

FOCUSED ON OUR PERFORMANCE 2020/21



THIS DOCUMENT IS ALSO AVAILABLE IN WELSH

CONTENTS

INTRODUCTION BY LEADER AND CHIEF EXECUTIVE.....	5
INTRODUCTION TO STRATEGIC EQUALITY PLAN ANNUAL PERFORMANCE REVIEW 2020/21.....	7
ABOUT THIS REPORT	8
WALES' WELL-BEING GOALS	9
OUR SIX WELL-BEING OBJECTIVES AND IMPROVEMENT PRIORITIES	10
SUSTAINABLE DEVELOPMENT - OUR PLANNING PRINCIPLES	12
PLANNING PRINCIPLES - WELSH LANGUAGE	13
STRATEGIC EQUALITY PLAN - EQUALITY OBJECTIVES.....	14
OUR RESPONSE TO COVID-19 PANDEMIC	16
HOW WE SELF-ASSESS OUR WELL-BEING OBJECTIVES.....	18
SUMMARY OF PERFORMANCE.....	19
DEVELOPING THE ECONOMY.....	21
ENSURING A MODERN AND RESILIENT COUNCIL.....	29
ENSURING EVERYONE IS SAFE	38
IMPROVING SECONDARY EDUCATION	51
IMPROVING THE ENVIRONMENT.....	61
PROMOTING HEALTH AND WELL-BEING (WITH A FOCUS ON IMPROVING CHILDREN'S SERVICES).....	68
MANAGING YOUR MONEY - 2020/21.....	76
APPENDIX 1 - USING OUR PLANNING PRINCIPLES	78



APPENDIX 2: EQUALITY OBJECTIVES PERFORMANCE MEASURES AND MILESTONES.....	80
APPENDIX 3: RELEVANT EQUALITY INFORMATION.....	92
EMPLOYMENT EQUALITY MONITORING REPORTS	92
SCHOOLS ETHNICITY DATA	97

INTRODUCTION BY LEADER AND CHIEF EXECUTIVE

Welcome to Wrexham County Borough Council's annual review of our performance against our Council Plan (2020-2023). This report presents our evaluation of success in fulfilling our vision for the future for Wrexham County Borough; 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 2020/21 in accomplishing this vision.

There is no doubt that 2020/21 was a significant 12 months with our communities facing an unprecedented emergency that affected all aspects of the County Borough. Firstly, we want to extend our sympathies to all residents of Wrexham who have been impacted by Covid-19. No one could have predicted the enormity of the impact of the pandemic and the extent to which priorities and resources would be redirected to minimising or mitigating the risks that were 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. A role we continue to fulfil at the end of 2020/21.

The Covid-19 pandemic has brought out the very best of Wrexham County Borough Council's workforce, Elected Members and volunteers and we would like to convey our thanks to all those who have supported our response, many taking up new roles to aid and serve our communities in a time of need. We are proud of the response from all

our frontline services, partners, council's workforce and volunteers in ensuring the residents still have access to essential services, all of whom displayed incredible resilience in the redesigning of our services to cope with the ever-changing challenges of the pandemic. We are immensely proud of our communities, our workforce and the thousands of volunteers that have demonstrated the true spirit of Wrexham County Borough.

We are incredibly grateful for the 'team spirit' encapsulated in Wrexham County Borough Council in providing vital services during the pandemic, pooling our resources to respond to new challenges with innovative solutions and working tirelessly to support our community during the pandemic and keeping our residents safe. During the pandemic Wrexham County Borough Council services:

- Provided accommodation to people who were homeless or rough sleeping during the pandemic.
- Maintained and delivered key critical services with continued face-to-face delivery for Streetscene / Highways and Waste services.
- Prioritised the delivery of the council property emergency repairs scheme to ensure that a 24hr response service was maintained.
- Worked with local businesses and companies giving advice and helping them access Government finance with a total of £3,689,000 paid out in grants.
- Supported schools and childcare settings to remain open to provide childcare to the children of key workers and for those who met the criteria for provision due to vulnerability.

- Delivered an early provision of food and supplies issued for children and vulnerable adults through volunteers from our current workforce.
- Provided Rainbow Activity bags to support families of pre-school age and vulnerable school age children with well-being during periods of isolation.
- Offered a range of activities to a vulnerable cohort of learners to promote emotional health and resilience including virtual youth clubs.
- Established a digital inclusion group with representatives across Wrexham County Borough Council to support those at risk of digital exclusion.
- Distributed iPads to care homes to support virtual family visits.
- With our partners supported the unprecedented local rollout of Covid-19 vaccinations.

This year our annual Focused on Our Performance Report provides further details of the response to the pandemic and provides numerous examples of individuals and communities supporting each other. 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.

**CLLR. MARK PRITCHARD
LEAD OF THE COUNCIL**

**IAN BANCROFT
CHIEF EXECUTIVE**

INTRODUCTION TO STRATEGIC EQUALITY PLAN ANNUAL PERFORMANCE REVIEW 2020/21

This year our annual Focused on Our Performance Report also provides a review of performance against our Strategic Equality Plan 2020-2024 and associated equality objectives. Our objectives were based on locally identified needs with the aim of making a real difference to people's lives. I welcomed the decision to embed the related equality actions into our Council Plan to ensure they are given the highest level of priority.

I am pleased to say that progress has continued to be made this year due to the collective commitment and hard work of all council departments; however, recent events such as the Covid-19 pandemic have further highlighted and in some areas exacerbated the existence of deep-rooted inequalities in our society. Therefore, we must continue to drive forward the work set out in our equality objectives whilst working with partners to ensure our recovery from the Covid-19 pandemic takes account of and addresses the identified inequalities.

CLLR.JOHN PRITCHARD

**LEAD MEMBER FOR PEOPLE -
YOUTH SERVICES AND ANTI-POVERTY**



ABOUT THIS REPORT

In January 2021, we published our Council Plan (2020-23) which sets out our vision for the future of Wrexham County Borough *'that all the people that live here are supported to fulfil their potential, prosper and achieve a high standard of well-being. We will be a strong and inclusive community leader to help make this happen.'* The Council Plan is where we present our Well-being Objectives and Improvement Priorities (hereafter referred to as Council Priorities) as required by legislation and explain how our activities and programmes will help us to achieve our vision for Wrexham County Borough and Wales' Well-being Goals. Within the Council Plan, we have embedded actions and measures to meet our equality objectives as set out in our Strategic Equality Plan.

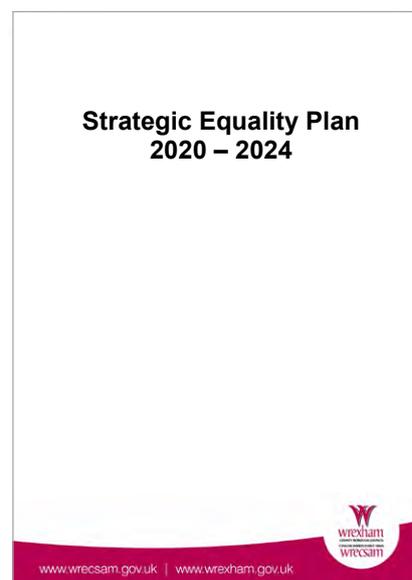
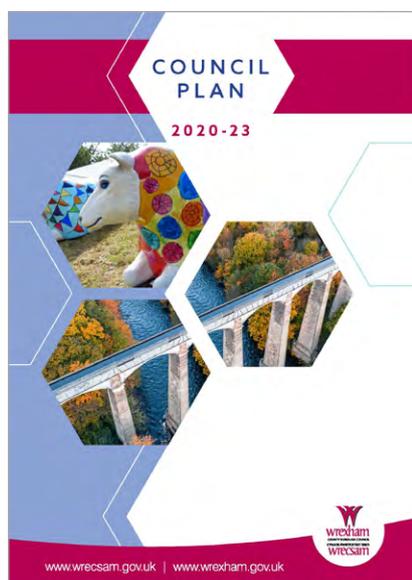
For further reading, the Council Plan and Strategic Equality Plan are available on the council's website and are available in accessible formats:

<https://www.wrexham.gov.uk/service/council-plan-2020-2023>

<https://www.wrexham.gov.uk/service/strategic-equality-plan>

This report sets out an analysis of how well we performed against our Council Priorities in 2020/21 through activities we said we would focus upon alongside the shared priorities that we have agreed with partners such as Wrexham's Public Services Board. The performance summary on page 13 offers a snapshot summary of our position determined by our performance measures and pages 16-59 provide a more detailed assessment of Council Priorities under the headings:

- Overall assessment of our Well-being Objective and Improvement Priority.
- Impact of the Covid-19 pandemic.
- How we measured our success.
- Key achievements 2020/21.
- What didn't go as planned and moving forward.



WALES' WELL-BEING GOALS

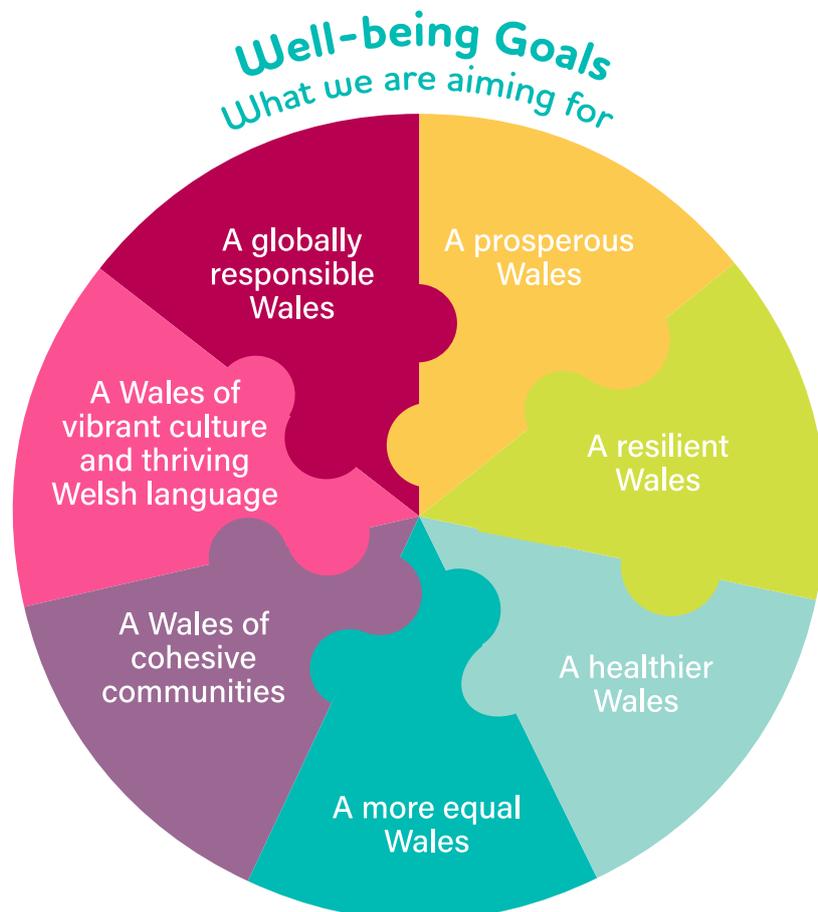
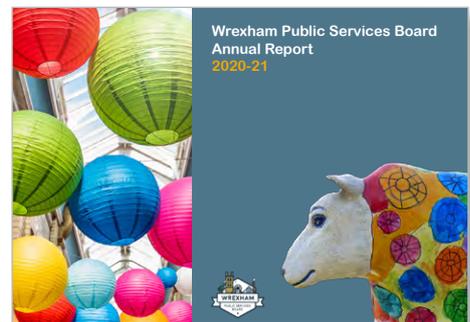
The Well-being of Future Generations (Wales) Act 2015 is a law that seeks to improve the social, economic, environmental and cultural well-being of Wales. The Act sets out seven interdependent Well-being Goals for Wales of which all public bodies must work towards by working together to create a sustainable Wales. A Wales that we all want to live in now and in the future.

Our Council Plan set how we planned to work towards the Welsh Government Well-being Goals through our Council Priorities.

THE PSB WELL-BEING PLAN CAN BE FOUND HERE:

<https://www.wrexhampsb.org/well-being-assessment/>

Alongside our plan, we are also working towards the Well-being Goals with our public service partners, the Wrexham Public Services Board (PSB). The Wrexham PSB published their Well-being Plan (2018-23) setting out 15 well-being objectives that aim to improve the well-being of each Local Authority Area.



OUR SIX WELL-BEING OBJECTIVES AND IMPROVEMENT PRIORITIES

Within our Council Plan 2021-23 we presented our Council Priorities as required by legislation and explained how our activities and programmes will help us to achieve our vision for Wrexham County Borough and work towards Wales' Well-being Goals. Table 1 illustrates how our Council Priorities have been aligned to Wales' Well-being Goals.

As a result of the pandemic and subsequent national 'lockdown', we decided to revisit our Council Priorities and took the opportunity to begin to reflect on the impact of Covid-19 within the plan. As part of our journey in developing our Council Priorities we undertook consultations and engaged with

representative groups with protected characteristics (as defined under the Equality Act) to develop our equality objectives, detailed within our Strategic Equality Plan and then integrated into the Council Plan.

The six Well-being Objectives and improvement priorities are set out below:



DEVELOPING THE ECONOMY



ENSURING EVERYONE IS SAFE



ENSURING A MODERN AND RESILIENT COUNCIL



IMPROVING SECONDARY EDUCATION



IMPROVING THE ENVIRONMENT



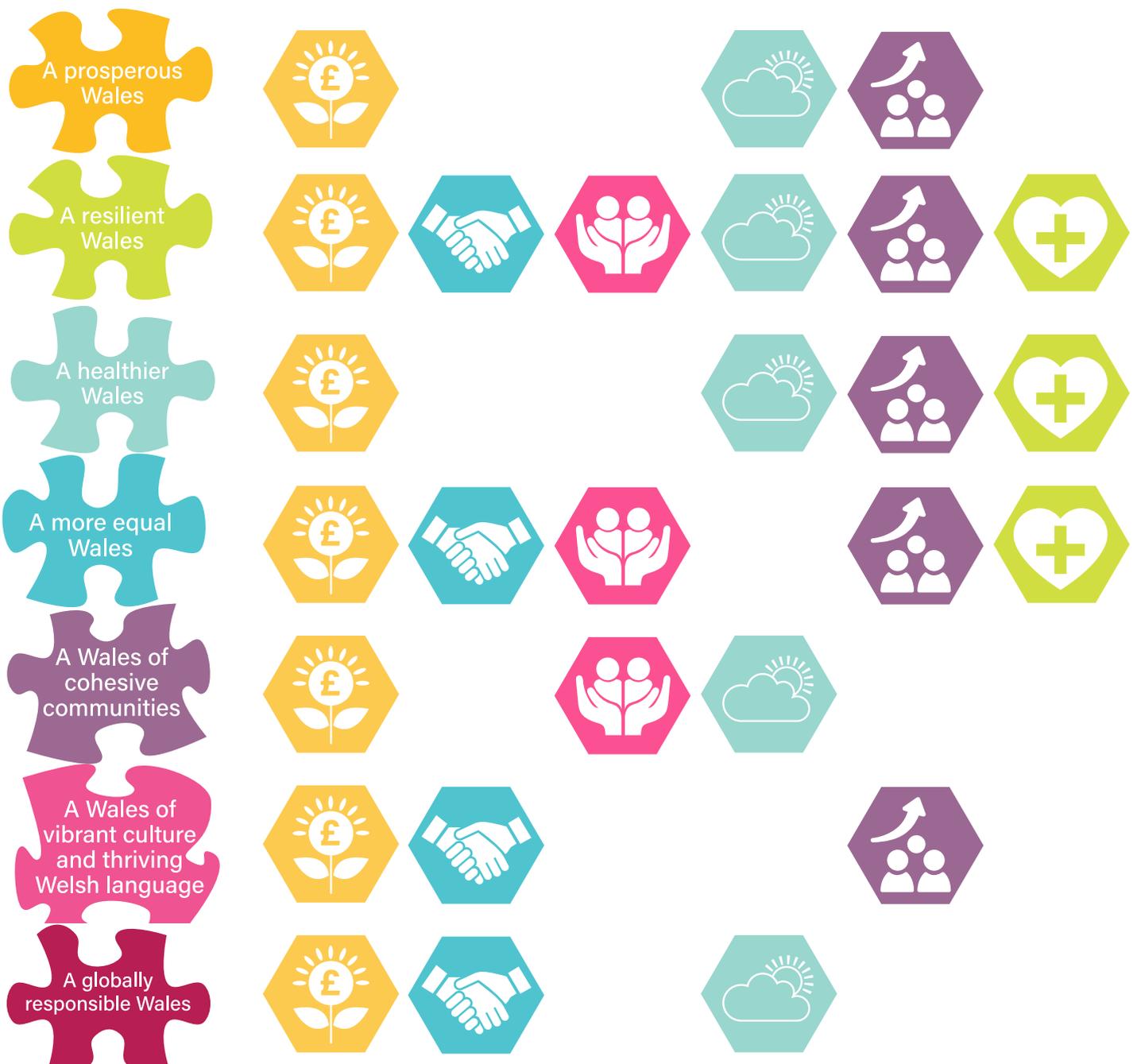
PROMOTING GOOD HEALTH AND WELL-BEING(WITH A FOCUS ON IMPROVING CHILDREN'S SOCIAL CARE)

Even within the context of Covid-19, we still believed these were the right things to focus on and prioritise in this Council Plan. This report focuses on our journey in 2020/21 in meeting these objectives.

The table below shows a summary of how each of our well-being objectives contributes to Wales' Well-being Goals.

TABLE 1

'All the people that live here are supported to fulfil their potential, prosper and achieve a high standard of well-being. We will be a strong and inclusive community leader to help make this happen.'



