

Conwy County Borough Council Annual Report

Evaluating Our Performance: 2012-2013



Evaluating Our Performance: 2012 – 2013

	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	14
	3) People in Conwy live in safe and appropriate housing	16
	4) People in Conwy are healthy and independent	19
	5) People in Conwy live in a county which has a thriving economy	22
	6) People in Conwy live in a sustainable environment	25
	7) People in Conwy live in a county where heritage, culture and the Welsh language thrive	27
	8) People in Conwy are informed, included and listened to	29
	General Priority Actions	31
5	Working Collaboratively	34
6	Wales Audit Office Assessment of Our Performance 2011/12	47
7	Welsh Government's National Strategic Indicators and Public Accountability Measures	54
8	Have Your Say	63
9	Where to Get More Information About Your Council	64

Evaluating Our Performance: 2012 – 2013

1 Introduction

Welcome to Conwy County Borough Council's Annual Report. This report provides information on the performance of the council during the financial year 1st April 2012 to 31st March 2013. The report serves to publicly account for how the Council has performed in the delivery of its improvement objectives and focuses on our evaluation of the progress made, and where we need to make further improvements.

In May 2012 the residents of Conwy County voted for the Elected Members they wanted to represent them for the next five year Administration, and a new Cabinet was subsequently formed to work with senior officers. We have been working with local communities, town & community councils, voluntary groups, and local businesses to gain views on what should be the priorities for the new Administration, in order to continue to make improvements for the county borough. The 2012 – 2017 Corporate Plan sets out the priorities (improvement objectives), which are themed under 8 citizen outcomes. A draft plan was approved in March 2012 and the final version was approved by Council in September 2012. This Annual Report represents the Council's report on progress in delivering the improvement objectives we set out to deliver in the first year of the five year Corporate Plan.

We are still working to deliver services in extremely challenging financial circumstances. Our focus is to continue to do things well, and endeavour to make improvements, but we must also make considerable savings and this continues to be a significant issue. In 2012/13 we achieved efficiency savings of £5.454m and the target savings for 2013/14 is £5.157m. The tough financial climate is undoubtedly a challenge not just for Conwy County Borough Council, but for all public sector organisations as well as local businesses, the voluntary sector and communities. We are committed to continue to do things well, and to minimise the disruption of our saving requirements by working more innovatively, efficiently, and where appropriate, collaboratively with other agencies. We have continued to monitor the impact of the recession on communities and have developed mechanisms where feasible, to support people through financial hardship.

As well as our own evaluation, in May 2013 our external Auditors, the Wales Audit Office, published their Annual Improvement Report on their view of the Council's performance in 2011/12 and the Council's plans for improvement in 2012/13.

The overall conclusion of the report was positive, stating:

"The Council is making good progress in many respects in delivering its improvement programme and its public reporting provides a fair and balanced assessment of progress."

We are pleased to report that despite the financial challenges, Conwy is working well to achieve its corporate objectives and in 2012/13 was the top performing local authority in Wales in 20 out of the 140 performance indicators that measure our progress. 43 of our indicators were in the top 6 performance results of the 22 Local Authorities in Wales. We were particularly successful in achieving our targets on:

- The low percentage of pupils in local authority care leaving education without an approved external qualification
- The number of special educational need statements issued within 26 weeks
- High pupil attendance in primary schools
- The low rate of delayed transfers of care from hospital (delayed owing to social care reasons)
- The percentage of young carers known to Social Services who have been assessed
- The number of days taken to deliver a Disabled Facilities Grant (ie make adaptations to a person's home to help them live independently and manage their disability)
- The amount of waste prepared for Reuse, recycling and composting

Evaluating Our Performance: 2012 – 2013

- The percentage of pupils assessed in welsh as a first language at key stage 2 (7-11 years old)
- The number of permanent exclusions from primary schools
- The number of permanent exclusions from secondary schools
- The percentage of homeless presentations decided within 33 working days
- The inspection of high risk businesses by trading standards
- The inspection of high risk businesses by animal health
- The inspection of high risk businesses by Health and Safety
- The level of computer use within public libraries
- The low number of re-referrals within 12 months (Children's Services)
- The number of open cases of children on the child protection register allocated to a social worker
- The number of open cases of children in need allocated to a social worker
- The number of open cases of children on the child protection register allocated to someone other than a social worker
- The number of open cases of children looked after allocated to someone other than a social worker
- The number of open cases of children in need allocated to someone other than a social worker
- The high level of access to dental checks for looked after children
- The effective planning of education for looked after children
- The number of young carers known to Social Services who are provided with a service
- The timely reviews of child protection register cases
- Key stage 2 (7-11 years old) assessment results for looked after children
- The percentage of health assessments undertaken for looked after children
- The high level of access to general medical services for looked after children
- The low level of Looked after children permanently excluded from school in the year

