

The Council Plan 2020 – 2023

Mae'r ddogfen yma ar gael yn y Gymraeg. Os ydych yn darllen y fersiwn ar lein, defnyddiwch y ddolen "Cymraeg" ar ochr dde'r bar uchaf. Os ydych yn darllen copi papur, defnyddiwch y manylion cyswllt ar i gael copi o'r fersiwn Gymraeg os gwelwch yn dda.

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

Accessible Formats

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

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This Council Plan is the means by which Wrexham County Borough Council has published its Well-being Statement and has defined its Well-being Objectives as required by the Well-being of Future Generations (Wales) Act 2015.

It is also the means by which the council sets its Improvement Objectives and meets the requirements of the Local Government (Wales) Measure 2009 for the council to put an 'improvement plan' in place as soon as practicable after the start of the financial year.

This is Wrexham County Borough

There are around 136,000 people living in Wrexham County Borough. This includes Wrexham town, some areas in the countryside and other smaller communities. In some of these areas the Welsh language and culture is very important to people.

The average age of someone living here is 42 years and over a quarter of us are in the 45 to 64 years age group. There are slightly more men than women overall.

Our county borough has 68 schools and over a third of people working here do so in the public sector (for example in local government, schools, hospitals or doctors' surgeries). Manufacturing is also important, 20% of jobs in our county are in this category and Wrexham Industrial Estate is one of the largest in Europe.

In Wrexham town-centre, a range of work is going on to regenerate the town in terms of shopping and living, and our arts and markets centre 'Ty Pawb' continues to develop. However, some of our urban areas are still amongst the most deprived in Wales.

Our Vision for the County Borough

We provide many services to you, whether you live here, work here or are just visiting, such as: schools, waste collection, social care, council housing, planning services, roads, museums, country parks and trading standards.

Our vision for the future is 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.

In 2019 we agreed that:

In 10-15 years, the County Borough's economy will...

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

In 10-15 years, the people of the County Borough will...

- Live here because they choose to – and are proud of their culture and identity;

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

In 10-15 years, the County Borough will be a place with...

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

Our Council Plan

This Council Plan outlines what our priorities will be up to March 2023 to help us achieve our vision and to contribute to Wales' Well-being Goals. These are the services we will be focussing most on improving and which we believe will have the most benefit to you if we get right.

Our other important services will still be delivered but details about those will be included within our internal service plans. You can still find out about the targets we have set ourselves in some of these key areas in the performance section included later in this plan.

We will also be continuing to work on key areas that underpin all of our work across the Council – areas such as anti-poverty, equality and the Welsh Language.

How we have developed our plan

During 2018 we reviewed our Council Plan and carried out a lot of research to identify which were the most important things we should focus on improving in the current financial climate. This led us to six in-year priorities as described in The Council Plan 2019-22.

Public consultation on these priorities was carried out during June and July 2019 through our online Your Voice Wrexham consultation page, with paper copies available on request. There were a number of blog posts about the consultation, as well as publicising it through social media. 'Wrexham.com' promoted the consultation through a story on their website. There were 244 responses in total which were analysed and have been taken into account when further developing the priorities included in this new plan.

Engagement with representative groups of those with protected characteristics (as defined under the Equality Act) also took place to develop the equality objectives. X groups replied to this consultation and the results were used to shape the objectives.

Workshops with officers and Elected Members were carried out to consider the priorities using the consultation findings and other research. The focus of these was to look at the priorities by using the well-being goals, the PSB's objectives and the 'five ways of working' to ensure they are focussed on the right things and that the way we deliver these services will mean they are sustainable for the future.

All this work helped us to develop six areas that we think are the right things to focus on and prioritise until March 2023.

Our finances

The services we provide are mostly paid for by grants from the Welsh Government (£175 million in 2019/20) with the remaining quarter of our funding (£62 million in 2019/20) coming from Council Tax. In the ten years up to 2018 we have had our budget cut by over £62 million. As a result we have made huge changes to the way we work, become more efficient, reduced our workforce by 600 employees and made unavoidable cuts to services, trying wherever possible, to minimise the impact on our service users.