SUSTAINABLE DEVELOPMENT - OUR PLANNING PRINCIPLES

The Well-being of Future Generations Act (Wales) 2015 also introduced the 'sustainable development principle' – which requires us to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. We are committed to the sustainable development principle and the 'five ways of working', which the Welsh Government introduced to help public bodies shape their decisions to help them meet the sustainable development principle.

This means:

- Looking to the long term so we do not compromise the ability of future generations to meet their needs;
- Taking an integrated approach so we look at how our priorities impact on our other wellbeing goals and objectives and those of other public bodies;
- Involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves;
- Working with others (including others within the council) in a collaborative way to find shared solutions to the well-being objectives; and
- Understanding the root causes of issues to prevent them from occurring or getting worse.
- These ways of working, along with two additional ones we have identified (Welsh language and prioritising the vulnerable) are our planning principles that are central to our decision-making, service planning and delivery. Examples of how we have applied our planning principles through our activities are highlighted in each Council Priority assessment page. Appendix 1 provides a summary of these examples.



PLANNING PRINCIPLES - WELSH LANGUAGE

The Welsh Language Standards came into force in 2016 and Wrexham County Borough Council, along with all other councils in Wales, are required to produce an annual report for publication on the progress made against compliance with these standards. Some of the highlights from 2020/21 that support our Welsh Language Planning Principle include:

- A departmental Welsh language officers' co-ordination group now operates within the council. The aim of the group is to champion the Welsh language across the council, promoting the use of Welsh by employees, share good practice within service areas and contribute to initiatives that seek to increase the use of Welsh.
- We have created a dedicated site on our intranet that outlines guidance regarding the Standards, what is expected of employees in operating the Standards, FAQs, the rights of Welsh speakers and opportunities for learning Welsh.
- In 2019/20 there was a notable decrease in uptake of Welsh language courses by staff. In 2020/21 the Welsh Language Coordinator has worked with Coleg Cambria and Workforce Development Team to improve on this. As a result, we have more staff learning Welsh this year and we will work to increase that further for 2021/2022 via the 'Work Welsh' programme.
- Our Human Resources Service is working on improving the Welsh language assessment for new and vacant posts in order to increase the amount of frontline jobs categorised as Welsh essential. This will enable the council to provide more services fully in Welsh.

For further reading, the full report is available on our website:

<https://www.wrexham.gov.uk/service/complaints-and-compliments/welsh-language-standards>

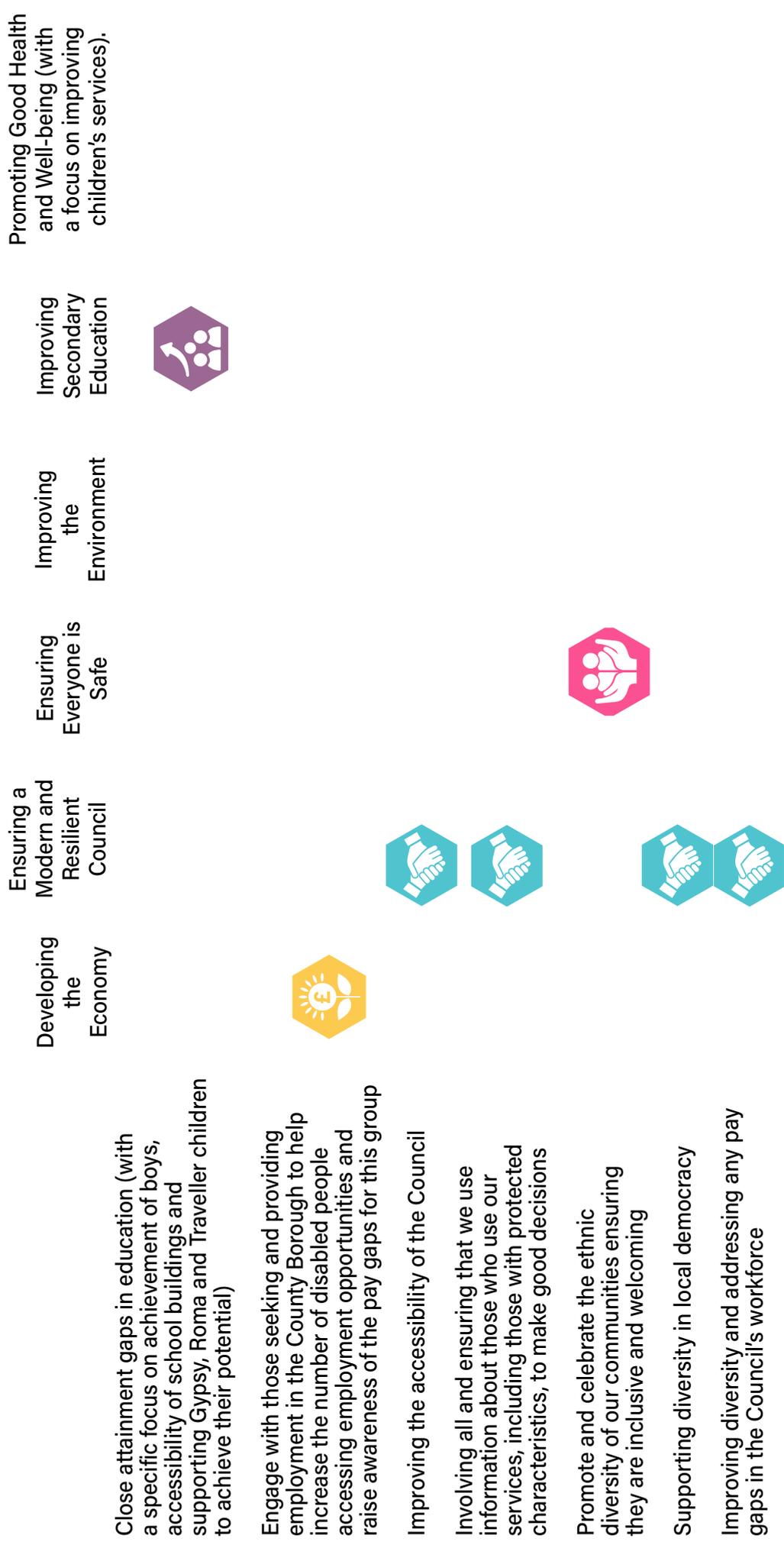


STRATEGIC EQUALITY PLAN - EQUALITY OBJECTIVES

In order to develop our Strategic Equality Plan 2020-2024 and the associated equality objectives we analysed a lot of data; undertook consultations and engaged with representative groups with protected characteristics (as defined under the Equality Act).

The actions and measures from these objectives were then embedded within the Council Plan's six Well-being Objectives and Improvement Priorities.

'All the people that live here are supported to fulfil their potential, prosper and achieve a high standard of well-being. We will be a strong and inclusive community leader to help make this happen.'



This is the first annual report for Wrexham County Borough Council's Strategic Equality Plan (SEP) 2020-2024. It covers the period 1 April 2020 to 31 March 2021. The report sets out:

- how Wrexham County Borough Council is meeting its general duties under the Equality Act 2010; and
- how Wrexham County Borough Council is meeting its specific duties under the Equality Act 2010 (Wales) Regulations 2011; including progress against the equality objectives and actions set out in the Strategic Equality Plan.



OUR RESPONSE TO COVID-19 PANDEMIC

In March 2020, the Covid-19 pandemic emergency was first declared, resulting in major disruption to peoples' lives and the economy, hospitalisations and, sadly, deaths. Responding to the Covid-19 crisis has been a significant challenge for the council, in not only maintaining key front-line services but also the impact on conducting normal business where possible. Responding to this unprecedented emergency has affected all aspects of council policy and practice, including the priorities contained in the Council Plan.

There were and still are potentially very severe social and economic risks associated with Covid-19 and the core purpose of managing the emergency during 2020/21 has been to minimise and/or mitigate those risks. The council's Senior Leadership Team and the Emergency Management Response Team (EMRT) were responsible for undertaking emergency planning as part of the council's duties under Civil Contingencies legislation, making decisions on anything related to the Covid-19 pandemic. Various multiagency groups including local Incident Management Teams (IMT) supported the teams. Decisions about our services were taken in line with national legislation and restrictions, which have meant that we have had to prioritise the provision of critical functions, with some other functions being performed on a more limited basis or not at all for the duration of the emergency.

The EMRT co-ordinated their response regionally through the emergency Strategic Co-ordination Group (SCG). The SCG was chaired by North Wales Police and supported by various subgroups, such as the Incident Management Team (IMT).

In 2020/21, the council, working individually and with its partners in Wrexham County Borough and across North Wales, devised and implemented a

wide range of systems and new ways of working and took many individual actions to mitigate the effects of the pandemic on the people of Wrexham County Borough and on council services. This was during what is referred to as the response phase of the emergency. During the response phase of the emergency, the council:

- In coordination with the SCG set up and operated the Test, Trace and Protect (TTP) system – including bringing a testing centre to Wrexham.
- In coordination with the SCG set up the Nightingale Hospital.
- With our partners, enforced Covid-19 Regulations, supporting the care sector and the most vulnerable in our communities in providing critical care.
- Warned and informed the public.
- Redesigned council services through new ways of working (such as home working and use of ICT).
- Elected Members have worked in new ways to ensure that the democratic process including scrutiny of council decisions, has continued via virtual meetings.
- Elected Members have worked to support, warn and inform their own communities, working with community councils and the voluntary sector.
- With our partners supported the unprecedented national and local rollout of Covid-19 vaccinations.

At the end of 2020/21, the council was in a period of transition between the response and recovery phases of the emergency. The eventual full recovery phase of the emergency (with a return to a 'new normal' or 'building back better') is intended as a long-term approach focusing on three key themes:

- Community Recovery;
- Economy Recovery; and
- Service Recovery

The recovery phase will be managed through partnership at a regional level and locally by the Elected Members, Senior Leadership Team, Heads of Service and all of the council's workforce, working with our partners like the Health Board, North Wales Police and the voluntary sector.

The council will continue to operate the Test, Trace and Protect (TTP) system, enforce the Covid-19 regulations in the community and warn and inform the public. The council will also do whatever it can to support the mass vaccination programme being carried out by BCUHB, because this is the principal means of coming out of the virus emergency. The list below shows how well the vaccination programme was being delivered in Wrexham County Borough at the end of 2020/21:

PRIORITY GROUPS FIRST DOSES ADMINISTERED

- 1a Residents of Older Persons Care Homes 100%
- 1b Care Home Staff 85% (most in N Wales)
- 2a Aged 80+ 98% (most in N Wales)
- 2b Health Care Frontline Workers 4200 (most in N Wales)
- 2c Social Care Frontline Workers 1400 (average for N Wales)
- 3 Aged 75-79 98% (most in N Wales)
- 4a Aged 74-75 95% (average in N Wales)
- 4b Aged 16-69 clinically extremely vulnerable) 92% (average in N Wales)
- 5 Aged 65+ 85% (average in N Wales)
- 6 Aged 16-64 in an at-risk group 62% (low in N Wales)

HOW WE SELF-ASSESS OUR WELL-BEING OBJECTIVES

To check we are on track to achieve our objectives we measured how well we are doing against key milestones and progress indicators that we set for each of our objectives. These were categorised as either an area where we will either 'sustain' our current performance or 'improve' upon it. It should be noted that targets to sustain our current performance can still represent challenging and ambitious targets when considered within the context of available resources.

Pages 20 to 74 present the progress we have made through these indicators that measure our success for the year 2020/21. Our progress is checked quarterly by the Council Plan Priority Boards, and at these check points, areas that are not meeting expectations are re-examined, and mitigation implemented. Alongside this, the performance is reported on twice a year to the council's Executive Board. Performance is judged against the following traffic light ratings for each milestone and performance measure and then an overall score for each of the six Council Priorities:

A **GREEN** status means that our progress is on track

A **YELLOW** status means our progress is slightly off track at the time of reporting but we do not believe this will impair the overall outcome

An **AMBER** status means our progress is slightly off track at the time of reporting and there is a risk that this may impair the outcome

A **RED** status means that our progress is off track and there is a risk that the outcome will not be achieved.

This annual report ensures that our Plan is responsive and remains current: Although the Plan is for the period 2020-23, the council will review it annually and look again at the targets.

In our annual performance reports we also report on national performance indicators - these are indicators, which the Welsh Government and other regulators think are important. These indicators are used to compare Local Authorities and are known as Performance Accountability Measures (PAMs). The Welsh Government and Data Cymru has made the decision to not publish the 2020/21 PAMs therefore these indicators are not included in this annual performance report.

REGULATION, AUDIT AND INSPECTION

Alongside our self-assessment through our performance framework, we are regulated by external organisations including:

- Audit Wales (AW);
- Estyn for our education services; and
- Care Inspectorate Wales (CIW) for our social services.

AW provide us with an annual summary of the outcomes of all work they have undertaken during the year. In 2019/20, the Auditor General certified that *'the Council has met its legal duties for improvement planning and reporting and believes that it is likely to meet the requirements of the Local Government (Wales) Measure 2009 during 2020-21'*. The 2020/21 Annual Audit Summary is due for publication in December 2021.

Regulation, audit and inspection reports are available at:

Audit Wales reports www.audit.wales.

Care Inspectorate Wales reports <https://careinspectorate.wales/>

All education reports www.estyn.gov.wales/inspection/search

SUMMARY OF PERFORMANCE

As a result of the impact of the pandemic and the redirection of resources, the achievement of the outcomes of the six Council Priorities is inevitably mixed at the end of 2020/21. Examples of where we have redirected our resources include:

- Provided accommodation to people who were homeless or rough sleeping during the pandemic.
- Maintained and delivered key critical services with continued face-to-face delivery for Streetscene / Highways and Waste services.
- Prioritised the delivery of the council property emergency repairs scheme to ensure that a 24hr response service was maintained.
- Worked with local businesses and companies giving advice and helping them access Government finance with a total of £3,689,000 paid out in grants.
- Supported schools and childcare settings to remain open to provide childcare to the children of key workers and for those who met the criteria for provision due to vulnerability.

In light of this, the achievement of the Council Priorities is inevitably mixed with 1 priority classified as green, 1 as yellow and 4 as amber. We estimate that priorities classified as yellow and amber would have achieved at least one rating higher had they not been impacted by the Covid-19 pandemic.

As a whole, achievement against the Council Plan is judged to be **AMBER** – slightly off track with a risk that the outcomes will not be achieved. However, we estimate that our overall progress and therefore our rating of achievement would have been significantly improved had our resources for all Council Priorities not been redirected to mitigating the impact of the Covid-19 pandemic.

It is clear that through our robust performance management arrangements, plans have been developed to bring performance back on track, as soon as Covid-19 requirements allow. Details of future development areas are found for each Council Priority in the 'What didn't go as planned and moving forward' sections of the Council Priority assessment pages.

TABLE 2 gives a high-level summary of the overall progress we have made against the milestones and performance measures that measure our success for each of our six Council Priorities.

COUNCIL PRIORITY	RATING
Developing the Economy	Amber
Ensuring a Modern and Resilient Council	Green
Ensuring Everyone is Safe	Amber
Improving the Environment	Amber
Improving Secondary Education	Amber
Promoting Good Health and Well-being (with a focus on improving children's services).	Yellow

TABLE 3 gives a high-level summary of the overall progress we have made against the milestones and performance measures that measure our success for the 7 equality objectives that are embedded within our Council Priorities.

EQUALITY OBJECTIVE	RATING
Close attainment gaps in education	Orange
Engage with those seeking and providing employment in the County Borough to help increase the number of disabled people accessing employment opportunities and raise awareness of the pay gaps for this group	Orange
Improving the accessibility of the Council	Teal
Involving all and ensuring that we use information about those who use our services, including those with protected characteristics, to make good decisions	Teal
Promote and celebrate the ethnic diversity of our communities ensuring they are inclusive and welcoming	Yellow
Supporting diversity in local democracy	Teal
Improving diversity and addressing any pay gaps in the Council's workforce	Orange

The following pages provide a summary of the progress made in each Council Priority and the reasoning behind our ratings.



DEVELOPING THE ECONOMY

WHAT WE SAID WE WOULD DO:

We recognised that the economy is a major driver for improving the community of Wrexham County Borough and is closely aligned with Wales' Well-being Goals. With the unprecedented impact of the Covid-19 pandemic on public health and the economy, we developed a Wrexham Town Centre Recovery Plan, which outlined our planned activity over three themes: Safety, Promotion and Regeneration. Through reviewing the Developing the Economy Priority in light of Covid-19, we felt that its general intent remains valid as a core strategic framework to deliver long-term improvements to Wrexham town centre and the wider County Borough. We are ambitious and we aspired to be recognised as a hub of industry and commerce in North Wales and a world leader in advance manufacturing, energy and digital sectors.

Through our work with the North Wales Economic Ambition Board, Mersey Dee Alliance, our Wrexham Town Centre Recovery Plan and our Master Plan of a small town centre with a mix of retail, entertainment and residential we said that over the three years we would expect:

- There will be improved travel mode options for travel into Wrexham (particularly via Mold Road) and the Wrexham Industrial Estate including improved active travel routes, public transport by road and rail;
- We will have achieved growth in employment with an increase in the supply of better paid jobs;
- Wrexham County Borough has the capacity and resilience to hold more large capacity events at the Racecourse Ground, with the ability to transport significantly higher numbers of people in and out of Wrexham more easily/quickly;

- An increase in recognition for Wrexham County Borough as a significant visitor destination in North Wales and the wider Mersey Dee region for our football heritage;
- Noticeably higher numbers of visitors to the County Borough;
- A growth in small businesses in the food production/ new product development and low carbon economy sector;
- Growth in entrepreneurial activity and small businesses operating out of Wrexham town centre;
- A reduction in the number of empty properties in Wrexham town centre and key settlements;
- Areas of Wrexham Industrial Estate and Western Gateway redeveloped post Local Development Plan finalisation;

SUPPORTING EQUALITY

Through our focus on developing the economy of Wrexham County Borough we committed to meeting our responsibilities around equality as set out in our Strategic Equality Plan. We agreed over the three years to achieve the following:

- Work plus Programme for disabled people or work limiting health conditions;
- Improved awareness from employers about the needs of job seekers who have a disability or work limiting health condition;
- In the longer term a decrease in the unemployment rate of disabled people; and
- An increase in the amount of organisations signing up to the Employers' Pledge.

