

COUNCIL PLAN ANNUAL PERFORMANCE REPORT 2021/22



This document is also available In Welsh



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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 2021/22 towards accomplishing this vision.

There is no doubt that 2021/22 was a significant 12 months with our communities and services facing the recovery from an unprecedented emergency that has been the biggest crisis our County Borough has faced in generations. In 2021/22, we moved from responding to the immediate public health and economic crisis to a longer-term effort to recover and deliver our vision for Wrexham County Borough. The Covid-19 pandemic brought out the very best of Wrexham County Borough Council's communities, workforce, Elected Members and volunteers; and an opportunity to emerge stronger from the Covid-19 pandemic, building a resilient recovery and transitioning to a greener, more inclusive County Borough. We learned lessons from the response and how we think about our communities and our economy. In 2021/22, we also reviewed our Council Plan in the context of the recovery from the pandemic and agreed the delivery plan and targets for the final year of the Council Plan (2022/23). We undertook a review of the priorities and the underpinning actions, milestones and measures to ensure they remain current for the final year and chart a path to achieve our vision.

2021/22 was an exciting year for Wrexham County Borough Council with our bids for City Status and City of Culture providing a platform to celebrate our past while raising our ambitions for the future. For the first time, the City of Culture competition was open to non-cities, and we took the opportunity to showcase Wrexham County Borough. During 2021/22, Wrexham County Borough Council was successful in making the final shortlist; being the only Welsh City remaining in the competition.

We also made our application for City Status as part of the Queen's Platinum Jubilee celebrations. In our application, we demonstrated our unique community, our distinct local identity and our cultural heritage. Having been successful in our bid and awarded City Status, 2022/23 will be focused on building on our progress in 2021/22, with the City Status providing a boost to our local communities.

This report provides an assessment of progress against our well-being objectives and improvement priorities and we are pleased to share Wrexham County Borough Council's achievements during 2021/22, while also recognising where progress made was not as expected; to identify areas of focus for the final year of the plan. Some of the highlights included in the report are:

- We secured funding from the Levelling up Fund for the World Heritage Site (£13.3m) and Community Renewal Funding (£220k – half of which is to support Town Centre property repurposing).
- Involving people with an interest in achieving the well-being goals; 2021/22 has seen a 42% increase in the number of consultation and engagement activities undertaken through Your Voice Wrexham, when compared with 2020/21.

- We secured funding from the Home Office through the Safer Streets 3 and Safety of Women at night funds which have been invested in our County Borough including; the installation of CCTV and lighting in Wrexham Town and routes out of Wrexham; the provision of street marshals and the opening of Hafan y Dref - Wrexham's welfare centre on Friday nights.
- Executive Board approved our Decarbonisation Plan in April 2021.
- Working towards improving our secondary education provision, good progress has been made against all our actions in the Post Inspection Action Plan.
- To better support our vulnerable children and young people, we agreed the Prevention and Early Help Framework and established the Prevention and Early Help Partnership.

- The new office space at Crown Buildings has opened after extensive redevelopment offering a collaborative space for social care, health, voluntary sector and education professionals.

There is so much of our County Borough to be proud of whilst acknowledging, understanding and committing to tackling the emerging issues from the Covid-19 pandemic including mental health and the cost of living. The future for Wrexham looks very exciting, as we continue our journey in achieving our vision for the people and communities of Wrexham County Borough.

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

**IAN BANCROFT
CHIEF EXECUTIVE**



INTRODUCTION TO STRATEGIC EQUALITY PLAN ANNUAL PERFORMANCE REVIEW 2021/22

This year our annual 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. Through the inclusion of these Equality Objectives and Actions into our Council Plan we ensure that they are given the highest level of priority.

This year we continue to make good progress 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 recognise that we must continue to drive forward the work set out in our equality objectives and we will continue to progress and deliver our activities in support of this. We will also continue to work with partners to ensure our recovery from the Covid-19 pandemic continues to take account of and addresses the identified inequalities.

CLLR. PAUL ROBERTS

**LEAD MEMBER FOR PARTNERSHIPS
AND COMMUNITY SAFETY**



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 also embedded actions and measures to meet our equality objectives as set out in our Strategic Equality Plan.

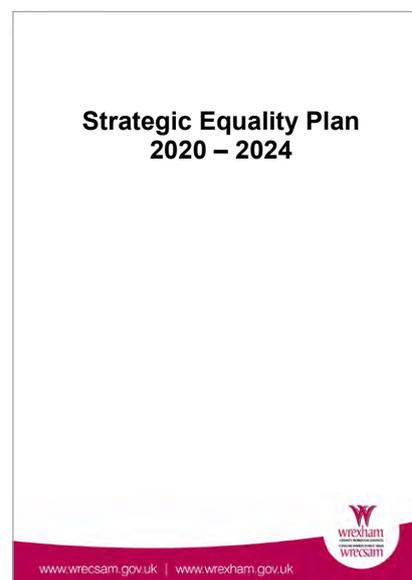
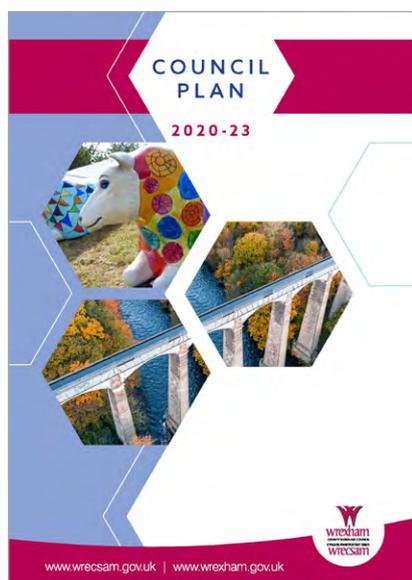
For further reading, the Council Plan and Strategic Equality Plan are available on the council's website and are available in accessible formats:

<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 2021/22 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 14 offers a snapshot summary of our position determined by our performance measures and pages 16 to 66 provide a more detailed assessment of Council priorities under the headings:

- What we said we would do;
- Overall assessment of our Well-being Objective and Improvement Priority;
- Key achievements in 2021/22;
- How we measured our success;
- Challenges we have faced in 2021/22;
- How we supported equality in 2021/22; and
- Moving forward.



WALES' WELL-BEING GOALS

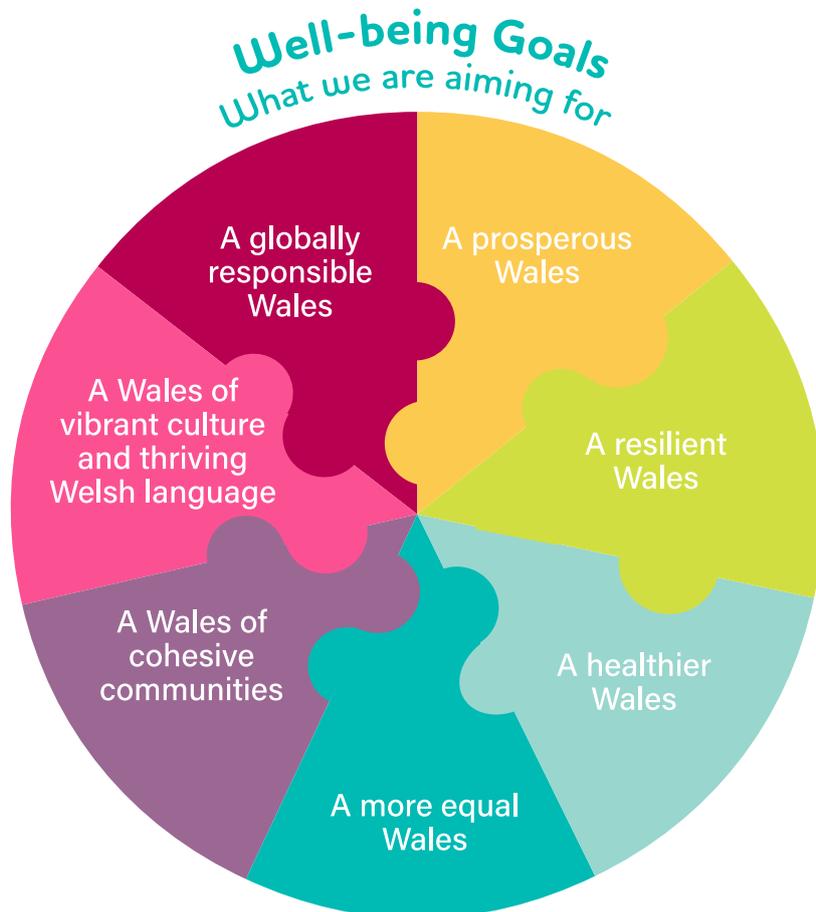
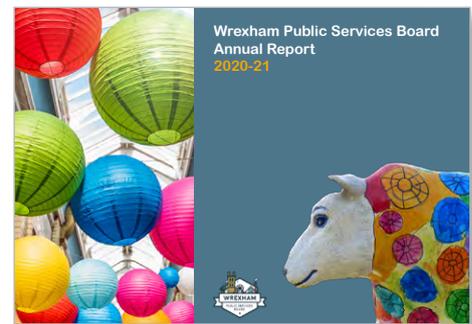
The Well-being of Future Generations (Wales) Act 2015 is a law that seeks to improve the social, economic, environmental and cultural well-being of Wales. The Act sets out seven interdependent Well-being Goals for Wales of which all public bodies must work towards by working together to create a sustainable 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 these have been aligned to our Council Priorities have been aligned to Wales' Well-being Goals.