The ongoing impact of austerity is likely to continue for the next few years, which means we need to prioritise carefully how we spend our money. The Medium Term Financial Plan (which sets out our approach to how we manage our finances as well as the broad issues that will impact on our financial position over the medium term) is agreed at Council each year and is updated during the year as necessary.

Our future generations

We need to continue to think differently about how we deliver our services and ensure that the decisions we make now won't make things worse for our future generations.

The Well-being of Future Generations (Wales) Act is a law that seeks to improve the social, economic, environmental and cultural well-being of Wales and it sets out seven well-being goals for Wales. It requires public bodies (such as the council, police, health services, fire and the voluntary sector) to work together as a Public Services Board (PSB) to set objectives for improving the well-being of the local area. The priorities we set as a council must also help to achieve these well-being goals for Wales and those set by the Wrexham PSB. Our Plan shows how each of our

priorities will contribute to achieving the well-being goals for Wales and the PSB's well-being objectives.

Our priorities

The next section outlines each of our six priorities, why they are important to us, what we will focus on, what success will look like, how we will measure our progress and how our equality objectives link to our priorities.

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Developing the Economy

The economy is a major driver for improving the community of Wrexham and closely aligned with Wales' well-being goals.

We are ambitious – 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. We want to attract better paid jobs to the area and help to address pay inequalities, making vital contributions to people and communities' well-being and contributing to a resilient, prosperous and more equal Wales.

At a regional level, we will work collaboratively as the North Wales Economic Ambition Board we will work to maximise the Growth Deal and partner with Welsh Government to secure investment in Wrexham and across the region to influence and create the conditions for business growth; locally we will promote local entrepreneurship to create employment and wealth.

Key to this is improving our infrastructure and support systems around our economy – ensuring the road, rail and digital communication infrastructure meet the needs of our economy.

Wrexham is in a unique position and we want to build upon our success in raising its profile as a destination location. We will masterplan the regeneration of the town-centre, modernising and diversifying the retail areas with a mix of retail, residential and entertainment, as well as seeing community benefits from our sporting, cultural and leisure facilities and events programmes. This is key to raising our profile as a place to live, visit, work and invest and – supporting the well-being goal of being a Wales of vibrant culture and a thriving Welsh language

Our focus for 2020-23

North Wales Growth deal

- As a member of the North Wales Economic Ambition Board, work with partners to complete detailed business cases for each individual project/programme approved as part of the Growth Deal in order to secure funding.
- Work with partners to deliver the approved projects/programmes for digital infrastructure build, land and premises, energy improvements and Research & Development facilities across North Wales.

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

- Support the creation of a Business Improvement District within Wrexham
- Implement a targeted Town Centre Renewal Initiative to improve occupancy and re-purpose empty properties in support of a new high quality core of the Town Centre, including delivery of the Townscape Heritage Scheme and Homes Above Retail Premises project.
- Develop a Green Infrastructure project to improve the physical environment in the core of the town centre, complementing the emergence of a Market Quarter

Capitalise on the economic impact of football on the County Borough

- Consult and commence delivery of the Wrexham Gateway Masterplan in partnership with Wrexham Football Club, Wrexham Glyndŵr University and the Welsh Government together with Transport for Wales, to deliver a major mixed use regeneration scheme centres around the Racecourse Ground and the General Station.
- Work with Welsh Government to take forward the development of a Football Museum in Wrexham.

Promote local entrepreneurship

- Develop an Innovation & Entrepreneurial Loan Fund.
- Deliver the new Digital Access Project and invest £160k in new digital infrastructure in communities that will improve opportunities for entrepreneurial activity.
- Publish a new Destination Management Plan to promote opportunities for tourism development in Wrexham.