OVERALL ASSESSMENT OF OUR WELL-BEING OBJECTIVE AND IMPROVEMENT PRIORITY 2020/21

Our priority to develop the economy in Wrexham County Borough has been significantly impacted by the Covid-19 pandemic. The demand and pace of redesigning our plans during 2020/21 was unprecedented and individuals and businesses have been met with continuously changing demands and challenges. However, taking into account the challenges we have faced, our success measures and the progress listed below we have rated this priority overall as **AMBER**.

IMPACT OF THE COVID-19 PANDEMIC

The Covid-19 pandemic has seen unprecedented impacts on public health and the economy and its effects will be felt for some time. The UK economy and most aspects of public life have been in lockdown since March 2020, which has affected all sectors. Nationally, the lockdown has resulted in higher levels of unemployment, business failure and financial loss.

OUR RESPONSE TO COVID-19

During 2020/21, as a response to the pandemic we diverted our teams to supporting response and recovery work, which has had an impact on reporting against our set milestones and performance measures. For example, large numbers of team members volunteered to distribute Free School Meals from community venues during the holiday periods at the early stages of lockdown. Others volunteered as Social Distancing Champions in Wrexham Town Centre to ensure that the re-opening of businesses in June 2020 was supported.

Our response to the Covid-19 pandemic included:

- The Business Support Team has been working with businesses and companies throughout the year giving advice and helping them access Government finance to support their businesses.
- This year in terms of Covid-19 Economic Recovery Funds received in Wrexham County Borough, administered by our Business Team, a total of £3,689,000 was paid out, broken down amongst the various grants as follows:
 - Start Up – 90 awarded £225,000
 - Firebreak – 389 awarded £708,500
 - Freelancer phase 1 – 74 awarded £185,000
 - Freelancer phase 1 Automatic Payment – 57 awarded £142,500
 - Business Restrictions 1 – 533 awarded £1,066,000
 - Business Restrictions 2 – 681 awarded £1,362,000
- The Physical Regeneration Team also secured £108,000 for a small grants scheme to support mainly hospitality businesses adapt to social distancing requirements by making use of outdoor space.
- Work carried out with the North Wales Economic Ambition Board on an economic recovery plan.
- Development of Growth Deal projects to secure spend in 2021/22.
- Submission of bids to Welsh & UK Governments for Economic Stimulus Package for Mersey Dee Alliance region.

HOW WE MEASURED OUR SUCCESS

NO.	Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 - 2021	Performance Trend
1	Improve: £m investment into Wrexham by North Wales Economic Ambition Board from the North Wales Growth Fund by 2023.	New performance measure	Not reporting for 2020/21			
2	Improve: Re-purpose or bring back into use 23 of empty properties in town centre by 2023.	New performance measure	5	2	No	New performance measure
3	Sustain (Recover): Percentage increase in visitors to Wrexham County Borough year on year.	1.8% (18/19)	Recover / Above National Average	1.8% 2018-19	Yes	Data received in arrears, so is pre Covid-19. (Expected to be a decline in 2021/22).
4	Sustain (Recover): Wrexham town-centre footfall.	6,393,118	Recover / Above National Average	3,005,778 (Amber)	No	Declined
5	Sustain (Recover): The percentage vacancy rate of retail properties within Wrexham town-centre: A) All retail properties	11.20%	Recover/ Below National Average	22.90% (Red)	No	Declined
5b	B) Council owned properties	22% (5 out of 22 properties)	Recover/ Below National Average	32% (Amber)	No	Declined

NO.	Measure	Comparative Data 2019/20 /Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 - 2021	Performance Trend
6	Sustain: Percentage of commercial property occupied.	80%	Recover/ Below National Average	83%	Yes	Improved
7	Improve: £ public and private sector funding committed to the delivery of the Wrexham Gateway Masterplan by 2023.	New performance measure	Not reporting for 2020/21			
8	Improve: £ investment in developing a Football Museum in Wrexham County Borough.	New performance measure	Not reporting for 2020/21			
9	Improve: Number of qualified investment enquiries.	275	200			Team prioritising emergency Covid-19 grants - assimilation of data delayed.
10	Sustain: Number of recorded businesses (indicative measure from Welsh Government).	12,450	Recover/ Above National Average			Awaiting Welsh Government data release.
11	Sustain (Recover): Value of visitor spend in Wrexham County Borough.	£125m	Recover/ Above National Average	£135.7m	Yes	Improved
12	Sustain: Gross jobs created where the council was directly involved.	383	Sustain 300			Covid-19 meant prioritisation of emergency enquires, so team have been diverted to different work supporting business.

NO.	Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 - 2021	Performance Trend
13	Improve: Increased area of housing land released for development (ha).	New performance measure	Reporting post A483 junction completion	Awaiting confirmation of Land Development Plan.		
14	Improve: Increased area of economic land released for development (ha).	New performance measure	Reporting post A483 junction completion	Awaiting confirmation of Land Development Plan.		
15	New: Number of people / percentage securing a successful outcome following redundancy.	New performance measure	Recover/ Above National Average	111 for year	No	New performance measure
*16	Improve: 20% of Communities for Work Plus job entries being individuals with a disability or work limiting health condition (Welsh Government guidance).	16%	20%	9%	No	Declined
*17	Improve: Number of organisations on the Employers' Pledge.	120	Increase	65	No	Declined Covid-19 impacted the development of this work due to prioritisation.
*18	Improve: Number / value of Community Benefits secured through the council's procurement process relating to reducing inequality.	N/A	Increase			This work is delayed, until a corporate policy is brought into place to allow Corporate Procurement the ability to enforce social value consistently in contracts.

* indicates that a milestone or measure is taken from the Strategic Equality Plan.

KEY ACHIEVEMENTS 2020/21



- Council commercial industrial and offices are at 36 voids. This equates to an occupancy rate of 83%. Interest in commercial property is consistent.
- Using an **integrated** approach an additional 10 job outcomes for Communities for Work Plus participants were claimed by Department of Work and Pension for participants with a Work Limiting Health Condition or disability, from a total of 20 job outcomes which equals 50%.
- Planning for the **long-term** we secured £3.9m for the Transforming Place Making Grant for the whole of North Wales for spend and delivery in 2021/22.
- The council have assisted over 24 businesses in the town centre with over £800,000 property improvement grant funding, secured from Welsh Government. Those assisted ranged from independent retail to housing, cafes, bars and restaurants. Although the pandemic meant that a number of projects could not be completed and therefore reported in-year, there is a healthy pipeline of developments in place.
- Working in **collaboration**, the council delivered 2 Green Infrastructure pilot projects these included a memorial tree planting on Queens Square and tree planting on Henblas Street outside some of the shops in this area.
- The council have helped over 130 people into work.
- Worked with 19 employers to provide employment opportunities or tailored employment support to our participants.
- By **prioritising** the vulnerable, the council have recently launched an IT loan scheme helping people who are struggling to access and complete online training. This scheme is being offered through Digital Communities Wales providing the loan of equipment on a short-term basis.
- The council have assisted 177 people to undertake 244 online courses, with 173 qualifications being gained.
- We have relocated and developed a new Visitor Information Centre in Chester Street complementing the regeneration and investment taking place in this part of the town centre.
- Through the successful work of the Wrexham Gateway Partnership which comprises of Wrexham County Borough Council, economic development, Welsh Government and Wrexham Glyndŵr University we successfully secured £25m through Welsh Government to invest in the Wrexham Gateway Project.
- There have been notable successes within the department in terms of adapting the delivery of our services. The Communities for Work Team has converted its face-to-face into a virtual service and still maintained very effective performance and outcomes. The Traditional Building Skills Programme has also innovatively moved all of its training provision online, reducing time that may otherwise have been lost during the year.
- Working in **partnership**, the council has been informed by Welsh Government that it has approved in principle a new Entrepreneurial Loan Fund of £3m, which will be piloted in Wrexham and 3 other North Wales towns, commencing in the new financial year.

GOOD NEWS STORY

SUPPORTING LOCAL BUSINESSES DURING THE COVID-19 PANDEMIC

- This year our Business Team paid out a total of £3,689,000 in Covid-19 Economic Recovery Funds received in Wrexham County Borough. This was a total of 1824 grant payments across 6 grant streams.
- We assisted over 4,500 organisations. This represents 36% of the businesses in the County Borough and predominantly those in most need of assistance, during what has been an exceptionally challenging period for many enterprises.
- We supplied the following support for local businesses during the Covid-19 pandemic:
 - The delivery of six vital financial support packages, on time, within budget and as quickly as possible. In total over 3,000 applications were received, with many businesses benefiting from multiple strands of financial support.
 - Working with the Welsh Government and JCB to source manufacturers with the capability to produce ventilation and PPE products.
 - Publishing a comprehensive guide highlighting the availability of Covid-19 financial support schemes, sector specific support and general tools, resources and advice. This proved to be a highly valued and popular resource, which was continually updated and accessed over 2,500 times, aiding local businesses to comply with regulations and best practice, prepare for re-opening and to survive through the pandemic.
 - The creation of a local personal protective equipment directory, which connected businesses in the county with local suppliers and was accessed 239 times.
- Forming part of the Rapid Redundancy Support Team providing assistance to staff affected at Refresco, Wrexham Wire, Magellan and Tyson Foods.
- Feeding into the Pan North Wales Recovery Plan.

WHAT DIDN'T GO AS PLANNED AND MOVING FORWARD

We intend to move forward this year as lock down eases with the Wrexham Town Centre Master Plan. This **long term** vision is to revitalise the business sector by working in partnership with the private sector and **collaborating** with Welsh Government to ensure the sustainability of Wrexham County Borough as a thriving commercial centre.

We are working with Welsh Government to secure funding and acquire unused commercial properties in the town area. By working with and **involving** the business and local community, we are exploring changing the mix of use of properties to reduce the commercial usage and increase the domestic use, so as to provide more housing options in view of demand in the area.

We have submitted two bids to the UK Government's Levelling-up Fund for the Wrexham Gateway (£18m on behalf of the Gateway Partnership) and the Pontcysyllte Aqueduct & Canal World Heritage Site and Dee Valley Corridor (£15m in partnership with Denbighshire County Council). Similarly, we have submitted a UK Government Community Renewal Fund application to UK Government, which is believed to be a precursor approach for the Shared Prosperity Fund.

The success of the 2 Green Infrastructure projects in Wrexham Town Centre has resulted in further funding being secured through Welsh Government to carry out further Green Infrastructure including more innovative and biodiversity projects including Green roofs and walls.

With the news of new investment from the United States in Wrexham Football Club, it is hoped that this fresh **involvement** and investment will help support us with the Mold Road corridor regeneration plans and we are look forward to working with new partners to revitalise this area of the town, helping to promote Wrexham County Borough as a destination.





ENSURING A MODERN AND RESILIENT COUNCIL

WHAT WE SAID WE WOULD DO:

The council faced the challenge of doing more with less and we recognised that to address the issue we would need to become a more modern and resilient council. We promised to deliver the 'Modern Ways of Working' programme to transform our working practices, which was particularly pertinent in light of the unprecedented challenges presented by the Covid-19 pandemic. We promised to deliver a new ICT & Digital Strategy and our Organisational Development and Workforce Strategy. Within our plans, we have remained committed to ensuring the Welsh language continues to thrive within Wrexham County Borough. Our focus within this objective was crosscutting and supported the council in delivering improvements across all of its objectives and services, and will contribute to all seven of Wales' Well-being Goal.

We agreed to concentrate on three areas and we said that over the three years we would expect:

- The council has adopted modern ways of working, with improved working environments, a better use of technology and digital solutions and made our work more sustainable by reducing our carbon footprint;
- The council has a flexible workforce with the ability to work from home, on site or from a designated workspace;
- The council's democratic arrangements are able to operate with use of digital technologies to facilitate remote attendance;
- The council has reduced its town centre office accommodation assets and transformed remaining assets into modern and flexible working environment;
- The council has successfully adopted a new ICT & Digital Strategy and delivered on the objectives of the strategy;
- The council is fully compliant with the Welsh Language Standards;
- The council has moved out of the crisis phase of managing its budget and refocused it to ensure services are delivered resiliently in a new way given the impact of Covid-19; and
- The council will have the ICT infrastructure and capacity to support innovation and change.

SUPPORTING EQUALITY

Through our focus on becoming a modern and resilient council, we committed to meeting our responsibilities around equality as set out in our Strategic Equality Plan. We agreed over the three years to achieve the following:

- There are services available to support those who are digitally disadvantaged and they are able to access the services they need, in a way that is right for them;
- More of our electronic information is fully accessible;
- There is greater satisfaction for customers in terms of accessing council services;
- Respondents to corporate consultations will be more closely aligned with the demographic and equality profile of the County Borough;
- Services will be supported to have a better understanding of the people who use their services, including those with protected characteristics;

- Services will be able to engage with groups and individuals with protected characteristics to help them provide services which consider equality;
- The quality of our Equality Impact Assessments will continue to improve;
- Our Elected Members will have a better understanding of equality data and how to take account of it when taking decisions about our services;
- There will be an increased number of candidates, with an increased diversity of characteristics, for the local government election in 2022, which will increase the diversity of elected members for the 2022-27 term of office;
- We will have improved information about the characteristics of those who stand as candidates for local government in 2022, as well as those who choose not to, in order to refine our focus for increasing the diversity in democracy in the 2027 election;
- Council employees are better supported in terms of any specific needs they have (relating to protected characteristics) as there is better awareness and understanding of the workforce;
- The council's workforce better reflects the demographic profile of the county borough and is reflective of the people living here;
- We continue to strive to be an organisation that provides employees with equality of opportunity, recognising and valuing that everyone makes a different but important contribution;
- We maintain a framework of modern workforce policies, procedures and initiatives to ensure fairness, consistency and equality of opportunity for our employees and potential employees;
- We ensure that equality and valuing diversity is at the heart of our policies, working practices and employee development; and
- Any gender based pay gap will be reviewed and better understood. Appropriate work will commence to address this gap and other pay gaps where relevant.

OVERALL ASSESSMENT OF OUR WELL-BEING OBJECTIVE AND IMPROVEMENT PRIORITY 2020/21

Our priority to ensure a modern and resilient council has made good progress during the last year, driven forward by the need to quickly adapt to the unprecedented challenges presented by the Covid-19 pandemic. We have accelerated work to transform our working practices by introducing new on-line processes for customers, improving our working environments, adapting to new technology and challenging our culture to introduce more modern ways of working. Taking into account the challenges we have faced, our success measures and the progress listed below we have rated this priority overall as **GREEN**.

IMPACT OF THE COVID-19 PANDEMIC

At this time of national challenge from the Covid-19 outbreak, as a council we have had to redesign the way we work in a short time frame.

During 2020/21, as a response to the pandemic, our Modern Ways of Working programme has gathered pace, as officers and elected members have adopted new and innovative ways of working throughout the year.

Customers have used our online MyAccount system to access council services throughout the pandemic, and we have added 15 new services to our online provision, resulting in a 40% increase in the number of service requests received via our website.

Despite the restrictions placed on us by Covid-19, our Employee Survey tells us that workforce engagement has improved significantly and that communications with colleagues working remotely have been positive.



HOW WE MEASURED OUR SUCCESS

NO.	Measure	Comparative Data 2019/20 /Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 -2021	Performance Trend
1	Digital and ICT Strategy approved at Executive Board.		Approved		Yes	
2	Key actions from the new Digital and ICT Strategy implemented.		Not reporting 2020/21			
3	New ICT data centre operational.		Operational		Yes	
4	New ICT disaster recovery site operational.		Not reporting 2020/21			
*5	Mapping of people who may be digitally disadvantaged (including groups / individuals with protected characteristics).		Reported		No	
*6	Identify staff who prepare information for electronic publication and deliver appropriate training.		Reported		Yes	
*7	Review our website portals and prioritise for accessibility compliance.		Reported		Yes	
*8	Involvement Strategy and Action Plan reviewed.		Not reporting 2020/21		Yes	

NO.	Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 -2021	Performance Trend
*9	Review respondents to corporate consultations in 2019/20 and 2020/21 to identify areas of under-representation.		Establish baseline		Yes	
*10	Establish directory of contacts for groups or individuals with protected characteristics for use with consultation and Equality Impact Assessments.		Reported		Yes	
*11	Equalities training available for elected members.		Reported		Yes	
*12	Survey of current elected members for protected characteristics.		Baseline established			
*13	Deliver pre-election programmes to increase the diversity of candidates for the 2022 election.		Not reporting 2020/21			
*14	Survey candidates for 2022 local government election for protected characteristics.		Not reporting 2020/21			
*15	Improve data in relation to the protected characteristics of our workforce; - Undertake regular and differentiated communication with workforce to encourage submission of equality data.		2018/19 workforce data (published March 2020)		No	

NO.	Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 -2021	Performance Trend
*16	Develop web recruitment reporting for job applicants by protected characteristic for the year 2021/22.		Not reporting 2020/21			
*17	Establish actions in relation to any identified underrepresentation in job applications by those with protected characteristics.		Not reporting 2020/21			
*18	Undertake an annual review of actions to address gender pay gap and other protected group pay gaps in response to the annually available workforce data.		Review completed			Welsh Government Equalities Office has confirmed data and action plan is not required for period ending March 2020.
*19	Publish an action plan in respect of gender pay as required by the public sector equality duty.		Reporting			Welsh Government Equalities Office has confirmed data and action plan is not required for period ending March 2020.
20	Sustain the percentage of complaints and investigations in relation to Welsh language service provision that are fully resolved.	100%	100%	100%	Yes	Sustained
21	Improve the level of employee engagement (amalgamation of employee engagement measures taken from the employee survey).	63%	64%	74%	Yes	Improved
22	Improve the percentage of employees responding positively that 'I have the opportunity to develop and improve my potential.'	52%	53%	60%	Yes	Improved

NO.	Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 -2021	Performance Trend
23	Sustain the percentage of staff agreeing with the statement - 'communications are good in my department'.	55%	55%	60%	Yes	Sustained
24	Sustain the percentage of customers who feel it is easy to access council services.	97% (2018/19)	90%	96%	Yes	Sustained
25	Improve the number of services available to customers through the on-line digital platform.	76	85	100	Yes	Improved
26	Improve the number of service requests received from customers through the on-line digital platform by 10% each year.	40,883	42,500	60,880	Yes	Improved
27	Improve the percentage of service requests through self-service rather than mediated telephony.	66%	70%	71%		
*28	Improve: timeliness of data in relation to the protected characteristics of our workforce. Welsh Government requires that data is published within 12 months. Our latest published data is therefore 31 March 2019 (published March 2020).	Data published March 2020	Data published by September 2020			

NO.	Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 -2021	Performance Trend
*29	Improve: Increase number of consultation and engagement activities undertaken through Your Voice Wrexham.	New performance measure	Establish Baseline	38		
*30	Improve: Reduce the variance in representation of groups / individuals with protected characteristics in comparison with the demography of the County Borough.	New performance measure	Establish Baseline			
*31	Improve: Increase (a) number, and	New performance measure	Establish baseline			
*31b	(b) diversity of candidates for 2022 local election.	New performance measure	Establish baseline			
*32	Improve: Profile of Wrexham County Borough councillors more closely aligned with the demographic profile of the County Borough.	Profile of current Council	Not reporting 2020/21			

* indicates that a milestone or measure is taken from the Strategic Equality Plan.