Other areas of positive progress include:

- The regional school improvement service 'GwE' went live on 1st April.
- The Local Development Plan was submitted to Welsh Government for examination and has come to a positive close. The Inspector's binding report is expected in August 2013.
- The Sustainability Strategy and the Asset Management Strategy have been approved and work has now commenced on implementing the actions.
- The internal restructure of Environmental Technical Services, Highways & Infrastructure, and Property Management & Assets Service into a single integrated service has commenced.
- A pilot of the newly designed 'Trolibocs' recycling has commenced in the spring.
- The new build for Ysgol y Gogarth is progressing well.
- Porth Eirias and the transformation of the waterfront is near completion and will be formally opened later this year.
- The Welsh Government Regeneration Framework has recognised the Baylife regeneration programme as best practice.
- The December 2012 floods were well managed and thanks were received from Denbighshire County Council for the support offered to them. An award was also received from the North Wales Fire & Rescue Service in recognition of the support provided.
- Conwy is the Lead Authority on the European Structural Fund at a Member and Officer level. European workshops have been held to ensure Conwy is ready to maximise funding for the forthcoming European funding themes in 2014.
- A Skills Strategic Board has been established and will work to increase the number of apprenticeships available

Evaluating Our Performance: 2012 – 2013

- Events held at Eirias (WRU Rugby, Access All Eirias pop concert, Olympic celebrations and the only Paralympic torch event in Wales outside Cardiff) have received positive feedback and gained worldwide recognition for the county.
- The hosting of the Olympic torch through the county and the hosting of the Adain Avion and Olympic exhibition at Venue Cymru received positive feedback. A legacy document is being prepared.
- The Communication & Marketing Team was named Event Organiser of the Year at the 2013 National Outdoor Events Association (NOEA) Awards. The Team was also awarded Production Partnership of the Year with Orchard Media & Events Group Ltd for Access All Eirias 2012.
- The IT Service won the Socitm ICT Service Award 2013 for achieving one of the highest results in the history of the annual Socitm 'Benchmarking User Satisfaction' survey (UK wide award). For the 2nd year running the IT Service achieved a 3* website, which is one of the best in Wales and follows best practice,
- The Environmental & Technical Service was short listed for 'most improved' and 'best performer' APSE award for street cleaning & APSE 'best performer' for Parks.
- Venue Cymru was nominated for the Daily Post Green Award.
- The street gazetteer (database on the position and status of all streets and properties in the county) has received gold standard status. In order to achieve Gold status Conwy scored at least 99% accuracy in all of the national measures.
- A positive Cymal report was received about our libraries, confirming the big improvement which have been made to meet Library standards.
- The budget was successfully balanced whilst achieving the £5.454million saving target.

We are pleased 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:

- The financial pressures continue to be a significant issue for the authority. We will continue to monitor closely the financial pressures and work together to make the necessary financial savings.
- We will also review financial pressures for areas of growth in demand – ie for older people and learning disability clients in need of social service support. Changes in the law may also place further financial pressure on social services who will now have responsibility for 16/17 year olds presenting as homelessness, and responsibility for children on remand.
- We need to improve under performance in some of our measures. We need to work to increase the percentage of vacant private sector dwellings that are returned to occupation, and the time taken to find suitable accommodation for people who have become homeless. We need to improve the percentage of building control 'full plan' applications checked within 15 working days and reduce the carbon dioxide emissions within Conwy County Borough Council. In terms of supporting young people, we need to work in partnership with schools to improve the percentage of pupils in Conwy County Borough achieving grade A* to C in GCSE Core Subjects, the percentage of young people formerly looked after with whom the authority is in contact at the age of 19, and the percentage of statutory visits to looked after children due in the year that took place in accordance with regulations. We also need to do more to promote the Welsh culture through the work of the youth service. Services have put actions in place to improve these areas and their progress will be monitored.
- Work is being undertaken to comply with the requirements of the Flood and Water Management Act 2010 to manage flood risk within the county.
- We are observing the progression of the Housing White Paper to ensure we anticipate how the proposed changes which will impact on service delivery.

