

Conwy County Borough Council Annual Report 2014-2015



	Contents	Page
1	Introduction	3
2	Statement of Responsibility	7
3	Financial Summary	8
4	Evaluation of our Performance by Citizen Outcome:	10
	1) People in Conwy are educated and skilled	11
	2) People in Conwy are safe and feel safe	17
	3) People in Conwy live in safe and appropriate housing	20
	4) People in Conwy are healthy and independent	24
	5) People in Conwy live in a county which has a thriving economy	27
	6) People in Conwy live in a sustainable environment	32
	7) People in Conwy live in a county where heritage, culture and the Welsh language thrive	35
	8) People in Conwy are informed, included and listened to	38
	9) General Priority Actions	41
5	Working Collaboratively	44
6	Wales Audit Office Assessment of Our Performance	56
7	Welsh Government's National Strategic Indicators and Public Accountability Measures	61
8	Have Your Say	69
9	Where to Get More Information About Your Council	70

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Annual Report 2014/2015

1 Introduction

Welcome to Conwy County Borough Council's Annual Report. The report serves to publicly account for **how the authority performed** during the last financial year (1st April 2014 to 31st March 2015). The report represents the authority's review and evaluation of progress that has been made in the third year of the five year Corporate Plan 2012 – 2017. The report also identifies where we need to improve. Every year we invite the public to help us review the Corporate Plan to ensure it is still relevant and affordable. An updated version of the Corporate Plan is approved by Council in the May of each year and published on our website¹.

The Welsh Government Commission on Public Services Governance and Delivery (The Williams Report²) and Welsh Government White Paper 'Power to Local People'³ state that **Wales faces considerable austerity** and it is vital that we find alternative ways to deliver public services. Our priority is to make these changes and to deliver savings with minimum impact on the delivery of frontline services. Our focus is to deliver the services that Conwy citizens need, and that support their wellbeing. We want to continue to provide the right services and deliver them well. We are proud that so far we have achieved savings through internal efficiencies rather than cutting frontline services. In 2013/2014 we made efficiency savings of £5.157m and **in 2014/15 efficiency savings of £8.453m were also achieved**. The recent Administrative Spending Review across Wales conducted by KPMG for the Welsh Government, revealed that in 2013/2014 Conwy County Borough Council had the **lowest administrative costs in Wales at 4.2%** of our gross revenue expenditure. This approach has been reflected in the 2015 Welsh Government National Survey for Wales⁴ where **65% of Conwy citizens stated that they were pleased with the high quality services provided**. This was the highest rating in Wales. Similarly Conwy citizens gave the highest rating in Wales for the state of education.

Following the publication of the Comprehensive Spending Review and the consequential impact on Welsh Local Government, the authority is actively planning to deliver further savings of £10.221m for 2015/2016. The Medium Term Financial Strategy includes budget reductions of £10.765m for 2016/2017 and £9.127m for 2017/2018, however this may change once Welsh Government has provided clarity to local government regarding the Settlement. The need for further significant savings is forecast for many years to come, and so it remains vitally important that we focus on reviewing service delivery. As a result there will be difficult decisions that Elected Members will have to make. However, we are committed to minimising the disruption of saving requirements wherever possible, by working more innovatively and efficiently.

Whilst we were disappointed that our expression of interest to further explore the viability of an early voluntary merger with Denbighshire County Council was rejected by the Minister for Public Services, we have been actively developing the way we work by **transforming our delivery** of Social Services and Environment, Roads and Facilities services, reviewing our accommodation and modernising our business processes in order to deliver more modern, flexible and accessible services. Financial pressures are being felt by our residents too, and **tackling poverty** and supporting financial hardship within our communities is of paramount importance. We have a number of initiatives in place to support local residents, which are co-ordinated through the Building Resilient Communities and Tackling Poverty Board.

¹ www.conwy.gov.uk/corporateplan

² <http://wales.gov.uk/topics/improvingpublicservices/public-service-governance-and-delivery/report/?lang=en>

³ <http://gov.wales/consultations/localgovernment/power-to-local-people/?lang=en>

⁴ <http://gov.wales/statistics-and-research/national-survey/?lang=en>

Annual Report 2014/2015

As well as our own evaluation of performance, our external Auditors, the Wales Audit Office, also undertake an annual review of our work. In the 2014/15 Annual Improvement Report (AIR), they concluded that:

The Council continued to make progress in delivering improvements in its priority areas; its track record in delivering its financial objectives leaves it well placed to secure continuous improvement in 2015-16

We are pleased to report that despite the financial challenges, Conwy is working well to achieve its corporate objectives and in 2014/2015, 12 out of the 43 National Strategic Indicators were in the top quartile for Wales and we were the top performing local authority in Wales for 3 performance indicators. Performance improved in 18 of our indicators and declined in 18 indicators. 5 Indicators stayed the same and a further 2 cannot be compared to last year. We were particularly successful in achieving our targets on:

- a) The low percentage of pupils in Local Authority care, that leave education, training or work based learning without an approved external qualification. (Top Authority Performance).
- b) The number of apprenticeships and work placements provided or supported by Conwy County Borough Council.
- c) The high percentage of statements of special education need issued within 26 weeks. (Top Authority Performance).
- d) The low rate of delayed transfers of care from hospital that were delayed for social care reasons.
- e) The high percentage of clients with a care plan that were reviewed during the year.
- f) The low percentage of children who have experienced one or more changes of school. (Top Authority Performance).
- g) The high percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker.
- h) The high percentage of social care reviews carried out in line with the statutory timetable.
- i) The low number of calendar days taken to deliver a Disabled Facilities Grant.
- j) The high percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled.
- k) The high percentage of reported fly tipping incidents cleared within 5 working days.
- l) The high number of additional affordable housing units provided during the year..
- m) The high percentage of food establishments which are 'broadly compliant' with food hygiene standards.

Other areas of **positive progress** include:

- a) Key Stage 4 and 5 attainment is improving.
- b) The Welsh Language Education Strategic Plan has been approved.
- c) A positive CSSIW annual report has been received for Social Services.
- d) The Single Point of Access for Adult Social Care has been launched.
- e) The Conwy Housing Solutions Partnership became operational on 30th June 2014. The website www.conwyhousing.co.uk is now live.
- f) The Events Strategy was approved in October 2014 and launched at the GB Rally by The Minister for Economy, Science and Transport.
- g) There has been good progress in reducing carbon emissions – 82 sites have had lighting upgrades and phase 1 of the LED lamp replacements are being installed on highways.
- h) The Princes of Gwynedd project was completed in September 2014.
- i) The Conwy Arts Trust is now operational.
- j) Webcasting of key committee meetings is now taking place regularly and a number of social media accounts have been set up to improve communication with the Public.

Annual Report 2014/2015

- k) The Locality Plans have been redrafted.
- l) Modernising the way we work is progressing. Workwise pilots have been evaluated, public Wi-Fi has been rolled out in more offices and bring your own device has been launched. Paperless working and decluttering is being encouraged.
- m) The Accommodation Strategy is progressing – a developer should be appointed by September 2015.
- n) A positive Corporate Assessment and follow up audit was received from WAO.
- o) The Legal Team received a very positive Lexcel Review and have been advised to submit for a national award.

Awards

We have won a number of awards including:

- a) The UK Local Government Chronicle Entrepreneurial Council of the year 2014. The Parks team won the Best Performer in the APSE awards for the 2nd year running (3 other ERF teams were shortlisted for APSE awards).
- b) Porth Eirias & Colwyn Bay Waterfront won the ICE National Innovation Award.
- c) Community Development Service won the All Wales Community of Practice Continuous Improvement Award for the Health Precinct.
- d) Colwyn Bay won the Great British High Street Award for the future of the high street.
- e) A Best BNone award has been given to Eirias Stadium.
- f) Theatres and Conferences won the National Tourism Awards Silver Award for Venue Cymru under the Best Business Tourism category.
- g) Conwy Youth Service wins three prestigious Youth Work Excellence Awards.
- h) Maes y Waen, Penmachno shortlisted in the Development of the Year category in the Welsh Housing Awards 2014.
- i) Conwy and Denbighshire Local Service Board has been shortlisted for the National Macro Apprenticeship Employer of the Year Awards.
- j) Ysgol Y Gogarth new build shortlisted for CEW (Constructing Excellence in Wales) Awards 2014, Project of the Year category.
- k) Conwy's Bereavement Service has achieved the Gold Standard from the Institute of Cemetery and Crematorium Management for the third year running.
- l) Conwy has become the only Authority in Wales to be awarded the bronze standard from Investors in People (IIP).
- m) The CCTV team won the CCTV Operator Team Award' from the National CCTV user group awards.

Areas to develop

We are delighted with these achievements, but self-evaluation also means looking at whether we are really making a difference to the community and reflecting not only what has gone well, but where we still need to improve or continue to develop. Therefore we will also be aiming to progress work in the following areas:

- a) Continue to review our finances and deliver efficiencies to meet budget reductions.
- b) Improve the performance/ seek resources to help improve some measures eg
 - I. The percentage of children looked after on 31st March who have had three or more placements during the year, and the timeliness of initial child protection conferences.
 - II. The percentage of (C) roads that are in overall poor condition.
 - III. Percentage of new business identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year for food hygiene.
 - IV. Percentage of building control full plan applications checked within 15 working days
 - V. % of children leaving primary school that are capable of swimming to a sufficient standard.

Annual Report 2014/2015

- c) Continue to work with GwE to review educational attainment, particularly Key Stage 2, GCSEs and Teachers' access to the NPQH qualification required for head teaching roles.
- d) Monitor the impact of the Deprivation of Liberty Assessments.
- e) Work with Health colleagues to review the memorandum of understanding and operational policies for mental health.
- f) Implement the Affordable Housing Scheme and to review the Empty Homes Strategy.
- g) Review the focus on healthy and active lifestyles to reflect the Welsh Government physical literacy priority, and continue to focus on swimming standards.
- h) Continue to focus on support for unpaid carers.
- i) Finalise and seek approval for the Corporate Procurement Strategy.
- j) When published, implement the Welsh Government Welsh Language Standards.
- k) Continue to develop a corporate approach to transport.
- l) Launch a new content management system for the website and work to increase the level of satisfaction with our website.
- m) Complete the review of the Strategic Equality Plan and Locality Plans.
- n) Work to implement the requirements of new legislation eg Wellbeing of Future Generations Act.

We hope that you will find that this report is an informative and balanced evaluation of our performance and we would welcome your views on the report. The report aims to provide assurance that Conwy regularly asks the Citizens of Conwy for their views, and reviews performance in order to reflect on areas for improvement.



Cllr Dilwyn Roberts
Leader of Conwy County Borough Council



Iwan Davies
Chief Executive of Conwy County Borough Council

Annual Report 2014/2015

2 Statement of Responsibility

The Authority reports on performance in 2 stages.

Stage 1 Improvement Plan Objectives

In accordance with the Wales Programme for Improvement guidance⁵, every year the Council must review its improvement objectives and set a clear plan for the forthcoming financial year. In Conwy County Borough Council, there is a five year strategic plan for improvement, called the Corporate Plan 2012 – 2017. The Corporate Plan was approved by Council in draft in March 2012. It was approved by the newly elected administration in September 2012. The plan is reviewed annually to ensure that the priorities remain relevant and affordable. The third annual review of the Corporate Plan was completed in February 2015 and amendments to the Corporate Plan were approved by Council in May 2015. The updated Corporate Plan objectives for 2015/2016 is published on the Council website www.conwy.gov.uk/corporateplan.

Stage 2 Assessing Performance

The Council annually self-assesses its corporate governance arrangements and performance against the delivery of its priorities over the past year:

Governance:

It is important that governance arrangements (the way we direct and control our business and relate to communities) support the effective delivery of services and management of risk. Corporate governance concerns the way in which the affairs of authority are handled by elected members and officers and how we engage with stakeholders and partners.

In accordance with the Framework for Delivering Good Governance in Local Government (2007) issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and Society of Local Authority Chief Executives (SOLACE), every year an Annual Governance Statement is written to report on our arrangements and areas of improvement. It must be signed by the Chief Executive and the Leader and is presented to the Council's Audit Committee each September as part of the Statement of Accounts.

Performance:

As part of our responsibilities under the Wales Programme for Improvement guidance, every year an Annual Report is written to report on the self-evaluation of the Authority's performance. This report focuses on the performance of the improvement objectives set for 2014/2015. It was presented to Council for approval on 22nd October 2015 and was published immediately afterwards.

⁵ <http://wales.gov.uk/topics/localgovernment/partnership/progimprove/?lang=en>

Annual Report 2014/2015

3 Financial Summary

As a public accountable body, Conwy County Borough Council must provide value for money and charged the fourth lowest Council Tax at Band D in Wales for 2014/2015. Each year the Welsh Government provides Local Authorities with a revenue grant Settlement which finances a large proportion of the revenue budget. For 2014/2015 the Settlement was very challenging and included a real term cut to funding as a direct result of the economic situation, but with protection built in for Schools budgets. This resulted in our forecasted expenditure exceeding the available budget and therefore £8.453m savings were required to balance the budget. The savings were achieved by a number of initiatives including restructuring our Capital Financing, additional income generation and a number of service re-modelling exercises which achieved staff savings.

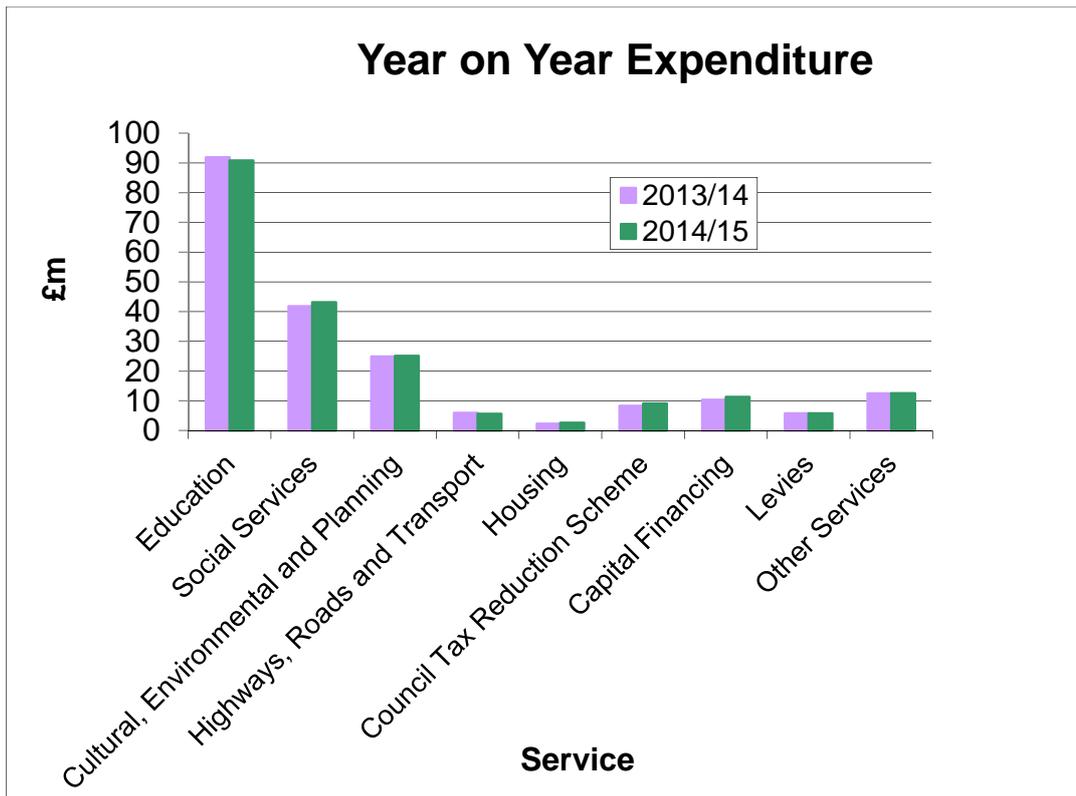
The recent Administrative Spending Review across Wales conducted by KPMG for the Welsh Government, revealed that in 2013/2014 Conwy County Borough Council had the **lowest administrative costs in Wales at 4.2%** of our gross revenue expenditure.

The table below shows how we spent our budget in 2014/2015 and where the money (income) came from.

How the money is spent

2013/2014 Actual Net Cost £'000	Service	2014/2015 Revised Estimate £'000	2014/2015 Actual Net Cost £'000
91,856	Education	91,031	90,796
41,803	Social Services	43,021	43,143
24,882	Cultural, Environmental and Planning	25,083	25,074
5,916	Highways, Roads and Transport	5,618	5,592
2,279	Housing	2,576	2,576
8,276	Council Tax Reduction Scheme	9,250	9,092
10,309	Capital Financing	11,254	11,275
5,770	Levies	5,837	5,789
12,467	Other Services	12,190	12,523
203,558	TOTAL SERVICES	205,860	205,860

Annual Report 2014/2015



Where the money comes from

2013/2014 £'000	Source	2014/2015 £'000
121,703	Revenue Support Grant - from Welsh Government	120,751
36,466	Contribution from Non-Domestic Rating Pool - from WG	37,104
45,389	Met by Council Taxpayers	48,005
203,558	TOTAL FUNDING	205,860
(2,979)	BALANCES (Brought Forward)	(4,466)
(4,466)	BALANCES (Carried Forward)	(2,466)

Capital Expenditure Summary

2013/2014 Expenditure £'000	Service	2014/2015 Expenditure £'000
13,291	Education	4,851
254	Social Services	1,952
17,425	Cultural, Environmental and Planning	14,544
4,059	Highways, Roads and Transport	4,078
1,307	Private Sector Housing	1,646
2,564	Other Services	1,282
38,900	TOTAL SERVICES	28,353

Annual Report 2014/2015

4 Evaluation of Our Performance by Citizen Outcome

The **Corporate Plan 2012 – 2017** was developed as a result of gathering viewpoints and research information from a number of sources. We collated data on the demography of the county to identify the key areas that needed improvement and obtained feedback on what needed to change from various public consultations and customer feedback from young people, residents of Conwy, people who use our services and elected members. The information was discussed and debated and a set of the key priorities (improvement objectives) were approved to create our Corporate Plan 2012-2017. The Corporate Plan is reviewed annually after consultation with communities, and is approved by Council in the May of each year.

The Corporate Plan is based upon the 8 Citizen Outcomes for Conwy that form part of the multi-agency Integrated Community Plan, [One Conwy 2012 - 2025](#). The 8 Citizen Outcomes support the Welsh Government's priorities as outlined in the [Programme for Government](#).