KEY ACHIEVEMENTS 2020/21



- Planning for the **long term**, ICT resilience has continued to improve with the completion of a new data centre and upgraded connectivity between office buildings.
- The approval of our ICT and Digital Strategy has set direction for further modernisation and will underpin many new developments in service delivery.
- Engaging and **involving** our service users, the availability of on-line services for customers continued to improve throughout the year, with 24 additional services available online and more than 60,000 service requests received online during the year.
- We have worked hard to ensure that our online information is provided in an accessible format and have made improvements to our website content to achieve this.
- We have continued our review of office building requirements, and despite inevitable delays during Covid-19 lockdown, construction work has continued to progress well on the development of our modern Community Health and Wellbeing Hub at Crown Buildings, where health and social care services will be provided collaboratively and **integrated** with our Council Priority to promote good health and well-being.

GOOD NEWS STORY

Throughout the pandemic, vital services have been maintained as a result of the determination and flexibility of our workforce to adapt to new ways of working, underpinned by improved technology and digital systems.

WHAT DIDN'T GO AS PLANNED AND MOVING FORWARD

During the next year we will:

- Continue to prioritise the **long term** planning of digitisation of services and processes based on customer demand and business impact. This will help to make our services more accessible and sustainable for the future.
- Continue to evolve our customer service team to ensure optimal use of modern technology.
- Continue to improve digitalisation of internal processes such as our HR systems to increase efficiency in the way we work.
- Further work is needed to improve the reach and **involvement** of our employee survey to involve all sections of the workforce as this is a valuable source of feedback and assurance.



ENSURING EVERYONE IS SAFE

WHAT WE SAID WE WOULD DO:

We agreed that being and feeling safe in Wrexham County Borough is vital to our residents and visitors and is a key factor which impacts on people's quality of life and their ability to engage in community life. To ensure this we have contributed to our Corporate Safeguarding Strategy, which sets out how we will meet our duties to protect vulnerable adults and children from harm. We promised to place emphasis on our responsibility to tackle equality issues and we will promote and celebrate the ethnic diversity of our communities to ensure that they are inclusive and welcoming. Alongside this we said that access to the right housing for our most vulnerable, in particular, was a priority. We planned to continue to work in collaboration with our partners, particularly the Community Safety Partnership, to tackle crime and disorder. By committing to these areas the priority is contributing directly to Wales' Well-being Goals. In particular, a resilient Wales and a Wales of cohesive communities, where creating the conditions which support the ability of people to thrive and fully realise their potential, regardless of their background or circumstances, helps create a more equal Wales.

Our focus themes included: Improving Community Safety, Reducing Homelessness, Investing in Housing Standards and Services and improving Private Sector Housing Standards. Through these themes we said that over the three years we would expect:

- Fewer people will be harmed by or will be victims of crime;
- People will feel and will be safer;
- A reduction in the number of hate crimes and an increase in victim confidence/satisfaction;
- Adoption and implementation of the Modern Slavery Transparency Statement
- Delivered Tier 2 training in Modern Slavery to all appropriate staff
- Worked with partners to deliver actions from the Home office PREVENT self-assessment toolkit
- Refugees on the resettlement scheme will be able to build new lives and secure a sustainable future in Wrexham County Borough;
- There will be good community relations and integration between groups;
- Better understanding of where EU national and other BAME (Black Asian and Minority Ethnic) communities are living in order to support and engage with them;
- Brexit related community tensions are identified and actions put in place to minimise these;
- Implementation of 'Operation Repeat' to safeguard older people and vulnerable residents from financial abuse and doorstep crime;
- Fewer people rough sleeping and experiencing homelessness and more people supported to sustain their tenancies;
- New build schemes in Nant Silyn and Plas Madoc and more of our housing stock meeting the requirements of the Welsh Housing Quality Standard;
- New Estate Office IT and agile working to deliver a more responsive and efficient service;
- Completion of Stage 2 (Mobilisation) of the Sheltered Housing Refurbishment Programme;
- More private landlords/letting agents complying with Rent Smart Wales Code of Practice; and
- More people living in better quality private rented sector accommodation.

SUPPORTING EQUALITY

Through our priority we have been committed to supporting equality and contributing in particular to our Strategic Equality Plan objective “ Promoting and celebrating the ethnic diversity of our communities, ensuring they are inclusive and welcoming”. We have contributed towards the Plan through the work involved in delivering the Community Safety and Community Cohesion Plans, the continuation of the ‘Vulnerable Person Resettlement Scheme’ and support to asylum seekers. Examples of this work are as follows:

- Diverse Together Forum – a forum to involve community representatives and service providers in North East Wales to explore new opportunities for mutual, cohesive support and sustainable diversity inclusive practice. The Forum has produced a short film celebrating community diversity in Wrexham, Flintshire and Denbighshire.
- European Settled Status Scheme (EUSS) - working collaboratively with the key EUSS contract holder, Local Authority Departments, North Wales Police, CVC, DWP, BCUHB and third sector organisations to effectively engage and support EU national and BAME communities. This involved a particular focus on promoting the EUSS scheme to ensure that EU citizens working and living in the UK register in order to retain entitlement to UK benefits.
- Vulnerable Persons Resettlement Scheme – (VPRS) We have taken an integrated approach to this Home Office funded scheme, helping 20 Syrian refugees settle in Wrexham County Borough. The work involves arranging accommodation, organising multi-agency support for the resettlement process, ensuring educational places are available for school age

children and providing opportunities and support for adults to learn the English language to a level where they can gain sustainable employment and create a secure future for themselves.

- Vulnerable at Risk Management - a monthly meeting to discuss a multi-agency approach to protecting vulnerable people who maybe victims of anti-social behaviour, hate crime and organised crime. An early intervention approach is adopted to determine the root cause of issues and implement interventions to prevent problems from escalating.

OVERALL ASSESSMENT OF OUR WELL-BEING OBJECTIVE AND IMPROVEMENT PRIORITY 2020/21

Our priority to ensure everyone is safe in Wrexham County Borough has made good progress but areas of the work within this priority have been impacted by the Covid-19 pandemic. Officers have been working hard in challenging circumstances to provide services, maintain performance and implement recovery programmes.

Work in the following areas has been impacted by Covid-19 but with timely actions and interventions progress should be made in 2021/2022 and outcomes achieved. :

- Victims of door – step crime (Operation Repeat)
- Hate Crime reporting and associated training
- Reactive repairs to council housing.
- Properties added to council-housing stock through the build and buy programme.
- Public engagement
- Perceptions of safety

We have had successes in the following areas:

- Community safety
- Corporate safeguarding
- Child protection.
- Homeless & rough sleepers
- Improving and increasing council housing stock
- Affordable housing
- Supporting EU national and other BAME(Black,Asian, and Minority Ethnic) communities
- Community related tensions
- Developing and maintain good community relations across North East Wales and promote integration between groups
- Vulnerable Person Resettlement Scheme
- Taking into account the challenges we have faced, our success measures and highlights listed below we have rated this priority overall as **AMBER**.

IMPACT OF THE COVID-19 PANDEMIC

At this time of national challenge from the Covid-19 outbreak, support to our communities and keeping them safe was of even more importance. We worked closely with communities, stakeholders and partners to inform, develop and deliver new ways of working to ensure that vital services could continue to be delivered to keep communities safe, particularly those who are most vulnerable.

During 2020/21, as a response to the pandemic we have:

- Continued to work collaboratively with partners regionally and nationally to deliver the 'Test, Trace and Protect' programme, facilitating the

process of contact tracing with local teams of tracers working in Wrexham County Borough. The work undertaken ensured that the virus was kept under control in response to outbreaks and to protect everyone as lockdown restrictions are removed.

- Undertaking both wide scale and targeted public engagement promoting the uptake of the Covid-19 vaccination, including amongst hard reaching and vulnerable groups, such as the rough sleeper community.
- Prioritised the vulnerable, the Covid-19 outbreak has affected everyone in Wrexham County Borough, but those people who are homeless or rough sleeping are among the most exposed. Significant planning and work was invested in quarters 1 & 2 in providing accommodation to those vulnerable people on the streets, and this challenging work has continued throughout quarters 3 & 4.
- In collaboration with North Wales Police, information was circulated to the vulnerable with advice regarding crimes which became prevalent in the lockdown periods such as distraction burglary, fraud telephone calls and online/cyber fraud. Details of relevant crimes, for example bogus "Water Board Officials" were forwarded to care agencies to circulate to their clients with relevant 'warning' advice being distributed to potential victims.
- Prioritised the delivery of the council property emergency repairs scheme to ensure that a 24hr response service was maintained.
- The introduction of over 35,000 welfare calls to tenants to ensure they are safe and supported.
- Early provision of food and supplies issued for children and vulnerable adults delivered through volunteers from our current workforce.

HOW WE MEASURED OUR SUCCESS

NO.	Measure	Comparative Data 2019/20 /Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 - 2021	Performance Trend
1	Publish and implement the Community Safety Plan (2020-23) - working with partners to reduce harm caused by alcohol and other substances, protect the most vulnerable and make people feel safer.	Milestone	Publish Community Safety Plan		Complete	
2	Deliver and evaluate Operation Repeat training (support for vulnerable people to prevent them from becoming victims, and repeat victims of door-step crime).	Milestone	Deliver Operation Repeat training		No	Project suspended due to Covid-19. Will recommence as soon as circumstances allow
3	Developing our safeguarding practice to respond to new national policies and procedures, and implement our corporate safeguarding action-plan to improve awareness of victims of exploitation (such as County Lines and Modern Slavery).	Milestone	Review and update of Corporate Safeguarding plan		Yes	
4	Deliver our Rough Sleeper Strategy and implement the recommendations of the Housing Action Group (HAG) report, and any subsequent guidance issued by Welsh Government for rough sleepers due to Covid-19.	Milestone	Formal adoption of strategy		Yes	

NO.	Measure	Comparative Data 2019/20 /Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 - 2021	Performance Trend
5	Launch new Financial Inclusion Service to support the sustainability of tenancies and reduce the risk of eviction; develop 'pre-tenancy support' through 'Renting Ready' training; expand the Local Lettings Agency to increase housing options for those at risk of homelessness.	Milestone	Develop and deliver 'Renting Ready' training package		Yes	
6	Implement the new Housing Support Grant, which combines grants previously provided under Supporting People, Homelessness Prevention and Rent Smart Wales.	Milestone	Review and implement new Commissioning Framework		Yes	
7	Increasing our housing stock with our new build schemes and acquisitions, and an ongoing programme of development.	Milestone	Develop specification for future house building programmes. Continue Buy-Back Scheme and acquisition off plan where possible.	5	No	2 national lockdowns has meant progress in all areas has been slower than anticipated.
8	Conclude Welsh Housing Quality Standard (WHQS) programme to improve the standard of our housing stock and refurbishing void properties to Wrexham's Lettable Standard, ensuring that we maintain these standards.	Milestone	Conclude WHQS Programme		Yes	

NO.	Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 - 2021	Performance Trend
9	Improve the efficiency and responsiveness of our Estate Offices, ensuring that we make best use of technology and modern ways of working.	Milestone	Full review of current provision and required improvements identified		Complete	
10	Develop the quality and supply of our sheltered housing, applying learning from the Plas Madoc Remodelling programme to other housing areas and progressing our sheltered housing refurbishment programme.	Milestone	Complete initial design phase for refurbishment of two schemes.		Yes	
11	Complete the annual Planned Development Programme (PDP) to allocate Welsh Government Funding to support delivery of affordable housing and complete annual monitoring of affordable housing contributions secured through Section 106 agreements.	Milestone	Submit & monitor 20/21 PDP to Welsh Government to access funding and deliver agreed schemes		Yes	
*12	Establish new, and enhance existing, reporting processes (informal and formal) to identify emerging Brexit related tensions (Share this information at regional Tactical Hate Crime and Community Tension Monitoring group).	Milestone	Reporting		Yes	

NO.	Measure	Comparative Data 2019/20 /Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 - 2021	Performance Trend
*13	Map out where EU national and other BAME (Black Asian and Minority Ethnic) communities are living and which grass roots organisations support them (engage with third sector and partners to do this).	Milestone	Reporting		Yes	
*14	Work with key partners to look at how existing and new programmes become more inclusive to all.	Milestone	Reporting		Yes	
*15	Hate Crime Awareness Training delivered in schools for management, workforce and pupils.	Milestone	Reporting		No	Delivery of WLGA funded programmes have been disrupted by Covid-19.
*16	Contribute to a Public Engagement Plan (PEP) and develop meaningful consultation with our communities on their feelings of safety in the County Borough.	Milestone	Reporting		No	PEP for 2021/22 will be developed as restrictions are lifted.
17	Improve the percentage of people reporting that they feel safe during the day: a) Town centre	34.61%	Increase		No	As a result of Covid-19 usual survey will be postponed until 2021/22.
17b	a) Local area	71.42%	Increase		No	

NO.	Measure	Comparative Data 2019/20 /Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 - 2021	Performance Trend
18	Improve the number of professionals receiving Operation Repeat training.	56	240		No	Suspended due to Covid-19.
19	Improve: Number of cases referred to Vulnerable At Risk Management Group (VARM).	21	Increase	24	Yes	Improved
20	Improve: Number of successful resolutions of VARM cases	13 out of 21	Increase	33	Yes	Improved
21	Improve: Increased reporting of concerns about Modern Day Slavery.	34 (10 from WCBC)	Increase		No	Project on track however had to halt due to regional work.
22	Improve: Decreased levels of anti-social behaviour in Wrexham Town Centre.	919	TBC	751 – a decrease of 13.3% on the previous year	Yes	Improved
23	Sustain (Recover): Increased footfall in the town centre.	6,393,118	Recover/Above National Average	3,005,778	No	Declined
24	Improve: Reduce the number of people rough-sleeping in Wrexham County Borough.	21	Decrease	3	Yes	Improved
25	Improve: Reduce the number of tenants evicted from council properties.	36	Decrease	0	Yes	Improved

NO.	Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outcome 2020/21	Met Target 2020 - 2021	Performance Trend
26	Improve: Number of properties added to council-housing stock through the build and buy programme.	15	20	7	No	The programme has been impacted by the subsequent suspension of conveyancing activity.
27	Improve: Reduce the number of reactive repairs on council housing.	22,629	Decrease	15,014	No	Declined
28	Improve: Increase new affordable housing units created through the Planned Development Programme and Section 106 completions.	14	Increase above baseline	28	Yes	Improved
29	Improve: Increase the number of refurbished sheltered housing schemes delivered.	0	Increase	0	Yes	Project on track - all tenants have been decanted
30	Improve: Reduce the percentage of new children's social care assessments completed that were a re-assessment within 12 months.	New performance measure	Reduce	1212/3375 (35.91%)	Yes	New performance measure
31	Improve: Reduction in the number of children placed on the child protection register that have previously been registered under any category, at any time during the previous 12 months.	5.6% (this equates to 10 re-registrations out of a total 179)	Below Welsh average. (5.1% - 2018/19)	8 (3.67%)	Yes	Improved

NO.	Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outcome 2020/21	Met Target 2020 - 2021	Performance Trend
*32	Number of events / activities organised across North East Wales to promote integration between groups and help develop and maintain good community relations.	1 (Hate Crime)	Reporting	3 main events, 6 forums , 30 Training Awareness sessions	Yes	Improved
*33	Sustain: Number of Vulnerable Person Resettlement Scheme (VPRS) refugees attending English for speakers of other languages (ESOL) classes.	35 (100% Adults)	100%	100%	Yes	Sustained
*34	Sustain: Percentage of Vulnerable Person Resettlement Scheme (VPRS) children of school age attending appropriate full-time education.	100%	100%	100%	Yes	Sustained
*35	Improve: Numbers of Vulnerable Person Resettlement Scheme (VPRS) refugees (adults) accessing employment, training or education (other than English for speakers of other languages).	12	Increase	23 (53%)	Yes	Improved
*36	Improve: Reduce the number of recorded hate crimes.	180 NW Police Data	Reduce	195	No	Declined
*37	Victim (of hate crimes) confidence and satisfaction	New PM	Reporting			This is North Wales Police data that is not in the public domain.