Ensure the road and rail infrastructure meets the needs of our economy

- Lobby the Welsh Government to secure improvements to A483 trunk road
- Lobby Transport for Wales to secure improvements in facilities and services through Wrexham's railway stations

What success looks like

- There will be an improved journey time into Wrexham on rail and road
- We will have achieved growth in employment with an increase in the supply of better paid jobs
- Wrexham has the capacity and resilience to hold more large capacity events at the Racecourse complex, with the ability to transport significantly higher numbers of people in and out of Wrexham more easily/quickly
- An increase in recognition for Wrexham 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, also 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 the town centre.
- Areas of Wrexham Industrial Estate redeveloped post LDP finalisation

Wellbeing of Future Generations Wellbeing Goals

A resilient Wales

A prosperous Wales

A more equal Wales

A Wales of vibrant culture and thriving Welsh language

Ensuring a modern and resilient council

The Council faces the issue of doing more with less. To help address this issue, the Council needs to become a more modern and resilient Council. We will achieve this by delivering the 'Modern ways of working programme' which will transform 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 issues around the way the Council works.

The development and delivery of a new ICT & Digital strategy will set out how we will use the power of digital technology to transform the way the Council works and how we engage and support our communities and deliver our services. Work will continue on ensuring our ICT infrastructure is secure, resilient and has the capacity to support the delivery of the council's priorities going forward.

We will deliver on the priorities set out within our organisational development and workforce strategy to ensure we develop an organisational culture where employees feel involved, valued and empowered and have the right skills to enable them to deliver efficient services.

To ensure the Welsh language continues to thrive within Wrexham, it is vital that the Council continues to ensure it is adhering to the Welsh Language Standards.

This priority is cross-cutting and in helping the Council deliver improvements across all of its priorities and services will contribute to all seven of Wales' well-being goals – but in particular directly supporting a resilient Wales, which is globally responsible and has a vibrant culture and thriving Welsh language.

Our focus for 2020-23

- Deliver on the aims of our modern ways of working programme
- Review 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
- Develop a new ICT & Digital strategy which will enable us to modernise the way we work and engage with our customer.
- Ensure key services are sustainable and our resources are aligned to our priorities
- Deliver on the organisational development and workforce strategy priorities
- Lead on, and ensure the development of Welsh Language in our organisation.
- Invest in our ICT infrastructure and complete the delivery of the new data centre and disaster recovery sites

What success looks like

- 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 reduced its town centre office accommodation assets and transformed remaining assets into modern and flexible working environment.

- The Council has successfully adopted a new ICT & Digital strategy and delivered on the objectives of the strategy
- The Council is fully compliant with the Welsh Language Standards.
- The Council has balanced the budget year on year, without affecting the resilience of our key services
- The Council will have the ICT infrastructure and capacity to support innovation and change

Wellbeing of Future Generations Wellbeing Goals

- A healthier Wales
- An equal Wales
- A resilient Wales
- A prosperous Wales
- A globally responsible Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language

Ensuring everyone is safe

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.

Whilst we know that the vast majority of people in Wrexham are safe from harm and feel safe, it is one of our most important duties to safeguard those who may be vulnerable, to prevent harm and to create an environment where all people feel safe.

Much of this work will be focussed on our corporate safeguarding strategy, which sets out how we will meet our duties to protect vulnerable adults and children from harm.

We will also work to ensure that people, particularly the most vulnerable, have access to the right housing, whether that be council, social or private rented sector housing.

We will continue to work in collaboration with our partners, particularly the Community Safety Partnership, to tackle crime and disorder and to ensure that local community safety issues are addressed.

This priority contributes 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 will help create a more equal Wales.