The information below details the review of progress made to deliver the Corporate Plan priorities during the financial year 2014/2015. The following keys define the red/ amber/ green (RAG) status of each action and measure.

RAG Actions Key:

Action not progressing / areas of concern have been raised	Red
Action progressing and no concerns raised	Amber
Action complete	Green

RAG Performance Measure Key:

<i>Compared to target set:</i>	
Measure not meeting target and below tolerance level	Red
Measure within tolerance to progress work to meet target	Amber
Target for the measure has been met	Green
No target set	None set
New performance measure in 2014/2015	New PM
Not applicable	N/A
Measure had no target, but increased performance	↑
Measure had no target, performance is the same	↔
Measure had no target, decrease in performance	↓

How we compare across Wales: We have compared our performance with the other 21 local authorities in Wales, where the data is available nationally. We have also developed some local measures and compared our performance with the other 5 authorities in North Wales where they are able to provide us with comparative data. The results of this are included in the measures table for each outcome. For example if two authorities have provided a comparison we have noted our performance out of 3, if 5 have provided comparison we have noted our performance out of 6 and so on.

Every year Internal Audit undertake a review of some of the corporate plan measures to provide assurance on the accuracy of the data submitted. During the 2014/2015 audit, inaccuracies were found in the audit of Outcome 3 - People in Conwy in Safe & Appropriate Housing, and a limited assurance report was issued. Recommendations for improvement were made and an action plan was put in place to rectify the areas of weakness. A follow up audit will take place in November 2015.



Outcome 1 – People in Conwy are Educated and Skilled

1.1 Our Priority actions

A1.1 Support the development of social enterprise to facilitate employment opportunities.

In previous years we have reported on progress to support social enterprise within the community development service, but the significant increase to 137 social enterprises supported is evidence of improved awareness and a more co-ordinated team approach. We have completed the Cyfenter grant project which supported 15 enterprises. This included recycling (clothes and furniture reclaim), Community Development (time banking, community led projects), Music & Film, Leisure (football clubs, water sports), Health (wellbeing centre, dementia) Tourism (physical and digital tours), a Welsh Nursery, Café/Bistro and Community Library Services. The Cyfenter scheme will not be replaced at a regional level, and will become a national scheme. Whilst we await proposals, it is unlikely that the scheme will be as well resourced. However we have retained our Community Enterprise Development Grant Scheme.

Green

A1.2 Move vulnerable people closer to work by providing practical skills and training opportunities.

Further to changes in funding, the team has been providing a service for hard to reach families (from 1st June 2014) utilising Families First Funding. The service was extended to individuals with a disability on 1st August 2014 and we are about to increase the team by 3 advisor/mentor posts to cope with service demand. A further expansion is planned to support all vulnerable and disadvantaged individuals in the near future. This is the first year reporting our outcome progress on an annual basis. Previously we have reported the cumulative result of the project outcomes over 5 years (in accordance with the ESF grant). From now on we will report annual figures and include information on the number of vulnerable and disadvantaged people targeted with support to move towards employment, as well as number of vulnerable households with children who are supported to move towards employment.

Green

A1.3 Increase the length of time, quality and number of work experience placements available within the Council to help local people to gain relevant skills and experience to improve their employment opportunities.

417 work placements have been offered across the whole authority in this period. All students are asked to provide feedback on their experience in order to make any necessary changes for future years. Feedback received from the Youth Council was positive, and affirmed that the Council's approach to providing meaningful work placements has improved.

Green

A1.4 Increase the number of modern apprenticeships available to help local people to gain more skills and experience to improve their employment opportunities.

42 Apprenticeships have been offered across a range of services of which 36 have been employed and 8 are still going through the recruitment process. A number of services are currently reviewing the possibility of employing an apprentice. In addition to holding an apprenticeship week to raise awareness, learners from Conwy High Schools had the opportunity to attend Skills Cymru at Venue Cymru where they were able to meet employers from across the region.

Green

A1.5 Develop IT infrastructure in schools to support young people to have seamless access to technology rich learning to develop young people's ICT skills (digitally enabled education).

The Education service brokers professional development for schools, such as exploring hand held learning management devices with the corporate ICT Service. Due to the development of the National Model, the brokering of professional development for schools is uncertain for 2016/2017. All 6 North Wales Education services are developing the transfer of a suitable school ICT technical / curriculum support structure in line with the regionalisation agenda. Most schools are now commissioned onto HwB (an online teaching and resources website) and the schools own usage will be the first steps to realising this system. The Minister has also approved the extension of the HwB contract until 2017. One Conwy Secondary school has been awarded 1 of 18 places to become a HwB+ Centre of Excellence. They have been awarded £30,000 grant to develop a wider Learning in Digital Wales (LiDW) Programme and to establish professional learning opportunities across regional consortia to develop the use of HwB+ across schools.

Amber

Annual Report 2014/2015

All ICT arrangements for the newly opened Ysgol y Gogarth are in place and there has been a further increase in the purchase of iPads.

A1.6 Work in collaboration with our partners to deliver the regional school improvement agenda to drive up standards for the attainment in basic skills and GCSE Core Subjects in all schools.

Foundation Phase, Key Stage 2 and Key Stage 3 performance is measured using teacher assessment, Key Stage 4 and 5 performance is measured using external examination results. Conwy's benchmarked performance at Foundation Phase is classed as satisfactory but at Key Stage 2 it is unsatisfactory. The academic results for summer 2014 were good for Key Stage 3 and satisfactory for Key Stage 4 and 5. Schools were categorised in January 2015. The categorisation of schools was published by the Welsh Government and provides a profiling system for primary and secondary schools. This will replace the banding for secondary schools. Profiles will confirm standards at every establishment in 2 phases i) on performance data and ii) quality of school leadership. Schools categories will dictate the extent of GwE (regional school effectiveness) support and challenge schools. The results were:-

Green

- **Secondary schools**

- 2 green
- 2 yellow
- 3 orange

- **Primary Schools**

- 5 green
- 27 yellow
- 24 orange
- 1 red

- **Special School**

- 1 green

This data is taken directly from the Welsh Government website (published November 2014), however these categories are subject to change during the year but will not be updated by Welsh Government or on the website www.mylocalschool.wales.gov.uk until the following year. GwE and the Local Authority do monitor changes and apply local categorisation throughout year. This will be reported as a Corporate Plan measure in future, as well as progress at Key Stage 2.

The School Effectiveness Grant and Pupil Deprivation Grant are being used in schools to address delivery of numeracy and literacy performance and to improve the standards measured during the national testing series in May. At secondary sector level a literacy and numeracy group meets on a regular basis to address meeting national priorities under the leadership of GwE. A secondary Welsh language / bilingual professional learning community is also in place addressing national priorities in line with the Welsh and Conwy Education Strategy lead by the GwE Challenge Advisor. A Conwy Welsh Baccalaureate Qualification (WBQ) Development Group has been established. Co-ordinators from schools and the college will share good practice as the new specifications are developed and introduced. Two WBQ Co-ordinators from Conwy high schools have been identified as 2 of the 4 North Wales Lead Practitioners to develop the teaching aspects of the new WBQ. In line with the introduction of the new WBQ, essential skills will be replaced at Key Stage 4 by the new Maths and English/ Welsh GCSEs.

A1.7 When financially feasible to do so, implement our School Modernisation Programme in order that our school buildings, teaching resources and pupils' learning experiences are fit for purpose.

Temporary governing bodies have been established and are functioning in the Llandudno Junction, Colwyn Bay and Penmaenrhos areas. New Head teachers have been appointed for Penmaenrhos area school and Colwyn Bay Area 1. The statutory process is complete in Colwyn Bay and Penmaenrhos.

Green

A Cabinet report for Llandudno Junction was presented in April. Tenders for Llandudno Junction, Colwyn Bay and Penmaenrhos were all published and returned. The tender negotiations are on-going for Llandudno Junction area school. The successful tenderer has been identified for Penmaenrhos area school. There was no successful tenderer identified for Colwyn Bay Area 1. A re-tendering exercise will be undertaken. The amended planning application for Llandudno Junction was approved and a full business case for Llandudno

Annual Report 2014/2015

Junction was submitted in January 2015. The statutory process for Caerhun area commenced after the May election period.

Ysgol Y Gogarth. The delivery of new and refurbished accommodation on the existing site has been completed. Further work in addition to the original project is being undertaken using project underspend monies.

A1.8 Support the development of appropriate science and technology course within our schools to help young people gain skills and qualifications to improve their employment opportunities.

For this current Academic Year (2014/2015) the 'Post 16' curriculum continues to offer 14 STEM (Science, technology, engineering and maths) subjects at Key Stages 4 & 5. The offer considers Labour Market Information of the region i.e. Ynys Ynni, Air Bus, Wrexham Prison, etc. Subjects other than STEM area also offered so that learners can follow their chosen pathway. The target for the academic year 2014/2015 (Financial Year 2015/2016) will remain at 14. The curriculum has to match the number of learners in the 6th form and if extra subjects are to be added, other subjects have to be removed.

Resources prepared by the Workforce Development Project were used in schools to promote Apprenticeship Week between 9th -13th March 2015. This was in partnership with Careers Wales and Coleg Llandrillo. Apprenticeship opportunities in North Wales have been sent by Careers Wales to schools to share with learners. Apprenticeships have also been discussed at meetings with teachers and at sector specific events as part of the Llwyddo'n Lleol Project

The raising awareness of STEM subjects remains a standing item on both 14-19 Curriculum Planners and Network Co-ordinators meetings.

Green

Annual Report 2014/2015

1.2 How will we know we are making a difference?

Ref	Title	Our results 13/14	Target 14/15	Our results 14/15	Wales average	How we compare across Wales	Target 15/16	RAG
M1.1	No. of Social Enterprises supported by CCBC	77	85	137	N/A	N/A	85	Green
The performance of this PI is dependent on successful funding bids, which is why the target for 2015/2016 is well below the performance of 2014/2015.								
M1.2a	No. of vulnerable people supported	1,447	45	83	N/A	N/A	50	Green
The previous year's data is not comparable with current performance, given that the criteria has changed. This is the first year reporting on an annual basis, previously we have reported the cumulative ESF project totals over 5 years. Going forward we will continue to report annual figures. The performance of this PI and M1.2b is linked to external funding which is reflected in the new target figure.								
M1.2b	% of vulnerable people who had a positive outcome	79.2%	80%	81.00%	N/A	N/A	80%	Green
M1.3	No. of work placements offered by Conwy County Borough Council	276	235	417	N/A	1/3	230	Green
The result reflects 229 placements within Conwy County Borough Council and 188 placements in local Conwy schools evidenced on the Careers Wales database. The target reflects the fact that in future the Careers Wales database will no longer be functional. However we will endeavour to engage with schools to try to capture their own work placement figures and combine with corporate Conwy.								
M1.4	No. of apprenticeships provided / supported by Conwy County Borough Council	34	34	42	N/A		30	Green
The new target reflects the fact that a number of Apprentice contracts are coming to an end and there is going to be a change to Welsh Government funding so it is difficult to predict future opportunities.								
M1.5	% of pupils in Conwy County Borough achieving grade A* to C in GCSE core subjects (English/Welsh, & Maths)	56.04%	58.7%	55.50%	55.1	11 of 22	59.1%	Red
The target was not achieved and we will work hard to deliver improvements. The target was missed due to one school significantly performing under its own target. Educational improvement is very important and as such the target set was high to drive improvement. The previous year had seen an improvement of 7%, and that improvement was almost maintained.								
M1.6a	Number of PCs (which are less than 5 years old) compared to the number of pupils: Primary: Secondary:	1:5 1:3	1:4 1:3	1:6 1:3	N/A	N/A	1:5 1:3	Green
Primary schools are now investing in handheld devices rather than PCs therefore the numbers will start to reduce as older kit is removed. This measure will no longer be reported in future.								
M1.6b	No. of personal hand held devices (which are less than 5 years old).	1139	1500	1,728	N/A	N/A	1,800	Green
This measure will no longer be reported in future. There has been significant progress with increasing the number of hand held devices. However this measure does not indicate the IT literacy of young people or if the resource is fairly shared across schools.								
M1.7	No. of annual hits to the virtual learning environment (this is a web based education resource for teachers and pupils)	9,915	9,665	11,010	N/A	N/A	12,111	Green
M1.8a	Increase in the range of Science, technology, engineering and maths (STEM) subjects in addition to the statutory Maths and Science offered at Key Stage 4	16	17	18	N/A	N/A	18	Green
It is not possible to keep increasing the number of subjects year on year. It is more important to increase the number of learners. This measure will be altered to maintain the range of Science, Technology, Engineering and Maths (STEM) subjects in addition to the statutory maths and science offered at Key Stage 4 & 5.								
M1.8b	No. of Key Stage 4 pupils taking STEM subjects	5,904	6,250	5,711	N/A	N/A	5,750	Amber
M1.9a	Increase in the range of STEM subjects in addition to the statutory Maths and Science offered at Key Stage 5	13	14	14	N/A	N/A	14	Green
M1.9b	No. of Key Stage 5 pupils taking STEM subjects	1,742	1,760	1,370	N/A	N/A	1,425	Amber

Annual Report 2014/2015

1.3 Self-evaluation of performance

We have seen a significant improvement in the number of Social Enterprises supported and access for young people to work placements and apprenticeships. The benchmark in table A & B below show the significant success in these priority actions. Links with businesses will further increase such opportunities. There is positive improvement in schools attainment and targeted support in place for schools and subject areas which require more assistance. Access to and use of technology has also improved significantly in schools, and focus will remain on making sure pupils are competent in using ICT.

Table A Benchmark of the number of apprenticeships (by Conwy and Denbighshire LSB Organisation)

LSB Partner Organisations	Total number of Apprentices 2009/2010	Total number of Apprentices 2010/2011	Total number of Apprentices 2011/2012	Total number of Apprentices 2012/2013	Total number of Apprentices 2013/2014	Total number of Apprentices 2014/2015
Conwy County Borough Council	1	1	4	13	34	42
Denbighshire County Council	43	33	22	36	28	18
Snowdonia National Park	0	0	0	0	0	0
CVSC	0	0	0	2	0	0
North Wales Fire & Rescue Service	2	2	0	0	0	2
Betsi Cadwaladr UHB	21	39	44	31	38	46
Cartrefi Conwy	1	3	4	4	6	11
Llandrillo College	2	4	5	4	4	1
Welsh Government	0	4	5	5	3	0
DVSC	0	0	0	0	0	0
Pennaf Housing Group	0	0	2	5	14	3
North Wales Police	0	0	3	7	5	10
Total Number of Apprentices	70	86	89	107	132	133

Annual Report 2014/2015

Table B Benchmark of the number of Work Experience placements (by Conwy and Denbighshire LSB Organisation)

LSB Partner Organisations	2009 / 2010					2010 / 2011					2011 / 2012					2012 / 2013					2013 / 2014					2014 / 2015						
	NEETS	Secondary School Level	University Level	Adult Level	Total number Accommodated	NEETS	Secondary School Level	University Level	Adult Level	Total number Accommodated	NEETS	Secondary School Level	University Level	Adult Level	Total number Accommodated	NEETS	Secondary School Level	University Level	Adult Level	Total number Accommodated	NEETS	Secondary School Level	University Level	Adult Level	Total number Accommodated	NEETS	Secondary School Level	University Level	Adult Level	Total number Accommodated		
Conwy County Borough Council	0	49	42	37	128	0	140	34	20	194	0	101	20	45	166	2	92	153	11	258	65	108	103	0	276	17	332	55	13	417		
Denbighshire County Council	0	1	2	0	3	0	22	5	2	29	1	5	4	0	10	Breakdown not available					28	Breakdown not available					77	Breakdown not available				
Snowdonia National Park	0	28	7	0	35	0	23	2	0	25	0	14	3	0	17	0	14	5	1	20	0	23	7	0	30	0	17	3	0	20		
CVSC	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
North Wales Fire & Rescue Service	3	32	0	0	35	7	30	0	0	37	5	28	0	0	33	0	26	0	0	26	6	31	0	0	37	0	25	3	0	28		
Betsi Cadwalader UHB	Unable to provide data					Unable to provide data					Unable to provide data					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Cartrefi Conwy	No data provided					No data provided					No data provided					0	5	2	0	7	0	3	1	0	4	3	3	1	9	16		
Llandrillo College	0	6	1	0	7	0	4	0	4	8	No data provided					No data provided					0	0	0	0	0	0	0	0	0	0		
Government	No data recorded					No data recorded					No data recorded					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
DVSC	No data provided					No data provided					No data provided					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Pennaf Housing Group	2	5	0	0	7	0	30	0	0	30	0	5	4	0	9	0	11	6	1	18	0	13	8	9	30	0	9	16	18	43		
North Wales Police	Information not available					Information not available					0	51	0	0	51	0	0	3	0	3	0	23	0	0	23	0	10	5	0	15		
Total number Accommodated	5	121	52	37	215	7	249	42	26	324	6	204	31	45	286	2	111	163	12	360	65	157	111	0	477	20	362	64	22	550		

1.4 Areas for improvement / development

Further work is in place to expand the co-ordination of the support to social enterprises across the whole council. We will continue to work with GwE to target support to improve educational attainment. Whilst good progress has been made with apprenticeships, we will seek to improve this further by working with local and regional businesses. Work placement data will be impacted upon owing to changes with Career Wales, and we will strive to capture that data by contacting schools directly.



Outcome 2 – People in Conwy are Safe and Feel Safe

2.1 Our Priority Actions

A2.1 Improve our enforcement and education role to address anti-social behaviour, including fly tipping, litter, graffiti, and dog fouling.

Education activity both in schools and the wider community is continuing to have a positive impact on local environmental quality. During 2014/2015 targets were exceeded for key areas such as street cleanliness, where 40% of streets inspected were rated at Grade A status. We exceeded our target for visiting schools and educated more than 1,500 school pupils in the importance of recycling and waste minimisation. We also exceeded our targets for the prompt removal of fly tipping, graffiti, sharps and litter and improved our performance from the previous year. 12 Community Environment Days were held during 2014/2015. A total of 43 tonnes of household waste was collected at the events of which an average of 57% was recycled from each event. Our work with the private enforcement company continues. The 'Keep it Clean - no messing' campaign using Welsh Government funding was undertaken, employing the services of ambassadors to spread the message to stop littering and dog fouling. As part of the campaign, 23 educational visits were made to schools and 16 educational visits were made to community events. The partnership with the Dogs Trust continues. There are currently 18 dog fouling hotspots identified in the County Borough, these will be visited more frequently. Small mobile CCTV cameras have been purchased to assist in identifying the right times to visit the hot spots. When needed, we continue to respond to environmental issues promptly.