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 in 2021/22 are set out below:



DEVELOPING THE ECONOMY



ENSURING A MODERN AND RESILIENT COUNCIL



ENSURING EVERYONE IS SAFE



IMPROVING SECONDARY EDUCATION



IMPROVING THE ENVIRONMENT

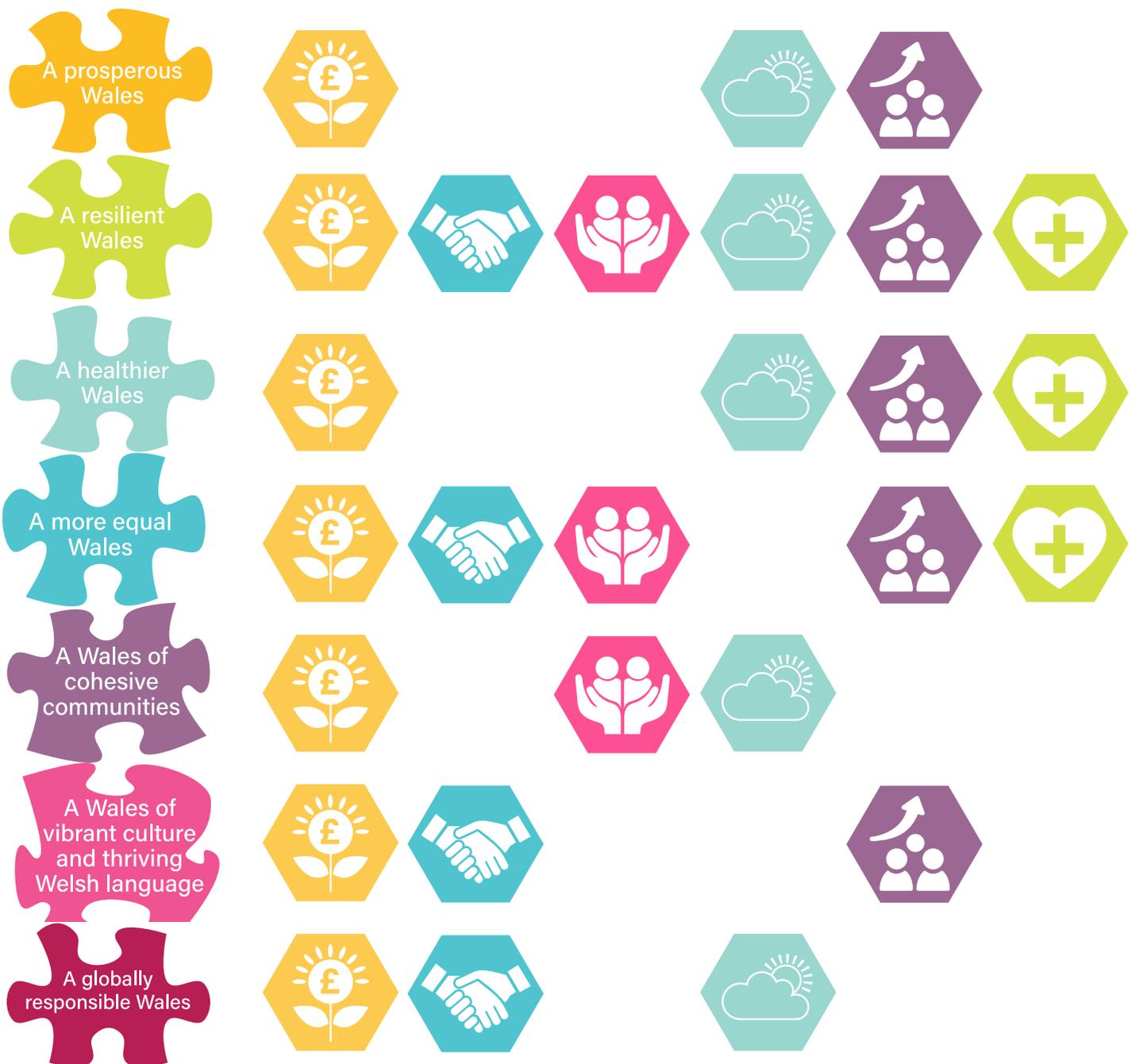


PROMOTING GOOD HEALTH AND WELL-BEING (WITH A FOCUS ON IMPROVING CHILDREN'S SOCIAL CARE)

This report focuses on our journey in 2021/22 in meeting these objectives. Table 1 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.



STRATEGIC EQUALITY PLAN - EQUALITY OBJECTIVES

This is the second year our annual performance report includes progress against our Equality Objectives. This report provides a review of performance against our Wrexham County Borough Council's Strategic Equality Plan (SEP) 2020-2024, which covers the period 1 April 2021 to 31 March 2022. 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.

In order to develop our Strategic Equality Plan 2020-2024 and the associated equality objectives we analysed a wide range 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 to fulfil our vision:

'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.'



Table 2 shows a summary of how each of our Equality Objectives contributes to Wales' Well-being Goals and where they are integrated into our Council Priorities.

	Developing the Economy	Ensuring a Modern and Resilient Council	Ensuring Everyone is Safe	Improving the Environment	Improving Secondary Education	Promoting Good Health and Well-being (with a focus on improving children's services).
Close attainment gaps in education (with a specific focus on achievement of boys, accessibility of school buildings and supporting Gypsy, Roma and Traveller children to achieve their potential)						
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						
Improving the accessibility of the Council						
Involving all and ensuring that we use information about those who use our services, including those with protected characteristics, to make good decisions						
Promote and celebrate the ethnic diversity of our communities ensuring they are inclusive and welcoming						
Supporting diversity in local democracy						
Improving diversity and addressing any pay gaps in the Council's workforce						

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 16 to 66 present the progress we have made through these indicators that measure our success for the year 2021/22. 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 (RAYG 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 to achieving our overall outcome.

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

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

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.

Audit Wales provide us with an annual summary of the outcomes of all work they have undertaken during the year. In 2020/21, the Auditor General certified that the Council had met its remaining Local Government (Wales) Measure 2009 duties for the financial year 2020-21, as required by an order made under the Local Government and Elections (Wales) Act 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 we have strived to recover from the pandemic and refocus our journey towards achieving our vision, the achievement of the outcomes of the six Council Priorities has shown significant improvement at the end of 2021/22, with 2 priorities classified as green, 2 as yellow and 2 as amber. As a whole, achievement against the Council Plan is judged to be yellow, slightly off track at the time of reporting but we do not believe this will impair the overall outcome at the end of 2022/23. Examples of our achievements are included in our assessment of each Council Priority, pages 16 to 66.

It is clear that through our robust performance management arrangements, plans had been implemented to bring performance back on track from 2020/21. Looking forward, a snapshot of future development areas are found for each Council Priority in the 'Moving Forward' sections of the Council Priority assessment pages. For further reading of our planned activities and actions, please see our full Council Plan

www.wrexham.gov.uk/service/council-plan-2020-2023

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 each of our six Council Priorities.

COUNCIL PRIORITY	RAYG RATING 2020/21	RAYG RATING 2021/22
Developing the Economy	AMBER	AMBER
Ensuring a Modern and Resilient Council	GREEN	GREEN
Ensuring Everyone is Safe	AMBER	AMBER
Improving the Environment	AMBER	GREEN
Improving Secondary Education	AMBER	YELLOW
Promoting Good Health and Well-being (with a focus on improving children's services).	YELLOW	YELLOW

Table 4 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	RAYG RATING 2020/21	RAYG RATING 2021/22
Close attainment gaps in education	AMBER	YELLOW
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	AMBER	GREEN
Improving the accessibility of the Council	GREEN	GREEN
Involving all and ensuring that we use information about those who use our services, including those with protected characteristics, to make good decisions	GREEN	GREEN
Promote and celebrate the ethnic diversity of our communities ensuring they are inclusive and welcoming	AMBER	YELLOW
Supporting diversity in local democracy	GREEN	GREEN
Improving diversity and addressing any pay gaps in the Council's workforce	AMBER	YELLOW

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 aspire 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;

OVERALL ASSESSMENT OF OUR WELL-BEING OBJECTIVE 2021/22:

Our priority to develop the economy in Wrexham County Borough has continued to be significantly impacted by the Covid-19 pandemic. The demand and pace of re-designing our plans during 2020/21 was unprecedented and throughout 2021/22, individuals and businesses have been redirected to continue to support recovery work. Despite this, we have remained ambitious and excited for progressing our plans for improving the economy. Taking into account the challenges we have faced and the progress listed below we have rated this priority overall as AMBER.



KEY ACHIEVEMENTS IN 2021/22:

- The Covid-19 pandemic continued to impact the Business Support Team, with resources diverted to supporting response and recovery work. Despite this, the team have continued to work with businesses and companies throughout the year giving advice and helping them access Government finance to support their businesses.
 - Considering the impact of lockdown on the High Street countrywide, small independent Wrexham businesses have fared reasonably well.
 - Looking at the **long-term**, the Regeneration Section has secured Levelling up Funding for the World Heritage Site (£13.3m), Community Renewal Funding (£220k – half of which is to support Town Centre property repurposing), secured City Status and a final 4 placing in the City of Culture 2025 competition.
- Taking an **integrated** approach to our planning, we have been developing our new Place Making Strategy, which is due to be approved in autumn 2022.
 - **Involving** our workforce in the Modern Ways of Working approach and following the removal of Covid-19 restrictions, Wrexham County Borough Council is beginning to see an increase in engagement with stakeholders and improvement of data capture, which will support our performance reporting moving forward.



HOW WE MEASURED OUR SUCCESS

* Year-end Outturn 2020/21 and 2021/22 column includes a RAYG status for the expected performance outturn at the end of the three-year plan (2022/23).

** Performance Trend in comparison with the previous year's performance.

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	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			£1 Million	GREEN	Yes	
2	Improve: Re-purpose or bring back into use 23 of empty properties in town centre by 2023.	New performance measure	5	2 AMBER	No	8	5 RED	No	Improved
3	Sustain (Recover): Percentage increase in visitors to Wrexham County Borough year on year.	11.20%	Recover / Above National Average	1.8% 2018-19	Yes	Measure and establish a new baseline	This is an annual figure and will be reported quarter 1 of 2022/23		
4	Sustain (Recover): Wrexham town-centre footfall.	6,393,118	Recover / Above National Average	Quarterly assessment Quarter 4 – 443,320 AMBER	No	Measure and establish a new baseline	Quarterly assessment Quarter 4 – 1,110,459 GREEN	Yes	Improved

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
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	Measure and establish a new baseline	18.90% YELLOW	Yes	Improved
5b	b) Council owned properties	22% (5 out of 22 properties)	Recover/ Below National Average	32% AMBER	No	Measure and establish a new baseline	14% (3 out of 22 properties) GREEN	Yes	Improved
6	Sustain: Percentage of commercial property occupied.	80%	Recover/ Below National Average	83% GREEN	Yes	Measure and establish a new baseline	87% GREEN	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			Not reporting for 2021/22			
8	Improve: £ investment in developing a Football Museum in Wrexham County Borough.	New performance measure	Not reporting for 2020/21			£445,000 (Development Phase)	Stage 1 claim submitted Total claim: £2,063,873 GREEN	Yes	Improved

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
9	Improve: Number of qualified investment enquiries.	275	200	Team prioritising emergency Covid-19 grants-assimilation delayed. AMBER	No	225	336 GREEN Figure subject to change following data cleanse.	Yes	Improved
10	Sustain: Number of recorded businesses (indicative measure from Welsh Government).	12,450	Recover/ Above National Average	Awaiting Welsh Government data release.		Measure and establish a new baseline	Awaiting Welsh Government data release		
11	Sustain (Recover): Value of visitor spend in Wrexham County Borough.	£125m	Recover/ Above National Average	£135.7m GREEN	Yes	Measure and establish a new baseline	This is an annual figure and will be reported quarter 1 of 2022/23		
12	Sustain: Gross jobs created where the council was directly involved.	383	Sustain 300	Covid-19 meant prioritisation of emergency enquiries. AMBER	No	Sustain 300	308 GREEN	Yes	Sustained
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.		Reporting post A483 junction completion	Awaiting confirmation of Land Development Plan.		