Our focus for 2020-23

Improving community safety

- Working with partners to implement the Community Safety Strategy, focusing on reducing harm caused by alcohol, protecting the most vulnerable and making people feel safer
- Supporting vulnerable people to prevent them from becoming victims, and repeat victims, of crime
- Developing our safeguarding practice to respond to new national policies and procedures
- Implementing our corporate safeguarding action strategy to improve awareness of victims of exploitation such as County Lines and Modern Slavery

Reducing homelessness

- Delivering our Rough Sleeper Strategy and implementing the recommendations of the Homelessness Action Group (HAG) Report
- Supporting the sustainability of tenancies and reducing the risk of eviction by launching a new Financial Inclusion Service, developing 'pre-tenancy support' through 'Renting Ready training' and expanding the Local Lettings Agency to increase housing options for those at risk of homelessness

- Implementing the new Housing Support Grant which combines grants previously provided under Supporting People, Homelessness Prevention and Rent Smart Wales

Investing in housing standards and services

- Increasing our housing stock with our new-build schemes in Plas Madoc and Nant Silyn
- Improving the standard of our housing stock by completing the Welsh Housing Quality Standard and refurbishing void properties to our Local Lettings Standard
- Improving the efficiency and responsiveness of our Estate Offices, ensuring that we make best use of technology and modern ways of working
- Developing the supply and quality of our sheltered housing, applying learning from the Plas Madoc Remodelling Programme to other housing areas and progressing our Sheltered Housing Refurbishment Programme

Improving private sector housing standards

- Supporting private landlords to improve the quality and sustainability of accommodation by taking planning and licencing enforcement action against poorly managed, maintained or empty residential properties in the town centre and working in partnership with Rent Smart Wales to ensure that landlords and letting agents comply with their Code of Practice
- Defining the Council's specification for zero/low carbon housing types for future schemes

What success looks like

- Fewer people harmed by or victims of crime, and people will be and will feel safer
- Adoption of the Modern Slavery Transparency Statement, have worked with partners to deliver actions from the Home office PREVENT self-assessment and delivered Tier 2 training in Modern Slavery to all appropriate staff
- 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

Wellbeing of Future Generations Wellbeing Goals

- A Wales of cohesive communities
- A resilient Wales
- An equal Wales

Improving secondary education

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

Local Government Education Services in Wrexham were inspected by Estyn in October 2019 with the outcome that;

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

Over the period 2020-23, the priority will be to improve secondary school outcomes and to address the recommendations of the Estyn inspection.

This priority directly supports many of Wales' well-being goals – supporting our learners and creating the right conditions for a skilled and well-educated workforce, able to fulfil their potential no matter what their background or circumstances, directly supports a more equal, prosperous, resilient and healthier Wales, with a vibrant culture and thriving Welsh language.

Our focus for 2020-23

Draft and implement a Post Inspection Action Plan which will address the following four recommendations of the Estyn inspection report:

- R1 -Urgently improve outcomes for learners, particularly at key stage 4
- R2- Improve attendance, wellbeing and behaviour of secondary school pupils
- R3 -Strengthen joint working across service areas relating to all aspects of wellbeing
- R4 -Improve the quality of self-evaluation and improvement planning across all education services

What success looks like

Through implementation of the Post Inspection Action Plan 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.
- There will be a reduction in permanent and fixed term exclusions.

Wellbeing of Future Generations Wellbeing Goals

- A healthier Wales
- A prosperous Wales
- A resilient Wales
- A more equal Wales
- A Wales of vibrant culture and thriving Welsh language

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Improving the Environment

The Climate Emergency is one of the most important topics of our time and one which we must address quickly. The Welsh Government has declared a Climate Emergency in Wales and has set ambitious plans for the public sector to be carbon neutral by 2030.

Wrexham County Borough Council must play its part in being a globally responsible Wales. We have already worked on a wealth of carbon reduction initiatives over the last decade, which have established our reputation as a leader in delivering carbon saving initiatives. In 2019 we declared a Climate and Ecological Emergency and established a Carbon Project Board – the Board has been tasked with developing a Decarbonisation Plan to target the decarbonisation of Council operations and promote the protection and enhancement of our natural environment.