Green

A2.2 Continue to work with our partners through the Community Safety Partnership to promote and sustain the fact that Conwy is a safe county.

The Community Safety Partnership (CSP) has attended a number of community events to provide crime prevention advice and signpost to other organisations. With the help of Neighbourhood Watch volunteers, every month the CSP holds at least two crime prevention events in supermarkets and shopping centres. This year 33 events have taken place. We also attend any events held by other organisations. The information stall has crime prevention leaflets and target hardening equipment (eg locks to make homes more secure and harder for criminals to target). These events are attended by volunteers, CSP staff, Trading Standards, local Police Community Safety Officers and the Fire Service. The CSP continues to fund services for substance abuse. The CSP fund, dedicated dual diagnosis social workers, residential rehabilitation and allocates funding to the Drug & Alcohol Rapid Response Team (DARRT). All of the work carried out by Social Services and Youth Justice service contributes towards the year on year reduction in crime we have seen.

Green

We have continued to see reductions in youth offending again this year and the reported crime has continued to fall. This is as a direct result of the partnership working and hard work provided by services in Conwy.

Conwy now has 336 new cold calling zones bringing the total to 1178 - which is a great reassurance for residents, particularly given our large elderly population.

A2.3 Continue to promote safeguarding at all levels through the Conwy/Denbighshire Local Safeguarding Children Board and Conwy Protection of Vulnerable Adults (POVA) Committee.

A Regional Safeguarding Children Board is in place - it was evaluated by Sheffield University during the pilot stage. The Local Delivery Subgroup of the Board is fully operational. The Regional Safeguarding Adult Board has been established and the protection of vulnerable adults (POVA) is a priority within the work programme. Conwy is represented at all Regional safeguarding boards and relevant sub groups. An integrated adult and children safeguarding unit is in place and a Corporate Safeguarding Policy has been approved.

Green

Initiatives have included safe recruitment workshops, development of a safe recruitment guidance, safeguarding training delivered to elected members, referrals for Deprivation of Liberty Assessments by Best Interests Assessors to ensure compliance with the law. Work has also been undertaken around improving key performance data including the timeliness of initial Child Protection conferences.

Via the Regional Safeguarding Board, a 3 year Practitioner Project has been set up to raise awareness about Child Sexual Exploitation (CSE) and to improve the outcomes for young people identified as being at risk.

Annual Report 2014/2015

A buddies project has been developed within Conwy which aims to:

- provide and source advice to professionals in relation to cases of young children that have gone, or go missing from home;
- to advise, guide and listen to young people who run away;
- to enable those young people to make safer choices about how to look after themselves, and where appropriate, to help them return home safely.

A regional escalating concerns procedure has been agreed and training is being delivered to practitioners.

A2.4 Continue to work with our partners to improve support for the whole family in dealing with Domestic Abuse, Mental Health and Drug and Alcohol issues.

A Service Manager for Community Wellbeing has been appointed. Services are being networked within Community Wellbeing to ensure co-ordination of response. The establishment of the Vulnerable People Service will ensure focus to these client groups. There are several regional groups with whom we work, as well as Families First and Women's Aid. Work for the coming year will address a single pathway approach to identify and mitigate blockages to accessing services. The priority has in the main been to focus our attention and resources on assessing improvements within the Community Mental Health Teams. Leadership and improvement meetings have been established with Health colleagues to address areas of risk and risk formulation in terms of clients. We have implemented a robust induction programme where staff are assessed in terms of competency and are mentored until experienced to work with complex individuals who pose a high risk to themselves. We have also implemented a workload management tool to ensure staff have appropriate caseloads for their competency level. The single point of access system now includes representation from Vulnerable Persons team to assist with clients who require a service but who don't meet the threshold for secondary mental health care.

The Vulnerable Persons service has met with Third Sector providers and discussed future provision. Service Managers have planned meetings with the Community Safety Partnership Manager. The Service Manager for Vulnerable People is proactively engaging additional mental health agencies, and is also exploring links under the Armed Forces Covenant, including attending the accommodation for veterans

Green

Annual Report 2014/2015

2.2 How will we know we are making a difference?

Ref	Title	Our results 13/14	Target 14/15	Our results 14/15	Wales average	How we compare across Wales	Target 15/16	RAG
M2.1	% of Fly tipping incidents cleared up within 5 working days.	96.9%	97%	97.77%	96.5%	5 of 22	97%	Green
M2.2	No. clean up days supported across the county borough each year	12	10	12	N/A	N/A	10	Green
Resident satisfaction with these events remains extremely high at 99.3%, with residents complimenting the helpful staff, the free compost and the environmental improvements happening as a result of these events.								
M2.3	% of graffiti incidents cleared up within 4 working days	88.2%	90.0%	91.67%	N/A		90%	Green
M2.4	No. of penalties issued for dog fouling	91	50	85	N/A	2/3	100	Green
M2.5	No. of penalties issued for littering	2,268	1,500	2,426	N/A	2/3	2000	Green

2.3 Self-evaluation of performance

Overall the priority actions and measures are performing very well for this outcome. There has been considerable work undertaken to educate school children and residents which will further support the delivery of the outcome. There has been further progress with our partnership approach to supporting vulnerable groups.

2.4 Areas for improvement / development

We need to continue to work in partnership to strengthen partnership working in relation to Mental Health Services. There are regular meetings with partners to address identified areas of improvement, and this is also being monitored as part of our corporate risk register.



Outcome 3 – People in Conwy Live in Safe and Appropriate Housing

3.1 Our Priority Actions

A3.1 Work in partnership with Registered Social Landlords and other partners to prevent homelessness where possible, and to support people who become homeless.

The Conwy Housing Solutions Partnership became operational with effect from the 30th June 2014 and now has a “One Stop Shop” for housing options advice at 41 Conway Road, Colwyn Bay – this is a shared office between Conwy Council and Cartrefi Conwy and provides the following services: Housing Options Advice; Tenancy Support; Homeless Prevention Services; Homeless Presentations; CCBC Housing Register Enquiries; Home finder Service; Cartrefi Conwy Customer Services; Social Lettings Agency. The Partnership is progressing well and is already achieving some of the anticipated benefits. 137 homeless families were successfully resettled and 90.30% potentially homeless households were prevented from being homeless for at least 6 months. There has been a significant reduction in the length of time to discharge the Council’s statutory duty.

The SARTH (Single Access Route to Housing) Project went live in April 2015. SARTH includes a structured and universal triage system of housing advice across partners. A toolkit has been developed for front line staff. www.conwyhousing.co.uk has been updated and re-branded and was launched at the end of 2014.

The prevention of homelessness will now be taken forward by the Strategic Housing Partnership’s Prevention of Homelessness Delivery Group and/or a Homelessness Forum.

Green

A3.2 Through the adoption of the Local Development Plan, implement the Affordable Housing Scheme⁶ in order to provide affordable housing for local people.

Progress on both the Affordable Housing Scheme and Strategy/Position Statement has been slowed down due to staff changes. This action is being reviewed and taken forward by the Strategic Housing Partnership’s Affordable Housing Delivery Group. The Strategic Housing Partnership will strengthen this work. A new performance measure will highlight the need for 123 affordable homes to be delivered per annum.

Amber

A3.4 Review and where appropriate, roll out the licensing of HMOs (Houses of Multiple Occupation), across the County Borough to improve the standard of accommodation available.

There are three HMO licensing schemes in place. We have reviewed the HMO licensing scheme and there is no justification to introduce additional licensing in other areas within Conwy beyond the current areas of Pensarn, Colwyn Bay and Llandudno. We have continued to roll out the HMO licensing scheme and at end of March 2015 264 out of 440 Licensable HMOs were licensed.

Green

A3.5 Continue to implement Conwy’s Empty Homes Strategy in order to improve the environment and make the best use of housing stock.

Between the Empty Homes and the Houses Into Homes loan scheme, 51 homes were created and became occupied during the financial year. The overarching aims of the Empty Homes strategy will continue to exist until there are no long term empty properties in the count, however the strategy is due to be reviewed to ensure the objectives are still relevant. The review of the strategy will be taken forward by the Strategic Housing Partnership’s Empty Homes Delivery/Steering Group. Cartrefi Conwy continue to support the project financially.

Amber

⁶ Affordable housing is housing provided for people on lower incomes who are unable to meet their housing needs in the general housing market

Annual Report 2014/2015

A3.6 Continue to work with flood partnerships to improve community protection, resilience and insurability, and to raise public awareness of flooding issues so that they are prepared to protect their property.

Flood awareness events have been held in 8 areas during the financial year, all of which were held to coincide with Environment Days in high flood risk areas. The Llandudno Coastal Forum has been established to consider beach management options, initially in respect of Llandudno's North Shore, and the forum will also consider beach management in relation to Llandudno West Shore.

The phase 1b promenade enhancement works and phase 1c coastal defence beach recharge west of the Pier in Colwyn Bay, have been completed. At the Institution of Civil Engineers Wales Flooding Conference, Carl Sargeant, Minister for Natural Resources, spoke about the Innovative Finance Coastal Programme and the importance for Local Authorities to be innovative and think "outside-the-box" in coming up with their future plans for works on the coast. The Minister identified the scheme in Colwyn Bay as being an exemplar of how the proposals should be developed, by looking at and understanding the needs of the coastline in its entirety and coming up with solutions that meet those needs.

Funding has been confirmed by Welsh Government for the production of flood risk management plans and to deliver our duties under the Flood and Water Management Act.

The Flood alleviation scheme at Cae Person is complete and the storm damage coastal repair works were completed at Llandudno North Shore, Penrhyn Bay, Deganwy – Phase 1 and Kinmel Bay.

Green

A3.7 Develop bids in order to support people to improve the energy efficiency of their homes.

We submitted bid applications to Welsh Government for funding towards energy efficiency related works within the County. Details of the bids are as follows:

Green

1. Arbed 2 phase 3 bid - this bid was submitted to WG for funding to extend the gas main into the Llysfaen village (the bid was not supported)
2. Maximising ECO bid for Colwyn Bay – the bid was submitted to WG to support energy efficiency works (external wall insulation, replacement windows and doors with double glazing etc). Conwy was successful with the bid and awarded £235,000.
3. Maximising ECO bid for Llandudno Junction – the bid was submitted to WG to support energy efficiency works (external wall insulation, replacement windows and doors with double glazing etc). Conwy was not successful with the bid.

Maximising ECO funding for revenue – Conwy has been awarded revenue funding until 31st March 2016 for the sum of £43,990 towards energy efficiency works within Conwy. In total 502 properties have been supported by Conwy and our energy partners to improve energy efficiency in their homes. We will continue to submit further bids to Welsh Government as and when grants become available.

Annual Report 2014/2015

3.2 How will we know we are making a difference?

Ref	Title	Our results 13/14	Target 14/15	Our results 14/15	Wales average	How we compare across Wales	Target 15/16	RAG
M3.1	No. of successful resettlements for homeless households	109	100	137	N/A		110	Green
M3.2	% of Potentially homeless households for whom homelessness was prevented for at least 6 months	94.10%	92%	90.30%	81.7%	2/3	92%	Amber
<p>The performance against this measure continues to be strong and within the tolerance set for the target. The target set was based upon the outturn for the previous financial years. However, the methodology for the calculation of this PI had changed and unfortunately this amendment had not been applied to the system when calculating the PI. The error was highlighted at the end of Quarter 3 and outturn revised. The system now only counts those potentially homeless households who presented after 1st October in the preceding year and whose homelessness was prevented for at least 6 months.</p>								
M3.3	No. of new affordable housing units provided during the year as a % of all new housing units during the year	38.6%	29.0%	28.72%	N/A	2/3	29% (in line with LDP)	Amber
<p>The numbers of affordable housing units have been low this year despite Local Development Plan allocations coming forward. The first affordable housing units will not be completed until next year. No Registered Social Landlord schemes have been completed this year for reasons beyond the control of planning.</p>								
M3.5	% of licensable HMOs (houses of multiple occupation) which are licensed	28.17%	47%	60.00%	N/A		70%	Green
M3.5a:	% of licensable HMOs which are licensed - <i>Pensarn</i>	80%	None set	94.70%	N/A		90	↑
M3.5b:	% of licensable HMOs which are licensed - <i>Colwyn Bay</i>	48.6%	None set	87.70%	N/A		90	↑
M3.5c:	% of licensable HMOs which are licensed - <i>Llandudno</i>	4.6%	None set	28.30%	N/A		50	↑
<p>The target for this measure will never be 100% because of turnover - HMOs come off the list and new ones will be added on. The additional licensing initiative continues to be implemented. Llandudno was the last area to be declared an additional licensing area, therefore as more HMOs in this area are licensed the overall percentage of licensable HMOs that are licensed should continue to increase.</p>								

Annual Report 2014/2015

M3.6	No. (%) of private sector dwellings that had been vacant for more than 6 months which were returned to occupation	41 (2.6%)	75	42	39.2	2 of 22	50	Red
<p>Whilst the outturn performance did not meet the target of 75, it was a slight improvement on the previous year. Performance for 2015/2016 is expected to increase due to the completion of a postal survey of all long term empty homes in the county. Any properties returning to occupation following receipt of the survey and accompanying advice leaflet can be counted towards the performance measure. It should be noted that a further 9 dwellings have been created (and become occupied) during the reporting period with support of funding through the Houses Into Homes schemes. Whilst these properties cannot be counted towards this performance (because they were not dwellings to begin with), they have required a significant amount of officer input in order to ensure their successful completion. This measure has now been altered for 2015/2016 to 'The number of new homes enabled by the Strategic Housing Function which are a) Affordable Housing (target 50) b) General Market Housing (no target)'.</p>								
M3.7	No. of flood risk awareness events held	5	8	8	N/A		8	Green
M3.8	No. of homes supported to improve energy efficiency by Conwy County Borough Council working in partnership with Social Landlords, Welsh Government, Energy Saving Trust & Utilities.	648	500	502	N/A		500	Green
<p>There has been a reduction in the number of homes supported to improve energy efficiency within Conwy due to completion of the Welsh Government Arbed 2 scheme and the bulk of social housing stock now meets the Welsh Housing Quality Standard.</p>								

3.3 Self-evaluation of performance

All actions are contributing positively towards providing Conwy residents with safe and appropriate housing. The Conwy Housing Solutions Partnership and SARTH (Single Access Route to Housing) have enabled positive improvements for the prevention of homelessness and resettlement of families who do become homeless. There has been good progress with the licensing of HMOs and energy efficiency initiatives, however, there is a continual need to work with partners to seek further funding opportunities. The flood risk awareness events have met the target set, and there has been significant progress with the sea defence construction initiatives. Whilst the affordable housing target was slightly below the target, there are clear reasons why the target was narrowly missed.

3.4 Areas for improvement / development

We need to continue to write the Affordable Housing Scheme and if the bid is successful, support further home energy efficiency. We need to work to implement the Empty Homes Scheme. This will be taken forward by the Strategic Housing Partnership's Affordable Housing Delivery Group. The implementation of an Empty Homes survey should support improvement in returning empty homes to occupation, however the focus next year will be on 'The number of new homes enabled by the Strategic Housing Function which are a) Affordable Housing or b) General Market Housing which will include empty properties returned to occupation.



Outcome 4 – People in Conwy are Healthy and Independent

4.1 Our Priority Actions

A4.1 Work in partnership with other agencies to review ways of providing Social care and develop a range of support options for those who need assistance to keep them independent for as long as possible.

Working with our partners in Health and the Third Sector, we have launched a Single Point of Access which through calling one free telephone number (0300 456 1111), provides access to Level 1 Universal Services and to Level 2 Community Wellbeing / Early Intervention Services. (The team do not take referrals for Mental Health, Children's Services or Drug and Alcohol Team). Community Wellbeing / Early Intervention Services include a pilot Response Service, Extra Care Short Term flats, use of Pivotell medication dispenser, an Adapted Property Matching Service, and an extended Care and Repair service. We are developing the co-location of Multi-Disciplinary Teams already in place in the localities of Llanrwst, Llandudno, and Colwyn Bay. We now have a single team in place to improve the coordination of commissioned services.

Green

A4.2 Recognise the importance of informal care, and get better at identifying who provides it and what help they need to carry out this vital role.

The profile of the Carers Team and the support and services available to carers, has been increased through promotion at support groups, issuing information packs, holding events during Carers Week, and by updating the website. Circulation of the Carers Information Card has been improved, and staff awareness has increased through training. We have also provided training for Carers e.g. Back Care Sessions. Members of the public now have better access to the Carers Team, health and other practitioners, through drop in sessions which are held in libraries and GP surgeries. The recording of carers is still an area for improvement and we will be looking to streamline the recording process. Training requirements with regard to recording information have been identified and will be addressed within the next quarter.

Amber

A4.3 Implement the 'Conwy Active for Life' action plan to encourage healthy lifestyle opportunities.

The Conwy Active for Life priority projects for delivering the action plan are progressing well. The School Swimming project has effectively engaged with schools to change their swimming provision. The % of children able to swim at the end of primary school has risen by 8%. A comprehensive re-structure and re-alignment of service delivery has occurred within Conwy School Sport. There has been a change of direction and focus from secondary to primary school provision. Secondary schools now take full ownership of the schools' extra-curricular programme. The main priority for the project is now the new Physical Literacy agenda, with emphasis being on developing programmes for 3-13 year olds. The aim is to encourage all children to become physically literate. Physical Literacy means that a person has a catalogue of technical skills along with the confidence and motivation to take part in lots of different sports and physical activities at every stage in their life. It gives them the power to choose to be physically active in whatever way they prefer, taking away fears of 'having a go' or a lack of motivation that many of us can suffer from. There are 4 individual elements that lead to a person becoming physically literate:

Physical Skills + Confidence + Motivation + Lots of opportunities = Physical Literacy

For more information on Physical Literacy visit <http://physicalliteracy.sportwales.org.uk/> All other key actions within Conwy Active for Life are operational and working to deliver the outcome of increasing participation rates in physical activity.

Green

A4.4 Develop a local community transport plan to prioritise access to essential services.