* indicates that a milestone or measure is taken from the Strategic Equality Plan.

KEY ACHIEVEMENTS 2020/21



HOMELESS

- Working towards the eradication of rough sleeping has been a priority for Wrexham County Borough Council during the pandemic and considerable success has been achieved.
- The council has **planned for the long-term** by the purchase and development of a new triage centre, a **collaborative** multi-agency approach providing support and outreach, and the future development of the Ty Nos site, for further accommodation for homeless applicants and rough sleepers.
- The attraction of over £2.2 million pounds worth of funding, £1.3 million additional Housing Support Grant and further funding for additional accommodation units through the Local Lettings Agency has all successfully contributed to our priority to keep people safe.

NEW AFFORDABLE HOUSING UNITS

- The building of new affordable housing units created through the Planned Development Programme and Section 106 agreements was initially affected by the pandemic, but in June 2020 the construction industry was able to return to working on site and this has helped to ensure the number of housing unit completions were above the baseline target.

REDUCTION IN RENT ARREARS

- Many tenants have faced severe financial hardship during the pandemic through either redundancy, furlough schemes or competing financial priorities. The introduction of a new team of Financial Inclusion Officers working in partnership with our in house sustainability officers has resulted in a reduction in the overall rent arrears figure for Wrexham County Borough over the period of the pandemic.

- Support and signposting to suitable financial help and working with families/ individuals to support them negotiate debt payments has proved very successful, it has **prevented** them from getting into further debt and reduced the stress for families in very difficult circumstances.

VULNERABLE AT RISK MANAGEMENT (VARM)

- multi-agency VARM group has continued to work **collaboratively** to implement solutions to protect the vulnerable and reduce the impacts of anti-social behaviour. This year has seen an increase in referrals and a high number of resolutions.

YOUTH JUSTICE SERVICE

- The Youth Justice Service has continued to offer extensive and increased contacts to **prioritise and support the most vulnerable** children throughout the pandemic. Re-opening of the building, in a Covid-19 secure manner, has created a safe environment to allow the team to continue to implement trauma informed approaches.
- The Youth Justice team has been instrumental in developing Contextual Safeguarding processes, which underpins the Missing, Exploited and Trafficked (MET) panels.
- Using creativity and innovation when working in **collaboration** with partner agencies has resulted in the co-delivery of interventions focussing on knife crime, alternatives to exclusions, and anti-social behaviour within the community.

MISSING, EXPLOITED TRAFFICKED (MET)

- Review started of the Missing, Exploited and Trafficked process in social care. The aim is to develop a life span strategy that looks at how the department will address and manage all forms of exploitation, including modern day slavery to **prioritise and support the most vulnerable** in our community.

EU SETTLEMENT SCHEME (EUSS).

- The N E Wales Community Cohesion Team have worked **collaboratively** with internal departments and external partners to promote EU Settlement Scheme (EUSS) programmes to EU Nationals living in Wrexham.
- The NE Wales Community Cohesion Team have worked closely with Flintshire Citizens Advice Bureau, the main organisation funded by Welsh Government to deliver the EUSS programme, the team have also worked with wider third sector organisations, such as Caia Park Partnership, who have been commissioned to support more complex applications.
- The Council ran an awareness raising social media communications campaign, which proved to be a successful engagement tool during periods of social distancing. Effective **collaboration** has seen Wrexham and Flintshire Councils having the highest number of applications across N Wales, with a significant rise in applications between March – June 2021.

GOOD NEWS STORY

SAFER STREETS 1 PROJECT

- We adopted a **collaborative** approach to secure Home Office funding for a community safety project to reduce acquisitive crime in Queensway, Caia Park. The project involved an effective partnership between North Wales Police, Caia Park Partnership and multiple departments across the Council. The improvements included the addition of CCTV & lighting, alley gates, replacing of garages with carparks and other environmental improvements. These were delivered in a short space of time and under challenging circumstances created by the pandemic. We have made a great contribution towards ensuring our communities are attractive, cohesive, safe and well-connected.

WHAT DIDN'T GO AS PLANNED AND MOVING FORWARD

- The provision of awareness raising training for Operation Repeat (support for the vulnerable to **prevent** them coming victims of scams and door step crime), and Hate Crime have been affected by the pandemic. Plans are in place to start delivering in quarter 1 of 2021/22.
- Adding to council-housing stock through the build and buy programme has been impacted by Covid-19 and the subsequent suspension of conveyancing activity, during the most recent lockdown. This has resulted in 7 properties being purchased instead of the target 20. However, the council has also reviewed its approach to buy-backs and is now seeking only strategic acquisitions (e.g. larger properties, those with access to land or to secure a full block) and as such now may not buy-back at the pre-Covid-19 rate. In terms of house building, Nant Silyn has now completed and tenants are living in the new scheme. It is unlikely that lost time can be made-back but importantly, house building activity is

back on track with 13 units now on-site at Plas Madoc, and the securing of planning permission for 6 units in Johnstown and 4 in Llay.

- Reactive repairs on council housing have been similarly affected and had to be reduced to an emergency repairs only service. To address the back log of repairs we have introduced a new IT system to enable easy identification of backdated and outstanding jobs, allowing tenants to be contacted and rebooked in for work. A new planned maintenance team has been introduced to also assist contractors in working through back dated jobs that had been planned, but delayed, due to Covid-19.
- A public engagement plan has been developed for 2021/22 to deliver key messages aiming to promote health and well being, **prevent** harm, reduce alcohol related and sexual violence and improve public safety.
- In order to reduce the number of surveys being undertaken with the public we are working **collaboratively** with partners to assist us in determining how safe the public feel in Wrexham town centre and in their local area. As an example, the Police and Crime Commissioner has recently undertaken a North Wales survey asking women to highlight public spaces in their area where they feel unsafe. This will provide useful information which we can use to help target resources to improving safety.



IMPROVING SECONDARY EDUCATION

WHAT WE SAID WE WOULD DO:

Over a number of years, in a majority of secondary schools in Wrexham, pupils' education outcomes have been below those of their counterparts nationally. In our Council Plan 2020 – 23 we recognised the importance of ensuring all young people in Wrexham County Borough have access to high performing secondary schools. We set out our vision to improve secondary school outcomes and to address the recommendations of the 2019 Estyn inspection. In November 2020, we reviewed our Post Inspection Action Plan in light of the Covid-19 pandemic and a number of our success criteria, outcomes and milestones were updated to reflect our planned recovery from the pandemic. The review focused on the most urgent concerns and ensured we remained committed to improving secondary education in Wrexham County Borough.

Through implementation of the Post Inspection Action Plan, we said that over the three years we would expect that:

- Outcomes in individual secondary schools are significantly improved against modelled expectations as measured by the Capped 9 Indicator (or any modified indicator prescribed by Welsh Government);
- Attendance in individual secondary schools will be improved to compare well against similar schools across Wales; and
- There will be a reduction in permanent and fixed term exclusions.

SUPPORTING EQUALITY

We have focused on supporting equality and meeting the objectives in our Strategic Equality Plan through our six Priority Boards. This year, the Improving Secondary Education Priority Board has

continued to work towards meeting the following success criteria:

- There is improved attainment of boys at all key stages therefore reducing the variation between boys and girls;
- An improved and accessible learning environment is contributing to improved outcomes for all learners; and
- There will be increased attendance and lower exclusions of Gypsy, Roma and Traveller pupils.

OVERALL ASSESSMENT OF OUR WELL-BEING OBJECTIVE AND IMPROVEMENT PRIORITY 2020/21

Our priority to improve secondary education in Wrexham County Borough has been significantly impacted by the Covid-19 pandemic. The demand and pace of change for our schools during 2020/21 was unprecedented and schools, parents and our children have been met with continuously changing demands and challenges. However, we have been humbled by the resilience of our young people, parents, our employees and local communities in coping with these extraordinary times. Taking into account the challenges we have faced, our inability to report on key indicators such as attainment and attendance and the progress listed below we have rated this priority overall as **AMBER**.

IMPACT OF THE COVID-19 PANDEMIC

Educational outcomes have been affected as a result of the closure of schools and the cancellation of examinations/assessments during the pandemic. Learners undertaking GCSE, AS and A levels approved by Qualifications Wales will have their

qualifications awarded through a Centre Determined Grade model. This means that grades will be determined by their school or college based on an assessment of the learner's work. This will also have an impact on the 2021 cycle of examinations.

The closure of schools and isolation of children and young people increased concern about the impact of the pandemic on the safety and mental, emotional and physical wellbeing of all learners and particularly our vulnerable learners. During 2020/21, we have continued to work in collaboration with schools, other local authorities across the region and GwE to ensure that our schools are well supported and to ensure that our education services are delivered resiliently.

- During the lockdown period, the majority of schools remained open to provide childcare for the children of key workers and for those who met the criteria for provision due to vulnerability. A daily reporting system was introduced in order to monitor the numbers of key worker and vulnerable children in attendance.
- Remote learning has been provided for learners in a range of ways. For example:
 - Online learning through Hwb.
 - Recorded learning.
 - Live streaming.
 - 'Flipped learning' where pupils work on tasks at home before engaging with class discussion.
 - Use of textbooks and other resources.
- The Education and Social Work Team have worked with colleagues in Children's Services to identify those children where there were concerns regarding vulnerability. A daily list was provided to schools to enable them to monitor attendance and to ensure that all reasonable

measures were put in place to support children, young people and their families to prevent an escalation of vulnerability.

- In addition to the activity in the childcare settings, the Health & Wellbeing Team offered a range of supporting activity to a vulnerable cohort of learners, to promote emotional health and resilience during this period. A diverse range of activities were offered. For example:
 - **'Inspire'** ran a weekly virtual youth club over Zoom enabling children and young people to access a range of activities such as movie night, games including game shows i.e. play your cards right, the generation game, family fortunes, quizzes and lots more. There has also been further support via text messages.
 - **'Outside In'** has supported young people from primary school age to 25 years. Approximately 468 sessions via Zoom, telephone calls and text messages were delivered.
 - **'In2change'** young person's drug and alcohol team continued to deliver interventions based around each young person's individual need. One to one sessions were held via Zoom or phone calls.
 - **The Health and Wellbeing Newsletter** has had 323 subscribers. 75 newsletters have been sent since 20 March. These included 1131 links to resources and guidance that have been placed on the newsletters and there have been 22,522 clicks on these links.
 - The **ADTRAC** team has supported 69 participants. The team enrolled young people into College, University and employment, supported by a Mentor. The team have supported young people to attend virtual tours and complete applications through other media platforms and over the phone.

- **Active Wrexham** focused delivery online with an increase in followers on Facebook, Twitter and Instagram.
- **TRAC** – The primary team supported 115 pupils with 462 calls made to families. The secondary team made 3108 calls to pupils in Years 7-11 (and often their parents) between April and June 2020.

HOW WE MEASURED OUR SUCCESS

NO.	Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 - 2021	Performance Trend
*1	Establish Outreach service for Gypsy, Roma and Traveller pupils focused on early years provision.	Milestone	Not reporting 2020/21			
*2	Establish Outreach service for Gypsy, Roma and Traveller pupils focused on secondary provision.	Milestone	Not reporting 2020/21			
3a	<p>Improve: By the time they leave secondary school, the majority of pupils, including the more able, make the expected progress:</p> <p>a) Number of secondary schools performing within a 5% statistical confidence of their modelled outcome in the Capped 9 Scores.</p>	(September 2019) 5/9	All secondary schools where C9 performance was outside the 5% statistical confidence interval in 2019 to have improved their score.			Key Stage 4 Exams for 2019/20 were cancelled due to Covid-19 and no LA data was published.
3b	b) Number of secondary schools performing within a 5% statistical confidence of their modelled outcome in the upper third.	(September 2019) 6/9	3/9 schools to have improved the performance of their upper third and moved closer to the 5% statistical confidence interval			Key Stage 4 Exams for 2019/20 were cancelled due to Covid-19 and no LA data was published.

NO.	Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 - 2021	Performance Trend
4	Sustain: Inspection judgements in secondary schools in Wrexham compare well with those of secondary schools across Wales.	(December 2019) Estyn Categories 2 in " Estyn Review" 1 in "Significant Improvement" 2 in "Special Measures"	0 additional schools placed in Estyn statutory category.	As a result of the Covid-19 pandemic, the majority of Estyn inspections during 2020/21 were cancelled!		
5a	Improve: No. of Secondary Schools with Absence Rates Above Modelled Expectations.	(2018/19) 4 out of 9	5/9	Attendance collections for 2019/20 were cancelled due to Covid-19.		
5b	Improve: Secondary Schools Overall Attendance.	(2018/19) Wrexham: 93.5% Wales: 93/8%	Wrexham: 93.8%	Attendance collections for 2019/20 were cancelled due to Covid-19.		
5c	Improve: Secondary Schools Persistent Absentees.	(2018/19) Wrexham: 5.4% Wales: 4.6%		Attendance collections for 2019/20 were cancelled due to Covid-19.		
6a	Improve: Rate of fixed term exclusions - Rate per 1000 below 5 days	(2018/19) Wrexham: 53.1 Wales: 39.1	Less than 40	Schools reopened September 14th 2020 therefore we have no meaningful comparative data.		
6b	Improve: Rate of fixed term exclusions - Rate per 1000 above 5 days	(2018/19) Wrexham: 5.2 Wales: 1.7	Less than 4.5	Schools reopened September 14th 2020 therefore we have no meaningful comparative data.		

NO.	Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outcome 2020/21	Met Target 2020 - 2021	Performance Trend
6c	Improve: Rate of permanent exclusions.	(2018/19) Wrexham: 1.0 Wales: 0.5	0.5	Schools reopened September 14th 2020 therefore we have no meaningful comparative data.		
*7a	Performance of boys in all key stages by reducing variance between boys' and girls: a) Capped Points Score (best 9 GCSEs or equivalent)	(2018/19) LA (Boys) = 312.6 LA(Girls) = 358.2 Variance = 45.6	Reduce variance	Key Stage 4 Exams for 2019/20 were cancelled due to Covid-19 and no LA data was published.		
*7b	b) Core Subject Indicator at Key Stage Three	(2018/19) LA (Boys) =82.9 LA(Girls) =90.6 Variance = -7.7	Reduce variance	Key Stage 3 Assessments for 2019/20 were cancelled due to Covid-19 and no LA data was published.		
*7c	c) Core Subject Indicator at Key Stage Two	(2018/19) LA (Boys) = 85.7 LA(Girls) =93.4 Variance =-7.7	Reduce variance	Key Stage 2 Assessments for 2019/20 were cancelled due to Covid-19 and no LA data was published.		
*7d	d) Foundation Phase outcome Indicator	(2018/19) LA (Boys) =76.2 LA(Girls) =89.3 Variance =-13.1	Reduce variance	Foundation Phase Assessments for 2019/20 were cancelled due to Covid-19 and no LA data was published.		
*8a	Improve: Increase the number of school buildings which are fully Equality Act 2010 compliant: a) Primary	Primary (58) Compliant = 32 Non-compliant = 11 Partially compliant =15	Not reporting 2020/21			

NO.	Measure	Comparative Data 2019/20 /Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 - 2021	Performance Trend
*8b	a) Secondary	Secondary (9) Compliant = 5 Non-compliant = 1 Partially compliant = 3	1 Non-compliant school to be partially compliant	Secondary (9) Compliant = 5 Non-compliant = 0 Partially compliant = 4	Yes	Improved
*8c	b) Special	Special (1) Partially compliant = 1	Not reporting 2020/21			
*9	Sustain: Percentage of schools have current accessibility plans in place – reviewed annually.	100%	100%	100%	Yes	Sustained
*10a	Improve: Number of school buildings with a condition category of A or B: a)Primary	Primary (58) Category A = 7 Category B = 30 Category C = 21	Not reporting 2020/21			
*10b	Improve: Number of school buildings with a condition category of A or B : a)Secondary	Secondary (9) Category A = 0 Category B = 4 Category C = 1 Category C+ = 4	Category B : +1 school	Secondary (9) Category A = 0 Category B = 4 Category C = 5	No	Sustained
*10c	Improve: Number of school buildings with a condition category of A or B a)Special	Special (1) Category C =1	Not reporting 2020/21			

NO.	Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outcome 2020/21	Met Target 2020 - 2021	Performance Trend
*11	Improve: Attendance of Gypsy, Roma and Traveller Pupils	(2018/19) 67.7%	Improve	Attendance collections for 2019/20 were cancelled due to Covid-19.		
*12	Improve: Exclusions of Gypsy, Roma and Traveller Pupils	Fixed term exclusions = 5 Number of days = 11 Permanent exclusions = 1 (2018/19)	Improve	Schools reopened September 14th 2020 therefore we have no meaningful comparative data.		

* indicates that a milestone or measure is taken from the Strategic Equality Plan

¹: The situation regarding Estyn inspection remained the same throughout 2020/21, however the 2 secondary schools that were in Estyn Review (the Maelor and Darland) were both judged by Estyn to have made good progress and therefore removed from category in February 2021.



KEY ACHIEVEMENTS 2020/21

- The focus of the Education & Early Intervention Department and the regional school improvement service, GwE, has been to:
 - Support schools in developing and implementing childcare provision for the children of critical workers and vulnerable children;
 - Support schools in providing “continuity of learning” for learners across the County Borough.
- **We prioritised the vulnerable** by providing a range of support services across the department, for those pupils who are deemed to be vulnerable or at risk of disengaging. Team Managers work within and across teams to coordinate the support and opportunities available to schools and to individual learners.
- The Education Support Service (ESS) works closely with schools, Children’s Services, North Wales Police and Health to ensure that children are safe and engaged in learning and to **prevent** issues from getting worse. A process has been developed to ensure that attendance and exclusions are reviewed on a regular basis to monitor interventions and to measure the impact of actions.
- The Youth Work in Education Team, the Youth Justice Service and Active Wrexham, continue to work **collaboratively** within schools and provide direct support for learners focussing on wellbeing, attendance and providing accredited opportunities via Agored Cymru that supplement formal qualifications. Support is also offered to parents/carers via regular drop-in sessions.
- The Healthy Schools team support schools to develop plans to support the health and wellbeing of learners, as part of the School Health Research Network (SHRN).
- Taking an **integrated** approach and following additional funding from the Welsh Government,

the Counselling Services have been proactive in contributing to the reduction of waiting lists.