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
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.		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 YELLOW	No	Measure and establish a new baseline	15 job outcomes for those who had been made redundant. GREEN	Yes	
*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% YELLOW	No	20%	25% GREEN	Yes	Improved
*17	Improve: Number of organisations on the Employers' Pledge.	120	Increase	65 YELLOW	No	65	65		Sustained <i>No companies signed up to the Employers' Pledge - funding stream has been discontinued by Welsh Government.</i>
*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.

CHALLENGES WE HAVE FACED IN 2021/22:

- Although small independent Wrexham businesses have fared reasonably well considering the impact of lockdown on the high street, we have struggled this year to sustain our position in view of the condition of the economy, which has been beyond our control and sphere of influence.
- The Covid-19 pandemic and the imposed restrictions have continued to impact on the outcomes in this priority and the level of progress made, hence the amber rating. There remain some data issues to be resolved in regard to the collation of outputs that are reported in the following year.
- Actions and activities scheduled for completion during 2021/22 have been impacted and progress disrupted by the prioritisation of the emergency response, growing capacity remains an issue with recruitment challenging. However progress has been significant and improving.
- Progress made in the re-purposing or bringing back empty properties into use in the town centre was not as expected as a result of changes in personnel and delays at the Land Registry (causing a lag in loans processing). These delays have been addressed and extra capacity has been diverted to assist in progressing the applications.

HOW WE SUPPORTED EQUALITY IN 2021/22:

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.

The following progress has been made:

- **Percentage of 'Communities for Work Plus' job entries being individuals with a disability or work limiting health condition.** Cumulative total 5% higher than annual target of 20%.
- **Number of organisations on the Employers' Pledge.** No companies signed up to the Employers' Pledge as the funding stream has been discontinued by Welsh Government.
- **Number / value of Community Benefits secured through the Council's procurement process relating to reducing inequality.** This area of work needs to be revisited once the new Procurement Policy has been adopted which now includes social value and community benefits.

MOVING FORWARD:

- The work in developing our economy builds communities and involves people, both residents and visitors, so we are integrated in our communities. This led to our success with City Status and we wish to capitalise on it.
- We will continue to work in collaboration with numerous partners across our communities, both public and private sector, to secure investment and boost the economy. This framework of partnerships helped us considerably with developing our bid for the Levelling up Fund for Clwyd South (World Heritage Site).
- We continue to carry out consultation with the public, both through residents and business communities to listen to views and develop ideas to make the Wrexham economy successful. We have worked closely with our business community with our plans for the markets refurbishment commencing next year.
- Our plans embed sustainability, as we are looking to make significant and long lasting improvements to the economy and infrastructure to support it into the future. Our plans to submit to Round 2 of the Levelling Up Fund for Wrexham Gateway will support this, as will the development of a Football Museum Wrexham; next year we are hoping to secure funding and implement the project.
- The recovery activity focused on Wrexham Town Centre, and the support for businesses throughout the pandemic has been important in preventing loss of employment. Sustaining businesses that could not trade properly through lockdown periods has sustained employment levels in the County Borough, preventing hardship for individuals and families.
- The emerging Place Making Strategy is a long-term view for Wrexham Town Centre, cementing its ability to fulfil its ambitions as the major economic centre and settlement in North Wales.
- Both the City Status and City of Culture work have highlighted and amplified the importance of Welsh Language and Welsh Culture, connecting individuals and communities as a result.





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' (MWOW) 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 Goals.

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 environments;

- 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.

OVERALL ASSESSMENT OF OUR WELL-BEING OBJECTIVE 2021/22:

Our priority of ensuring a Modern and Resilient Council has seen good progress made over 2021-22 despite the ongoing challenges as we recover from the pandemic. During the council year 2021-22, the unprecedented challenges of Covid-19 have continued to test the Council's ICT resilience to the extreme and has accelerated modernisation plans. We have been working hard to deliver our 'Modern Ways of Working' programme which is transforming our working practices by providing improved working environments, adopting new technology and digital solutions, making our work more sustainable in the long term and challenging the culture around the way the council works. Whilst progress has continued at pace and has been critical in our response to the pandemic, 'Modern Ways of Working' will remain at the forefront of our work to modernise the council as we now emerge into recovery. Our performance measures chart the excellent progress made within this Council Priority and therefore we have rated this priority with an overall RAYG Status as GREEN.



KEY ACHIEVEMENTS IN 2021/22:

- A 'Modern Ways of Working' report was taken to Customer Performance Resources & Governance Scrutiny Committee in 17 February 2022, which provided Members with an update on the Programme.
- Planning for the **long term**, our review of our office building requirements and construction work has now completed (Phase 3 of our Office Accommodation Review) and our modern Community Health and Wellbeing Hub at the former Crown Buildings is now open.
- The refurbishment of Crown buildings and furniture layouts embraces the council's move to Modern Ways of Working and will enable employees to work in a flexible way, with a mix of being in the workplace, being out and about on visits across the County Borough, as well as home working.
- We have also continued to deliver on the priorities set out within our Organisational Development and Workforce Strategy to support us in developing a culture where employees and elected members feel involved, valued and empowered and have the right skills to enable them to deliver efficient services.
- Through engaging and **involving** our service users, this year we have also continued to see a significant increases in the number of online service requests in line with the continued increase in the number of services available on the digital platform.
- Percentage of customers who feel it is easy to access council services has sustained above the agreed year-end target of 90%.
- Work has continued to ensure that our online information is provided in an accessible format through improvements to our website content accessibility scores on our web content remain very high.
- Taking an **integrated** approach, a number of developments have been made with our ICT capabilities including: datacentre build in Crown Buildings has been completed and ready for ICT to migrate into; the campus connectivity upgrade is complete; moving of mailboxes to Office 365 is nearing completion; and testing of migrating mailboxes is now complete but further configuration work is required around Blackberry and iPad devices.
- Review of the current Customer Service model to ensure it meets the needs of customers of the future and that new ways of working are aligned with the implementation of the cloud contact centre, ensuring the full benefits of improved technology are utilised, while planning for the **long term**. Discretionary emergency business fund grant went live in January, with over 400 applications processed.
- The total number of garden bin subscriptions has risen on the previous year with 80% of subscriptions completed through self-service.
- New Blue Badge process - good progress with process mapping with Contact Wrexham, with a view to sharing 'To be' process with other Welsh Local Authorities. The first meeting with other Welsh Granicus customers was held.
- Our Learning & Development Team and Digital and Digital Communities Wales (DCW) are working together to **collaboratively** deliver a digital skills analysis survey for the Council. This will go out to staff later in the year.
- 2021/22 has seen a 42% increase in the number of consultation and engagement activities undertaken through Your Voice Wrexham, when compared with 2020/21. Variance by age has decreased, meaning that that the **involvement** profile of respondents to corporate consultations is more closely aligned to the general population than previously, although there is still more work to be done.

HOW WE MEASURED OUR SUCCESS

* Year-end Outturn 2020/21 and 2021/22 column includes a RAYG status for the expected performance outturn at the end of the three-year plan (2022/23).

** Performance Trend in comparison with the previous year's performance.

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
1	Digital and ICT Strategy approved at Executive Board.		Approved	GREEN	Yes	Complete			
2	Key actions from the new Digital and ICT Strategy implemented.		Not reporting 2020/21			Reporting	GREEN	Yes	
3	New ICT data centre operational		Operational	GREEN	Yes	Complete			
4	New ICT disaster recovery site operational.		Not reporting 2020/21			Reporting	GREEN Complete	Yes	
*5	Mapping of people who may be digitally disadvantaged (including groups / individuals with protected characteristics).		Reported	YELLOW	No	Reporting	GREEN	Yes	
*6	Identify staff who prepare information for electronic publication and deliver appropriate training.		Reported	GREEN	Yes	Complete		Yes	
*7	Review our website portals and prioritise for accessibility compliance.		Reported	GREEN	Yes	Reporting	GREEN	Yes	

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*8	Involvement Strategy and Action Plan reviewed.		Reported	GREEN	Yes	Reporting	GREEN	Yes	
*9	Review respondents to corporate consultations in 2019/20 and 2020/21 to identify areas of under-representation.		Establish baseline	GREEN	Yes	Reporting	GREEN Complete	Yes	
*10	Establish directory of contacts for groups or individuals with protected characteristics for use with consultation and Equality Impact Assessments.		Reported	GREEN	Yes	Reporting	GREEN Complete	Yes	
*11	Equalities training available for elected members.		Reported	GREEN	Yes	Reporting	GREEN	Yes	
*12	Survey of current elected members for protected characteristics.		Baseline established			Survey current membership	GREEN	Yes	
*13	Deliver pre-election programmes to increase the diversity of candidates for the 2022 election.		Not reporting 2020/21			Reporting	Complete GREEN	Yes	
*14	Survey candidates for 2022 local government election for protected characteristics.		Not reporting 2020/21			Not Reporting 2021/22			

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*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)	AMBER	No	Reporting	GREEN	Yes	
*16	Develop web recruitment reporting for job applicants by protected characteristic for the year 2021/22		Not reporting 2020/21			Reporting	AMBER	No	
*17	Establish actions in relation to any identified underrepresentation in job applications by those with protected characteristics.		Not reporting 2020/21			Not Reporting 2021/22			
*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.		Reporting	YELLOW Awaiting this year's data report to enable this to be undertaken	No	
*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.		Reporting	YELLOW Awaiting this year's data report to enable this to be undertaken	No	

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
20	Sustain the percentage of complaints and investigations in relation to Welsh language service provision that are fully resolved.	100%	100%	100% GREEN	Yes	100%	100% GREEN	Yes	Sustained
21	Improve the level of employee engagement (amalgamation of employee engagement measures taken from the employee survey).	63%	64%	74% GREEN	Yes	64.5%	Survey delayed until May 2022		
22	Improve the percentage of employees responding positively that 'I have the opportunity to develop and improve my potential'.	52%	53%	60% GREEN	Yes	53%	Survey delayed until May 2022		
23	Sustain the percentage of staff agreeing with the statement - 'communications are good in my department'	55%	55%	60% GREEN	Yes	55%	Survey delayed until May 2022		
24	Sustain the percentage of customers who feel it is easy to access council services.	97% (2018/19)	90%	96% GREEN	Yes	Sustain above 90%	96% GREEN	Yes	Sustained
25	Improve the number of services available to customers through the on-line digital platform.	76	85	100 GREEN	Yes	100	112 GREEN	Yes	Improved

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
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 GREEN	Yes	46,750	83,184 GREEN	Yes	Improved
27	Improve the percentage of service requests through self-service rather than mediated telephony	66%	70%	71% GREEN	Yes	75%	74% GREEN	No	Improved
*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	Data not available GREEN		31 March 2021 data published by September 2021	YELLOW	No	
*29	Improve: Increase number of consultation and engagement activities undertaken through Your Voice Wrexham.	New performance measure	Establish Baseline	38 GREEN	Yes	Increase	54 GREEN	Yes	Improved
*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	GREEN	Yes	Reduce	Variance in younger age groups reduced from -26.8% to -20%. GREEN	Yes	Improved

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*31	Improve: Increase (a) number, and	New performance measure	Establish Baseline			Not Reporting			
*31b	(b) diversity of candidates for 2022 local election.	New performance measure	Establish Baseline			Not Reporting			
*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			Not Reporting			

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

CHALLENGES WE HAVE FACED IN 2021/22:

- Action/Measure **“Percentage of service requests through self-service rather than mediated telephony”** there was a slight dip in quarter 3, with an increase in the number of telephone calls received during this quarter. However, interventions focussed at individual process level, with solutions to improve including social media promotion and digital redesign to improve end to end processes lead to a strong recovery in this indicator by the end of the year.
- Action/Measure **“Develop web recruitment reporting for job applicants by protected characteristic for the year 2021/2”** - System work is required to develop web recruitment reporting but Covid-19 impacted resource availability to develop reporting tools. Plans to consider new reporting tools. Wider migration planning with ICT linking to 365 planning.