A rural transport needs assessment has been carried out by STC Ltd which has resulted in recommendations around affordability, accessibility, acceptability and awareness. These themes will form part of the scope of the authority's Corporate Transport Project. The project aims to address transport delivery and issues across all relevant areas within the authority, whilst also linking in to regional and national transport agendas. Following a review of transport delivery undertaken by Edge Public Solutions, the internal project team is now working to deliver key recommendations from this report. Sub-groups will be developed to work on recommendations, including those around Community Transport. A cross-functional Transport Working Group will also be developed, to ensure strong communication and sharing of good practice, which will

Amber

Annual Report 2014/2015

continue beyond the lifetime of the project. The Council has undertaken consultation with regard to our priorities for the Local Transport Plan, which has Gwynedd Council as lead authority. An expression of interest has been submitted to the rural development plan 3 to pilot a new community car scheme. Work is progressing on developing a pilot scheme in the Uwchaled area to deliver a new community transport services linking into the core bus network and offering local access to healthcare and other services such as shopping..

Community Transport was also one of four work streams within the regional Transforming Transport Project, to which the authority contributed, and which concluded in December 2014. The regional project focused on Passenger Information, Community Transport, CRB/DBS Checks, Concessionary Travel and Road Safety. The aim of the project was to provide a baseline of current service provision. Recommendations as a result of the baseline will now be taken forward by each local authority Transport Manager.



4.2 How will we know we are making a difference?

Ref	Title	Our results 13/14	Target 14/15	Our results 14/15	Wales average	How we compare across Wales	Target 15/16	RAG
M4.1	% of older people, who after 6 weeks enablement care, are well enough that they no longer need care or can be transferred to a less intensive care plan	68.2%	65%	82.65%	N/A	N/A	80%	Green
M4.2a	The no. of identified carers	1,235	1,450	1,469	N/A	N/A	1,450	Green
It is difficult to set a specific aspiration for this measure. Many carers do not like to be recorded as such, therefore current levels are to be maintained.								
M4.2b	The no. of carers outcomes that have been mostly or fully achieved	189	None set	318	N/A	N/A	None set	↑
In future reports there will be an additional measure on the % of carers outcomes that have been mostly or fully achieved								
M4.3	% of our primary schools that achieve the National Quality standard for healthy schools (by Academic Year)	7% (Academic Year 2012/13)	12%	14.00%	N/A	N/A	17% (10/59 schools)	Green
M4.4	% of 11-16 year olds participating in regular weekly exercise by taking part in the '5x60 sporting Hubs scheme'.	58%	55%	58.00%	N/A	N/A	55%	Green
As noted above, the focus has shifted to primary school age children. A new measure is currently under review. Secondary school sport will be the responsibility of the schools.								
M4.5	% of pupils leaving primary school that are capable of swimming to a sufficient standard that meets the 'learn to swim' criteria	65%	80%	73.00%	N/A	N/A	80%	Amber
Good progress has been made to improve the performance, (8% increase from 2012/2013). However the % of pupils able to swim falls 7% below the target. Following the service re-structure, more resources will be directed towards this objective.								

4.3 Self-Evaluation of performance

The introduction of the single point of access and review and increased profile of the Carers' Team is excellent progress to support people to remain as independent as possible. The strengthened partnership approach will significantly improve accessibility and simplify the process from the client's perspective. There has been good progress with Active for Life and Healthy schools are on target, all of which helps to educate and embed healthy lifestyle choices with our young people within the county.

4.4 Areas for improvement / development

There has been good progress towards the primary school swimming standard measure, however it was under the target. The increase in resources in this area should show further improvement. The work to baseline transport, including community transport, provides a good foundation to implement future improvements, and it is pleasing to see a rural community transport in place. The Corporate Transport Project now has recommendations to implement and work in this area has now started.



Outcome 5 – People in Conwy live in a county which has a thriving economy

5.1 Our Priority Actions

A5.1 Develop our Events Strategy with key stakeholders to maximise the use of our key assets e.g. water sports, outdoor activities, cultural events, Theatr Colwyn, Venue Cymru and Parc Eirias.

The Events Strategy was approved in October 2014, and launched by Edwina Hart, Minister for Economy, Science and Transport in November at the Wales Rally GB. This was another fantastic event which gained worldwide coverage for the County. The Strategy is now published on the website and intranet. www.conwy.gov.uk/upload/public/attachments/621/Events_Strategy_E.pdf The vision is to make Conwy County the Home for Great Events and is supported by 6 key goals.

1. Attract events of major significance that bring valuable economic benefits to the County of Conwy.
2. Continue to increase the profile of the area at a regional, national and international level.
3. Create an environment that nurtures and supports events.
4. Support, either with sponsorship or relevant advice/guidance, key existing events that enhance the quality of life and contribute to making Conwy an even better place to live, work and visit.
5. Maximise the potential of our key venues: Porth Eirias, Venue Cymru, Theatr Colwyn and Parc Eirias.
6. Continue to be the lead Authority on Event Management and Organisation in North Wales.

Conwy County Borough Council was awarded 'Entrepreneurial Council of the Year 2015' in the Local Government Chronicle UK awards for the Events Strategy.

During the year 7 major events were held / hosted which have supported the local economy. The events include: The Wales Rally GB, Elton John Concert, North Wales Cricket Festival, Prom Xtra, Access All Eirias, Tour of Britain, and North Wales Choral Festival.

A5.2 Review our approach to procurement to support the local economy.

A draft Corporate Procurement Strategy has been developed and is currently being amended following consultation. The Contract Procedure Rules have been revised and training on the revised rules has taken place. The Contract Procedure Rules training raised awareness across the authority of the forward tender programme, promoting timely planning for any required consultation with prospective suppliers. This underpins how officers throughout the Council support ethical procurement, particularly our approach to the local economy and the Council's sustainability agenda. The establishment of a corporate contract register, enables each service to record the totality of the Council's expenditure with external businesses. Critical data relating to the range of contracts awarded, are recorded by services in the central register. The register captures essential statistics about the number of contracts that have been awarded to local businesses, within Conwy, North Wales, Wales, and further afield. We have been promoting Conwy's ethical procurement arrangements by attending various forums with internal and external business colleagues, and providing support to agencies and neighbouring authorities. Support is offered to suppliers as and when requested with reference to any electronic tendering (E tendering), as well as requirements needed to register onto Approved Provider Lists, which are held across the authority.

A5.3 Be more proactive in engaging with and supporting new, local & regional businesses (including rural businesses), in order to understand and act upon business needs where feasible, and support them to apply for business contracts.

A business partnership was established in September 2014. A Professional Lunch Club has been established at the Business Centre in Llandudno Junction, for accountants, solicitors, and business advisers to network and discuss business issues. An Engagement Officer is now in post and within 1 month has identified 34 Apprentice opportunities from 50 new business contacts. The Officer refers back to, and is an integral part of, the 'Team Conwy' business support approach bringing together CCBC, Business Wales, Coleg Llandrillo and Job Centre Plus. An IT Business group established and four more sectoral groups are to be established in the financial year 2015/2016. We are integrating the Townscape Heritage Initiative with the regeneration and business support team, and developing a

Green

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Annual Report 2014/2015

Business Improvement District proposal for the Bay of Colwyn with an action plan which is led by the private sector.

We assisted businesses in the County to claim the National Non-Domestic Rate Reliefs available to them, including the new Wales Retail Relief (WRR) Scheme. In 2014/2015 we granted a total of £413,200 WRR to 496 businesses. We granted a total of £88,954 to 210 businesses under the Enhanced Local Needs Scheme. The WRR Scheme is to continue in 2015/2016.

A5.4 Maximise the employment opportunities available to the citizens of Conwy in key developments across the region.

The business property enquiries databases of all 6 Local Authorities across North Wales are now connected and protocols are in place for the sharing of enquiries. Links have now been established between the Strategic Sites Development Team with the 'Team Conwy' business support team, which provides seamless support through from development proposals to business set up and recruitment.

A5.5 Promote further inward investment.

The North Wales Economic Ambition Board consists of membership from all 6 North Wales Authorities, as well as business representatives and educational establishments. The focus of the Board is to give North Wales a strong voice to convey both the economic and skills/educational needs of the area, and the business investment offer available. The Board are seeking to maximise the potential of the 3 enterprise zones as well as supporting the proposals for a prison, electrification of the railway, tidal lagoon, Wyfla B and the science business park. The Board has good relations with Welsh Government and with the North Wales Business Council. There are five work streams – supply chains, skills & employment, infrastructure, destination promotion and European funding. .

A5.6 Implement and co-ordinate initiatives to help families get out of poverty such as Communities First, Flying Start and Families First.

A Building Resilient Communities and Tackling Poverty Programme Board chaired by the Chief Executive, has been established and will support the coordination of the Communities First, Flying Start, Families First and Team Around the Family programmes. Officers meet regularly to coordinate 4 tackling poverty work strands:

- Strand 1 - Using existing needs assessments to establish the main poverty priorities.
- Strand 2 - Understanding and maximising our grant funding opportunities, to ensure they are meeting the needs of our communities with in grant designated areas.
- Strand 3 - Consideration of how we close the gap for our communities which are not within a particular programme area or meet the criteria of a grant funded project.
- Strand 4 - Ensure appropriate governance mechanisms, are placing the poverty agenda at the forefront of policy and strategic decision making within Conwy County Borough Council.

Conwy is part of the regional North Wales Family Support Group that has undertaken an overarching regional assessment of needs. They have identified the following priorities.

- Impact of in work poverty and welfare reforms on families.
- Living wage not minimum wage.
- Increase the attainment levels of children on free school meals.
- Low birth weights & child health measurements which shows that over a quarter of 4 – 5 year olds are obese.
- Looking at reducing the number of 18 – 24 year olds who are presenting as homeless.
- Reducing the impact of rural poverty, access to services and paying for services.

This work will feed into our work programme and inform the annual Conwy Tackling Poverty Bulletin.

Tackling poverty activity has included the joint delivery of a Financial Inclusion workshop, work on a financial capability service profile and planning projects together for 2015/16. Flying Start has included Communities First course leaflets and flyers in newsletter mail outs and invited Communities First and Team Around the Family to children's birthday parties over the summer to promote their services and network. This work will feed into our work programme and inform the annual Conwy Tackling Poverty Bulletin written by our Research Unit and Conwy People's Partnership Team.

Annual Report 2014/2015

The restructure of Social Care and Education Services included the development of a the new Community Wellbeing Service which includes Flying Start, Families First Funding, Let's Get Working, Team Around the Family. The projects/programmes work with the Community Development Service on joint delivery such as: Team Around the Family and the Family Information Service and Communities First and Let's Get Working and Flying Start in joint training, service delivery, funding and sharing resources. We ran 17 Communities First projects and worked with 1414 unique participants. We ran 1016 sessions and 211 volunteer hours were contributed to projects. We also held or supported 4 major family fun days in addition to a number of smaller community events.

As more people require online submissions e.g. job applications, benefits etc, considerable work is being undertaken in Conwy Libraries to improve digital access through training sessions and staff facilitation. Between August 2014 and March 2015, 374 sessions were provided in Conwy's libraries by Communities 2.0, which served 538 unique beneficiaries. In order to support this, the Council now has free public Wi-fi in the main council buildings.

The programme of activities delivered by the Youth Service for young people incorporates elements of equipping them to combat the effects of poverty. In addition the Youth Service is a key partner in developing the 'TRAC Project' which is aimed at reducing the number of young people who are NEET (Not in Education, Employment or Training) in Conwy.

The Revenue and Benefits Service continues to receive funding for an additional 2.5 posts and this enables us to provide a Welfare Rights Service to people in need who previously would not have had access to the service. All staff have been trained in relation to financial inclusion issues; many staff recently have attended training courses on fuel poverty, and on illegal money lending. We were actively involved in the Conwy and Denbighshire Joint Financial Inclusion Together Project which ended in December 2014. This project provided financial inclusion training to 244 colleagues across the Authority. We plan to continue to provide financial inclusion training via an e-learning module and face to face training during 2015-2017. During 2014/2015 additional benefit gains of £7.247 million have been identified for customers. By investigating benefit fraud and taking action against those who commit fraud we are ensuring that we only pay benefits to those who are entitled to them. As at 30th November 2014 (the service transferred to the Department of Work and Pensions on 1st December 2014), we had sanctioned and prosecuted a total of 37 benefit claimants. We are now monitoring the service post transfer, and a report will be presented to Audit Committee.

In addition to increasing the number of apprenticeships we offer, the Council pays the National Minimum Wage to our apprentices rather than the much lower apprentice rate. This is a direct positive contribution to the Poverty agenda because access to work can be significantly affected by the absence of disposable income to pay for public transport or personal transport. Our drive to recruit and where possible retain apprentices post qualification will also impact upon youth unemployment in the area. Financial education is also included in the national curriculum at both our primary and secondary schools.

Trading Standards are working with the Welsh Illegal Money Lending Unit (WIMLU). This year we have helped provide intelligence on possible targets within the Conwy boundary. They have facilitated three sessions to youth clubs on financial inclusion and loan sharks, one session to the CAIS drop in centre in Colwyn Bay and they have agreement from three schools to take part in the pilot of the new Financial Education package. These will be the first schools in North Wales taking part. Trading Standards have carried out in the region of 32 illicit tobacco inspections.

Both the housing projects within the Vibrant & Viable Places Programme are progressing well (Space for Living & Housing Renewals) which will increase the supply of affordable housing for local people and assist in addressing fuel poverty within the area. Both projects require community benefits as part of the procurement which will provide training / employment opportunities.

A Strategic Housing Partnership work area will map housing investment to provide further evidence of the opportunities to maximise community benefits in terms of employment and training opportunities for those not in education or employment.

Annual Report 2014/2015

5.2 How will we know we are making a difference?

Ref	Title	Our results 13/14	Target 14/15	Our results 14/15	Wales average	How we compare across Wales	Target 15/16	RAG
M5.1a	No. of major events supported by Conwy County Borough Council	7	5	7	N/A	N/A	5	Green
M5.1b	No. of community events supported by Conwy County Borough Council	26	25	26	N/A	N/A	25	Green
M5.2	No. of tourists visiting Conwy each year for overnight stays.	2,509,300	2,400,000	2,517,000	N/A	N/A	2,400,000	↑
M5.3	No. of tourists visiting Conwy each year for day trips.	5,966,900	6,000,000	6,280,000	N/A	N/A	6,000,000	↑
M5.4	% of Conwy County Borough Council tendered contracts that went to North Wales businesses.	43.3%	None set	81.81%	N/A	N/A	None set	↑
M5.4a	% of CCBC tendered contracts that went to North Wales businesses - Up to £15,000	50.0%	None set	73.91%	N/A	N/A	None set	↑
M5.4b	% of CCBC tendered contracts that went to North Wales businesses - £15,000 - £29,999	40.0%	None set	89.79%	N/A	N/A	None set	↑
M5.4c	% of CCBC tendered contracts that went to North Wales businesses - £30,000 and above	42.9%	None set	79.80%	N/A	N/A	None set	↑
<p>The results have been collected from both the Corporate Contract Register as well as tender openings recorded. Detailed records have been collated for local contract awards within transport services and other services which have evidently increased the stats for this period.</p>								
M5.5	No. of businesses supported to apply for contracts, training, funding or helped to comply with new policy requirements.	235	None set	226	N/A	N/A	None set	↓
M5.6	No. of jobs created or protected through the facilitation of financial support.	515	None set	515.71	N/A	N/A	None set	↔
<p>An error in the reporting of M5.5 and M5.6 was identified following the mid-year review of performance. This is owing to human error in the calculation which has now been rectified. A target cannot be set for the out turn due to the inability to predict the types of projects that will be approved to access European Funds, and their respective outcomes and outputs.</p>								

Annual Report 2014/2015

M5.7	% of children living in poverty (where household income is less than 60% of the British average income).	19.4%	None set	18.90%	N/A	N/A	None set	
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5.3 Self-Evaluation of performance

The economy is not something that is entirely within the control of the Local Authority, however overall the progress of priority actions to support the economy has been successful. We are extremely proud of the Events Strategy and the impact that major events have had on the local economy and we were delighted to receive the UK LGC Award for Entrepreneurial Council. The training on contract procedure rules has raised awareness of our ethical procurement approach and this can be seen in the increase in contracts awarded locally. The North Wales Economic Ambition Board will enable the whole of North Wales to work collectively to draw inward investment into the area. Our communication and networking with local businesses through the business forum is still in the early days, but is already showing a positive impact on apprenticeships and local and regional business opportunities. Through the Building Resilient Communities and Tackling Poverty Board, we are able to co-ordinate our contribution towards the tackling poverty agenda and it is pleasing to note from the statistics below that unemployment has reduced, however it is still above the GB average.

	No. unemployed in Conwy County	Conwy County Borough Council unemployment Rate %	Wales Unemployment %	GB Unemployment %
March 2011	2,561	3.8	3.9	3.7
March 2012	2,741	4.0	4.3	4.0
March 2013	2,791	4.1	4.2	3.8
March 2014	2,301	3.4	3.4	2.9
March 2015	1,621	2.4	2.5	2.0

5.4 Areas for improvement / development

We need to continue to support local businesses both at a local and regional level and we will continue to apply for European funding to help us to do this. The Procurement Strategy amendments need to be completed prior to tabling for approval, and it is anticipated that the updated strategy will also support local businesses. Tackling poverty is a long term strategy, and the Building Resilient Communities and Tackling Poverty Board will enable the Council to co-ordinate this long term corporate approach to support the citizens of Conwy county borough.



Outcome 6 – People in Conwy live in a Sustainable Environment

6.1 Our Priority Actions

A6.1 Continue to maintain, improve and publicise the quality of our nature reserves, beaches and parks.

At total of 17 Awards were successfully achieved during 2014/2015 including 9 Green Flags; Wales in Bloom Awards for Llandudno and Colwyn Bay; Britain in Bloom Award for Colwyn Bay; It's your neighbourhood and Green Flag Community Awards; and the APSE Best Performer for Parks. 7 beaches in Conwy received coastal awards in 2015, 3 of these beaches received 2 awards making the total number of awards received 10. Blue Flag Awards were given to West Shore Llandudno, Llanfairfechan and Rhos on Sea. Seaside Resort Awards were given to West Shore Llandudno, Llanfairfechan, Rhos on Sea, Abergele & Pensarn, North Shore Llandudno and Penmaenmawr. Sandy Cove in Kinmel Bay received a Seaside Rural Award.

Green

A6.2 Implement the strategy for addressing 'eyesore sites' in the County Borough.

Through the strategy, 24 sites have been removed from the register. Seven priority sites remain on the register, as part of a total of 31 eyesore sites. This is a reduction on last year's register total of 41 eyesore sites.

Green

A6.3 Implement a Carbon Management Plan to reduce the Council's carbon emissions.