Evaluating Our Performance: 2012 – 2013

- The implications of welfare reform are also being reviewed regularly and families who will be affected have been contacted to provide support with the financial changes.
- Budget review groups have been set up for each service area. Efficiencies have been achieved for 2012/13 but further challenges to meet future efficiency targets lie ahead.
- We will continue with the development of the project plan for efficient and cost effective office accommodation.
- We are continuing to assess the Home to School Transport Service with the aim of making improvements and financial savings.
- We have been actively working with WLGA and WEFO regarding Conwy and North Wales's emerging key projects for the new 2014 European funding.
- A corporate project is in place to address the Information Commissioner's Office Audit recommendations and to implement a council wide approach to information management.
- We will continue with the modernisation and financial efficiency of the Council through the various transformation programmes which are in place for social services, environment, roads and facilities, libraries, business support and customer services. Proposals for efficient and cost effective office accommodation are also being developed.

We hope that you will find that this report is an informative and balanced evaluation of our performance. The report aims to provide assurance that Conwy is committed to working with all its partners to provide good services and to minimise the impact of the financial challenges by working innovatively to meet the needs of the citizens and visitors of Conwy County.



Cllr Dilwyn Roberts
Leader of Conwy County Borough Council



Iwan Davies
Chief Executive of Conwy County Borough
Council

Evaluating Our Performance: 2012 – 2013

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 guidance¹, 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 will be reviewed annually to ensure that the priorities remain relevant and affordable. The first review took place in January 2013 and amendments to the Corporate Plan were approved by Council in May 2013.

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 Council 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.

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 Council's performance. This report focuses on the performance of the improvement objectives set for 2012/13. It was presented to Council for approval on 24th October 2013 and was published immediately afterwards.