HOW WE SUPPORTED EQUALITY IN 2021/22:

Our Strategic Equality Plan sets out the work we are undertaking to ensure that our services are accessible - both in meeting the accessibility standards for public sector bodies and ensuring people can access the services they need, in a way that is right for them.

- This year we have made great progress in increasing the accessibility of our website including the addition of a new translation tool making our website information available in multiple languages.
- Our Creative and Digital Media & Digital Services have continued to work together advising staff on preparation of accessible documents and assisting on creation of documents where required.
- Accessibility scores on web content remain very high.

- We demonstrated increased improvement over the year in ensuring our website portals priorities meet accessibility compliance.
- New intranet Equalities page hosts reminder text and link to MyChanges to encourage workforce self-service reporting and protected characteristics.
- Plans to consider new reporting tools for job applicants by protected characteristics. Wider migration planning with ICT linking to 365 planning.
- Involvement Strategy - Action plan reviewed, strategy due to be reviewed summer 2022.
- Digital Inclusion Initiatives progressing. 7% across Wales digitally excluded. 93% of census returns in Wrexham completed on line.
- We have also focussed on making sure that we involve those who use our services to help us make good decisions about our services and we have established our directory of contacts representing groups with protected characteristics to strengthen our consultation and engagement activities.
- 2021/22 has seen a 42% increase in the number of consultation and engagement activities undertaken through Your Voice Wrexham, when compared with 2020/21. Variance by age has decreased, meaning that the profile of respondents to corporate consultations is more closely aligned to the general population than previously, although there is still more work to be done.

MOVING FORWARD:

- Continue to deliver on the aims of our modern ways of working programme, ensuring that these aims support the resilience of our workforce, elected members and council services and help to reduce our carbon footprint;
- Continue to progress our office accommodation requirements, ensuring that our assets are fit for purpose and provide modern and flexible office accommodation which meets the requirements of a modern organisation;
- The next phase of the Office Accommodation Review will see the refurbishment of our Lambpit Street Offices and will see colleagues re-locate from Lord Street/Old Library. The proposed works will be in line with the council's Modern Ways of Working principles with the aim to open up the building, create more flexible communal spaces and additional hybrid meeting space;
- Further implementation of our ICT & Digital strategy which will enable us to modernise the way we work, engage with our customers;
- Continue to ensure our services are sustainable and our resources are aligned to our priorities enabling us to operate in a modern way to adapt and change as we support recovery from the Covid-19 pandemic;
- Continue to deliver on the Organisational Development and Workforce Strategy priorities and review the strategy for 2022 onwards;
- Continue to lead and ensure the development of Welsh language in our organisation;
- Continue to invest in the resilience of our ICT infrastructure and complete the delivery of the new data centre and disaster recovery sites;
- Improve the accessibility of the council;
- Involve all and ensure that we use information about, and engage with, those who use our services including those with protected characteristics, to make good decisions;
- Support diversity in local democracy; and
- Improve the diversity of, and address any pay gaps in the council's workforce.





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 peoples' 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 to 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.



OVERALL ASSESSMENT OF OUR WELL-BEING OBJECTIVE 2021/22:

Our priority Ensuring Everyone is Safe has seen some good achievements over 2021/22 but has faced some significant challenges from the effects of Brexit and the pandemic. The areas particularly impacted were housing, because of supply chain issues and availability of contractors, and community engagement due to Covid-19 restrictions. Taking into account the challenges we have faced and the good progress made we have rated this priority overall as Amber.

KEY ACHIEVEMENTS IN 2021/22:

- Prioritising the **vulnerable**, the Local Lettings Agency (LLA) expanded, helping to secure homes, including for people fleeing war torn countries such as Syria, Afghanistan and Ukraine. The use of capital grants was maximised enabling more houses to be brought back into use and managed through the LLA portfolio.
- We achieved compliance with Welsh Housing Quality Standard (WHQS) in August 2021, four months ahead of the extended December end date given by Welsh Government.
- Looking to the **long term**, our Council Housing Stock has increased with the building of thirteen new houses in Plas Madoc, with tenants due to occupy in the near future. Increasing the Council's Housing Stock will provide long-term security for tenants.
- The number of rough sleepers has been sustained and a reduction from three to two has been achieved. We have continued with assertive and **preventative** outreach work to prioritise and protect the most vulnerable to keep the numbers of people rough sleeping at a minimum.

- We have been working closely in collaboration with key partners to better understand and address hate crime and community tensions through promoting community strength.
- The Community Cohesion team are able to increase their community engagement and **involvement** now Covid-19 restrictions have lifted. They are developing "Community Conversations" to begin to understand the issues faced by the harder to reach sectors of the community and to involve them in identifying solutions to improve their integration into communities.
- In **collaboration** with our partners, including the Police and Crime Commissioner, North Wales Police and third sector organisations, Safer Streets 3 and Safety of Women at night Home Office funding was secured. The funding was provided for the installation of CCTV and lighting in Wrexham Town and routes out of Wrexham; pruning of trees and removal of overgrown shrubs in key public areas; a series of awareness raising campaigns focussing on prevention, training of licensees; provision of street marshals; opening of Hafan y Dref on Friday nights and preventative policing.

HOW WE MEASURED OUR SUCCESS

* Year-end Outturn 2020/21 and 2021/22 column includes a RAYG status for the expected performance outturn at the end of the three-year plan (2022/23).

** Performance Trend in comparison with the previous year's performance.

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	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	GREEN	Complete	Implementation of Plan	GREEN	Yes	
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	RED	No	Evaluate effectiveness of Operation Repeat	Removal of Covid-19 restrictions – training has recommenced. GREEN	No	
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	GREEN	Yes	Implementation of Plan	GREEN	Yes	

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
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	GREEN	Yes	Implementation of recommendations	GREEN	Yes	
*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	GREEN	Yes	Increase property portfolio for the Local Lettings Agency Launch Financial Inclusion Service	GREEN	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	GREEN		Complete	YELLOW	No	
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	Implement new programme of house building. Review Buy-Back Scheme in relation to decarbonisation performance	5 AMBER	No	

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
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	GREEN	Yes	Complete	GREEN Complete	Yes	
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	GREEN	Complete	Procurement of digital solution/s to improve services	GREEN	Yes	
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.	GREEN	Yes	Implement new programme of refurbishment and remodelling.	AMBER	No	
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	GREEN	Yes		RED	No	

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*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	GREEN	Yes	Reporting	GREEN	Yes	
*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	GREEN	Yes	Reporting	GREEN	Yes	
*14	Work with key partners to look at how existing and new programmes become more inclusive to all.	Milestone	Reporting	GREEN	Yes	Reporting	GREEN	Yes	
*15	Hate Crime Awareness Training delivered in schools for management, workforce and pupils.	Milestone	Reporting	AMBER	No	Reporting	GREEN	Yes	
*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	RED	No	Reporting	GREEN	Yes	

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
17a	Improve the percentage of people reporting that they feel safe during the day: a) Town centre.	34.61%	Increase	RED	No	Increase	Survey rescheduled for 2022/23 RED	No	
17b	b) Local area.	71.42%	Increase	RED	No	Increase	Survey rescheduled for 2022/23 RED	No	
18	Improve the number of professionals receiving Operation Repeat training.	56	240	RED	No	240	Removal of Covid-19 restrictions – training has recommended. GREEN	NO	
19	Improve: Number of cases referred to Vulnerable At Risk Management Group (VARM).	21	Increase	24 GREEN	Yes	Increase	21 YELLOW	No	Declined
20	Improve: Number of successful resolutions of VARM cases	13 out of 21	Increase	33 GREEN	Yes	Increase	24 GREEN	No	Declined
21	Improve: Increased reporting of concerns about Modern Day Slavery.	34 (10 from WCBC)	Increase	GREEN	No	Increase	30 GREEN	No	Declined
22	Improve: Decreased levels of anti-social behaviour in Wrexham Town Centre.	919	TBC	751 – a decrease of 13.3% on the previous year GREEN	Yes	Tbc (Community Safety Plan)	729 GREEN	Yes	Improved

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
23	Sustain (Recover): Increased footfall in the town centre.	6,393,118	Recover/ Above National Average	Quarterly assessment Quarter 4 – 443,320 AMBER	No	Measure and establish new baseline	Quarterly assessment Quarter 4 – 1,110,459 GREEN	Yes	Improved
24	Improve: Reduce the number of people rough-sleeping in Wrexham County Borough.	21	Decrease	3 GREEN	Yes	Reduce	2 GREEN	Yes	Improved
25	Improve: Reduce the number of tenants evicted from council properties.	36	Decrease	0 GREEN	Yes	Reduce	9	No	Improved (Evictions embargoed for 2020/21)
26	Improve: Number of properties added to council-housing stock through the build and buy programme.	15	20	7 RED	No	19	17 RED	No	Improved
27	Improve: Reduce the number of reactive repairs on council housing.	22,629	Decrease	15,014 AMBER	No	Decrease	19,472 GREEN	No	Declined (Covid-19 restrictions in place 2020/21)
28	Improve: Increase new affordable housing units created through the Planned Development Programme and Section 106 completions.	14	Increase above baseline	28 GREEN	Yes	Increase	Data due end of August 2022		
29	Improve: Increase the number of refurbished sheltered housing schemes delivered.	0	Increase	0 GREEN	Yes	Increase	0 AMBER	No	Sustained

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
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% YELLOW	Yes	Reduce	1864/3559 52.37% GREEN	No	Declined
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%) GREEN	Yes	Below the Welsh average	2/264 0.76% GREEN	Yes	Improved
*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	39 total sessions GREEN	Yes	Reporting	48 total sessions GREEN	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% GREEN	Yes	100%	VPRS Scheme has ended for new arrivals		
*34	Sustain: Percentage of Vulnerable Person Resettlement Scheme (VPRS) children of school age attending appropriate full-time education.	100%	100%	100% GREEN	Yes	100%	100% GREEN	Yes	Sustained