To date, a total of 82 council buildings have benefitted from upgraded lighting and an evaluation is being carried out to measure the effectiveness of these upgrades on our carbon performance. An additional 8 council buildings have been identified to receive lighting upgrades. A technical audit for the Building Management System and Combined heat and power unit for Colwyn Leisure Centre has been completed and an options appraisal report produced. 2 schools have been visited under the Low Carbon Schools project, where the revised workshop delivery method has been trialled and positively received by the schools. Phase 1 of the LED lamp upgrades to street lights is underway and 500 lamps have been upgraded to date. The thermal efficiencies project has been initiated. This project will deliver thermal improvements to sites, such as draught proofing and insulation. Monthly energy audits of buildings are now underway to identify further energy efficiency improvement opportunities and address staff behavioural change. Audits have been carried out at 7 sites to date.

Amber

A6.4 Implement the Environmental Management System called the 'Green Dragon'. This is a standard designed to promote good environmental management within an organisation. There are 5 levels to achieve – 5 being the top standard.

Green Dragon Level 5 status has been retained following the re-assessment in February 2015.

Green

A6.5 Continue to explore the cost saving and time saving benefits of new technology in order to modernise the way we work.

A new Head of Service responsible for IT and digital transformation was appointed in November 2014 who acts as the senior lead for the Modernisation Programme. The Modernisation Programme has two work streams which focus upon ICT Infrastructure and Business Processes. Workwise (Conwy's version of agile working) is being implemented as part of the Programme and this takes into account the use of new technologies to modernise the way we work. A Business Case for Workwise has been drafted that illustrates the cost savings associated with the implementation of new technologies. The ICT Strategy is progressing - Wi-Fi has been rolled out to all key council sites and is now available to the public. The IT service is piloting the use of Skype for Business, agile working and a new time recording system. This will underpin the modernisation programme through allowing greater collaboration and communication between teams that are geographically dispersed. The reduction in remote access gateway (RAG) charges and the introduction of Bring Your Own Device should also assist with the affordability to expand agile technological support to more staff.

Green

Annual Report 2014/2015

Additional Video Conferencing suites are also being investigated/purchased in order to reduce travel costs and improve communication.

As part of the Modernisation Programme, we are scoping a wide range of services for online service delivery and investigating existing volumes of transactions to extend our Channel Shift capabilities.

The new Electronic Care Monitoring system makes extensive use of mobile technology. Benefits include the ability to update workers' schedules dynamically and to record client outcome progress at source.

A6.6 Reduce waste to landfill and meet our statutory recycling targets.

The tonnage of waste disposed of to landfill reduced by 7,536 tonnes when compared to the previous year, and the 32% of waste sent to landfill was well below the target of 40%. Contributing factors include a new contract, the terms of which use alternative treatment methods of disposal and enable additional recyclates to be recovered from waste traditionally sent to landfill.

The percentage of waste reused, recycled and composted has increased by 2,046 tonnes compared to the previous year, which is equivalent in weight to over 6 jumbo jets.

Although the internal target has been narrowly missed, the Statutory Recovery Target of 58% set by Welsh Government has been achieved. The slight shortfall in an expectation of a 60% recycling rate is attributable to an increase in total municipal waste arising throughout the authority (436 tonnes), difficulties in sourcing UK reprocessors that can recycle 100% of timber received at recycling centres since the introduction of legislative changes, and lower than anticipated tonnages of recyclable street sweeping waste.

Green

6.2 How will we know we are making a difference?

Ref	Title	Our results 13/14	Target 14/15	Our results 14/15	Wales Average	How we compare across Wales	Target 15/16	RAG
M6.1	No. of beaches receiving coastal awards	10	8	7	N/A	N/A	8	Amber
M6.2	No. parks and nature reserves with Green Flag status	9	9	9	N/A	N/A	9	Green
M6.3	Cleanliness indicator results	80.35	77	79.00	N/A	N/A	78	Green
M6.4a	No. of recorded eyesore sites	41	None set	31	N/A	N/A	None set	↓
M6.4b	No. of recorded eyesore sites improved	10	None set	24	N/A	N/A	None set	↑
M6.5	% reduction in carbon dioxide emissions by Conwy County Borough Council	8%	20%	17.23% See commentary	N/A	N/A	25%	↑

The 20% target is cumulative from 2011 to 2015..

2014/2015 has seen an overall reduction in carbon emissions of 17.23% from the baseline year of 2010/2011 vs a cumulative target of 20% and a reduction of 9.5% from 2013/14 vs the annual target of 5%.

Buildings in 2014/2015 reduced carbon emissions by 12.67% from the baseline year of 2010/2011 vs a cumulative target of 20% and a reduction of 3.97% from 2013/2014 vs the annual target of 5%.

Fleet in 2014/2015 reduced carbon emissions by 14.65% from the baseline year of 2010/2011 and a reduction of 12.16% from 2013/2014 vs the annual target of 5%.

Annual Report 2014/2015

Business Travel in 2014/2015 reduced carbon emissions by 37.87% from the baseline year of 2010/2011 vs a cumulative target of 20% and a reduction of 10.71% from 2013/2014 vs the annual target of 5%.

Street Lighting in 2014/2015 reduced carbon emissions by 28.49% from the baseline year of 2010/2011 vs a cumulative target of 20% and a reduction of 24.92% from 2013/14 vs the annual target of 5%.

Initiatives included office and street lighting upgrades, route optimisation, and a reduction in business travel through initiatives such as skype and workwise.

A detailed Carbon Report will be published in November.

Ref	Title	Our results 13/14	Target 14/15	Our results 14/15	Wales Average	How we compare across Wales	Target 15/16	RAG
M6.6	No. of Conwy schools that have received a minimum of Eco School ⁷ Silver Award	58	61	58	N/A	N/A	61	Amber
There is no additional resource to support this initiative. Alternative sources of funding are being investigated. The target for 2015/2016 will depend on the successful application for funds.								
M6.7	% of municipal waste recycled, reused or composted	56.3%	60%	59.06%	55.4%	6 of 22	60%	Amber
M6.8	% of municipal waste collected by local authorities sent to landfill	43.6%	40%	31.63%	30.5%	12 of 22	40%	Green

6.3 Self-Evaluation of performance

The quality of our green spaces is acknowledged through the number of park, beach and nature reserve awards. Progress to reduce our carbon emissions is evidenced through the number of initiatives to improve heat and lighting carbon emissions. There has been good progress on eyesore sites and the standard of performance in waste management remains high. The modernisation pilots have been feeding back their findings and there have been some valuable lessons learned for future roll out.

6.4 Areas for improvement / development

The focus on carbon targets needs to continue, but the evidence above shows that the revised projects are having a positive effect. Despite a lack of funding, we will encourage schools to continue to obtain eco school status. The Modernisation Programme is a significant area of work and subject to the approval of the business case, we will need to continue to focus resources on the timely implementation of the work streams.

⁷ The Eco-Schools programme is an international initiative that encourages pupils to engage with environmental and sustainable development issues eg Litter, Waste Minimisation, Transport, Healthy Living, Energy, Water, School Grounds and Global Citizenship.

Outcome 7 - People in Conwy live in a county where heritage, culture and the Welsh language thrive

7.1 Our Priority Actions

A7.1 Promote the benefits of speaking Welsh and work to address the perceptions and barriers to the take up of learning Welsh.

The Welsh Government has approved the Welsh in Education Strategic Plan 2014 - 17⁸. The Early Years Welsh Strategic Plan Forum and the Welsh Strategic Plan Forum will review progress of the plan every half term. The policy ensures that all schools in the future will move through the primary schools language categories which determines their level of Welsh taught. The policy outlines schools responsibility to the Welsh Strategic Plan. The Policy will form part of the School Booklet. Internally, the Welsh language pages have been updated to include 'Welsh in the workplace' which provides staff with a wealth of information on support to learn Welsh. All staff who have access to a computer now receive pop ups to confirm their Welsh language ability. This should assist with the statistical submission. Cymraeg lanyards are made available to Welsh Speakers and emails now advertise that the person speaks Welsh. Discussions are ongoing to obtain funding for Welsh learning lanyards. A working group, chaired by the Director of Social Services is progressing the 'More Than Words' Welsh language action plan for Social Services. We hope to be able to take advantage of the www.workplacewelsh.org.uk website being redeveloped by the Welsh Government, with the support of WJEC.

Green

A7.2 Support more primary schools to teach at least 25% of the curriculum through the medium of Welsh.

The target of 15 schools by the Financial Year 2014/2015 was achieved and Ysgol Tudno now meets this criteria. For 2015/2016 a target of 16 has been set. We are currently working with Ysgol Maelgwn and Y Plas.

Green

A7.3 Implement the Destination Conwy Plan to improve tourism and the Heritage Tourism Strategy in conjunction with local partners in order to draw tourists into visiting lesser known areas of interest.

The Princes of Gwynedd project was completed on 30th September, and achieved 20 new initiatives against a target of 12. This included : 6 community hubs and digital screens; 2 museum exhibitions; tourism signage Llandudno; The Great Orme heritage trail; A smelting shelter at the Great Orme Mines; 1 community hub in Caerhun. Princes of Gwynedd audio tours at Conwy Town Walks; Aberconwy Abbey; Dolwyddelan; Gwydir Chapel, & Llanrwst. Developing Our Heritage Leaflet; the Pilgrims Path Conwy; and reconstruction drawings in Penmaenmawr and Dolwyddelan. Preliminary results from "The Economic Impact of the Heritage Tourism Environment for Growth (E4G) project", Cardiff University Business School (extracts published) include :

Green

- Estimated Annual Gross Value Added (£s) - £4,767,600
- Jobs Supported in the Local Economy (Full Time Equivalents) - 187.7
- Additional visits at project sites in 2014, with a positive trend indicating potential future increases – 40,000.

An application has been made to the Regional Tourism Engagement Fund to market the interpretive initiatives developed as part of the Heritage Tourism Strategy. The production of the new Destination Conwy Plan 2015 – 2018⁹ has been completed, and endorsed by the trade and Conwy County Borough Council. Work with Llandudno Hospitality Association has been undertaken including attendance at the Best of British & Island Exhibition. We have undertaken a co-promotion with Llandudno Museum. Funding was gained for 'Inspire

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www.conwy.gov.uk/upload/public/attachments/602/Conwy_Welsh_in_Education_Strategic_Plan_201417.pdf

f

9 http://www.conwy.gov.uk/upload/public/attachments/643/dc_2015_engr.pdf

Annual Report 2014/2015

Days' around the county and, through the Conwy Arts Trust, funding was gained to commission work for the RSPB Conwy Reserve.



7.2 How will we know we are making a difference?

Ref	Title	Our results 13/14	Target 14/15	Our results 14/15	Wales Average	How we compare across Wales	Target 15/16	RAG
M7.1a	% of pupils achieving level 4 or above for Welsh Second Language at key Stage 2	70.2%	78%	77.70%	N/A	N/A	78%	Amber
The result for 2014 although narrowly missing the target set of 78%, was a 7.5% improvement on 2013 and was 4.6% higher than the all Wales results. Targets that have been set for the future may not be reached due to Category 4 schools shifting to assess some pupils (but not all pupils) in Welsh First Language.								
M7.1b	% of pupils achieving level 5 or above for Welsh Second Language at key Stage 3	78.7%	75%	81.50%	N/A	N/A	82%	Green
M7.2	No. of youth service events to promote Welsh Culture	75	47	105	N/A	N/A	50	Green
Performance is linked to the amount of external funding available. At present the funding suggests that the target needs to set at 50. The service is working to see if there are alternative sources of income.								
M7.3	No. of Welsh 2nd Language Primary schools teaching more than 25% of the curriculum through the medium of Welsh	14	14	15	N/A	N/A	16	Green
M7.4	No. of new interpretation initiatives developed via the Heritage Tourism Strategy	13	12	33	N/A	N/A	47	Green
This measure will change. In future we will report the number of new interpretation initiatives developed via the Heritage Tourism Strategy and Destination Conwy Plan								
M7.5	% of visitors whose main reason was to visit historic monuments / archaeological sites	18%	No Survey	No survey	N/A	N/A	25.0%	
This measure will be reported in future as The % of visitors who stated that the local history and culture is part of what attracted them to the area.								

7.3 Self-Evaluation of performance

The completion of the Princes of Gwynedd and Our Heritage projects has greatly increased the accessibility and understanding of heritage sites. The economic impact of the projects is an excellent contribution to the economy. The production of the second Destination Conwy Strategy Plan will serve to promote this work further.

Good progress has been made on promoting the Welsh language in schools and in the work place and it is pleasing to see the improvement in Welsh language attainment and the achievement of more schools teaching 25% of the curriculum through the medium of Welsh.

Annual Report 2014/2015

7.4 Areas for improvement / development

We are waiting for the formal launch of the new Welsh Government Welsh Language Standard. We will continue to work to increase the take up of staff attending Welsh language awareness courses and we will continue with the work to raise awareness of the Language Scheme. We will also work to produce Welsh learner lanyards so that staff are encouraged and supported to practice their Welsh.



Outcome 8 - People in Conwy are informed, included and listened to

8.1 Our Priority Actions

- A8.1 Develop our engagement strategy in line with the Welsh Government's National Principles for Public Engagement in Wales¹⁰ in order to improve our approach and ensure a good standard of engagement with communities. The Principles aim to make it easier for people to take part in timely, jargon free activities to influence Council developments and to ensure people are told about the impact of their contribution.**

The public engagement strategy was approved in December 2013. The Strategy sets out:

What community engagement is

Why we need to engage

Who we will engage with

How we will engage

Plans for future engagement (action plan)

A consultation database is in place to collate summary feedback from engagement work, and further work is being developed to raise awareness of the database.

Following a review of the Complaints Procedure, we are now much better at recording a complaint, and have a clear definition of what constitutes a complaint. We have also improved our analysis of complaints and compliments so that we can learn from customer feedback to learn from areas of required improvement and to share good practice.

Green

- A8.2 Ensure that Elected Members and Town and Community Councils facilitate the sharing of information and help local communities to share their views.**

The webcasting system is now 'business as usual' for the duration of the 2 year contract. A new Twitter account has been set up @DemConwyCBC. We have supported Town and Community Councils who received a grant to implement their own council website. The bulletin is due to be issued to all households in Conwy and in addition to useful information, it also invites residents to share their views key developments within the Council. A number of social media accounts have been established in services to increase communication with the public and 12 Councillors have Twitter accounts. Although not obligatory, in 2014/2015, 25 of the 59 Members published an annual report which was published on the Council's website. Members Support Service are working with Members to increase the number published.

Green

- A8.3 Develop a Customers programme to co-ordinate the various customer projects we have in order to improve our approach to customer service.**

The Front Office / Customer Service Work stream of the Modernisation Programme has a Project Plan in place that will deliver various outcomes that improve Conwy's approach to customer service. These include the embedding of the Customer Charter across Services, a review of front office processes, a review and creation of a customer strategy, development of a model for a one stop shop for the new office accommodation, a review the feasibility of a contact management system, and move toward the digital provision of services where required.

Amber

¹⁰ For more information visit www.participationcymru.org.uk/principles

Annual Report 2014/2015

A8.4 Implement the 5 area locality plans in order to improve local community services. Locality plans have been developed with communities across the county borough and prioritise the work local communities have said they want to see improve in their area.

All 5 Locality Plans have been revised and brought together as 1 Locality Plan. These priorities can have a theme, ward or lead officer focus. Following presentations to Senior Management Team, the Member forum and the Town and Community Council forum, we have discussed ideas for the future and how to ensure local projects stay relevant and up to date. An idea is to request a 'top 10' project list from the Town & Community Councils annually that could sit alongside projects emerging from Ward Audits, Community Appraisals and any Strategic Plans such as Bay Life, Llanrwst Vision, Llandudno Junction master Plan and Abergele Place Plan. A period of engagement is due to take place to review the revised plan with local communities. Improved co-ordination of plans will take place through the Council's corporate performance and project management system to ensure that schemes are ready to go when funding opportunities arise. We are also developing guidance on how to maximise community benefits.

Amber

A8.5 Implement our Strategic Equality Plan to ensure that everyone is treated according to their needs.

A year 2 Annual report is currently being compiled to be taken through the democratic process by the end of March 2016. There has been delay in progress owing to the need to recruit to the vacant Equality Officer post. An appointment has now been made and the post holder is working with protected groups to review the strategic plan to ensure that it remains relevant and to produce the annual report. The revised Strategic Equality Plan will also be presented for democratic approval by 31st March 2016.

Amber

Annual Report 2014/2015

8.2 How will we know we are making a difference?

Ref	Title	Our results 13/14	Target 14/15	Our results 14/15	Wales Average	How we compare across Wales	Target 15/16	RAG
M8.1	% of front line services meeting Customer Excellence Standard		TBC	27.10%	N/A	N/A		↔
Following the completion of an internal review, this measure will now be removed. This accreditation is not applicable to all service areas and in some areas there are more appropriate standards to aim for. This standard will be pursued where appropriate through the Modernisation Programme.								
M8.2	No. of online transactions per year	24,614	TBC	23,499	N/A	N/A	tbc	↓
This figure relates to 'core' transactions monitored centrally & excludes service-based transactions. In future we will report on the number of digital transactions. This measure will be reviewed as part of the Modernisation Programme. The focus will be on setting specific targets for services to increase digital transactions where there are clear financial and customer service reasons for doing so								
M8.3 a	% of complaints successfully dealt with at stage 1	85.5%	92%	87.9%	N/A		92%	Amber
Although the result was an improvement on the previous year, the target was not met due to some slow responses at stage 1. There was a 22% reduction in the complaints received.								
M8.3 b	No of compliments received	653	None set	644	N/A		None set	↓
M8.3c	No. of complaints received	285	None set	224	N/A	N/A	None set	↓
We are now using the All Wales Model which has reduced the number of days available to resolve a complaint at stage 1. A new directive was issued and acted upon to only record complaints that are actually against Conwy County Borough Council.								
M8.4	No. of findings of maladministration by the ombudsman	0	0	0	N/A	1/3	0	Green
M8.5	% of users of our website who are satisfied with the website	67%	75%	68.00%	N/A		70%	Red
The current website is not being significantly enhanced due to development of new website								
M8.6	No of items requested for scrutiny which have been submitted on behalf of the public by a Cllr	7	None set	5	N/A	N/A	None set	↓
Members have raised topics directly with officers, who have included them on the Forward Work Programme. The Scrutiny Support Officer continues to remind Members they are able to submit topics on behalf of the public.								
M8.7	% of actions completed which were due to be completed in the previous financial year from the Strategic Equality Plan	63%	100%	See commentary	N/A	N/A	100%	
The HR officer with responsibility for the Strategic Equality Plan left the authority towards the end of 2014/2015. There was not capacity within the HR team to cover this vacancy and report on progress. An appointment has now been made and work has commenced to complete the review of performance.								