- Two secondary schools that were in Estyn Review were both judged by Estyn to have made good progress and therefore removed from category in February 2021.

GOOD NEWS STORY

During the pandemic, support to ensure continuity of learning was required. Some pupils could not access online learning due to lack of suitable IT equipment and/or the required broadband connectivity. In partnership with the Welsh Government, as part of a grant, the service purchased 50 new Chromebooks to support families in immediate need. Alongside this, a number of corporate laptops and older laptops were refurbished and made available and 200 mobile 4G internet devices were procured to support families and learners who do not have an appropriate Internet connection at home. A total of 380 learners have been supported. In addition, we are grateful to the Nuemark Charitable Foundation who donated 200 new Chromebooks for use by Key Stage 4 pupils in Wrexham and Flintshire.

MOVING FORWARD

The disruptive impact of the Covid-19 pandemic on education provision and learners is ongoing. A number of key actions that require review as a result of the impact of Covid-19 relate to how improvement and progress will be measured going forward. For example:

- Ensuring that Inspection judgements in secondary schools in Wrexham County Borough compare well with those of secondary schools across Wales will require discussion with Estyn, as inspections have been suspended.
- The presentation of evidence to support the key action relating to the expectation that by the

time pupils leave secondary school, the majority of pupils, including the more able, will make the expected progress will also need to be agreed. As GCSE and A level qualifications have been awarded on the basis of Centre Assessment Grades, clarity will be required on how expected progress and the associated comparisons will be judged.

- Ensuring that the Local Authority and all schools have an improved understanding of pupils' health and well-being will be reviewed on the basis of an evaluation of the impact of Covid-19 on the well-being of children and young people and activity adjusted in line with this. Understanding the root causes of the issues to **prevent** them from getting worse.
- It is anticipated that a number of learners will require additional support as they reintegrate back in to formal education. A range of potential concerns have been identified and prioritised, including an increase in anxiety and mental health issues; and an increase in child protection referrals.
- Whilst efforts have been made by all schools to continue to engage all learners through a remote learning offer during lockdown, the loss of learning during this period is of particular concern for learners in Key Stage 4 and 5. The exact extent of the effect on learners is yet to be quantified.



IMPROVING THE ENVIRONMENT

WHAT WE SAID WE WOULD DO:

We recognised that the climate emergency is one of the most important topics of our time. Through the Council Plan we set out our commitment to play our part in being a globally responsible Wales and as a leader in delivering carbon saving initiatives we declared a Climate and Ecological Emergency. As a response we established a Carbon Project Board tasked with developing a Decarbonisation Plan. As part of this plan we promised that the connections between communities will remain our focus with opportunities that are maximised, balancing looking after our green spaces, habitats and natural environment. We committed to ensuring that we continue to manage our waste and involve households, to support meeting our statutory recycling target of 70% by 2025.

For Wrexham County Borough to play its part in being a globally responsible Wales we said that over the three years we would expect:

- Technology, digital services and modern ways of working are embedded in our services and supporting us to meet our service standards;
- Resilient, efficient and sustainable services, with more planned work, sustainable ways of working, with services that make good use of technology and offer digital services, and are prepared for future challenges;
- A County Borough that is becoming more resilient in planning for the effects of climate change;
- Our Decarbonisation Plan will be being delivered and will ensure the council and County Borough is making a positive contribution to environmental and global well-being;
- A clean County Borough with less litter and fly tipping;

- The condition of our roads will be improving;
- A modern and environmentally responsible fleet which positions us as leaders in low carbon emissions vehicles;
- Waste collection frequencies that promote more efficient and effective waste collection using a modern fleet with in-cab technologies; and
- Households engaged with our recycling and waste reduction aims, ensuring we are on track to meet our 2025 statutory recycling targets.

SUPPORTING EQUALITY

We identified that our work will directly contribute to a more equal and prosperous Wales and a Wales of cohesive communities – ensuring our town and villages are clean and attractive, with highways in good condition and a transport infrastructure that supports connections between communities and the development of our economy.

Elements of our Decarbonisation Plan that support this are identified in four key themes. We agreed over the three years to achieve the following:

- **Buildings** - We will build on our carbon reduction works and continue to work towards reducing emissions year-on-year from our schools, offices, libraries, community centres etc. To achieve this we will continue to focus on projects including; LED Lighting upgrades, Building Management Systems (BMS), installation of heat pumps and renewable energy projects, such as photovoltaic (PV) panels. Through investment in our building stock we hope to achieve low and zero carbon buildings for the future.

- **Transport and Mobility** - Investing in our transport network and expanding our fleet of electric vehicles will help in meeting our targets. Increasing the numbers of Electric Vehicle Charging (EVC) points that are installed across the County Borough, will reduce emissions from our fleet and business travel and encourage more people to invest in electric vehicles. These proposals, together with the improvement of sustainable green travel plans and improved active travel routes, should have a significant impact in helping to reduce our overall carbon emissions.
- **Land Use** - We will focus on utilising our assets for both renewable energy schemes, and for investment in woodland and wildflower planting and carbon sequestration. We will use our assets to offset our carbon emissions from traditional sources. Working with our planning and ecology teams will be key in developing and progressing these projects. Planning policy will also have a direct impact on reducing emissions across the County Borough.
- **Procurement** – It has been forecasted by Welsh Government that over 60% of public sector carbon emissions are derived from procurement of goods and services. With further guidance from Welsh Government and working in partnership with our procurement officers we will embed carbon targets into our procurement process and, wherever possible, support local and regional suppliers and businesses.
- We successfully completed the Street Lighting project with the conversion of the council's existing street lighting assets to LED Technology (circa 11,000 units). We have seen a significant improvement on fly tipping incidents with 100% of reported fly tipping incidents cleared within 5 working days. We are above the national average target for the percentage of municipal waste reused, recycled or composted, however volumes significantly increased due more households living and working at home. Looking forward to 2021/22, we continue apace with our procurement of an additional 10 X Renault Kango Electric Vehicles to supplement our current fleet of 6 Electric vehicles. However, at the end of 2020/21, Brexit delays at the importation stage resulted in a 3 month delay on delivery schedule. We now anticipate delivery of these vehicles in the early part of 2021/22. Taking into account the challenges we have faced, our success measures and the progress listed below, we have rated this priority overall as **AMBER**.

IMPACT OF THE COVID-19 PANDEMIC

The Covid-19 pandemic has impacted our intended outcomes. Climate change and decarbonisation outcomes have clearly been affected as a result of the reduction in traffic, and public transport operating at reduced capacity during the pandemic.

During 2020/21, as a response to the pandemic we have:

- Invoked our emergency planning arrangements in March 2020, which remained in place throughout the year, apart from a short summer period when restrictions were temporarily lifted.
- Maintained and delivered key critical services with continued face-to-face delivery for Streetscene / Highways and Waste services.

OVERALL ASSESSMENT OF OUR WELL-BEING OBJECTIVE AND IMPROVEMENT PRIORITY 2020/21

- Our priority, to improve the environment, was significantly impacted by the Covid-19 pandemic; however delivery of the majority of our services has continued, including key critical front line services.

- Suspended face-to-face meetings and made considerable effort to implement and escalate modern ways of working, utilising technology to conduct meetings online where possible.
- Continued to deliver waste services despite disruption to our workforce either through illness or isolation.
- Closed all country parks and restricted access to public spaces in line with Welsh Government legislation. As the pandemic improved all our parks and public spaces have since been re-opened.
- Suspended car parking charges as a way of encouraging people into our town centres.
- Worked closely with colleagues in the Education and Early Intervention Service and schools to re-open school transport services, once Welsh government signalled the lifting of restrictions.
- Continued our ongoing response to repair pot holes. As a result of improvements made, repairs are now lasting longer. During the pandemic we reviewed demand on existing Highways services and identified a work programme taking us forward for 2021/22.
- In line with our agreed milestone, we held virtual public consultation events to shape and develop our published Decarbonisation Plan, which will take us forward to becoming a carbon neutral authority by 2030 in line with Welsh Government guidance and objectives.

HOW WE MEASURED OUR SUCCESS

NO.	Measure	Comparative Data 2019/20 /Baseline	Target 2020-21	Year-end Outcome 2020/21	Met Target 2020 - 2021	Performance Trend
1	Develop a Decarbonisation Plan addressing issues around our buildings, land use, procurement and mobility, waste and transport that meets the requirements of Welsh Government Guidance.	Milestone	Not reporting 2020/21			
2	Develop a revised Highways Safety Inspection Policy and improve our planned maintenance to improve the condition of our roads.	Milestone	Not reporting 2020/21			
3	Develop and deliver our Active Travel Plan - walking and cycling routes linking communities to key employment and education facilities.	Milestone	Not reporting 2020/21		Covid-19 has delayed the planning stages	
4	Improve: % of reported fly tipping incidents cleared within 5 working days.	91.4%	92% in 5 days	100%	Yes	Improved
5	Sustain the percentage of municipal waste reused, recycling or composted.	Wrexham 69.66% (64% Statutory target)	65% Statutory target)	66.7%	Yes	Sustained

NO.	Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 - 2021	Performance Trend
6	Sustain the percentage of highways inspected of a high or acceptable standard of cleanliness.	92.59%	91.00%	92.70%	Yes	Sustained
7	Improve: Reduce carbon emissions from our buildings by 4% year on year.	New performance measure	Reduce by 4%			Baseline to be developed and Draft Carbon Plan document to be prepared for Full Council - approval May 2021.
8	Improve: Increase our generation of energy from renewable sources from our Assets by 5% each year.	New performance measure	Increase by 5%			Baseline to be developed and Draft Carbon Plan document to be prepared for Full Council - approval May 2021.
9	Improve: Increase the number of Electric vehicles within our fleet.	6 out of 350	15 additional	0	No	Declined Brexit delays at the importation stage resulted in a 3 month delay on delivery schedule.



KEY ACHIEVEMENTS 2020/21

- Street Lighting - This ambitious project has seen the replacement of street lighting across the County Borough to LED, generating significant carbon and financial savings.
- 2020/21 has been one of the most challenging in the Environment Service to date. We have successfully delivered and maintained key critical services in an unprecedented global health pandemic to ensure refuse collections continued, supporting households in the County Borough.
- During 2020/21, we successfully collected over 5.6 million categories of waste from households, despite having to restrict the opening of our HWRCs due to Welsh Government restrictions. We successfully balanced service needs against an increasing kerbside requirement, due to so many households being confined to home during the crisis.
- We have continued to respond to the worst highway defects (100% against our category 1 pot holes) and have kept the highway network open and as safe as possible. Additionally, we have reviewed and are re-drafting and updating our Highways inspection Policy for 2021/22.
- Through our **prevention** planning, we successfully delivered our winter maintenance programme and additionally invoked our emergency response service. We continued winter maintenance services throughout the winter period of 2020/21 and importantly addressed a significant number of storm events, not least the unprecedented rainfall and flooding resulting from Storm Christoph.
- We have continued to work towards our **long term** plan to support the objective and proposal to cease production of fossil fuelled vehicles from 2030, in which Welsh Government are encouraging all Local Authorities to lead the way. The ambition will be to migrate our fleet to ultra-low emission vehicles and steps to increase our electric vehicle fleet are a good foundation.

GOOD NEWS STORY

ELECTRIC VEHICLE CHARGING POINTS

- We are one of the leading Welsh local authorities with regard to the installation of electric vehicle charging points in publically accessible car parks. We have installed charging points across fourteen of our publically car parks and seven points within our council offices.
- Alongside this, we have installed the first 100kw charger in North Wales, with the capacity to charge a car to 80% in under 30 minutes. We have also established a charging hub in the town centre, with a rapid charging unit and three fast charging stations

WHAT DIDN'T GO AS PLANNED AND MOVING FORWARD

- Our target to increase the number of electric fleet vehicles was significantly delayed due to supply chain difficulties. National delays in post Brexit importation resulted in a longer than anticipated time lag on the anticipated delivery date. We are pleased to say that we have now taken delivery of the first batch of our new electric powered vans.
- We will continue to explore options for further trials to develop an electric HGV fleet after a successful trial of a refuse wagon.
- We are on track to complete a HGV refuse vehicle with retrofit conversion from diesel to electric. Delivery is anticipated by the end of 2021/22.
- We will continue with our LED Lighting Upgrades - The continued replacement of old and inefficient lighting with LED has been rolled out across schools and offices. Immediate carbon and financial savings are derived from these projects, which continue to be successful schemes to decarbonise our buildings.

- Despite setbacks, we continue to increase the number of modern and environmentally responsible fleet vehicles, which positions us as leaders in low carbon emissions vehicles.
- In **collaboration** with the Modern Ways of Working Priority, we are becoming increasingly digitalised and are utilising INCAB technology. This will be expanded as a digital solution to the way we manage our refuse collection with real time information.
- We will continue with our ambitious active travel initiative, which is progressing well.
- The trial of a towable hotbox to address potholes has resulted in increased durability of repaired potholes, leading to a much-increased life for pothole repairs. We are looking into the purchase of hotboxes for use by all reactive teams in all areas.
- As we move towards the 2025 target of 70% recycling, we have identified a number of key areas where we will direct focus and resources. We will develop a plan to improve **involvement** in food waste recycling from households. This includes gaining an understanding of the barriers to household recycling through participation surveys in order to develop targeted interventions.
- We plan to improve the facilities for, and awareness of, recycling within flats/apartments and student halls of residence and will develop a plan for engagement with the public on issues of waste and recycling. All of the above will contribute to the planning principles of being a resilient, globally responsible and more equal Wales.



PROMOTING HEALTH AND WELL-BEING (WITH A FOCUS ON IMPROVING CHILDREN'S SERVICES)

WHAT WE SAID WE WOULD DO:

We recognised that good health (both physical and mental) and well-being is one of the most important things a person can have and impacts on so many other areas of their life. We promised to focus on prevention and early intervention services. We prioritised improving children's social care services as the most essential to ensure we maintain our improvement journey with the vision to provide the right level of care and support, where all children feel, and are, safe, and have the opportunity to reach their potential. We committed to promoting good health and well-being, contributing to three of Wales' Well-being Goals: a healthier Wales which is a society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood; a more equal Wales which is a society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances); a resilient Wales where our workforce and services have the capacity and adaptability to meet people's needs and a Wales of cohesive communities which are attractive, viable, safe and well-connected.

We agreed to concentrate on three areas and we said that over the three years we would expect:

CHILDREN WILL BE SAFE - THERE WILL BE:

- The right level of care and support provided, where all children feel, and are, safe, and have the opportunity to reach their potential;
- Fewer children that need to be looked after by the council; and
- More in-house foster carers and an improved regional adoption service.

A HEALTHY, SKILLED, MOTIVATED AND ENGAGED WORKFORCE - THERE WILL BE:

- More domiciliary care capacity;
- Greater retention of employees; and
- More flexible working arrangements.

SERVICES SUPPORT GOOD HEALTH AND WELL-BEING FOR ALL - THERE WILL BE:

- Improvements in cross-council prevention and early-intervention services;
- Community services focused on prevention;
- Seamless access to care and support;
- A town-centre well-being hub; and
- Collaboration between statutory partners, third sector partners and communities.

SUPPORTING EQUALITY

- Through our focus on promoting health and well-being, we committed to meeting our responsibilities around equality as set out in our Strategic Equality Plan by:
 - Focusing on prevention and early intervention work to get the best outcomes for all, in particular for children and young people;
- The development and future implementation, alongside partners, of the North Wales Dementia Strategy co-produced with people living with dementia, unpaid carers and professionals;
- The implementation of the newly developed Dementia Standards led by Innovation Cymru, improving equal access to those who need support;
- Increasing the awareness of the needs of people living with Autism and their unpaid carers; and

- The employment of a dedicated worker to promote and implement a new code of practice that will support those living with autism to access the services they need.

OVERALL ASSESSMENT OF OUR WELL-BEING OBJECTIVE 2020/21

The Covid-19 pandemic has significantly impacted our priority of promoting good health and wellbeing with a focus on improving children's services. The demand and pace of change of our plans during 2020/21 was unprecedented and many of our critical services were redirected and reshaped in response to the ongoing emergency. In short timescales our teams redesigned their normal working practices and responded to the constantly changing environment. We are very proud of all our front line workers and volunteers in the community who have continued to support the most vulnerable in our society during their time of need. Taking into account the challenges we have faced, our success measures and the progress listed below we have rated this priority overall as **YELLOW**.

IMPACT OF THE COVID-19 PANDEMIC

At this time of national challenge from the Covid-19 outbreak, support for vulnerable children and adults, families and communities was of even more importance. We worked closely with communities, stakeholders and partners to inform, develop and deliver the Covid-19 Recovery Plan developed by Wrexham and Flintshire Public Services Boards. During 2020/21, as a response to the pandemic we have:

- Accessed additional funding awarded by Welsh Government to increase prevention and early help capacity within the counselling service and

to support schools with additional training. This has included mental health first aid, Mindfulness and Friends.

