultivate this approach as we move forward into 2020/21.

Example of using the planning principles

We have continued to promote the use of the Welsh language within the council. The Welsh Language training continues to be a success with 16 employees undertaking different levels of learning on the community courses ranging from beginners to fluency.



Our Council Principles



How can we balance today's demands with our ability to meet Wrexham's long term needs?



How can we work with local people and communities to shape services?



What can we do to prevent problems occurring or stop them getting worse?



How can we make sure our partnerships work?



What can we do to actively work with other Council Departments?



How can we identify and prioritise the most vulnerable people in our communities?



Are information and services equally available in English and Welsh?