8.3 Self Evaluation of performance

The Council has a number of mechanisms for the general public to obtain information, to get involved and to share their views. These range from individual care plans through to public consultations, social media, the website, attendance at public meetings, the Bulletin, customer satisfaction surveys, through to contacting their County Councillor. There are also a number

Annual Report 2014/2015

of forums with young people, town councils and the voluntary sector. We are working to improve these processes in order to maintain transparency and increase accessibility, and the webcasting of some public meetings and increase in social media accounts and Elected Members Annual Reports are good examples of this.

8.4 Areas for improvement / development

We are in the process of installing a new contact management system for our website which should improve customer navigation of the website and also improve our ability to manage the website and to interface with other applications eg smart phones. The review of the locality plans and ongoing discussion with Town and Community Councils will enable us to prioritise community projects and ensure that communities are supported to investigate funding themselves. The review of frontline customer processes should make the customer experience simpler whilst at the same time creating efficiencies. The appointment of an Equality Officer will enable us to produce the annual report and complete the review of the Strategic Equality Plan.



9 General Priority Actions (Efficient and Well Managed)

9.1 Our Priority Actions

GA1 We will endeavour to improve services and meet our saving targets by modernising the way we work

The target savings of £8.453m for 2014/2015 was achieved. Regular budget & efficiency meetings are held with all service areas in order to monitor progress to meet the saving targets. There are regular reports to Senior Management Team, Managers Forum and Elected Members. The council has a number of strategic modernisation programmes in place, namely the modernisation programme, Social Services Transformation Programme and restructures in Regulatory Services and Environment, Roads and Facilities Services. We have also reviewed and modernised library provision - approval was given to close Llandudno Junction and Deganwy Libraries and we have created the first Community Library at Penmaenmawr. We continue to implement the 21st Century Schools programme. In addition, savings are being made at a service level through the non replacement of staff, voluntary redundancy, early retirement, and through a review of processes in order to achieve savings. Corporate initiatives include the introduction of bring your own device, Skype for Business, agile working pilots, paperless offices through the implementation of Electronic Document Management, and a reduction in printers. A Case Management system for Legal Services has been delayed, and will now be in place by August 2015. Conwy has also had the best performance in the submission of online planning applications and the introduction of an online booking system for leisure services. We are also using electronic tendering more and more. As a result we are starting to see an increase in online transactions. Services are also looking at opportunities for income generation such as Service Level Agreements to deliver services on behalf of other authorities. Services are also reviewing their processes and methods of service delivery such as bringing together education and social services and structuring services around life stages. We continue to review our assets which has resulted in leasehold and freehold disposals.

Green

GA2 We will review where we work from – (Office accommodation)

In May 2014 Cabinet approved the formal procurement procedure to select a preferred development partner. A Developer Day was held in July 2014 to market test the development appetite. 46 developers/investors attended. The procurement process commenced in August 2014. Meetings with Heads of Service have taken place to confirm preferred options of service occupation requirements. Costs and financing work has continued and an Invest to Save bid submitted to Welsh Government was successful. Car park surveys have been completed and a regeneration benefits study is on-going. Discussions with on-site partners continue. We are now currently in the

Green

Annual Report 2014/2015

Competitive Dialogue period of the procurement process, with a preferred developer to be selected by September 2015. Whilst the schedule has slipped a little this has allowed the Authority to confirm its exact requirements and undertake further due diligence.

GA3 We will maximise European and other external funding opportunities

In 2014/2015 £1,767,063 Project Match Funding has been allocated and £10,121,077 match funding has been attracted.

We have successfully closed down the 2007-2013 Convergence Structural Funds Programme: Conwy was the leading EU work stream for the North Wales Economic Ambition Board with the objective of maximising the benefits to the region. Conwy will host the new Regional Engagement Team, which will be established to co-ordinate all projects across the Region.

We are developing a number of new European Projects including OPUS, TRAC, Venue Cymru, Waterfront, Outdoor Tourism, Business Support, Community Energy, and Heritage Tourism projects for the new European 2014-2020 funding programme.

The Deputy Leader is representing the WLGA on the All-Wales Programme Monitoring Committee (PMC) for European Structural and Investment Funds. The Deputy Leader is also representing North West Wales Councils on the Wales Ireland Transnational PMC, and our Principal European officer is part of the Programme Steering Group.

A grant finder software package is in place to assist in identifying funding options.

The Vibrant and Viable Places programme is now established for Colwyn Bay and has successfully delivered the first year objectives.

Green

GA4 We are committed to delivering the All Wales Compact on Collaboration in partnership with the Welsh Government and other Local Authorities

The 10 collaborations identified by Partnership and Overview Scrutiny have now been programmed into report to the Committee programme. This commenced in December 2014. The implementation of the Conwy Housing Solutions Partnership and SARTH (Single Access Route to Housing) has enabled positive collaborative improvements for the prevention of homelessness and resettlement of families who do become homeless. The Collaboration Database was reviewed in January 2015 to ensure that it is up to date. We have also reviewed our strategic partnerships. The Children and Young People Partnership and the Conwy Joint Localities Board have now realigned to become the Conwy's People Partnership. The Rural Partnership will be disbanded and work will continue by the Conwy Economic Partnership, which will link to the Regional Economic Partnership. In September 2014 Council approved the development of a Joint Voluntary Merger Expression of Interest which was submitted to Welsh Government in November 2014 following both Conwy and Denbighshire Councils' approval. In January 2015 the Expression of Interest was declined by the Minister for Public Services. The Council has responded to the February 2015 White Paper 'Power to Local People' and to the recent publication (June 2015) of a revised merger Map which invites consultation on whether Conwy County Borough Council should merge with Gwynedd and Anglesey Councils or Denbighshire Council.

Amber

9.2 How will we know we are making a difference?

Ref	Title	Our results 13/14	Target 14/15	Our results 14/15	Wales Average	How we compare across Wales	Target 15/16	RAG
GM 1	Annual Performance Development Review (PDR) completion rate	62.7%	80%	75.2%	N/A	N/A	80%	Amber

Whilst the RAG status is amber, there has been a significant improvement in the Council's annual PDR completion rate. This is a considerable achievement against the backdrop of major management and service restructuring in many Council services during 2014/2015.

9.3 Self-Evaluation of performance

Like all councils, Conwy County Borough Council is facing extremely difficult financial challenges. The authority is working hard to deliver good services and whilst at the same time meeting efficiency targets. The regular review of budgets and the support and challenge to help services make efficiency savings is a regular occurrence. There has been significant review and transformation of our frontline services to meet both legislative requirements and efficiency targets. The finances raised through European funding have had a positive impact on the local economy, and there are good examples where services have generated income by undertaking work on behalf of other councils. There has been good progress made with the Office Accommodation Project which again, will result in a positive impact on the Colwyn Bay Regeneration area. Despite the refusal, the Council's decision to submit a voluntary merger Expression of Interest affirms the Council's commitment to collaborative working and the investigation of more efficient and sustainable ways of working. The review of Strategic Partnerships is another positive example of improving collaboration whilst reducing costs.

9.4 Areas for improvement / development

The financial situation will be continually reviewed and communicated in order to retain the focus on the efficiencies required. This will require difficult decisions to be made in order to meet saving targets. We will continue to focus on the Modernisation Programme and the development of the business case to address future accommodation needs. The Conwy Economic Partnership will focus on supporting local economy and maximising European funding opportunities. The evaluation of the work wise pilots will need to be evaluated prior to further roll out to all services. We will continue to contribute to the consultation and debate on the future merger of local authorities, and act upon any changes which result from the White Paper, 'Power to Local People'.

5 Working Collaboratively

Working collaboratively is one of a number of ways we can improve service efficiency. Conwy Council approved a **Statement on Collaboration** in November 2010 to ensure that good governance and value for money are achieved and that the priorities and values of the authority are promoted and safeguarded when working collaboratively.

Conwy already has a well established history of working in collaboration and is fully committed to working across the region and across Wales as a means of securing improvements in service quality and value for money for its residents. Conwy County Borough Council is a member of the **North Wales Regional Leadership Board** and **North Wales Regional Economic Forum**.

Conwy County Borough Council has worked collaboratively to develop a number of initiatives. The anticipated benefits vary – some are to improve service efficiency, avoid costs and create savings, others are to improve service standards or resilience.

We have developed guidance on collaboration implementation which sets out the steps an Officer in Conwy should follow when leading on the establishment of a collaboration with other public sector organisations. We have also developed a collaboration benefits assessment which has been applied to Conwy led initiatives. The assessment aims to ensure that we are clear whether the anticipated benefits have been realised. All joint working initiatives are logged on a collaboration spreadsheet and are monitored through Improvement Boards and or Service Performance Reviews.

The list below does not reflect all areas of work, but highlights the projects in place which are Conwy led and/or support the delivery of the Corporate Plan priorities (improvement objectives).

Annual Report 2014/2015

Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
1	Let's Get Working Programme inc. Genesis 2 and New Work Connections (NWC)	Grant Funded Collaborative Project	Outcome 1 People in Conwy are Educated and Skilled	A1.2
Description				
<p>This was a project to provide both one to one and group support for individuals to increase their skills and move onto employment.</p> <p>The European funding element of the project has now ended. However a small team has been funded through internal budgets and continues to support vulnerable and disadvantaged people. The outcomes of this work are reported under outcome 1.</p> <p>Conwy is leading on developing the OPUS project, a new European Structural Fund bid around moving people towards and into work with the other 5 Local Authorities, local CVCs (on behalf of the third sector), Department of Work and Pensions, Grwp Llandrillo Menai and the North Wales Economic Ambition Board.</p> <p>WEFO (Wales European Funding Office) approval is being sought.</p>				
Benefits of the collaboration				
<p>The benefits realised from the European funded elements of the programme were:</p> <p>1447 individuals were supported and 816 had a positive outcome from support received. 294 continued onto further learning opportunities 422 gained a qualification 157 gained employment over 16 hours a week 42 gained part time employment under 16 hours a week 97 received childcare support to attend training, volunteering or work placements 34 business registered with the programme in 11 months 21 business assisted with information regarding funding to employ staff 14 businesses received equality and diversity training to implement or improve their equality and diversity policies and procedures.</p>				
Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
2	Workforce Development project	Grant Funded Collaborative Project	Outcome 1 People in Conwy are educated and skilled	A1.3
Description				
<p>This collaborative project has finished. It aimed to:</p> <ul style="list-style-type: none"> • Coordinate current information available into a skills and training strategy across all partners. • To work collaboratively to increase the number of apprenticeships and the number of apprentices employed post apprenticeship. • To develop a cross public sector staff exchange framework and coaching framework. • To improve collaboratively work experience programmes for young people, adult returners and people with disabilities. • To work collaboratively to make workforce development more efficient and streamlined and build employee engagement. 				

Annual Report 2014/2015

Benefits of the collaboration				
<p>The benefits of this project were:</p> <ul style="list-style-type: none"> • Clarity of vision across all the Conwy & Denbighshire Local Service Board Partners. • Better integration of local policies. • Improved joined up working to avoid duplication of effort. • Improved shared processes for managing work placements and apprenticeships • Improved support and structure for work placement and apprenticeship candidates providing a • Quality and meaningful experience. • Improved support for staff members. <p>An update on benefits realised is provided in A1.3.</p>				
Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
3	GwE - Regional School Improvement and Effectiveness Service	Regional Collaboration Project (GwE)	Outcome 1 People in Conwy are Educated and Skilled	A1.6
Description				
<p>This is a regional approach to the delivery of the school improvement service and was operationally launched on 1st April 2013. It supports the Welsh Government priority to improve educational attainment. GwE works with underperforming schools to monitor, provide support, challenge and set targets in order to raise pupil standards. A recent WAO audit report has been published regarding the management of Gwe, and action plan is being developed to address the recommendations.</p>				
Benefits of the collaboration				
<p>The main anticipated benefit is an improvement in pupil educational attainment. eg:</p> <ol style="list-style-type: none"> 1. Improved standards in literacy and numeracy that compare well with the best in other Counties; 2. More skills for staff as recruiting system leaders with consistent approach and proven record of schools improvement; 3. Increased service capacity <p>An update on the benefits are provided in A1.6, which provides good evidence that attainment is improving.</p>				
Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
4	North Wales Regional Family Support Group / Programme	Regional Collaboration Programme	Outcome 2 People are safe and feel safe	A2.3 & A2.4
Description				
<p>This is a regional approach to coordinate responses for vulnerable families through developing a shared vision, shared values and a collective responsibility for family support.</p>				
Benefits of the collaboration				
<p>The benefits of this collaboration are to reduce duplication, develop learning communities, manage regional commissioning, and joint performance management of outcomes for vulnerable families. The regional group has commissioned Young Carers and Advocacy provision for the region. The North Wales Vulnerable Families' Needs Analysis and the Joint Commissioning toolkit have been developed. The Integrated Family Support Team (IFST) is overseen on a regional basis to ensure that the most vulnerable families across North Wales are able to access support to enable them to positively alter their lives.</p>				

Annual Report 2014/2015

The board also oversees Families First Funding allocated to each authority, including significant scrutiny of the Team Around the Family provision in each county, and is mindful of the Flying Start and Communities First activity in each county.				
Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
5	Emergency Planning	Regional Collaboration Project	Efficient and well managed	A2
Description				
This project aims to provide a regional approach to emergency planning. The North Wales Councils Regional Emergency Planning Service (NWCREPS) reports to a regional Board and provide 6 monthly performance updates to each Local Authority.				
Benefits of the collaboration				
The regional service went live in July 2014. Anticipated benefits include:				
<ul style="list-style-type: none"> • Reduction in duplication and repetition of tasks • Improved harmonisation of work and resilience of teams • Improved focus of available resources by sharing specialist support and common tasks • Improved consistency of response between authorities • Improved communication channels between the North Wales Resilience Forum and Local Authorities 				
Predicted efficiency savings after year 3 onwards.				
Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
6	North East Wales Single Access Route to Housing (SARTH) Project	Collaboration Project	Outcome 3 People in Conwy live in safe and appropriate housing	A3.1
Description				
This is a collaboration between 4 local authorities, 5 social landlords and Glyndwr University. The aims of the project is to re-engineer the way in which social housing is allocated within the authority areas. To provide a common access route to affordable housing which is transparent, legal, efficient and accessible to all sections of the community. The project is now live.				
Benefits of the collaboration				
The anticipated benefits of the project are:				
<ul style="list-style-type: none"> • Cashable savings and greater access to grants. • Costs avoidance and reduction duplication. • A shared approach to the delivery of housing advice and options • A shared applications process and shared housing register for social housing. 				
A common allocations framework to provide a consistent assessment of housing need which prioritises those in urgent need				

Annual Report 2014/2015

Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
7	Co-located Homelessness Service	Collaboration Project	Outcome 3 People in Conwy live in safe and appropriate housing	A3.1
Description				
This is a collaboration to set up a social letting agency in partnership with registered social landlords. The Conwy Housing Solutions Partnership became operational with effect from the 30 th June 2014 and has a new and improved office space shared with Cartrefi Conwy.				
Benefits of the collaboration				
This project anticipated benefits are:				
<ul style="list-style-type: none"> • Preventing homelessness occurring • Improved access to comprehensive housing options information, advice and support for the citizens of Conwy • Greater access to the private rented sector for the citizens of Conwy • Increased value for money in the procurement of temporary accommodation which is available when required. • Increased co-ordination and better use of resources across the two organisations • Training and development opportunities for staff of both organisations • Reduction in risk to the Council as a result of a potential increase in homelessness due to welfare reform and the recession 				
Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
8	Extra Care Housing Schemes (Llandudno and Abergel)	Collaboration Project	Outcome 4 People in Conwy are healthy and independent 3 People in Conwy live in safe and appropriate housing	A4.1 A3.1
Description				
This is a collaboration project to provide people aged 60 or more with an assessed support need to continue to live independently in the community in appropriate housing and support provision.				
Benefits of the collaboration				
The schemes have now opened however it is too early to realise the benefits. The anticipated benefits are:				
<ul style="list-style-type: none"> • Enablement of independent living for older people with an enhanced quality of life • The closure of a run down and outdated Council residential home, avoiding liability for backlog maintenance – Awel y Mor Residential Home closed December 2010, Plas Gogarth closed June 2010 and Plas y Dre during 2008 • Revenue savings resulting from the change in service model – revenue savings have already been realised with the closure of the Residential Homes. • Capital has been realised from the sale of Awel y Mor, Plas Gogarth and Plas y Dre. • Increased feeling of security for residents and their families • Outsourced Domiciliary Care Provision • An increase in local affordable property becoming available 				

Annual Report 2014/2015

Additional Short Term Accommodation for Older People schemes have a short term accommodation apartment available for a maximum of 2 weeks at any one time for use by residents of Conwy who are assessed as in need of such temporary accommodation by a Professional Health Worker.				
Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
9	Llys Dyfrig Health and Social Care Centre	Collaboration Project	Outcome 4 People in Conwy are healthy and independent	A4.1
Description				
This is a collaboration project to provide a centre to co locate and integrate health and social care staff in order to improve joint working and enable the merging of appropriate budgets				
Benefits of the collaboration				
This project is now fully operational. The benefits being realised are:				
<ol style="list-style-type: none"> 1. Provide service improvement through joint working with Health and voluntary organisations 2. Increase capacity through joint working; and 'Workwise' agile working 3. Improve customer satisfaction through the availability of co-located services in the community. 4. Maximise resources 				
Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
10	Social Care and Health Regional Programme Board (Sustainable Social Services: A Framework For Action)	Regional Collaboration Programme	Outcome 4 People in Conwy are healthy and independent	A4.1
Description				
This programme consists of a series of projects, the benefits of which are to improve the delivery of social care and to meet the standards set in the Sustainable Social Services Framework.				
Benefits of the collaboration				
The programme is progressing. Achievements to date include the launch of the North Wales Commissioning Hub for high cost, low volume placements across a range of vulnerable groups. The anticipated benefits are :				
<ol style="list-style-type: none"> 1. Cash savings of £134,000 to Conwy are forecast for the initial 3 year life of the project; 2. Less resource required from Conwy for the negotiation of residential placements; 3. Conwy will benefit from centrally negotiated procurement; 4. £90,000 cashable savings in first year 5. £100,000 in cost avoidance in first year. 				