¹ <http://wales.gov.uk/topics/localgovernment/partnership/progimprove/?lang=en>

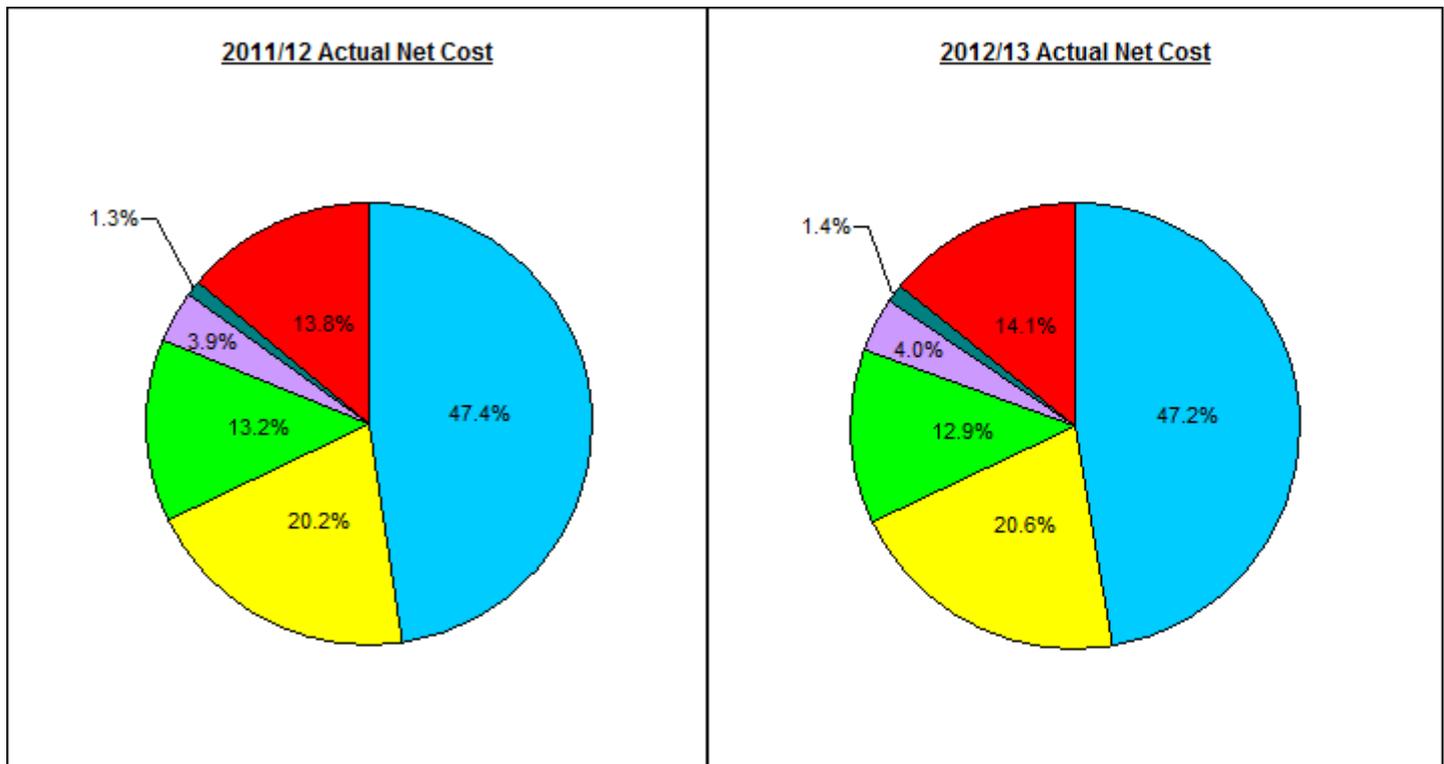
Evaluating Our Performance: 2012 – 2013

3 Financial Summary

As a public accountable body, Conwy County Borough Council must provide value for money and charges the fourth lowest Council Tax at Band D in Wales. Each year the Welsh Government provides Local Authorities with a revenue grant settlement which finances a large proportion of the revenue budget. For 2012/13 the settlement was very challenging as it was a real terms cut to funding as a direct result of the economic situation, but with protection built in for Schools and Social Services budgets. This resulted in our forecasted expenditure exceeding the available budget and therefore £5.454 million savings were required to balance the budget. The savings were achieved by a number of initiatives including a revised travel policy for staff in accordance with a Memorandum of Understanding with the Trades Unions, the take up of direct payments within Adult Social Services together with the opening of Extra Care Housing facilities and a number of service re-modelling exercises which achieved staff savings. The table below shows how we spent our budget in 2012/13 and where the money (income) came from.

How the money is spent

2011/12 Actual Net Cost £'000	Service	2012/13 Estimate Net Cost £'000	2012/13 Actual Net Cost £'000
88,466	Education	88,668	88,627
38,035	Social Services	38,691	38,621
24,679	Cultural, Environmental and Planning	24,339	24,184
7,283	Highways, Roads and Transport	7,271	7,449
2,374	Housing	2,548	2,548
25,852	Other Services	26,239	26,412
186,689	TOTAL SERVICES	187,756	187,841



Where the money comes from

2011/12 £'000	Source	2012/13 £'000
117,945	Revenue Support Grant - from WAG	113,351
26,671	Contribution from Non-Domestic Rating Pool - from WAG	30,640
42,073	Met by Council Taxpayers	43,850
186,689	TOTAL FUNDING	187,841
(3,005)	BALANCES (Brought Forward)	(3,005)
(3,005)	BALANCES (Carried Forward)	(2,979)

Capital Expenditure Summary

2011/12 Expenditure £'000	Service	2012/13 Expenditure £'000
3,085	Education	6,552
510	Social Services	608
17,629	Cultural, Environmental and Planning	12,908
3,115	Highways, Roads and Transport	4,718
1,417	Private Sector Housing	1,515
2,160	Other Services	2,104
287	Housing Retained Contracts	23
28,203	TOTAL SERVICES	28,428

In March 2013 an investigation report, which led to the Authority having to repay a Forces for Good grant, was published. The investigation had occurred in January 2012, but owing to prosecutions, it had not been possible to publish until the criminal case had concluded. The grant had been awarded by the Welsh Government Department for Communities and Social Justice, in support of a project intended to aid Armed Forces Veterans whose experiences in the Services have left them in need of assistance in their return to Civilian Life. The report identified failures in control which created the opportunity for the misappropriation of public monies, and identified actions, which have been taken, to mitigate the risk of this recurring.

A follow up compliance audit was also undertaken by Wales Audit Office in February 2013. The audit sought to identify: *Is non-compliance with Council policies by staff a widespread issue across the Council?* The audit concluded that there was no evidence of widespread non-compliance with Council policies, although improvements to some controls are needed. An action plan has been put in place to address this.