- The Active Wrexham Team developed a range of online opportunities for people to remain active through lockdowns via the delivery of video-based sessions delivered to young people, older people and for people on the National Exercise Referral Scheme.
- A new strategic co-ordination group was created to ensure all services are working collaboratively to support schools; including representation from Education and Early Intervention Services, GwE and the Children and Adolescent Mental Health Services (CAMHS).
- Changed our way of working to deliver employee well-being programmes virtually, with a particular emphasis on mental well-being and involvement activities.
- Established the Children and Young People (CYP) Team working across Wrexham and Flintshire in collaboration with the Public Services Board recovery planning teams. The group is focused on aligning and improving how we provide advice, information and guidance; working with partners to support children and young people, their families and their communities to build their resilience over the long term.
- During the outset period of the Covid-19 pandemic, we were able to pivot monies within the Integrated Care Fund to respond to the needs of people in our communities. Examples of projects that benefited from this funding include the purchase the Mind of My Own App to facilitate communications with young people being supported by children's services and the provision of food parcels for children not receiving free school meals through lockdown.

We were also able to adapt our commissioned provisions in order to meet the very different needs presenting through isolating lockdowns.

- We distributed iPads to care homes to support virtual visiting with families, GP appointments and intergenerational projects. To prevent further risk of isolation and loneliness, Community Agents were issued with iPads to loan to people living in the community.
- We accessed funding to purchase a number of RITA'S (Reminiscence Interactive Therapy Activity) for Care homes and day services, these devices are a touch screen solution that provides a platform of reminiscence, the system can be personalised to an individual's needs and are powerful for continuity of care.
- A digital inclusion group was formed with a wide representation from departments within the council. In collaboration with Digital Wales, the group aims to address how to reach out to those who are experiencing digital exclusion
- Both the adult safeguarding, children's safeguarding and quality assurance teams responded quickly and flexibly to rapidly changing scenarios. The approach has been innovative and flexible, using virtual meeting environments, being creative in conducting and facilitating contact, whilst remaining focussed on the safety of our communities and staff.
- The Family Information Service continued to provide support to families of pre-school age and vulnerable school aged children through their Rainbow Scheme. Rainbow Activity Bags were provided to support resilience and well-being during periods of self-isolation. The activity bags contain a range of craft and play materials and ideas to enable play to take place in the home.

HOW WE MEASURED OUR SUCCESS

NO.	Measure	Comparative Data 2019/20 /Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 - 2021	Performance Trend
1	Delivery of the Accelerated Improvement Board Action plan for Children's Social Care.	Milestone	Delivery in 20/21		No	
2	Development and Implementation of the Well-being hub.	New performance measure	Reduce by 4%		Yes	
3	Deliver the transformation project for Social Care.	Milestone	Funded Delivery		Yes	
4	Map current prevention and early intervention activity and produce an improvement plan.	Milestone	Map activity and plan actions		Yes	
5	Maintain the Gold Corporate Health Standard to drive workplace health and well-being.	Milestone	Delivery ongoing		Yes	
6	Work closely with communities, stakeholders and partners to inform, develop and deliver the COVID recovery plan developed by Wrexham and Flintshire Public Services Boards.	Milestone	Develop partnership action plan		Yes	
7	Improve: Decreasing numbers of looked after children.	341 (31.03.20)	Decrease	380	No	Declined

NO.	Measure	Comparative Data 2019/20 /Baseline	Target 2020-21	Year-end Outturn 2020/21	Met Target 2020 - 2021	Performance Trend
8	Improve: Increasing numbers of local authority foster carers.	113 (March 2020) Comprising: 60 Connected 53 Generic	Increase 73 Generic	127 Total Carers (55 Generic, 72 Connected)	No	Improved
9	Improve: Reduction in the number of children placed on the child protection register that have previously been registered under any category, at any time during the previous 12 months.	5.6% (this equates to 10 re-registrations out of a total 179)	Reduce Below National Average 5.1% (2018/19)	8.8 (3.67%)	Yes	Improved
10	Improve: The percentage of assessments completed for children within statutory timescale.	73.30%	Above National Average 88.9% (2018/19)	75.08%	No	Improved
11	Improve: Percentage of children that were seen as part of their assessment.	98.7%	100.00%	98.90%	No	Improved
12	Improve: Percentage of all statutory reviews held within timescale	90.20%	95%	84.65%	No	Declined
13	Improve: Decrease in Numbers waiting for domiciliary care.	26 People (March 2020)		36 People	No	Declined

* indicates that a milestone or measure is taken from the Strategic Equality Plan



KEY ACHIEVEMENTS 2020/21



- Construction works for the Well-being Hub and work to co-produce the management arrangements for the facility are all progressing on track with a range of engagement and involvement activities undertaken. The facility will offer an opportunity for improved **collaboration** between partners.
- The Accelerated Improvement Board (AIB) has delivered sustained improvement over the year. Positive improvement trends in performance were achieved, in line with the milestones set in the AIB action plan. Progress made and the continued ability to improve have been recognised by Care Inspectorate Wales following an inspection, published letter and subsequent monitoring visit. We are hopeful this will support **long term**, integrated and sustainable improvements to children's services.
- We continue to develop and **prioritise** our offer to people living with dementia and their families. We retain recognition from Alzheimer's Society as 'Working towards being a Dementia Friendly Local Authority' and collaboratively we are in the process of taking forward the North Wales Dementia Strategy both at a regional and local level.
- Through Community Transformation funding, we are recruiting to care co-ordination roles to develop and support Multi-Disciplinary Teams across all of Wrexham County Borough, with different disciplines **collaborating** together to meet the needs of individuals. This will give full county coverage following a successful trial in South Wrexham. The aim is to reduce the need for people to remain on multiple waiting lists for different professional assessments.
- The Corporate Health Programme continues to support the health and well-being of our employees, with a particular focus on supporting mental well-being and involvement activities.
- The Healthy Schools Team have continued to support schools to develop action plans for a whole school approach to emotional and mental wellbeing. In secondary schools, their plans are based on data from the School Health Research Network Survey. During this period Welsh Government have launched a new framework to support schools in undertaking an audit to further inform their future action plans, with a **preventative** approach
- A desktop review of services provided by the council to support health and well-being was completed. Although not exhaustive, it gives a good snapshot of the services being delivered. A report was presented to the board with key recommendations to support **prevention** and early help services going forward. This will feed into Early Help work and the Public Services Board Children and Young People theme.
- In order to ensure our looked after children (both now and in the future) are provided with sufficient, high quality accommodation to meet their needs, Wrexham County Borough Council wrote and agreed it's Placement Sufficiency Strategy. This strategy covers the next four years. It takes account the needs of looked after children in Wrexham County Borough and their families, and considers what they have told us about their experiences of being in care.
- The Placement Sufficiency Strategy provides a framework to ensure we are committed to working with our **vulnerable** families to keep them together, and reducing the number of children looked after. For children and young people for whom continuing to live at home is not an option, the strategy provides a framework to how we will work collaboratively with our partners, including those within the independent sector, to ensure that children looked after in Wrexham County Borough have a consistent place to live, where they feel safe and cared for.

- Since March 2020, we have seen our young people's attendance at case conferences grow, week by week. Our young people have demonstrated that they prefer to attend virtually, are familiar with using virtual apps to dial in to meetings and are more willing to take part when they can attend part of the meeting rather than the meeting in full.
- Through a successful recruitment campaign, we have increased the number of supported accommodation hosts from 5 in February 2020 to 14 at the end of 2020/21. Supported accommodation hosts provide a safe home for a young person to live independently with guidance and assistance to develop practical skills and emotional maturity.

Thank you and xxx for your help this year, I couldn't have made it this far and become so settled without you guys. Thank you all for my gifts, I absolutely love them. Could not be happier with them. - M

I was very touched with the gifts. It shows that you care. - M

Thank you they are the only gifts I will get as I have no one beside Leaving Care. - L

Thank you it means a lot when you have something under the tree. - H

Thank you, I love my gifts and thanks for the presents for my baby boy. - E

Thank you it's nice to know you care. - A

GOOD NEWS STORY

CHRISTMAS 2020

Being in the middle of a global pandemic impacted on most people's plans for Christmas and it was no different for many of our looked after children. In order to combat any feelings of isolation, our Corporate Parenting Service put on their Santa suits and worked tirelessly to offer our looked after children opportunities to be involved in lots of fun and creative events in the run up to Christmas. The Christmas elves across Looked After Children, Leaving Care and Fostering Teams ensured our most vulnerable young people received gifts to open up on Christmas Day. The level of appreciation was undeniable when the emails and cards of thanks started to arrive early in January.

Thanks for all your help and everything you've done this year, hope you and your family have a nice Christmas. - M

Thank you so much for the card and presents, they were really nice! - B

MOVING FORWARD

The pandemic has put further pressures on numbers of looked after children. To **prioritise** looked after children, there is a Looked after Children Reduction Plan in development and this includes the Special Guardianship Offer, and the Prevention Framework. Robust plans in place to support this area of work through the Accelerated Improvement Board are making good progress. We will continue to engage with CIW and progress our improvement plan, ensuring plans are in place to sustain the level of change achieved.

We continue to work hard to recruit more foster carers. A number of assessments are underway for new foster carers and there is a clear plan going forward for quick allocation and set assessment timescales to ensure successful applicants are approved within six months. A recruitment campaign has been active throughout the year and we are collaborating with Public Services Board partners to develop the campaign further. Future recruitment

campaigns have some exciting additions including videos of foster carers sharing their experiences and social media advertisements.

Domiciliary care provision in Wrexham County Borough continues to be an area of concern. This is not an isolated issue for Wrexham County Borough Council only; our neighbouring authorities are having similar challenges. Taking an **integrated** approach with national initiatives, the council is working hard to develop local plans and initiatives to strengthen and provide sustainability to the domiciliary care market. We have made a recent submission to the Community Renewal Fund being administered by the UK Government, this funding if agreed will allow us to look to analyse the market, its challenges and potential innovative options we can implement to strengthen the market.

In order to develop our social care workforce **long term**, our Workforce Development Team continues to provide a wide range of training opportunities for the social care sector. The regional Social Care Wales Workforce Development Programme 2021/22 grant application was confirmed in April 2021. Both the regional and local plan will be available online from May 2021. Wrexham's grant allocation (which includes 30% match funding) is £441,696.

MANAGING YOUR MONEY – 2020/21

Our Medium Term Financial Plan (MTFP) put in place a strategic guide to the council's spending plans covering the period 2020/21 to 2022/23 to support the Council's Priorities within the context of a balanced annual budget. The MTFP forecasts the future financial outlook for the council based on a number of assumptions, setting out indicative revenue and capital budgets including projections of the likely level of council tax and council balances.

The Plan supports the overall management of the council's key resources to deliver the Council Priorities.

As part of our MTFP the budget for the year 2020/21 was cash limited at **£250,244,871**. However, the impact of the Covid-19 pandemic has been significant and early in the financial year a number of service pressures particularly in Children's Social Care were identified.

- The table below shows the income received for the 2020/21 financial year:

Income	2020/21		
	Budget £m	Actual £m	Actual %
Welsh Government Funding	184.29	184.29	73.65
Council Tax	65.95	65.95	26.35
Contribution from Reserves	0	0	0.00
Total	250.24	250.24	100.00

Revenue	2020/21		
	Budget £m	Actual £m	Actual %
Environment & Technical	34.92	32.64	13.58
Planning & Regulatory	2.19	1.86	0.77
Housing & Economy	6.53	6.05	2.52
Social Care	59.68	65.24	27.15
Education & Early Intervention	6.74	5.93	2.47
Schools	89.07	81.53	33.92
Finance & ICT	7.19	6.85	2.85
Governance & Customer Services	3.39	3.19	1.33
Chief Executive	3.11	2.90	1.21
Repairs & Maintenance	2.72	2.72	1.13
Corporate & Central	34.71	31.41	13.07
Total	250.24	240.32	100.00

Council fund services spent £240.32m against a budget of £250.24m i.e. an underspend of £9.92m. Schools underspent their delegated budgets by £7.54m and therefore increased school reserves as at 31 March 2021 to £9.65m.

All other services other than Social Care spent less than their budgets. The total net underspend amounted to £2.38m. £0.976m was carried forward as service earmarked reserves of which £0.756m for highways related expenditure and £0.220m to support the project development work required for the Wrexham Gateway Masterplan. The remainder was added to General Balances giving a total of £8.433m as at 31 March 2021.

Wrexham County Borough Council is keen to ensure that equality and diversity is built into the budget setting process in order to minimise any detrimental impact on front line services, vulnerable people and people with protected characteristics. Online and hard copy surveys were available for public consultation on the 2020/21 budget. Information gained from this process informed budget proposals and helped the council listen to our citizens in order to more effectively target resources.

Equality Impact Assessments were completed on all the budget proposals for 2020/21 and are published on the Wrexham County Borough Council's website.

FINANCIAL BUDGETING 2021/22

Bi-monthly reports on the financial outlook are emailed to all Elected Members. The council continues to recover eligible costs relating to the pandemic from the Welsh Government Hardship Fund and claims are made on a monthly basis whereas loss of income claims are made on a quarterly basis. The financial outlook following six months of the financial year will be reported to Council in December 2021.

Thank you for reading our annual Focused on Our Performance Report

TELL US WHAT YOU THINK

We welcome your views and suggestions about how we might improve. If you think we've missed something, or that we're focusing on the wrong things, tell us. We want our plans to focus on the things that matter to local people.

Email: telluswhatyouthink@wrexham.gov.uk

APPENDIX 1 - USING OUR PLANNING PRINCIPLES



The table below collates some examples of how we have applied our Planning Principles that are central to our decision-making, service planning and delivery.

Planning Principle	Example of Use
Long Term	<p>We successfully secured £25m through Welsh Government to invest in the Wrexham Gateway Project.</p> <p>ICT resilience has continued to improve with the completion of a new data centre and upgraded connectivity between office buildings.</p> <p>We have continued to work towards our long-term plan to support the objective and proposal to cease production of fossil-fuelled vehicles from 2030.</p> <p>We are one of the leading Welsh local authorities with regard to the installation of electric vehicle charging points in publically accessible car parks.</p>
Integration	<p>We have assisted 177 people to undertake 244 online courses, with 173 qualifications being gained, helping to become a more equal Wales.</p> <p>We have taken an integrated approach with the development of our modern Community Health and Wellbeing Hub at Crown Buildings.</p> <p>Taking an integrated approach and following additional funding from the Welsh Government, counselling services have been proactive in contributing to the reduction of waiting lists.</p> <p>The approval of our ICT and Digital Strategy has set direction for further modernisation and will underpin many new developments in service delivery.</p>
Involvement	<p>Engaging with our service users to improve the availability of on-line services for customers.</p> <p>As we move towards the 2025 target of 70% recycling, we have identified a number of key areas where we will direct focus and resources. From this, we will develop a plan to improve involvement in food waste recycling from households.</p> <p>The development and future implementation, alongside partners, of the North Wales Dementia Strategy co-produced with people living with dementia, unpaid carers and professionals.</p> <p>The Active Wrexham Team developed a range of online opportunities for people to remain active through lockdowns via the delivery of video-based sessions delivered to young people, older people and for people on the National Exercise Referral Scheme.</p>



Planning Principle	Example of Use
Collaboration	<p>We worked with partners for the Memorial tree planting on Queens Square and tree planting on Henblas Street.</p> <p>We took a collaborative multi-agency approach providing support and outreach for people who are homeless and rough sleepers.</p> <p>The multi-agency VARM group worked to implement solutions to protect the vulnerable and reduce the impacts of anti-social behaviour.</p> <p>The Youth Work in Education Team, the Youth Justice Service and Active Wrexham, continued to work collaboratively within schools and provide direct support for learners focusing on wellbeing, attendance and providing accredited opportunities via Agored Cymru.</p>
Prevention	<p>Support and signposting to suitable financial help and working with families/ individuals to support those who are at risk of rent arrears.</p> <p>Future plans to ensure that the Local Authority and all schools have an improved understanding of pupils' health and well-being and the impact of Covid-19. Understanding the root causes of the issues to prevent them from getting worse.</p> <p>Through our prevention planning, we successfully delivered our winter maintenance programme and additionally invoked our emergency response service.</p> <p>A Prevention and Early Intervention Framework was developed to maximise opportunities for greater collaboration with the third sector in the delivery of Prevention and Early Help services. The new Prevention and Early Help Framework is due to be presented to the Executive Board in July 2021.</p>
Welsh Language	<p>A departmental Welsh language officers' co-ordination group now operates across the council.</p> <p>The Welsh Language Co-ordinator has worked with Coleg Cambria and Workforce Development Team to improve on the number of staff learning Welsh.</p> <p>100% of Welsh medium schools in Wrexham have achieved the Siarter Iaith Gold Award.</p> <p>We ensured that provision was available for all who requested Welsh medium education.</p>
Prioritising the Vulnerable	<p>The launch of an IT loan scheme helping people who are struggling to access and complete online training.</p> <p>We prioritised the vulnerable by providing a range of support services across the department, for those pupils who are deemed vulnerable or at risk of disengaging.</p> <p>We continue to develop and prioritise our offer to people living with dementia and their families.</p> <p>Established the Children and Young People (CYP) Team working across Wrexham and Flintshire in collaboration with the Public Services Board recovery planning teams. The group is focused on aligning and improving how we provide advice, information and guidance.</p>

APPENDIX 2: EQUALITY OBJECTIVES PERFORMANCE MEASURES AND MILESTONES

OBJECTIVE 1:

Close attainment gaps in education

Chief Officer Education & Early Intervention

Due to the inability to report on key indicators such as attainment and attendance and the progress listed below we have rated this priority overall as **AMBER**.

a) Support schools to increase the performance of boys in all key stages

Measure	Comparative Data 2019/20 /Baseline	Target 2020-21	Year-end Outturn 2021/21	Met Target 2020-2021	Performance Trend
Performance of boys in all key stages by reducing variance between boys' and girls': a) Capped Points Score (best 9 GCSEs or equivalent)	(2018/19) LA (Boys) = 312.6 LA(Girls) = 358.2 Variance = 45.6	Reduce Variance			Key Stage 4 Exams for 2019/20 were cancelled due to Covid-19 and no LA data was published.
b) Core Subject Indicator at Key Stage Three	(2018/19) LA (Boys) =82.9 LA(Girls) =90.6 Variance = -7.7	Reduce Variance			Key Stage 3 Assessments for 2019/20 were cancelled due to Covid-19 and no LA data was published.
c) Core Subject Indicator at Key Stage Two	(2018/19) LA (Boys) = 85.7 LA(Girls) =93.4 Variance =-7.7	Reduce Variance			Key Stage 2 Assessments for 2019/20 were cancelled due to Covid-19 and no LA data was published.
d) Foundation Phase outcome Indicator	(2018/19) LA (Boys) =76.2 LA(Girls) =89.3 Variance =-13.1	Reduce Variance			Foundation Phase Assessments for 2019/20 were cancelled due to Covid-19 and no LA data was published.

b) Undertake upgrades to school buildings to ensure accessibility for all

Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2021/21	Met Target 2020- 2021	Performance Trend
Improve: Increase the number of school buildings which are fully Equality Act 2010 compliant: Primary	Primary (58) Compliant = 32 Non-compliant = 11 Partially compliant = 15	Not reporting 2020/21	Key Stage 4 Exams for 2019/20 were cancelled due to Covid-19 and no LA data was published.		
Secondary	Secondary (9) Compliant = 5 Non-compliant = 1 Partially compliant = 3	1 Non-compliant school to be partially compliant	Secondary (9) Compliant = 5 Non-compliant = 0 Partially compliant = 4	Yes	Improved
Special	Special (1) Partially compliant = 1	Not reporting 2020/21			
Sustain: Percentage of schools have current accessibility plans in place – reviewed annually.	100%	100%	100%	Yes	Sustained
Improve: Number of school buildings with a condition category of A or B: Primary	Primary (58) Category A = 7 Category B = 30 Category C = 21	Not reporting 2020/21			
Improve: Number of school buildings with a condition category of A or B: Secondary	Secondary (9) Category A = 4 Category B = 4 Category C = 1 Category C+ = 4	Category B : +1 school	Secondary (9) Category A = 0 Category B = 4 Category C = 5	No	Sustained
Improve: Number of school buildings with a condition category of A or B Special	Special (1) Category C = 1	Not reporting 2020/21			

c) Support Gypsy, Roma and Traveller Pupils to access the curriculum.

Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2021/21	Met Target 2020-2021	Performance Trend
Improve: Attendance of Gypsy, Roma and Traveller Pupils	(2018/19) 67.7%	Improve	Attendance collections for 2019/20 were cancelled due to Covid-19.		
Improve: Exclusions of Gypsy, Roma and Traveller Pupils	(2018/19) Fixed term exclusions = 5 Number of days = 11 Permanent exclusions = 1	Improve	Schools reopened September 14th 2020 therefore we have no meaningful comparative data.		
Establish Outreach service for Gypsy, Roma and Traveller pupils focused on early years provision.	Milestone	Not Reporting 2020/21			
Establish Outreach service for Gypsy, Roma and Traveller pupils focused on secondary provision.	Milestone	Not Reporting 2020/21			

OBJECTIVE 2:

Engage with those seeking and providing employment in the county borough to help increase the number of disabled people accessing employment opportunities and raise awareness of the pay gaps for this group.

CHIEF OFFICER HOUSING & ECONOMY

Taking into account the challenges we have faced, our success measures and the progress listed below we have rated this priority overall as **AMBER**.

Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2021/21	Met Target 2020-2021	Performance Trend
Improve: 20% of Communities for Work Plus job entries being individuals with a disability or work limiting health condition (Welsh Government guidance).	16%	20%	9%	No	Declined
Improve: Number of organisations on the Employers' Pledge.	120	Increase	65	No	Declined Covid-19 impacted the development of this work due to prioritisation
Improve: Number / value of Community Benefits secured through the council's procurement process relating to reducing inequality.	N/A	Increase	This work is delayed, until a corporate policy is brought into place to allow Corporate Procurement the ability to enforcement social value consistently in contracts.		

OBJECTIVE 3:

IMPROVING THE ACCESSIBILITY OF OUR COUNCIL

CHIEF OFFICER GOVERNANCE & CUSTOMER / CHIEF OFFICER FINANCE & ICT

Taking into account the challenges we have faced, our success measures and the progress listed below we have rated this priority overall as **GREEN**.

Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2021/21	Met Target 2020- 2021	Performance Trend
Digital and ICT Strategy approved at Executive Board.		Approved		Yes	
Mapping of people who may be digitally disadvantaged (including groups / individuals with protected characteristics).		Reported		No	
Identify staff who prepare information for electronic publication and deliver appropriate training.		Reported		Yes	
Review our website portals and prioritise for accessibility compliance.		Reported		Yes	

OBJECTIVE 4:

Involving all and ensuring that we use information about those who use our services, including those with protected characteristics, to make good decisions.

CHIEF EXECUTIVE

Taking into account the challenges we have faced, our success measures and the progress listed below we have rated this priority overall as **GREEN**.

Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2021/21	Met Target 2020-2021	Performance Trend
Involvement Strategy and Action Plan Reviewed.		Not reporting 2020/21		Yes	
Review respondents to corporate consultations in 2019/20 and 2020/21 to identify areas of under-representation.		Establish Baseline		Yes	
Establish directory of contacts for groups or individuals with protected characteristics for use with consultation and Equality Impact Assessments.		Reported		Yes	
Equalities training available for elected members.		Reported		Yes	
Improve: Increase number of consultation and engagement activities undertaken through Your Voice Wrexham.	New PM	Establish Baseline	38		
Improve: Reduce the variance in representation of groups / individuals with protected characteristics in comparison with the demography of the county borough.	New PM	Establish Baseline			

OBJECTIVE 5:

Promote and celebrate the ethnic diversity of our communities ensuring they are inclusive and welcoming.

CHIEF EXECUTIVE

Taking into account the challenges we have faced, our success measures and highlights listed below we have rated this priority overall as **YELLOW**.

Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2021/21	Met Target 2020-2021	Performance Trend
Establish new, and enhance existing, reporting processes (informal and formal) to identify emerging Brexit related tensions (Share this information at regional Tactical Hate Crime and Community Tension Monitoring group).	Milestone	Reporting		Yes	
Map out where EU national and other BAME (Black Asian and Minority Ethnic) communities are living and which grass roots organisations support them (engage with third sector and partners to do this).	Milestone	Reporting		Yes	
Work with key partners to look at how existing and new programmes become more inclusive to all.	Milestone	Reporting		Yes	
Number of events / activities organised across North East Wales to promote integration between groups and help develop and maintain good community relations.	1 (Hate Crime)	Reporting	3 main events, 6 forums, 30 Training Awareness sessions	Yes	Improved

Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2021/21	Met Target 2020- 2021	Performance Trend
Sustain: Number of Vulnerable Person Resettlement Scheme (VPRS) refugees attending English for speakers of other languages (ESOL) classes.	35 (100% Adults)	100%	100%	Yes	Sustained
Sustain: Percentage of Vulnerable Person Resettlement Scheme (VPRS) children of school age attending appropriate full-time education.	100%	100%	100%	Yes	Sustained
Improve: Numbers of Vulnerable Person Resettlement Scheme (VPRS) refugees (adults) accessing employment, training or education (other than English for speakers of other languages).	12	Increase	23 (53%)	Yes	Improved
Improve: Reduce the number of recorded hate crimes.	180	Reduce	195	No	Declined
Victim (of hate crimes) confidence and satisfaction	NW Police Data New performance measure	Reporting			This is North Wales Police data that is not in the public domain.
Hate Crime Awareness Training delivered in schools for management, workforce and pupils.		Reporting		No	Delivery of WLGA funded programmes have been disrupted by Covid-19.
Contribute to a public engagement plan (PEP) and develop meaningful consultation with our communities on their feelings of safety in the County Borough.	Milestone	Reporting		No	PEP for 2021/22 will be developed as restrictions are lifted.

OBJECTIVE 6:

SUPPORTING DIVERSITY IN LOCAL DEMOCRACY

CHIEF OFFICER GOVERNANCE & CUSTOMER

Taking into account the fact this reporting period was for establishing a baseline we have rated this priority overall as **GREEN**.

Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2021/21	Met Target 2020- 2021	Performance Trend
Survey of current elected members for protected characteristics.		Baseline Established			
Deliver pre-election programmes to increase the diversity of candidates for the 2022 election.		Not reporting 2020/21			
Survey candidates for 2022 local government election for protected characteristics.		Not reporting 2020/21			
Improve: Increase (a) number, and	New performance measure	Establish baseline			
(b) diversity of candidates for 2022 local election.	New performance measure	Establish baseline			
Improve: Profile of Wrexham County Borough councillors more closely aligned with the demographic profile of the County Borough.	Profile of current Council	Not reporting 2020/21			

OBJECTIVE 7:

IMPROVING THE DIVERSITY AND ADDRESSING ANY PAY GAPS IN THE COUNCIL'S WORKFORCE.

CHIEF EXECUTIVE

Taking into account the challenges we have faced, our success measures and the progress listed below we have rated this priority overall as **AMBER**.

Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2021/21	Met Target 2020-2021	Performance Trend
<p>Improve: timeliness of data in relation to the protected characteristics of our workforce. Welsh Government requires that data is published within 12 months. Our latest published data is therefore 31 March 2019 (published March 2020).</p>	Data published March 2020	Data published by September 2020			
Improve data in relation to the protected characteristics of our workforce- Undertake regular and differentiated communication with workforce to encourage submission of equality data.		2018/19 workforce data (published March 2020)		No	
Develop web recruitment reporting for job applicants by protected characteristic for the year 2021/22.		Not reporting 2020/21			
Establish actions in relation to any identified underrepresentation in job applications by those with protected characteristics.		Not reporting 2020/21			



Measure	Comparative Data 2019/20 / Baseline	Target 2020-21	Year-end Outturn 2021/21	Met Target 2020- 2021	Performance Trend
Undertake an annual review of actions to address gender pay gap and other protected group pay gaps in response to the annually available workforce data.		Review completed			Welsh Government Equalities office has confirmed data and action plan is not required for period ending March 2020
Publish an action plan in respect of gender pay as required by the public sector equality duty.	Profile of current Council	Reporting			Welsh Government Equalities office has confirmed data and action plan is not required for period ending March 2020.

APPENDIX 3: RELEVANT EQUALITY INFORMATION

This section outlines the steps we have taken to identify, collect and use relevant Information, and the effectiveness of these arrangements.

The use of data for equality monitoring overall within the Council is an improving picture.

We used equality-related evidence to help set our equality objectives contained in our Strategic Equality Plan 2020-24 and we also use relevant data when carrying out Equality Impact Assessments on new and revised policies and practices. Departments are also encouraged to use service data and available demographic data to understand the profile of their customers and potential customers. Potential community tensions are collected, reviewed and addressed through co-ordinated action with local community safety partners.

A range of data sources are used by the Council including statistics, research reports and consultation or engagement feedback. Some of this data will be national however wherever it is available, we try to use regional or local data. For example when developing the 2020-2024 Strategic Equality Plan and Objectives, the national EHRC Is Wales Fairer report was one document that was utilised but it was also built upon with North-Wales level data analysis and then further local analysis.

Some communities with protected characteristics have relatively small populations and therefore statistical analysis can be very difficult at a local level. The Council may use national and regional research in order to supplement local information and to better understand the issues in relation to these groups of people.

Although a comprehensive review of data was undertaken when producing the equality objectives

emerging data is reviewed and key documents made available for report writers and decision makers. For example the introduction of the Socio Economic Duty in March 2021 means that the data used to inform impact assessments, priority setting and decision making has widened further. The Socio-economic Duty requires public bodies, when making strategic decisions such as 'deciding priorities and setting objectives,' to consider how their decisions might help to reduce the inequalities of outcome associated with socio-economic disadvantage. A report from the EHRC in 2020 highlighted that the economic impact of the Coronavirus pandemic had been unequal, entrenching existing inequalities and widening others. This information and others like it have been used to inform poverty and inequality related work with partners and will be used to assist decision making going forward.

EMPLOYMENT EQUALITY MONITORING REPORTS

Employment Equality Monitoring Reports are published annually and show comparisons over 3 years. The reports are available Wrexham County Borough Council web pages at: [Employment Equality Data](#)

The current publication now includes the gender pay gap and is published in open format, which was a requirement of Welsh Government. The report provides information on the various protected characteristics we are able to report on and other policies and practices that have made a positive contribution to the equality agenda. The data relates to individuals directly employed by the council.

The council will be reporting on the following, where current systems will allow:

- Employees of the council on 31 March annually by protected characteristic;
- Employees by gender, broken down by: job; grade; pay; contract type; working pattern;
- Applicants for jobs with the council over the last year by protected characteristic*;
- Employees who have applied to change position within the council, identifying how many were successful in their application and how many were not by protected characteristic*;
- Employees who have applied for training and how many succeeded in their application by protected characteristic*;
- Employees who completed the training by protected characteristic*;
- Employees involved in grievance procedures either as complainant or as a person against whom a complaint was made by protected characteristic*;
- Employees subject to disciplinary procedures by protected characteristic; and
- Employees who have left the council's employment by protected characteristic.
- *subject to further system development
- We use employment monitoring information and our workforce planning process to review the effectiveness and fairness of our employment policies and practices; to help us identify any key equality issues with services which may require specific action; whether our workforce reflects the local community; to measure progress year on year; to identify possible steps to further advance equality or foster good relations and when undertaking Equality Impact Assessments. We are taking steps to improve our workforce equality monitoring in order to better target actions to promote workforce diversity. This is a priority identified in both our Council Plan and our Equality Objectives.

EQUALITY MONITORING DATA

Counselling Service

White	176	297	473
Mixed Race	0	0	0
Asian or Asian British	1	0	1
Black or Black British	0	4	4
Chinese or Chinese British	0	0	0
Any other ethnic background	12	16	28
Not known	2	5	7
Total	191	322	513

Year 6	11	14	25
Year 7	10	19	29
Year 8	28	27	55
Year 9	35	69	104
Year 10	27	71	98
Year 11	29	59	88
Year 12	9	14	23
Year 13	12	16	28
Not known	30	33	63
Total	191	322	513

Special Educational Needs (SEN)	Male	Female	Total
	a	b	c
How many of the young people had SEN?	15	15	30
Disability	Male	Female	Total
	a	b	c
How many children and young people were disabled?	13	11	24
Looked After Children	Male	Female	Total
	a	b	c
How many of the young people were looked after by the authority?	7	17	24

Religion or belief of the young person attending counselling	Male	Female	Total
	a	b	c
None	38	51	89
Baha'i	0	0	0
Buddhist	0	0	0
Christian	30	81	111
Hindu	0	0	0
Jain	0	0	0
Jewish	0	0	0
Muslim	0	0	0
Sikh	0	0	0
Atheist	0	0	0
Other (please comment)	0	2	2
Prefer not to say	0	3	3
Not known	123	185	308
Total	191	322	513

Preferred language	Male	Female	Total
	a	b	c
English	179	304	483
Welsh	0	0	0
Other (please comment)	6	10	16
Not known	6	8	14
Total	191	322	513

Sexual Orientation <i>As reported by the young people themselves.</i>	Male	Female	Total
	a	b	c
Heterosexual/straight	28	59	87
Gay/lesbian	1	0	1
Bisexual	0	4	4
Other	0	2	2
Prefer not to say	19	23	42
Transgender	1	2	3
Under 16	142	232	374
Total	191	322	513

INFO SHOP

GENDER	NUMBER
MALE	1762
FEMALE	4034

AGE	CONTACT TYPE	NUMBER
11-12	IN PERSON	468
13-15	PHONE	2689
16-19	OUTREACH (Health days etc)	265
20-25	EMAIL/WEBSITE/TEXT/VIRTUAL	2374
OVER 25		18
Parent/Carer		129
Adult Rep		23
Other Professional		556

SCHOOLS ETHNICITY DATA

PRIMARY

KEY	PUPIL NO.	%
White	11561	94.02
Mixed/Multiple	284	2.31
Asian/Asian British	167	1.36
Black/African/Caribbean/Black British	106	0.86
Other	105	0.85
Unknown	73	0.59
Total*	12296	

SECONDARY

KEY	PUPIL NO.	%
White	6313	94.98
Mixed/Multiple	140	2.11
Asian/Asian British	98	1.47
Black/African/Caribbean/Black British	29	0.44
Other	39	0.59
Unknown	28	0.42
Total*	6647	

SPECIAL

KEY	PUPIL NO.	%
White	251	91.94
Mixed/Multiple	7	2.56
Asian/Asian British	5	1.83
Black/African/Caribbean/Black British	5	1.83
Other	4	1.47
Unknown	1	0.37
Total*	273	

NEET (NOT IN EDUCATION, EMPLOYMENT OR TRAINING) DATA

Destination data is supplied by Careers Wales and looks at the education, employment and training progression routes chosen by young people. The following table relates to those young people who did not make a positive progression and were known to be NEET at post 16 on the 31st October 2020.

	YEAR 11		YEAR 12		YEAR 13	
2020	14	(1.3%)	1	(0.6%)	10	(6.7%)
2019	19	(1.7%)	2	(1.3%)	6	(3.8%)
2018	18	(1.7%)	3	(1.9%)	5	(2.9%)
2017	13	(1.1%)	3	(1.6%)	7	(3.1%)
2016	18	(1.4%)	2	(0.8%)	10	(4.9%)

It is worth noting that this year's survey has taken place against the backdrop of the Covid pandemic and pertains to those school-leavers who completed their Year 11, Year 12, and Year 13 studies during the pandemic and subsequent school closures from March 2020. As a result, no external examinations were taken in 2020 and results were awarded on the basis of centre assessed grades.

Further information available from the Careers Wales website;

<https://careerswales.gov.wales/careers-professionals/pupil-destinations>