Annual Report 2014/2015

The programme has also progressed in the following areas:

- There is an established Regional Workforce Committee which is being reformed to include key partners from Health, Care Council for Wales and other key partners from the sector. The Workforce Board will oversee the Workforce Strategy and Development programme across North Wales, providing direction within a regional and National context, ensuring that, in partnership with key stake holders, we maximise the opportunities for shared approaches to workforce planning and training delivery.
- A review of the North Wales Adoption Service
- A North Wales Integrated Services with a focus on extra care housing, re-ablement, prevention, and residential fee setting.
Approval has been given from Welsh Government to develop a proposal for Bod Alaw, extra care model for people with Disabilities. The Early Intervention & Prevention team are in the process of being established within Disabilities. This service will provide multi-disciplinary lifespan approach to the provision of early intervention and prevention.
A pilot for re-ablement for people with disabilities has been completed.
- Conwy Integrated Family Support Service has been operating for 12 months, providing intensive, therapeutic interventions to families where parental substance misuse presents a risk to the children.
- The Single Point of Access (also referred to as Conwy Access Team) has been developed and collocated with colleagues from Betsi Cadwaladr Health Board, based at the Colwyn Leisure Centre. The next step is to ensure collaboration and integration of the work between Conwy County Borough Council and Betsi.
- Regional safeguarding arrangements:
 - Conwy County Borough Council is the Host Authority for Regional Safeguarding Board.
 - The Director of Social Care and Education is the Chair of the Regional Board for both Childrens and Adults.
 - Local Authority Officers are members of the Local Practice Delivery Groups.
 - Officers have contributed to the agreed priorities around Domestic Abuse, CSE, Children who exhibit Sexually Harmful Behaviour and in relation to Adults Safeguarding Priorities.

Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
11	Conwy Rural Partnership / Conwy Local Action Group	EU Grant Funded Collaborative Project	<p>Outcome 1 - People in Conwy are educated and skilled</p> <p>Outcome 5 - People in Conwy live in a county that has a thriving economy</p> <p>Outcome 6 - People in Conwy live in a sustainable environment</p>	<p>A1.3 A1.4</p> <p>A5.1 A5.2 A5.3 A5.6</p> <p>A6.1 A6.2 A6.3 A6.4</p> <p>A7.1</p>

Annual Report 2014/2015

			<p>Outcome 7 - People in Conwy live in a county where heritage, culture and Welsh language thrive</p> <p>Outcome 8 - People in Conwy are informed, included and listened to</p>	<p>A7.2</p> <p>A8.2</p> <p>A8.4</p>
Description				
<p>The <u>Rural Development Plan</u> (RDP 2) helps us all to maintain, enjoy and benefit from the Welsh countryside. At the same time, it tackles specific problems which affect many people in rural areas.</p> <p>The RDP 2 has come to an end at the end of June 2015 (and so did the Conwy Rural Partnership) and the 3rd rural plan – The Conwy Local Development Strategy 2014 – 2020, has just been published.</p> <p>The aims are</p> <ol style="list-style-type: none"> 1 To effectively deliver, co-ordinate & monitor local implementation of European grants; 2. Provide a coherent united voice for rural Conwy; 3. To lead and co-ordinate partnership working; 4. Take a strategic view of rural issues; 5. To communicate progress of on the Conwy Local Development Strategy. 				
Benefits of the collaboration				
<p>The benefits of this collaboration are:</p> <ul style="list-style-type: none"> • Improved engagement and involvement with people of Rural Conwy; • Improved satisfaction through delivery of improved services 				
Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
12	Regional and National Procurement	Regional & National Collaboration Projects	Outcome 5 People in Conwy live in a county that has a thriving economy	A5.2
Description				
<p>The projects aim to provide a regional/ national approach to procurement. They will support the drive to be efficient and well managed by ensuring value for money and by supporting local business where feasible.</p>				

Annual Report 2014/2015

Benefits of the collaboration				
<p>There continues to be a range of both regional and national procurement collaborative projects. The social care regional commissioning hub (hosted by Denbighshire) had developed cross regional frameworks for how we make purchases so that we can drive costs down. This has now been decommissioned and will be co-ordinated by a new appointment who will report to the North Wales Social Services Improvement Collaborative (NWSSIC).</p> <p>The National Procurement Service (NPS) was launched in November 2013. The NPS is in the process of establishing a range of customer user groups, finishing their recruitment drive for the NPS Category Managers and agreeing local, regional and national requirements to support efficiency targets.</p>				
Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
13	Economic Ambition	Regional Collaboration Project	Outcome 5 People in Conwy live in a county that has a thriving economy	A5.3, A5.4 & A5.5
Description				
This project aims to have a regional strategic approach to improving the North Wales Economy.				
Benefits of the collaboration				
<p>The vision of the Board is to establish North Wales as a confident and outward looking region with a diverse and high value economy, providing a range of quality, sustainable employment opportunities for its people. The benefits will be to increases economic productivity, competitiveness and growth in the region. This will be measured by (reducing) the gap between a) the regional and national annual growth rate in regional GVA; and b) the gap between those areas which are lagging behind the regional average growth rate and those performing more strongly.</p>				
Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
14	ICT (Joint Procurements)	Regional Collaboration Project	Outcome 6 People in Conwy live in a sustainable environment	A6.5
Description				
This project aims to deliver savings / best prices on IT hardware; To reduce bureaucracy of procuring under framework agreement for 6 councils; To standardise on IT hardware across North Wales; To offer a stronger voice when dealing with suppliers / distributors.				
Benefits of the collaboration				
The benefits realised are the efficiencies gained through economy of scale.				
Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
15	Residual Waste North Wales Residual Waste Treatment Partnership	Regional Collaboration Project	Outcome 6 People in Conwy live in a sustainable environment	A6.6
Description				
This project is a regional approach to the management and disposal of residual waste. It aims to secure a long term sustainable and cost effective solution for the treatment of residual waste in the region				

Annual Report 2014/2015

Benefits of the collaboration				
The benefits anticipated include the cost avoidance of £31,288,000 for period April 2015 to March 2041, and the efficiencies of shared procurement costs between 5 Authorities.				
Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
16	North East Wales Food Waste Hub	Regional Collaboration Project	Outcome 6 People in Conwy live in a sustainable environment	A6.6
Description				
This project is a regional approach to the management and disposal of food waste. It aims to secure a long term sustainable and cost effective solution for the treatment of food waste in the region				
Benefits of the collaboration				
The benefits will include the cost avoidance of £1,276,730 for a 15 year period and shared procurement costs between 3 Authorities.				
Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
17	North Wales Schools and Public Building Contractor Framework	Regional Collaboration Project (This is a joint project funded by the Welsh Government's Department for Education and Skills (21st Century Schools Programme) and is led by Denbighshire and Flintshire County Councils, on behalf of the 6 North Wales local authorities)	Outcome 1 People in Conwy are Educated and Skilled	A1.7 & A6.3
Description				
The main driver for this project is to obtain value for money from public procurement and deliver community benefits across the region. Considerations will include training and employment targets, prompt payments of sub -contractors, opportunities for supported businesses. education, work experience, community initiatives and open opportunities for small medium enterprises The North Wales Construction Framework operational launch took place on 12th June 2014 at Glasdir, Llanrwst.				

Annual Report 2014/2015

Benefits of the collaboration				
<p>The benefits anticipated have not yet been realised and will be realised as Conwy moves through into operational construction projects procured via the framework.</p> <p>It is anticipated that the project will create cost and time savings in procurements for construction works.</p> <ul style="list-style-type: none"> - Improved predictability of cost. - Improved number of projects completed on time. - Benefits to supply chain of overall buying power and longevity of the frameworks. 				
Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
18	The 'Ein Treftadaeth / Our Heritage' and the 'Princes of Gwynedd' project	Grant Funded Collaborative Project	Outcome 7 People in Conwy live in a county where heritage, culture and the Welsh language thrive	A7.3
Description				
<p>This is a consortium led by Conwy County Borough Council in partnership with Gwynedd Council, Snowdonia National Park Authority and the National Trust, as part of CADW's £19 million Heritage Tourism Project.</p>				
Benefits of the collaboration				
<p>The Princes of Gwynedd project finished at the end of June 2014 and Our Heritage finished at the end of December 2014. The benefits were:</p> <ul style="list-style-type: none"> • Encouraging exploration of the cultural landscape • Increasing visitor appreciation and understanding leading to an enhanced visitor experience • Increased visitor numbers to sites / attractions • Increase in the quality and availability of interpretation available • Increase in local skills and knowledge through training and development • Increase in employment opportunities • Raising the profile of Welsh history with reference to the Princes of Gwynedd <p>Increasing economic impact for towns and villages away from the tourist 'honey pots'.</p>				
Ref	Name of Collaboration	Type of Collaboration	Link to Corporate Outcome	Link to Action
19	North Wales Legal Services Collaboration	Regional Collaboration Project	Efficient and well managed	
Description				
<p>This project aims to provide a regional approach to legal services. It will support the drive to be efficient and well managed by sharing specialism across the region and reducing the need to purchase external expertise.</p>				

Annual Report 2014/2015

Benefits of the collaboration

Conwy's Legal Section provides some specialist legal services to Isle of Anglesey Council, Registered Social Landlords, the Fire and Rescue Service and ad hoc support to other public bodies. This has created income for the service, to help meet their efficiency savings, whilst at the same time created a saving for the public bodies concerned.

Two pilot schemes under the collaboration project have been completed. The first relates to Adult Social Services which has seen an increase in the sharing of expertise by the Solicitors engaged in this field within the 6 North Wales Authorities. This has now become a permanent form of working to the benefit of all involved.

The second relates to prosecutions within the 6 Authorities which has had less success. The pilot proved to be over-bureaucratic and neither savings nor service efficiencies ensued. This pilot is now being reviewed to see whether it can continue in a manner which realises the required benefits or whether it should cease. The pilot was reviewed and is now proceeding on a sub-regional basis. This is proving much more efficient and the bureaucracy has to a large extent been eliminated.

6 Wales Audit Office Assessment of our Performance

6.1 The Annual Improvement Report (AIR) 2014/15

Each year the Auditor General is required to audit the improvement planning and reporting arrangements of Welsh councils, fire and rescue authorities and national park authorities, and to assess whether each authority will meet statutory continuous improvement duties. The findings of which are published in the Annual Improvement Report (AIR).

In addition, the Auditor General undertakes an in-depth corporate assessment at each authority on a cyclical basis (currently at least once every four years). The Corporate Assessment for Conwy County Borough Council was published in 2014 and the positive conclusions were documented in last year's Annual Report. There were no recommendations for improvement and good progress has been made implementing the 6 proposals for improvement. In the intervening years, in addition to audits of improvement planning and reporting, the Wales Audit Office, will keep track of developments and focus further improvement assessment work on a number of key themes, developed in discussion with each authority.

The AIR for 2014/15 concluded that

The Council continued to make progress in delivering improvements in its priority areas; its track record in delivering its financial objectives leaves it well placed to secure continuous improvement in 2015-16.

There were no recommendations and no proposals for improvement.

Annual Report 2014/2015

6.2 Other inspection reports published in 2014/2015

During 2014/2015 the Wales Audit Office undertook the following inspections. Action plans have been put in place to implement recommendations for improvement:

Project name	Brief description	Audit Opinion
Wales Audit Office – Financial planning review	Assessment of the Council's financial position and how it is budgeting and delivering on required savings.	The Council has adequate financial management arrangements with no immediate shortcomings.
Audit of Accounts	On 28 November 2014, the Appointed Auditor issued an Annual Audit Letter to the Council. The Letter summarises the key messages arising from his statutory responsibilities under the Public Audit (Wales) Act 2004 as the Appointed Auditor and his reporting responsibilities under the Code of Audit Practice.	It confirmed that, on 30 September 2014, he issued an unqualified opinion on the Council's financial statements, confirming that they present a true and fair view of the Council's financial position and transactions.
Wales Audit Office – Audit of the Council's Improvement Plan	Assessment of the Council's adherence to Welsh Government guidelines for the publication of its Improvement Plan.	The Council's improvement plan and its evaluation of its performance comply with the requirements of the 2009 Measure. The Auditor General issued audit certificates stating that the Council had discharged its duties under the Local Government (Wales) Measure 2009
Wales Audit Office – Audit of the Council's Performance Report	Assessment of the Council's adherence to Welsh Government requirements for the publication of its Performance Report.	The Auditor General issued audit certificates stating that the Council had discharged its duties under the Local Government (Wales) Measure 2009.
Wales Audit Office – Review of corporate modernisation arrangements	Assessment of progress on arrangements for corporate modernisation.	The Council's arrangements for achieving corporate modernisation are developing well and, though currently on track, are in their early stages and benefits are yet to be realised.
Wales Audit Office – Review of arrangements for environmental health services	Assessment of progress on arrangements for provision of councils' environmental health services.	The Council is delivering its environmental health services at levels that are mostly above the minimum standard despite reductions in budgets and staff numbers.
Wales Audit Office – Review of the Council's arrangements for distributing Discretionary Housing Payments	Assessment of the effectiveness of the Council's services for the allocation, distribution, administration and use of Discretionary Housing Payments.	The Council is making good progress in committing its Discretionary Housing Payments but it is not able to judge the effectiveness of its work in addressing the impact of welfare reform.

Annual Report 2014/2015

<p>Wales Audit Office – Review of the Council’s progress in addressing the proposals for improvement identified as part of the 2013 Corporate Assessment</p>	<p>Review of the Council's progress in addressing the proposals for improvement identified as part of the 2013 Corporate Assessment.</p>	<p>The Council is effectively addressing the proposals for improvement identified as part of the 2014 Corporate Assessment.</p>
<p>WLC – Review of the Council’s Welsh Language Scheme</p>	<p>Assessment of the effectiveness of the Scheme in providing Council services to the public in Welsh.</p>	<p>The Welsh Language Commissioner has continued to report good practice in the Council’s implementation of its Welsh Language Scheme.</p>
<p>Certification of Grants May 2013/2014</p>	<p>Does Conwy County Borough Council (the Authority) have adequate arrangements in place to ensure the production of co-ordinated, accurate, timely and properly documented grant claims?</p>	<p>The Authority has adequate arrangements for preparing its grants and returns and supporting our certification work, but some improvements are required in some areas.</p>
<p>Local Authority Arrangements to Support Safeguarding of Children</p>	<p>Do the Council's governance and management arrangements provide assurance that children are safeguarded?</p>	<p>The governance, accountability and management arrangements for overseeing whether the council is meeting its safeguarding responsibilities to children are mostly fit for purpose and effectively managed.</p> <p>The Council’s arrangements for monitoring and evaluating its safeguarding responsibilities to children have some weaknesses which the Council is addressing.</p> <p>The Council’s approach to identifying and acting on improvements in its safeguarding arrangements is adequate but some improvements could be made.</p>
<p>Managing Early Departures (National Report)</p>	<p>To examine whether Welsh public bodies can demonstrate that they are securing value for money from the use of early departures to control or reduce workforce costs.</p>	<p>We found that Welsh public bodies have made extensive use of early departures to support workforce cost reduction, alongside a range of other approaches. Overall the governance appears to be have been satisfactory.</p>
<p>Managing the Impact of Welfare Reform Changes On Social Housing Tenants in Wales (National Report)</p>	<p>If Council’s are well placed to effectively manage the impact of the welfare reform on social housing in Wales.</p>	<p>The changes to Housing Benefit introduced by the welfare-reform programme are having a significant impact on Welsh councils and housing associations, and they are struggling to deliver effective and sustainable solutions to address the challenges they face.</p>

Annual Report 2014/2015

6.3 Care and Social Services Inspectorate Wales (CSSIW)

The Care and Social Services Inspectorate Wales encourages the improvement of social care, early years and social services in Wales. Each year it publishes an Annual Review & Evaluation of Social Service Departments' Performance. Their reports can be found on the CSSIW website, <http://cssiw.org.uk/?lang=en>

The Social Services Annual Report is produced as part of what is known as the Annual Council Reporting Framework. It contains a Director's introduction and information about the key achievements of the service for the previous year and the key aims for the following one. It can be accessed on the Council Website: <http://conwysocialservicesannualreport.org.uk/>

The report summarises the major achievements and good practice of 2014/2015 and presents a forward programme for 2015/2016.

CSSIW Inspections

During 2014/2015 the following external inspection reports were received from the Care and Social Services Inspectorate Wales (CSSIW).

Local Audits:

1. Inspection of services for children looked after by the local authority (including advocacy services and services for care leavers).
2. Fostering Inspection
3. Review Domiciliary Care
4. Registered Care Homes
5. **Llys Elian**

National Audits:

4. Examination of access arrangements for adults in social care services (older people)
5. Review application and effectiveness of the Deprivation of Liberty Safeguards in Wales
6. HMI Inspectorate of Probation
7. Inspection of safeguarding and care planning of looked-after children and care leavers who exhibit vulnerable or risky behaviour.
8. National review of Social Services commissioning in Wales.

The first two audits and action plans were reported to the Corporate Parenting Board. Action Plans have been put in place to all audit address recommendations.

Annual Report 2014/2015

ESTYN

A total of 11 Primary schools were inspected by Estyn during 2014/2015. 1 received a judgement of excellent, 7 were good, 2 were adequate and 1 unsatisfactory.

Excellent	1
Good	7
Adequate	2
Unsatisfactory	1

A total of 3 Secondary schools were inspected during the same period. One received a judgement of good and 2 were adequate.

Excellent	0
Good	1
Adequate	2
Unsatisfactory	0

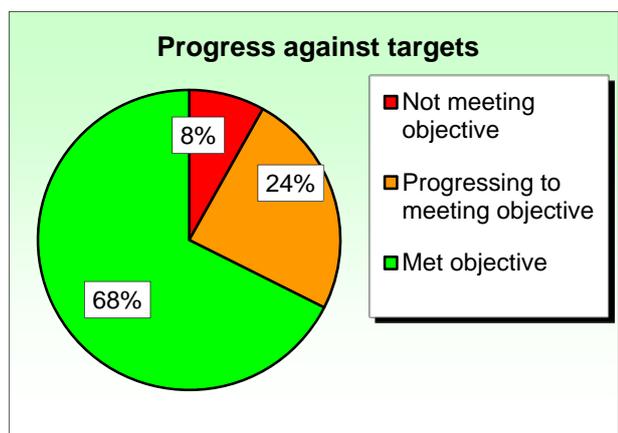
Annual Report 2014/2015

7 Welsh Government's National Strategic Indicators (NSI's), Public Accountability Measures (PAM's) and our Corporate Plan Measures

The Council is required under the Welsh Government's 'Wales Programme for Improvement' guidance to 'identify need' and 'continuously improve services'. In order to assess how well we are doing, the Welsh Government has set a number of statutory performance measures covering key policy areas e.g. Social Services, Education and the Environment. The performance level is then compared to targets that are set by the Council.