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*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	53% GREEN	Yes	Improve	43% GREEN	No	Declined
*36	Improve: Reduce the number of recorded hate crimes.	180 North Wales Police Data	Reduce	195 AMBER	No	Reduce	311 RED	No	Declined
*37	Victim (of hate crimes) confidence and satisfaction	New Performance Measure	Reporting	This is North Wales Police data that is not in the public domain.		Reporting	Statistically the sample size has been found to be too small to be significant		

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

CHALLENGES WE HAVE FACED IN 2021/22:

- Our target to increase our housing stock with new build and acquisitions has been stalled as a result of new challenges. This includes the pausing of the Buy Back scheme pending a further review based on Welsh Government's decarbonisation targets and Wrexham County Borough Council's ability to meet them. Alongside this, properties at Heol Offa are currently unable to proceed due to National Resources Wales/Planning & Phosphates issues.
- Following challenges at Llys Y Mynydd, Rhos, works at Tir Y Capel, Llay have been postponed pending an investigation. Once the investigation has concluded and approval given to recommence, the completion target date will be amended. We will then progress with our outcome of developing the quality and supply of our sheltered housing.
- We have seen an increase in hate crime reporting (45% within Wrexham, 15% of incidences originating online). Consistent with the national picture.
- Increase in demand for a range of services as a result of the conflict in Ukraine and the Government's response with the Family and Homes for Ukraine Schemes. We will continue to work in collaboration to ensure that people fleeing Ukraine and the hosts that are providing a home for them in Wrexham are given sufficient support. This pressure on services is likely to continue through 2022/23.
- We were unable to report on the number of Vulnerable Persons Resettlement Schemes (VPRS) refugees attending ESOL (English for speakers of other languages) classes in their first year, due to the scheme ending for new arrivals. This outcome has been amended for 2022/23 and ESOL and employment has been identified as a key priority for commissioning and delivery.

HOW WE SUPPORTED EQUALITY IN 2021/22:

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:

- We have worked with key partners and communities to understand the impact of Covid-19 and what future needs may be, including any underlying issues that may create community tensions.
- Delivery of quarterly regional community cohesion forums to enable community members and working partners to share concerns.
- We have worked closely with key partners to better understand and address hate crime and community tensions through promoting community strength.
- In collaboration with North Wales Research and Insight group, we supported the recent Well-being Assessment and planning of future programmes of work that are more inclusive.
- In partnership with Wrexham and Flintshire Public Service Board's task groups, we have focused on employment, poverty and mental health and wellbeing as we recover from Covid-19. Significant support given to ensure new programmes of work are more inclusive.
- Community Cohesion officers have worked with key partners to carry out community drop in sessions now that Covid-19 restrictions have ended. This has been an important piece of work over the last few months to support restabilising working relationships with groups where contact may have diminished during lock down.

- In November, the delivery of Multi Faith Forum and working with Wrexham's Standing Advisory Council on Religious Education (SACRE) forum, through the forum the Community Cohesion officer has now established a series of interfaith activities.
- We delivered the Hate Crime Awareness Training in schools for management, workforce and pupils. This was previously disrupted by Covid-19 but has now been delivered in 41 primary schools and 5 high schools across Wrexham.
- A number of events and activities were organised across North East Wales to promote integration between groups. The Regional Community Cohesion Team working with partners delivered events including: Disability Support & Dementia friends for BAME communities, Prosecution Services Training, Bite Sized Health and Wellbeing, Diverse Together Forum and Disability Awareness for Inclusive Communities.
- 100% of VPRS children of school age are attending appropriate full-time education. Families are supported by British Red Cross (BRC), school admissions, English as an Additional Language (EAL) team, or an inclusion team (if appropriate) to enrol children in a local school or appropriate education on arrival in Wrexham.
- With the removal of Covid-19 restrictions, the delivery of Operation Repeat training (i.e. support for vulnerable people to prevent them from becoming victims and repeat victims of door-step crime) will recommence with the first sessions taking place in April 2022.
- In response to the increase in the number of reported hate crimes, we have established multi-agency quarterly Community Cohesion Group meetings for Wrexham, Denbighshire & Flintshire, to share information and address any issues. This will continue into 2022/23. Year-on-year hate crime has risen and the increase this year was anticipated, but North Wales Police reporting performance remains in line with the national and regional pictures. Although we have seen this increase, it is important to recognise that we have the confidence of the community for these crimes to be reported and, whilst we do not want people to be victims of crime, we may now be getting a more accurate picture of it.
- North Wales Police and Wrexham County Borough Council submitted a bid for the Home Office's Safer Streets 4 funding. Included in this was a project aimed at reducing anti-social behaviour in the County Borough through a project focussing on collaboration and co-production with young people. This has only been submitted by the Police and Crime Commissioner as their tertiary bid and therefore it is unlikely we will receive funding this year. We are actively looking at alternative funding streams.
- Future new build schemes are being planned however, we are currently unable to give timescales due to on-going planning permission as a result of phosphates issues.
- In quarter 4, North Wales Police undertook a comprehensive survey asking the public their views on a range of crimes and perceptions of safety in each County across the region. This will inform our Community Safety Plan work in 2022/23. The survey will be reviewed in 2022/2023 in collaboration with our partners to avoid duplication.

MOVING FORWARD:

Keeping everyone safe and preventing harm is one of the council's most important roles. Whether it is ensuring equality in our communities, prioritising and supporting vulnerable people, developing our safeguarding practice, providing access to quality housing, reducing crime or delivering partnership programmes such as Test, Trace and Protect in response to the pandemic. We continue to work towards a resilient Wrexham, with cohesive communities and a County Borough in which people can thrive. In particular, we will focus on collaborating with partners to improve community safety, reduce homelessness, and improve housing services and standards in both the public and private sectors. Future actions include:



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.

OVERALL ASSESSMENT OF OUR WELL-BEING OBJECTIVE 2021/22:

- Our priority to improve the environment in Wrexham County Borough cuts across all council service areas and impacts on the well-being of our communities, with a strong relationship between residents' well-being and the environment in which they live. In 2021/22, we focused on approving our Decarbonisation Plan, which supports the work of the Council and Welsh Government's commitment to climate change. The plan will contribute to achieving our outcomes agreed in the Improving the Environment Priority for the final year of the Council Plan 2022/23. The natural environment is a significant factor in delivering sustainable communities and taking into account the challenges we have faced and the progress listed below we have rated this Council Priority overall as GREEN.



KEY ACHIEVEMENTS IN 2021/22:

- Our Decarbonisation Plan was approved by Executive Board in April 2021. The Plan sets out our **long term** journey for 2021 – 2030, a report on the plan will be produced annually and the Plan revised, responding to new opportunities and challenges. In 2021/22, we agreed to reshape the Council Priority for final year of current Council Plan to align with our new Plan.
- We appointed to our Climate Change and Decarbonisation Manager post. The post holder will be assigned as the lead officer on the work programme for the authority.
- We developed our Highways Safety Inspection Policy and in October 2021, Executive Board approved the New Highways Safety Inspection Plan. Policy changes from this are now fully implemented, enhancing intervention level and response times.
- We **involved** our stakeholders and completed a consultation on our 'Active Travel Network Maps', once approved by the Welsh Government, these define the basis of our ambitions. We also have a number of schemes (e.g. Mold Road Corridor) which are entering into detailed design stage of work including future scheme development.
- Taking an **integrated** approach, additional work completed and successful grant awards totalling £649k for 2022-23 we planned work on the following projects:
 - Wrexham Industrial Estate Active Travel Package
 - Mold Road Corridor
 - Transforming Towns (town centre routes)
 - Signage and Wayfinding reviews
 - Barrier and gate review on existing routes
 - Upgrading of a number of cross points on Active Travel routes
- We have recruited to the lead Active Travel Officer role, who has embraced the opportunity to develop skills in this area and has been integral to the successful work on the programme to date.
- We maintained a consistently high level of performance in clearing fly tipping despite the difficult and challenging year.
- We consistently performed well in recycling and composting, comfortably exceeding Welsh Government's targets and placed well in the upper quartile across Wales.
- We maintained consistently high performance levels in highways cleanliness inspections, in the most difficult of years for operational front line services.
- Our draft Fleet Transition Strategy is in place and renewal programme commenced. Additional 10 small battery electric powered vans have joined the fleet and a second battery powered electric refuse vehicle will be added to the fleet in April 2022.

HOW WE MEASURED OUR SUCCESS

* Year-end Outturn 2020/21 and 2021/22 column includes a RAYG status for the expected performance outturn at the end of the three-year plan (2022/23).

** Performance Trend in comparison with the previous year's performance.

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	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	GREEN		Develop Plan by end Q1	GREEN Complete	Yes	
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	GREEN		Develop Policy by end Q2	GREEN Complete	Yes	
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	RED	Covid-19 has delayed the planning stages	Develop Policy by end Q2	GREEN Complete	Yes	
4	Improve: % of reported fly tipping incidents cleared within 5 working days.	91.4%	92% in 5 days	100% GREEN	Yes	93% removed within 5 working days	93.75% GREEN	Yes	Declined
5	Sustain the percentage of municipal waste reused, recycled or composted	Wrexham 69.66%	65% (statutory target)	66.7% GREEN	Yes	66% (statutory target)	67.68% GREEN	Yes	Improved

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
6	Sustain the percentage of highways inspected of a high or acceptable standard of cleanliness.	92.59%	91.00%	92.70% GREEN	Yes	92%	91.18% GREEN	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.		To be confirmed	Not known yet. Welsh Government deadline extended to September 22		
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.		To be confirmed	Not known yet. Welsh Government deadline extended to September 22		
9	Improve: Increase the number of Electric vehicles within our fleet.	6 out of 350	15 additional	0 RED	No	15 additional replacement vehicles per year	11 AMBER	No	Improved

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

CHALLENGES WE HAVE FACED IN 2021/22:

- The period of time to recruit an Active Travel Officer has resulted in a delay to progressing the role. This post has now been recruited.
- The delivery of the 10 electric small vans and converted HGV was delayed due to supply issues on certain components. Although this is being resolved, it resulted in not meeting our target of 15 additional replacement vehicles were secured.

HOW WE SUPPORTED EQUALITY IN 2021/22:

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 theme; Buildings, Transport and Mobility, Land Use and Procurement.

MOVING FORWARD:

- Merge the Carbon Reduction Board with this Priority, so it will be renamed “Developing and Decarbonising our Environment.” Additionally it will report to the Homes and Environment Scrutiny committee twice year.
- The deployment of our Active Travel Plan, which promotes walking and cycling routes linking communities to key employment and education facilities and integrating modes of transport.
- We will adopt our Decarbonisation plan, which shows our commitment for the long term in addressing climate change, together with adopting a prevention approach to reduce our carbon footprint as an authority. Our work with expanding our estate of solar PV also supports this.
- With all 4 of our work streams within our Plan, (Land Use, Buildings, Procurement & Transport) we will be working in collaboration with regional partners to deliver improvements, as well as working on internal projects.
- Continue to work with partners on this shared, global agenda.
- Continue to work closely with public sector partners through the joint Public Services Board community resilience work.
- Develop a robust set of actions, which will contribute to Welsh Government’s ambition of a carbon neutral public sector by 2030.