We face the ongoing issue of doing more with less – we will need to improve the resilience and efficiency of our workforce and our services by ensuring we realise the potential offered by modern technology, digital services and the council's programme of 'modern ways of working'. This will help us improve our planning for the future, move from reactive to planned investment and ensure that our environmental services are sustainable in the long term.

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 that are in good condition and a transport infrastructure that supports connections between communities and developing our economy. We will progress our ambitious Active Travel initiative that will help us to deliver against the wellbeing objectives

We need to ensure that we manage our waste and we will continue to involve households in working with us to meet our statutory recycling target of 70% by 2025 and will continue to invest in our renewable schemes to reduce our energy demands.

Our focus for 2020-23

- Work with the Council's 'Modern Ways of Working' programmes to adopt new technology and digital solutions to improve the responsiveness, efficiency and resilience of our environmental services.
- Our Carbon Project Board will 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.
- Work with partners to consider how we tackle climate change, pollution, flooding and biodiversity issues to improve our resilience and the long term sustainability of our services.
- Be proactive in reducing and removing litter and fly tipping across the County Borough.
- Maintain and develop our focus on the recycling awareness and education programmes with households and schools across the county Borough to ensure we continue to meet our statutory recycling and waste minimisation targets.

- Review and invest in our waste collection services to ensure we deliver an efficient service to meet current and future demand.
- Develop a new Highways Safety Inspection Policy and improve our planned maintenance to improve the condition of our roads.
- Deliver our Active Travel Plan - walking and cycling routes linking communities to key employment and education facilities.

What success looks like

- 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.
- Households engaged with our recycling and waste reduction aims ensuring we are on track to meet our 2025 statutory recycling targets.

Wellbeing of Future Generations Wellbeing Goals

- A Wales of cohesive communities
- A more equal Wales
- A globally responsible Wales

Promoting good health and well-being

Good health (both physical and mental health) and well-being is one of the most important things a person can have and impacts on so many other areas of their life. Supporting and enabling individuals, families and communities to be resilient and have good physical and mental health and well-being are therefore vital.

Focussing on prevention and early intervention services helps to ensure people get the right help and support as early as possible, and also lessens the demand on more costly services later on, ensuring these are protected for those who need them.

Prioritising children's social care services is 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.

Promoting good health and well-being contributes strongly to three of the 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.

Our focus for 2020-23

- Achieve improvements in children's social care to realise the vision set out above by delivering the Accelerated Improvement Board's action plan
- Achieve a reduction in the number of looked after children by focussing on prevention and early help services maximising community resources and our links with the third sector
- Increase the numbers of in-house foster carers through improved recruitment and retention and remodel the regional adoption service utilising increased investment from the 6 North Wales Local Authorities and Welsh Government
- Improve domiciliary care capacity by increasing the council's in-house service and market-share, whilst also working in collaboration to support improved recruitment and retention of employees across the sector
- Identify, review and improve current council activities in relation to good health and well-being prevention and early help services
- Work with partners to transform community services to deliver the ambition of 'A Healthier Wales' with a greater focus on prevention and seamless access to care and support
- Develop a well-being hub within the town-centre

What success looks like

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
- less children that need to be looked after by the council
- 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

Services support good health and well-being for all – there will be:

- Improvements in cross-council prevention and early-intervention services
- Community services focussed on prevention
- Seamless access to care and support
- A town-centre well-being hub

Wellbeing of Future Generations Wellbeing Goals

A healthier Wales

A resilient Wales

A Wales of cohesive communities

A more equal Wales

How we will measure how we are doing

To check we are on track to achieve our priorities and our equality objectives we measure how well we are doing every quarter, and we report this progress twice a year to the Council's Executive Board and to you.

We also have to report on national performance indicators – these are things which the Welsh Government and other regulators think are important and that we should report how well we are performing on them. Some of these are in priorities and some cover the other important work of the council. We measure and report on these twice a year, and every August we find out how we compare with the other Welsh Councils.

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