This section provides an overview of our performance against the national measures where comparisons can be made, an overview of how we performed against the targets set against the Corporate Plan, and also a summary of performance of national and corporate plan measures by citizen outcome.

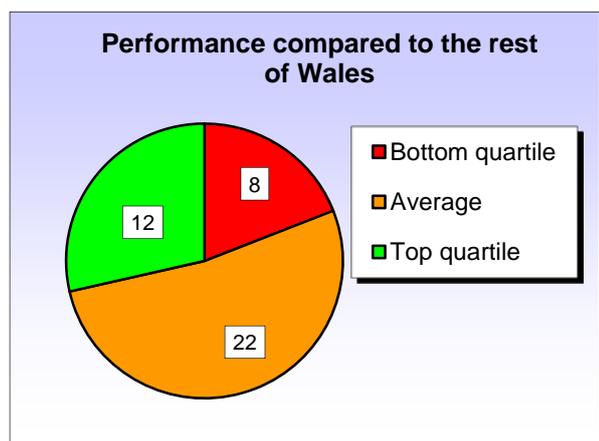
7.1 Achieving our National Targets



The pie chart left shows our 2014/2015 end of year performance for the statutory performance measures compared to targets that the Council set for itself at the beginning of the year.

43 National Strategic Indicators and Public Accountability Measures have been compared across Wales.

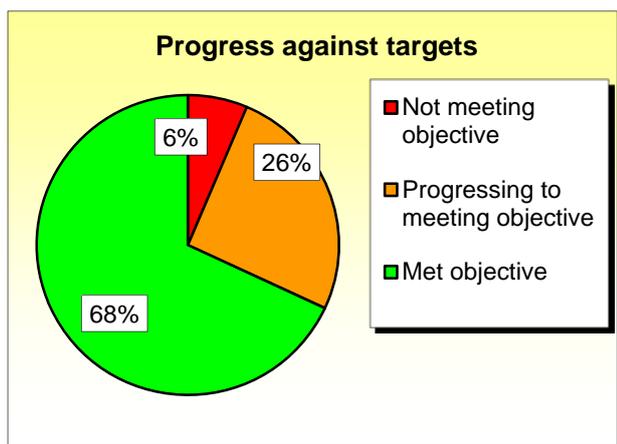
7.2 How do we compare to the rest of Wales?



A large number of our statutory measures place our performance in the top or middle quarter of local authority performance in Wales. The results are an improvement upon last year's results, Top quartile performance has decreased from 15 down to 12, Average 24 down to 22, and lower has increased from 4 to 8. We are working to improve the indicators in the bottom quarter performance for Wales and action plans are in place.

Annual Report 2014/2015

7.3 Achieving our Corporate Plan Targets

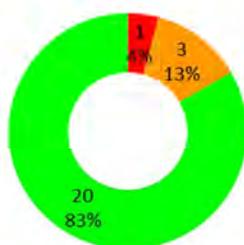


The pie chart on the left shows our 2014/2015 end of year performance for the corporate plan measures compared to targets that the Council set for itself at the beginning of the year. The majority of measures are progressing to meet the targets set.

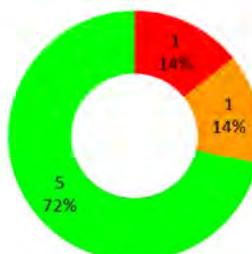
7.4 Achieving our Outcome targets

The charts below show how we have performed against our Corporate Plan citizen outcomes, looking at both our Corporate Plan measures but also including the NSI/PAM measures which relate to the citizen outcomes. Each chart shows performance by the number of measures and percentage of measures which are either not meeting, progressing within tolerance or have met the target.

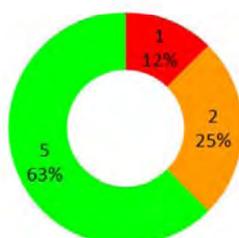
Outcome 1: Educated and skilled



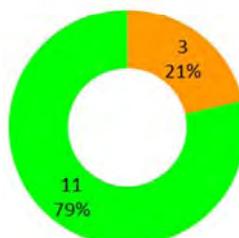
Outcome 2: Safe and feel safe



Outcome 3: Safe and appropriate housing

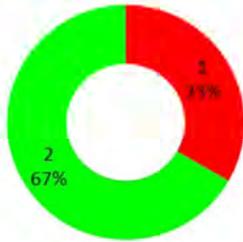


Outcome 4: Healthy and independent

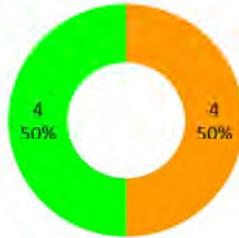


Annual Report 2014/2015

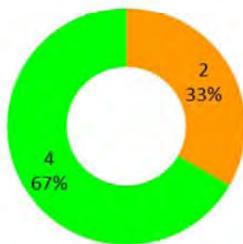
Outcome 5: Thriving economy



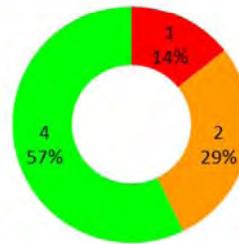
Outcome 6: Sustainable environment



Outcome 7: Heritage, culture and the Welsh language



Outcome 8: Informed, included and listened to



7.5 National Strategic Indicators and Public Accountability Measures

The following tables report the actual out turn performance figure against target for the Welsh Government's National Strategic Indicators (NSI), and Public Accountability Measures (PAM). A detailed report was presented to Principal Overview and Scrutiny Committee on 6th July 2015, which can be accessed here:

<http://modgoveng.conwy.gov.uk/ieListDocuments.aspx?CId=107&MId=4491&Ver=4>

Where the target has not been achieved the service has put actions in place to address the issues. These actions are monitored as part of the 6 monthly Service Performance Reviews to ensure we manage the performance during the year.

In addition to our National Strategic Indicator and Public Accountability Measures, we also collate performance on a set of Service Improvement Data. There are too many to list within this report, but all core set indicators relevant to our Corporate Plan have been listed in section 1. For a full report on our Core Set Indicator performance please refer to our website www.conwy.gov.uk/annualreport

The key used in the Performance column is explained below:

Compared to target set:	
Not Meeting target and below tolerance level	Green
Within tolerance to progress work to meet target	Amber
Target met	Red
No target set	No target set

Reviewing Our Performance: 2014 - 15

7.6 National Strategic Indicators

Ref	Description	Analysis of performance	Target 14/15	2014/15 result	Rank in Wales (out of 22)	Wales average	New target for 2015/16
SCA/001	The rate of delayed transfers of care for social care reasons NSI		No target set	0.69	2 of 22	3.4	1.5
SCA/002 a)	The rate of Older People supported in the community NSI		No target set	57.5	14 of 22	62.0	No target set
SCA/002 b)	The rate of Older People whom the authority supports in care homes NSI	Green	21.0	17.58	9 of 22	19.3	20.0
SCA/019	The percentage of adult protection referrals completed where the risk has been managed PAM / NSI	Amber	100.0%	97.7%	13 of 22	98.8%	98.0%
SCC/002	The percentage of children experiencing one or more changes of school while being looked after NSI	Green	6.0%	3.6%	1 of 22	14.0%	6.0%
SCC/004	Stability of placements of looked after children PAM / NSI	Red	9.50%	11.4%	18 of 22	8.7%	9.50%
<p>18 children out of a total of 158 in care as at 31st March 2015, had moved placement twice or more in the year. (The original placement in the year is counted as '1', so a subsequent 2 moves in a year is counted as 3 moves).</p> <p>The rationale behind the measure is to monitor placement stability and to try and ensure that, in particular, children are not being moved around within different Foster Care settings. Initial analysis of this year's data reveals a large number of young people with high level and complex needs. Some of the placement moves are between Residential placements and Secure Units, which were deemed to be in the child's best interests.</p> <p>The data will be reviewed on a regular basis and Team Managers will also provide information to senior managers why the moves have taken place. Whilst a number of the placement moves this year have been unavoidable or in the child's best interests, it is still an area that Social Services are aiming to improve.</p>							
SCC/011 b)	The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen alone by the Social Worker NSI	Green	45.0%	56.1%	6 of 22	49.6%	50.0%
SCC/033 d)	Young people formerly looked after - authority in contact at age 19 NSI	Amber	90.0%	87.5%	18 of 22	93.5%	90.0%
SCC/033 e)	Young people formerly looked after - in suitable accommodation at age 19 NSI	Green	85.0%	92.9%	8 of 22	91.1%	85.0%

Reviewing Our Performance: 2014 - 15

Ref	Description	Analysis of performance	Target 14/15	2014/15 result	Rank in Wales (out of 22)	Wales average	New target for 2015/16
SCC/033 f)	Young people formerly looked after - in education, training or employment at age 19 NSI	Green	55.0%	64.3%	9 of 22	60.6%	55.0%
SCC/037	External qualification scores for looked after children NSI		No target set	175	22 of 22	291.1	No target set
SCC/041 a)	The percentage of eligible, relevant and former relevant children that have pathway plans as required NSI	Green	95.0%	97.5%	15 of 22	98.6%	95.0%
EDU/002 i)	All pupils leaving education without an approved external qualification NSI / PAM	Green	0.3%	0.3%	17 of 22	0.14%	0.3%
EDU/002 ii)	The percentage of pupils in local authority care leaving education without an approved external qualification NSI	Green	10.0%	0.0%	1 of 22	0.00%	10.0%
EDU/003	The percentage of pupils at the end of key stage 2 (7-11 years old) assessments achieving core subject indicator PAM / NSI	Amber	85.6%	84.3%	17 of 22	86.2%	85.0%
EDU/006i i)	The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3 NSI	Green	17.47%	17.01%	7 of 22	10.9%	19.56%
EDU/011	Average point score for pupils aged 15 NSI / PAM	Green	495	510.80	17 of 22	533.8	500
EDU/015 a)	Special educational need statements issued within 26 weeks – including exceptions NSI	Green	90.0%	95.1%	7 of 22	82.4%	84.0%
EDU/015 b)	Special educational need statements issued within 26 weeks – excluding exceptions NSI	Green	100.0%	100.0%	1 of 22	100.0%	100.0%

Reviewing Our Performance: 2014 - 15

Ref	Description	Analysis of performance	Target 14/15	2014/15 result	Rank in Wales (out of 22)	Wales average	New target for 2015/16
EDU/017	The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics NSI	Amber	58.70%	55.50%	11 of 22	55.1%	59.10%
WMT/004(b)	The percentage of municipal waste collected by local authorities sent to landfill NSI / PAM	Green	40.0%	31.63%	12 of 22	30.5%	40.0%
WMT/009(b)	Local Authority Collected Municipal Waste Prepared for Reuse, Recycling and Composting NSI / PAM	Amber	60.0%	59.1%	6 of 22	55.6%	60.0%
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days NSI	Green	97.0%	97.8%	5 of 22	96.5%	97.0%
HHA/013	Potentially homeless households for whom homelessness was prevented NSI / PAM	Amber	92.0%	90.3%	7 of 22	81.7%	92.0%
PSR/002	Days taken to deliver a Disabled Facilities Grant NSI / PAM	Green	170 days	170.7 days	4 of 22	234 days	170 days
PSR/004	Vacant dwellings returned to occupation NSI	Red	75	42	20 of 22	5.61	50
<p>Whilst the result did not meet the target of 75, it constituted a slight improvement on the outturn performance for the previous year. Performance for 2015/2016 is expected to increase owing to a postal survey of all long term empty homes in the county. Any properties returning to occupation following receipt of the survey and accompanying advice leaflet can be counted towards the PI.</p> <p>It should be noted that a further 9 dwellings have been created (and become occupied) during the reporting period with support of funding through 'the Houses Into Homes' schemes. Whilst these properties cannot be counted in this measure (as they were not dwellings to begin with), they have required a significant amount of officer input in order to create dwellings that can be occupied.</p>							
PLA/006 (b)	Provision of affordable housing units provided during the year NSI / PAM		No target set	60.8%	2 of 22	39.2%	No target set
PLA/006* Local	Provision of affordable housing units provided during the year	Amber	29.0%	28.7%	N/A	N/A	29.0%
LCS/002	Visits to local authority sports and leisure centres per 1,000 population NSI	Green	8,500	8,519	10 of 22	8,295	8,500

Reviewing Our Performance: 2014 - 15

Ref	Description	Analysis of performance	Target 14/15	2014/15 result	Rank in Wales (out of 22)	Wales average	New target for 2015/16
LCL/001	Visits to public libraries during the year per 1,000 population NSI	Amber	5,173	5,123	9 of 22	4,902	5,173
THS/007	Adults aged 60+ holding a concessionary bus pass NSI	Green	80.0%	82.5%	12 of 22	84.7%	84.0%

7.7 Public Accountability Measures

Ref	Description	Analysis of Performance	2014/15 Target	2014/15 result	Rank in Wales (out of 22)	Wales average	New target for 2015/16
SCA/007	The percentage of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year PAM	Amber	90.0%	88.9%	5 of 22	79.6%	90.0%
SCA/018a	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year PAM	Amber	90.0%	85.8%	17 of 22	93.8%	No target set
SCA/020	The percentage of adult clients who are supported in the community during the year PAM		No target set	86.6%	8 of 22	85.5%	No target set
SCC/001a	The percentage of first placements of looked after children during the year that began with a care plan in place PAM	Green	90.0%	98.3%	N/A	N/A	90.0%
SCC/011 a)	Initial assessments - child has been seen by the Social Worker PAM	Green	80.0%	86.8%	9 of 22	81.6%	85.0%
SCC/025	Statutory visits to looked after children PAM	Green	90.0%	90.1%	11 of 22	90.0%	90.0%
SCC/030 a)	Young carers known to Social Services assessed PAM	Green	100.0%	100.0%	N/A	N/A	No target set
SCC/045	The percentage of reviews carried out in line with the statutory timetable. PAM		No target set	95.6%	5 of 22	93.8%	No target set

Reviewing Our Performance: 2014 - 15

Ref	Description	Analysis of Performance	2014/15 Target	2014/15 result	Rank in Wales (out of 22)	Wales average	New target for 2015/16
EDU/004	Key stage 3 (11-14 years old) assessments achieving core subject indicator PAM	Green	73.6%	83.7%	8 of 22	82.0%	83.9%
EDU/016 a)	Pupil attendance in primary schools PAM	Green	94.5%	94.7%	13 of 22	94.8%	94.8%
EDU/016 b)	Pupil attendance in secondary schools PAM	Green	93.0%	93.9%	7 of 22	93.6%	94.0%
STS/005b	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness PAM	Green	96.0%	97.5%	10 of 22	96.8%	97.0%
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards PAM		No target set	96.5%	5 of 22	94.1%	No target set
PLA/006* (Local)	Provision of affordable housing units provided during the year	Amber	29.0%	28.7%	N/A	N/A	29.0%
THS/012	The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition PAM	Red	9.5%	10.73%	17 of 22	8.91%	11.2%

The target was exceeded for principal (A) & (B) roads and although the target has not been achieved for non-principal (C) roads, there has been an improvement in condition from the previous year. The length of classified (C) roads is significant and requires considerable investment to improve the condition of the asset. Investment through Local Government Borrowing Initiative (LGBI) and Conwy's Capital Programme has improved the overall condition in the last three years, albeit with a slight decrease in (A) road condition over the previous twelve months.

The investment required to reverse the trend in the declining condition of the network is over and above the current level of funding. The current target cannot be achieved without the appropriate level of funding and resources. The target for 2015/2016 has been set in accordance with the funding available.



8 Have Your Say

Conwy County Borough Council is committed to improving our services and it is important that we listen to what you, the community, say. We welcome your comments or suggestions for improvements for the Council to consider at any time of the year, so please let us know.

Please contact us if you have:

- Any comments or enquiries regarding the content of the Annual Report;
- If you would like to make recommendations as to new improvement objectives the Council should consider;
- Or you would like a copy of the Corporate Plan 2012 – 2017, Annual Governance Statement or Annual Report.

E-mail	cidt@conwy.gov.uk
Write to	Corporate Improvement & Development Team Conwy County Borough Council Bodlondeb Conwy LL32 8DU
Telephone	01492 574000
BT Relay Service	Customers with hearing or speech impairments can contact any Council service by dialling 18001 before the number they require.

This Annual Report, the Corporate Plan, the Annual Governance Statement and the Wales Audit Office Annual Improvement Report are all published on our website in English and Welsh. www.conwy.gov.uk/corporateplan or www.conwy.gov.uk/accountability.

You can also access the Reports on our free public access computers which are in all Council Libraries and Bodlondeb and Civic Office Receptions.

Copies of the Annual Report can be made available in Braille, large print and audio CD. Please call 01492 574000 to arrange a copy.

In order to be sustainable and to reduce printing costs, a limited number of paper copies of the Annual Report are available at these locations:

Council Libraries

Mobile Library

Housebound Service

Bodlondeb, Conwy

Town Hall, Llandudno

The Heath, Llanfairfechan

Civic Office, Colwyn Bay

Government Buildings, Dinerth Road, Colwyn Bay

Bron y Nant Offices, Dinerth Road, Colwyn Bay

Mochdre Council Offices

Glasdir, Llanrwst

A paper copy can be requested by calling 01492 574000.



9 Where to Get More Information About Your Council

- Our Website www.conwy.gov.uk
- Social Networks - You can follow us on Twitter and Face book
- The integrated plan for the County Borough of Conwy '**One Conwy**' 2012 – 2025 www.conwy.gov.uk/oneconwy
- Conwy County Borough Council's **Corporate Plan 2012 - 2017** and 6 monthly Performance Reports www.conwy.gov.uk/corporateplan
- The **Local Government Data Unit** collect, present and compare the National Performance Measurement Framework data for all councils in Wales. A performance measurement report detailing Conwy's progress over a period of years is available on our website:
www.lgdu-wales.gov.uk
www.mylocalcouncil.info
www.conwy.gov.uk/accountability
- **Wales Audit Office** inspect all Welsh Local Authorities' performance. National and council specific audit reports can be found at: www.wao.gov.uk
- **Estyn** inspect all primary & secondary schools and Local Education Authorities across Wales. All inspection reports can be accessed at: www.estyn.co.uk
- The **Care and Social Services Inspectorate Wales (CSSIW)** inspect the quality of social care establishments and some early years provision across the County. All inspection reports can be accessed at: www.cssiw.org.uk