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.

OVERALL ASSESSMENT OF OUR WELL-BEING OBJECTIVE AND IMPROVEMENT PRIORITY:

Our priority to improve secondary education in Wrexham County Borough has seen good progress made over 2021/22 despite the ongoing challenges as we recover from the pandemic. We have demonstrated a strong commitment and ambition to improve outcomes for our learners. Good progress has been made against all our actions in the Post Inspection Action Plan. Ongoing activities are addressing the recommendations, whilst acknowledging there is still work to do to ensure every learner in Wrexham County Borough Council is provided with the skills to achieve success and well-being regardless of background or personal circumstances, through access to high quality education. Taking into account the challenges we have faced and the good progress made in implementing the PIAP we have rated this priority overall as YELLOW.



KEY ACHIEVEMENTS IN 2021/22:

- Looking to the **long-term** to better support school improvement and to improve outcomes for our children and young people, the Education and Early Intervention Department has been restructured and services repositioned in line with the new structure.
- We have made a number of new appointments to strengthen our management team and progress our actions in the PIAP; including the appointment of Head of Service for Inclusion and Additional Learning Needs (ALN), a Secondary Effectiveness Officer and Interventions Manager.
- Working **collaboratively** to continue to progress improvement within our schools, the multi-agency approach to supporting education improvement have been developed (Team around the School).
- To continue to support schools in improving attendance following the Covid-19 pandemic and in the absence of performance measures and accessible performance data, a system of collating and analysing attendance and exclusion data on a weekly basis has been introduced.
- Using an integrated approach to supporting our most vulnerable students, we expanded our provision for pupils exhibiting challenging needs and developed the Inclusion Team around the School (ITAS) meetings.
- We have seen school improvements with Ysgol Bryn Alun removed from the Estyn Special Measures category and currently no primary schools in a statutory category.
- The Pupil Attitudes to Self and School (PASS) tool has been purchased and is in the process of being embedded. The PASS tool will enable us to identify potential challenges for our learners and support **prevention** and intervention work in enabling children and young people overcome barriers to learning.
- We understand that the transition between primary and secondary schools can be challenging and as a result, we have seconded three Head Teachers to review our approach.



HOW WE MEASURED OUR SUCCESS

* Year-end Outturn 2020/21 and 2021/22 column includes a RAYG status for the expected performance outturn at the end of the three-year plan (2022/23).

** Performance Trend in comparison with the previous year's performance.

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*1	Establish Outreach service for Gypsy, Roma and Traveller pupils focused on early years provision.	Milestone	Not reporting 2020/21			Reporting on Progress	GREEN	Yes	
*2	Establish Outreach service for Gypsy, Roma and Traveller pupils focused on secondary provision.	Milestone	Not reporting 2020/21			Reporting on Progress	GREEN	Yes	
3a	Improve: By the time they leave secondary school, the majority of pupils, including the more able, make the expected progress: a) Number of secondary schools performing within a 5% statistical confidence of their modelled outcome in the Capped 9 Scores.	(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.		7/9 schools performing within a 5% statistical confidence		The Modelled outcome is provided by the Welsh Government, this has been temporarily abandoned with no further updates on its availability.	
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.		Nearly all schools performing within a 5% statistical confidence in the upper third indicator.		The Modelled outcome is provided by the Welsh Government, this has been temporarily abandoned with no further updates on its availability.	

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	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. ¹		2 schools removed from Estyn Review category. 1 out of the 3 schools currently in a statutory category to have been removed.	0 = "Estyn Review" Category 1 = "Significant Improvement" category 1 = "Special Measures" category GREEN	Yes - 1 out of 3 schools removed from statutory category	Improved
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.		No. of Secondary Schools with Absence Rates Above Modelled Expectations – 6/9	This annual figure is provided by Welsh Government the 2020 and 2021 attendance collection has been 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.		Overall Attendance - Secondary Wrexham – 94% To be above Wales Average	Academic Year 2021/22 88.6% (01/09/2021-31/03/2022)	This is a provisional attendance figure. Attendance continued to be impacted by Covid-19 in 2021/22.	
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.		Wrexham – 4.6% To perform in-line with the Wales Average.	National modelled data has not be available for the last two years because of the Covid-19 pandemic.		
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.		Rate per 1000 below 5 days -less than 40	The rate of exclusions is calculated annually, following Covid-19 this data has not been available.		

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
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.		Rate per 1000 above 5 days less than 4.5			The rate of exclusions is calculated annually, following Covid-19 this data has not been available.
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.		Permanent – 0.5			The rate of exclusions is calculated annually, following Covid-19 this data has not been available.
*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.		Reducing variance through improvement of performance of boys			Due to the cancellation of the normal examination period in 2020/21 and the ongoing disruption to schools of the Covid-19 pandemic, the Welsh Government confirmed the Capped 9 Score performance measures would not be calculated or published for the academic year 2020/21.
*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.		Reducing variance through improvement of performance of boys			The performance measures for Key Stage 3 assessments were suspended for 2020/21.
*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.		Reducing variance through improvement of performance of boys			The Key Stage 2 assessments for 2020/21 have been cancelled due to Covid-19.

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*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.		Reducing variance through improvement of performance of boys	The Foundation Phase assessments for 2020/21 have been cancelled due to Covid-19.		
*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			Improve 1 Partially compliant school to be Compliant	Primary (59) Compliant = 32 Non-compliant = 12 Partially compliant =15 YELLOW	No	Sustained
*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 GREEN	Yes	Not reporting			
*8c	b) Special	Special (1) Partially compliant = 1	Not reporting 2020/21			Not reporting			

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*9	Sustain: Percentage of schools have current accessibility plans in place – reviewed annually	100%	100%	100% GREEN	Yes	100%	100% GREEN	Yes	Sustained
*10a	Improve: Number of school buildings with a condition category of A or B:	Primary (58) Category A = 7 Category B = 30 Category C = 21	Not reporting 2020/21			Increase Category A +1 school	Primary (59) Category A = 8 Category B = 34 Category C = 17 GREEN	Yes	Improved
*10b	b) 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 AMBER	No	Not reporting			
*10c	c) Special	Special (1) Category C =1	Not reporting 2020/21		No	Not reporting			
*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		Improve	Academic Year 2021/22 50.92% (01/09/2021-31/03/2022)	This is a provisional attendance figure. Attendance continued to be impacted by Covid-19 in 2021/22.	

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
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.		Improve	Fixed term exclusions = 6 Number of days = 30.5 YELLOW	Yes	Improved

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

CHALLENGES WE HAVE FACED IN 2021/22:

- The original timeline for completion of actions in the PIAP and the criteria for measuring the success of a number of actions has continued to be disrupted as a result of the ongoing impact of the pandemic and has therefore been amended.
- There continued to be no nationally verified data to support evaluations on learners' outcomes and the lack of nationally verified data has been acknowledged by Estyn. The publication of the 'Judging Sufficient Progress' paper provides future guidance from Estyn on how progress will be judged as a result of the continued disruption. We will continue to develop our methods of measuring impact of the actions agreed in the PIAP in line with national guidance.
- Covid-19 infections continue to impact attendance data and therefore there is a conflict with measuring progress against agreed targets. Targets have been amended for the final year of the Council Plan.
- Two secondary schools remain in a statutory category as we move into 2022/23, both schools will be offered bespoke support moving forward.

HOW WE SUPPORTED EQUALITY IN 2021/22:

In our Strategic Equality Plan we agreed to focus on supporting equality through the Improving Secondary Education Priority by working 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.

Key highlights in working towards these Equality objectives included; good progress being made in establishing an outreach service for Gypsy, Roma and Traveller pupils, focused on early years provision. Early engagement with our Traveller children has been key for establishing those vital primary socialisation skills and early development through play. In collaboration with CWTCH, an early years parent and child group was launched and as we move into 2022/23, the team are currently looking at new locations to encourage better engagement with the group.

Positive progress was also made with establishing an outreach service for Gypsy, Roma and Traveller pupils focused on providing a secondary provision. The provision provided is both attractive and stimulating, meeting the needs of the learners. The provision has proven to be a key tool in aspiring younger children to continue with their education and ensuring schools have engaged with the programme. Two of the young Travellers met with the Children's Commissioner recently (Feb 22) to talk about their school life and how this approach has worked for them.

Due to the cancellation of the normal examination period and key stage assessments in 2020/21, the ongoing disruption to schools of the Covid-19 pandemic and the new Welsh Curriculum, we have been unable to report on the attainment of boys in all key stages. However, in 2022/23 we will continue to develop our methods of measuring progress in line with national guidance.

MOVING FORWARD:

This priority was revisited as part of our Council Plan review for 2022/23. The review reflects the ongoing impact of the pandemic on the delivery of education services, changes in how we can measure success in the light of changes to examinations and assessments, and the focus on the safety and mental, emotional and physical well-being of all learners, particularly our vulnerable learners.

We have set out two key areas of focus for the final year of the Plan:

1. Responding to immediate challenges by working with our partners to develop and implement a robust recovery for education whilst building strong foundations that enable us to deliver fundamental Welsh Government changes to the educational landscape of Wales; and
2. Continuing to progress and implement our Post Inspection Action Plan to improve Secondary Education outcomes. Measures and targets have been revised to reflect the ongoing lack of the availability of national and comparator data.

Actions we have in place for 2022/23 to deliver our promises set out in our PIAP include:

- The implementation of the PASS tool to support future actions and interventions to improve pupils' well-being and attitudes to learning in the secondary sector.
- Implementation of the revised Local Authority Attendance Policy to support a rigorous system for monitoring and supporting attendance.
- Work undertaken to understand the impact of the pandemic on boys from low-income families.
- Re-engagement of schools in the School Partnership Programme to enhance alliance working.
- Continue to support collaboration and sharing of effective practice and innovative ways to deliver the new curriculum.
- Continued bespoke support offer for Schools Causing Concern.
- Use of destination data to evidence achievement of pupils as the end of Key Stage 4 showing pathways to post 16 learning, employment or training and inform future direction.



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.

OVERALL ASSESSMENT OF OUR WELL-BEING OBJECTIVE 2021/22:

Our priority to Promote Good Health and Well-Being (with a focus on Children's Services) recognised the importance of well-being now more than ever in the recovery from the Covid-19 pandemic. The past couple of years, have not been easy for the people in our communities, and Wrexham County Borough has faced many challenges. Despite this a great deal has been achieved in the year through our investment and commitment to improving our services and working with our partners to better support the health and well-being of our communities. Significant focus has been placed on developing our prevention and early help, as we understand the benefits of children and young people developing essential social and emotional abilities to better face future challenges and experiences and provide better support to children and young people who are at risk. Taking into account the challenges we have faced and the progress listed below we have rated this priority overall as YELLOW.



KEY ACHIEVEMENTS IN 2021/22:

- Looking to the **long-term** we agreed the Prevention and Early Help Framework, established the Prevention and Early Help Partnership and look to begin developing our Prevention and Early Help Strategy in collaboration with our partners.
- Involving** our partners, Children's Services hosted an external briefing session on the newly formed Threshold Policy and Early Help and Prevention Framework, introducing this ground breaking set of documents which are in full use across the Council and partner organisations.
- Excellent progress has been made in the majority of Children's Services Accelerated Improvement Board actions. To realise key improvements to Children's Social Care services, the milestone has been extended into 2022/23 to ensure delivery of all improvement themes.
- To promote Social Care's ongoing developments in Safeguarding and the Board's priorities, Children's Services have invested considerably in the development of an online "learning library" Community Care Inform (CCI). This includes the development of bespoke pages for our Children's Services teams, ensuring that relevant learning articles, podcasts, case law, case studies, and learning from child practice reviews, as well as operational flowcharts and policies/procedures are easily accessible for all members of staff.
- In March 2022, two Senior Officers of the North Wales Safeguarding Board supported Children's Services by carrying out an independent governance check, in preparation for a full inspection in June 2022. This demonstrated **collaborative** commitment to support with improving services.
- To strengthen safeguarding arrangements in our Single Point of Access (Children's SPOA), a project to introduce dedicated police presence within SPOA has been established and is near completion. The project identifies a Detective Sergeant and Police Researcher having virtual or in-person presence in SPOA. The purpose of the project is to strengthen partnership working and communication between North Wales Police and Children's Services and will ensure that Strategy Discussions and Strategy Meetings are held in a timely and efficient manner.
- Children's Services have successfully worked in partnership with colleagues in North Wales Police to fully implement and meet the requirements of the Children (Abolition of Defence of Reasonable Punishment) (Wales) Act 2020, with agreed pathways in place to ensure that fast and efficient response is in place to these referrals.
- We successfully renewed our Gold Corporate Health Standard, the assessment report was very positive about Council's work and approach in supporting employee well-being through a variety of initiatives.
- The Wrexham and Flintshire Public Services Board organisations have been working together to build an integrated whole systems approach, so that strong networks of professionals and communities are emerging. These networks will be responsible for delivering **long term** change in the future.
- The new office space at Crown Buildings has opened after extensive redevelopment offering a **collaborative** space for social care, health, voluntary sector and education professionals to work together to support our communities including hosting the new well-being hub.
- Community Catalysts have developed a strong network of enterprises to support the overwhelmed Domiciliary Care Market, we have also seen a rise in citizens taking the option of a direct payment rather than commissioned support. **Involving** our citizens in more choice and control in the care they receive.
- Welsh Government have replaced the Integrated Care Fund (ICF) with the new Regional Integration Fund (RIF). Looking to the **long-term** this has allowed us to continue to fund the projects previously funded under ICF. Alongside this, we have new capital funding to continue the repatriation of citizens who are currently housed out of county.

HOW WE MEASURED OUR SUCCESS

* Year-end Outturn 2020/21 and 2021/22 column includes a RAYG status for the expected performance outturn at the end of the three-year plan (2022/23).

** Performance Trend in comparison with the previous year's performance.

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
1	Delivery of the Accelerated Improvement Board Action plan for Children's Social Care.	Milestone	Delivery in 20/21	GREEN	No	Reporting	GREEN	Yes	
2	Development and Implementation of the Well-being hub.	New performance measure	Empty building and refurbish	GREEN	Yes	Complete build and implement	GREEN	Yes	
3	Deliver the transformation project for Social Care.	Milestone	Funded Delivery	GREEN	Yes	Delivery	GREEN	Yes	
4	Map current prevention and early intervention activity and produce an improvement plan.	Milestone	Map activity and plan actions	GREEN	Yes	Deliver actions	GREEN	Yes	
5	Maintain the Gold Corporate Health Standard to drive workplace health and well-being	Milestone	Delivery ongoing	GREEN	Yes	Reassessment May 2022	GREEN	Yes	

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
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	GREEN	Yes	Delivery	GREEN	Yes	
7	Improve: Decreasing numbers of looked after children.	341 (31.03.20)	Decrease	380 RED	No	Decreasing	367 AMBER	Yes	Improved
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) AMBER	No	To increase generic foster carers to 93	102 (50 Generic and 52 Connected) AMBER	No	Sustained
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 3.67% (Green)	Yes	Below the Welsh average	2/264 0.76% (Green)	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% YELLOW	No	Above the Welsh Average	74.71% YELLOW	No	Declined

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
11	Improve: Percentage of children that were seen as part of their assessment.	98.7%	100.00%	98.90% GREEN	Yes	100%	98.58% GREEN	Yes	Sustained
12	Improve: Percentage of all statutory reviews held within timescale	90.20%	95%	84.65% RED	No	Above the Welsh Average	81.34% AMBER	No	Declined
13	Improve: Decrease in Numbers waiting for domiciliary care.	26 People (March 2020)		36 People YELLOW	No	Decreasing	136 people RED	No	Declined

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

CHALLENGES WE HAVE FACED IN 2021/22:

- Children's Services are experiencing staff shortages and although Senior Management Team are working with human resources to address service needs, this continues to be a challenge. The department continues to prioritise safeguarding and achieving the best outcomes for children and young people; however it is recognised without stability and consistency of the workforce it is difficult to fully achieve this. Recently, large-scale recruitment events have been held with future events scheduled.
- There continues to be a number of external placements with Independent Fostering Agencies (IFAs) as the number of in-house placements for Looked after Children is not meeting demand. The IFAs are contracted on a short-term basis to enable assessments in care proceedings with the aim (if the permanence plan is separation from birth family) for a long term, internally sourced, foster placement. The Fostering Service Marketing and Recruitment Officer has developed a Recruitment Strategy including campaigns to increase awareness and interest in becoming a Wrexham Foster Carer.
- Although partnership working was more challenging during 2021/22 as a result of the ongoing response requirements of Covid-19, the joint work between Wrexham and Flintshire Public Services Board managed to continue effectively. All partners were committed to the allocation of some strategic and operational capacity to consider what resilient communities will need to recover from the pandemic, and how services can be reshaped through partnership working.
- Challenges have continued in the domiciliary care market and meeting the local needs, with winter adding to the demand on services. These challenges are experienced nationally. Multiple avenues of work are being undertaken to stabilise the market and social care continues to look for

new innovative ways to support the stabilisation of the market as well as drive forward recruitment and aligned projects.

HOW WE SUPPORTED EQUALITY IN 2021/22:

In our Strategic Equality Plan we agreed to focus on supporting equality through the Promoting Health and Well-being Priority by working towards meeting the following success criteria:

- 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.

Key highlights in meeting these Equality Objectives include:

- the work of the Public Services Board (PSB) to plan for community resilience, develop comprehensive assessments of local well-being and test new ways to engage and co-produce local plans.

- Community Catalysts are making targeted efforts in the development of enterprises that can support our hard to reach citizens. They are working to develop enterprises where carers are able to communicate through the various different languages relevant to Wrexham including English and Welsh, Portuguese and Eastern European languages.
- Wrexham Adult Social Care have been actively involved in supporting a project to review access challenges for BAME (Black, Asian and Minority Ethnic) community in accessing social care and health provision. We are committed to taking the learning from this project to support improved provision to this population group.
- To increase the number of in-house foster carers, the Fostering Services Marketing and Recruitment Officer will continue to lead on both physical and virtual recruitment events with increased focus on social media and radio campaigns.
- Focus on safely reducing the number of Looked after Children through the continued efforts of the Special Guardianship Offer and launch of the reunification project.
- Aim to reduce the numbers waiting for Domiciliary Care through utilising the Contracts Team in reviewing and developing new registered provisions to work in the Wrexham area.

MOVING FORWARD:

- We will keep our focus on promoting and improving health and well-being for all, but will continue to have a focus on children's services and prevention and early intervention for the long-term benefits this can bring to our communities, working closely with our partners to achieve our outcomes.
- We look forward to launching our multi agency well-being hub to help us to work together to support families in Wrexham.
- We will focus on collaboration with schools to implement a whole school approach to emotional and mental well-being, to benefit all young people.
- We will provide and promote a range of sport and physical activity opportunities within schools and communities, to promote both good physical and mental health for all.
- The joint community resilience work of Wrexham and Flintshire's Public Services Boards will continue in 2022/23 with the intention of informing the next round of the long term local well-being plans, which will be co-produced by involving and working together with communities, stakeholders and organisations by May 2023.
- We will improve the percentage of all statutory reviews held within timescale with the department's Independent Safeguarding & Reviewing Officers continuing to work with Team Managers and Assistant Team Managers across the service to promote the good practice expectation of receiving reports for reviews in timescale. The use of the Management escalation process will continue to address this issue and Heads of Service receive detailed data which allows peaks and repeated episodes to be addressed with individual workers.

MANAGING YOUR MONEY – 2021/22

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

of the councils key resources to deliver the Council Priorities.

As part of our MTFP, the budget approved by elected members for the year 2021/22 was cash limited at **£259,491,634**. However, the continued impact of the Covid-19 Pandemic has been significant and early in the financial year a number of service pressures, particularly in the Children's social care, were identified.

The table below shows the income received for the 2021/22 financial year:

Income	2021/22		
	Budget £m	Actual £m	Actual %
Welsh Government Funding	188.86	188.86	72.78
Council Tax	70.63	70.63	27.22
Contribution from Reserves	0.00	0.00	0.00
Total	259.49	259.49	100.00

Revenue	2021/22		
	Budget £m	Actual £m	Actual %
Environment & Technical	35.92	35.75	14.23
Planning & Regulatory	2.29	1.71	0.68
Housing & Economy	3.30	2.80	1.11
Social Care	3.67	3.07	1.22
Education & Early Intervention	63.70	66.80	26.60
Schools	6.99	6.07	2.42
Finance & ICT	91.53	86.46	34.43
Governance & Customer Services	7.18	6.67	2.66
Chief Executive	3.41	3.32	1.32
Repairs & Maintenance	3.10	2.86	1.14
Corporate & Central	2.72	2.56	1.02
Total	259.49	251.15	100.00

Council Fund services spent £251.15m against a budget of £259.49m. Collectively, services spent £131.61m which was £0.673m (0.51%) less than the budget. Corporate and central expenditure shows a surplus of £2.60m, primarily due to additional RSG announced at year-end. This represents a total net surplus compared to the original budget of £3.28m, (1.95%) as a number of additional grant streams have resulted in locally funded expenditure being displaced during the year. School balances increased by £5.07m, primarily as a consequence of additional external funding provided late in the financial year. School reserves increased to £14.72m as a consequence.

FINANCIAL BUDGETING 2022/23

The budget for 2022/23 and updated Medium Term Financial Plan recognised significant pressures within social care and additional funding has been provided as a consequence. A multi-year funding settlement has been provided by Welsh Government and this strengthens financial planning. A number of economic risks were apparent when members approved the budget and the impact of inflation particularly is being kept under review. Regular budget reports to elected members will be made throughout the year.

Thank you for reading our Annual 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: 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 YELLOW.

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

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*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.		Reducing variance through improvement of performance of boys			Due to the cancellation of the normal examination period in 2020/21 and the ongoing disruption to schools of the Covid-19 pandemic, the Welsh Government confirmed the Capped 9 Score performance measures would not be calculated or published for the academic year 2020/21.
*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.		Reducing variance through improvement of performance of boys			The performance measures for Key Stage 3 assessments were suspended for 2020/21.
*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.		Reducing variance through improvement of performance of boys			The Key Stage 2 assessments for 2020/21 have been cancelled due to Covid-19.

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*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.		Reducing variance through improvement of performance of boys	The Foundation Phase assessments for 2020/21 have been cancelled due to Covid-19.		

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

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*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	Key Stage 4 Exams for 2019/20 were cancelled due to Covid-19 and no LA data was published.		Improve 1 Partially compliant school to be Compliant	Primary (59) Compliant = 32 Non-compliant = 12 Partially compliant =15 (Yellow)	No	Sustained
*8b	b) 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 (Green)	Yes	Not reporting			

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*8c	c) Special	Special (1) Partially compliant = 1	Not reporting 2020/21			Not reporting			
*9	Sustain: Percentage of schools have current accessibility plans in place – reviewed annually	100%	100%	100% GREEN	Yes	100%	100% GREEN	Yes	Sustained
*10a	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			Increase Category A +1 school	Primary (59) Category A = 8 Category B = 34 Category C = 17 (Green)	Yes	Improved
*10b	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 YELLOW	No	Not reporting			
*10c	Improve: Number of school buildings with a condition category of A or C Special	Special (1) Category C =1	Not reporting 2020/21			Not reporting			

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

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	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.		Improve	Academic Year 2021/22 50.92% (01/09/2021-31/03/2022)		This is a provisional attendance figure. Attendance continued to be impacted by Covid-19 in 2021/22.
12*	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.		Improve	Fixed term exclusions = 6 Number of days = 30.5 YELLOW	Yes	
*1	Establish Outreach service for Gypsy, Roma and Traveller pupils focused on early years provision.	Milestone	Not Reporting 2020/21			Reporting on Progress	GREEN	Yes	
*2	Establish Outreach service for Gypsy, Roma and Traveller pupils focused on secondary provision.	Milestone	Not Reporting 2020/21			Reporting on Progress	GREEN	Yes	

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 GREEN.

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*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% YELLOW	No	20%	25% GREEN	Yes	Improved
*17	Improve: Number of organisations on the Employers' Pledge.	120	Increase	65 YELLOW	No	65	65	Sustained <i>No companies signed up to the Employers' Pledge - funding stream has been discontinued by Welsh Government.</i>	
*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.					

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.

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
1	Digital and ICT Strategy approved at Executive Board		1	GREEN	Yes	Complete			
*5	Mapping of people who may be digitally disadvantaged (including groups / individuals with protected characteristics).		*5	YELLOW	No	Reporting	GREEN	Yes	
*6	Identify staff who prepare information for electronic publication and deliver appropriate training.		*6	GREEN	Yes	Complete	Complete	Yes	
*7	Review our website portals and prioritise for accessibility compliance.		*7	GREEN	Yes	Reporting	GREEN	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.

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020-21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020 - 2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*8	Involvement Strategy and Action Plan Reviewed.		Reported	GREEN	Yes	Reporting	GREEN	Yes	
*9	Review respondents to corporate consultations in 2019/20 and 2020/21 to identify areas of under-representation.		Establish Baseline	GREEN	Yes	Reporting	GREEN	Yes	
*10	Establish directory of contacts for groups or individuals with protected characteristics for use with consultation and Equality Impact Assessments.		Reported	GREEN	Yes	Reporting	Complete GREEN	Yes	
*11	Equalities training available for elected members.		Reported	GREEN	Yes	Reporting	GREEN	Yes	
*29	Improve: Increase number of consultation and engagement activities undertaken through Your Voice Wrexham.	New performance measure	Establish Baseline	38 GREEN	Yes	Increase	54 GREEN	Yes	Improved
*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	GREEN	Yes	Reduce	Variance in younger age groups reduced from -26.8% to -20%. (Green)	Yes	Improved

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.

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020-21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020 - 2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*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	Reported	GREEN	Yes	Reporting	GREEN	Yes	
*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	GREEN	Yes	Reporting	GREEN	Yes	
*14	Work with key partners to look at how existing and new programmes become more inclusive to all.	Milestone	Reported	GREEN	Yes	Reporting	GREEN	Yes	
*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)	Reported	39 total sessions GREEN	Yes	Reporting	48 total sessions GREEN	Yes	Improved

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020-21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020 - 2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*33	Sustain: Number of Vulnerable Person Resettlement Scheme (VPRS) refugees attending English for speakers of other languages (ESOL) classes.	35 (100% Adults)	100%	100% GREEN	Yes	100%	VPRS Scheme has ended for new arrivals		
*34	Sustain: Percentage of Vulnerable Person Resettlement Scheme (VPRS) children of school age attending appropriate full-time education.	100%	Establish Baseline	100% GREEN	Yes	100%	100% GREEN	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	100%	53% GREEN	Yes	Improve	43% GREEN	No	Declined
*36	Improve: Reduce the number of recorded hate crimes.	180 North Wales Police Data	Reduce	195 AMBER	No	Reduce	311 RED	No	Declined
*37	Victim (of hate crimes) confidence and satisfaction	New Performance Measure	Reporting	This is North Wales Police data that is not in the public domain.		Reporting	Statistically the sample size has been found to be too small to be significant		
*15	Hate Crime Awareness Training delivered in schools for management, workforce and pupils.	Milestone	Reporting	AMBER	No	Reporting	GREEN	Yes	
*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	RED	No	Reporting	GREEN	Yes	

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.

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020-21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020 - 2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*12	Survey of current elected members for protected characteristics.		Baseline Established			Survey current membership	GREEN	No	
*13	Deliver pre-election programmes to increase the diversity of candidates for the 2022 election.		Not reporting 2020/21			Reporting	Complete GREEN	Yes	
*14	Survey candidates for 2022 local government election for protected characteristics.		Not reporting 2020/21			Not Reporting 2021/22			
*31	Improve: Increase (a) number, and	New performance measure	Establish baseline			Not Reporting 2021/22			
*31b	(b) diversity of candidates for 2022 local election.	New performance measure	Establish baseline			Not reporting 2020/21			
*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			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 YELLOW.

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*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	Data not available GREEN		31 March 2021 data published by September 2021	YELLOW	No	
*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)	AMBER		Reporting	GREEN	Yes	
*16	Develop web recruitment reporting for job applicants by protected characteristic for the year 2021/22.		Not reporting 2020/21			Reporting	AMBER	No	
*17	Establish actions in relation to any identified underrepresentation in job applications by those with protected characteristics.		Not reporting 2020/21			Not Reporting 2021/22			

NO.	Milestone / Measure	Comparative Data 2019/20 or Baseline	Target 2020/21	Year-end Outturn 2020/21 (RAYG -2022/23)*	Met Target 2020/2021	Target 2021/22	Year-end Outturn 2021/22 (RAYG -2022/23)*	Target Met 2021/22	Performance Trend**
*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		Reporting	YELLOW	No Awaiting this year's data report to enable this to be undertaken	
*19	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.		Reporting	YELLOW		

APPENDIX 2: 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	Male	Female	Total
White	177	355	532
Mixed Race	3	1	4
Asian or Asian British	0	0	0
Black or Black British	0	2	2
Chinese or Chinese British	0	0	0
Any other ethnic background	8	7	15
Not known	2	7	9
Total	190	372	562

School year	Male	Female	Total
Year 6	12	16	28
Year 7	17	31	48
Year 8	22	45	67
Year 9	23	63	86
Year 10	30	71	101
Year 11	32	66	98
Year 12	14	28	42
Year 13	8	12	20
Not known	32	40	72
Total	190	372	562

Special Educational Needs (SEN)	Male	Female	Total
Year 6	20	12	32

Disability	Male	Female	Total
How many children and young people had disabilities?	14	8	22

Looked After Children	Male	Female	Total
How many of the young people were looked after by the authority?	14	8	22

Looked After Children	Male	Female	Total
How many children and young people had disabilities?	14	8	22

Religion or belief of the young person attending counselling	Male	Female	Total
None	20	47	67
Baha'i	0	0	0
Buddhist	0	0	0
Christian	15	52	67
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)	2	11	13
Prefer not to say	0	0	0
Not known	153	262	415
Total	190	372	562

Preferred language	Male	Female	Total
English	180	351	531
Welsh	0	1	1
Other (please comment)	6	10	16
Not known	4	10	14
Total	190	372	562

Sexual Orientation <i>As reported by the young people themselves.</i>	Male	Female	Total
Heterosexual/straight	15	43	58
Gay/lesbian	1	2	3
Bisexual	0	0	0
Other	1	2	3
Prefer not to say	13	24	37
Transgender	3	2	5
Under 16	158	301	459
Total	191	374	565

INFO SHOP

Gender	Number
Male	3632
Female	6553
TRANSGENDER	64
Total	10243

AGE		CONTACT TYPE	NUMBER
11-12	1005	IN PERSON	3918
13-15	2282	PHONE	4397
16-19	3209	EMAIL/WEBSITE/TEXT/VIRTUAL	1925
20-25	3388		
OVER 25	359		

SCHOOLS ETHNICITY DATA

PRIMARY

KEY	PUPIL NO.	%
White	11278	93.25
Mixed/Multiple	330	2.73
Asian/Asian British	168	1.39
Black/African/Caribbean/Black British	119	0.98
Other	107	0.88
Unknown	92	0.76
Total*	12094	

SECONDARY

KEY	PUPIL NO.	%
White	6361	94.49
Mixed/Multiple	154	2.29
Asian/Asian British	108	1.60
Black/African/Caribbean/Black British	38	0.56
Other	39	0.58
Unknown	32	0.48
Total*	6732	

SPECIAL

KEY	PUPIL NO.	%
White	250	91.24
Mixed/Multiple	8	2.92
Asian/Asian British	8	2.92
Black/African/Caribbean/Black British	4	1.46
Other	3	1.09
Unknown	1	0.36
Total*	274	

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 2021.

	YEAR 11		YEAR 12		YEAR 13	
2021	15	(1.2%)	0	(0%)	6	(3.55%)
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%)

Further information available from the Careers Wales website;

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