Evaluating Our Performance: 2012 – 2013

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 2012-17.

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 evaluation of progress made to deliver the Corporate Plan priorities during the financial year 2012/13. 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:

Compared to target set:	
Not Meeting Objective	Red
Within tolerance to progress work to meet objective	Amber
Objective met	Green
No target set	
New performance measure in 2012/13	New PM
Not applicable	N/A

How we compare across Wales: We have compared our performance with the other 21 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.

Internal Audit has undertaken a review of corporate plan measures to provide assurance on the accuracy of the data submitted.

Evaluating Our Performance: 2012 – 2013

Outcome 1 – People in Conwy are Educated and Skilled

Our Priority actions

A1.1	Support the development of social enterprise to facilitate employment opportunities.	RAG
	A total of 23 social enterprises were supported during 2012/13. A review is underway in order to improve the promotion of social enterprises and to prepare a social enterprise development plan during 2013/14.. The Council is actively seeking additional funding for social enterprise. Four projects are supported through the Cyfenter (Convergence-funded project to support new and established social enterprises) and 2 more applications are being submitted.	Amber
A1.2	Move vulnerable people closer to work by providing practical skills and training opportunities.	
	The Council has a 'Let's Get Working' team who provide support to individuals on a one to one basis and provide training opportunities, some of which are accredited eg: John Muir Award, Steps to Success, Lets Get ARTY, Manual Handling and First Aid. The team also provides support with job search, completing applications and interview techniques when an individual is ready to look for employment. 1132 people have been supported to date, and in 2012/13 65% of individuals reported a positive outcome. Whilst this is below the target, this is a result of external funding changes that have impacted on who is eligible to join the scheme. The Engagement Gateway Project ended in June 2012 and the Genesis Project may close in 2013 due to withdrawal of Welsh Government funding. Despite this, at present we are able to continue to provide the service to individuals through the New Work Connections Project and some Families First Funding, however the targets may need to be revised.	Amber
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.	
	<p>The Corporate Human Resources Service is working with services to co-ordinate and report on all placements centrally. The work placement process & documentation has been updated and link officers identified to co-ordinate the work placements at a service level, achieving a more consistent approach. A new page on the Council's internal intranet site has been established to raise awareness across the council and to improve the quality of the placement experience, and also includes an evaluation process. Following consultation with IT, Audit and Data Protection colleagues. IT access for placement students is now in place which was a limitation for work placement tasks in the past.</p> <p>256 work placements were organised in 2012/13, and although the majority of these were local school students; opportunities have also been created for longer term placements. E.g. former armed service leavers, university students and a year 12 student working in the HR team for 1 day per week over a 10 month period.</p> <p>All work placements include the completion of the equalities modules as part of their placement and wider education. We have a Local Service Board (LSB) project in place and an internal 'Improving Conwy' self assessment that have made recommendations for best practice which we have incorporated for continued improvement. We have also engaged with the Youth Council, and the 'Let's Get Working' team, and their feedback as helped shape future placement opportunities.</p>	Amber
A1.4	Increase the number of modern apprenticeships available to help local people to gain more skills and experience to improve their employment opportunities.	
	A Skills Strategic board is being established to drive this agenda forward. Conwy has increased the number of modern apprenticeships from 3 to 21 - including a success story of two securing a permanent position with the Council. The creation of recruitment guidelines for managers to increase the number of business administration apprentices has seen encouraging progress and we now have a good model under the Business & Administration	Amber

Evaluating Our Performance: 2012 – 2013

	<p>NVQ. We are looking to expand this to other professions.</p> <p>National Apprenticeship week in March allowed us to organise targeted awareness raising across Conwy. The Council makes a significant contribution to the Local Service Board Work Force Development project, including leading on the apprenticeships work event at Coleg Llandrillo, which aimed to promote apprenticeships to managers in local organisations including public sector, third sector and SME's. Through the Council's staff self assessment process - 'Improving Conwy', other recommendations for improvement have been made and these are currently being implemented. In spring 2013 local businesses were invited to complete a skills survey which highlighted a gap in apprenticeship opportunities locally. Work will now commence to address this gap.</p>	
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).	
	<p>A regional Information Communications Technology (ICT) consortium task group is in place. It will develop a regional shared school ICT technical / curriculum support service. Support is being provided to schools in implementing new technological developments i.e. hand held learning devices in order to improve motivation, standards and access to the curriculum. An ICT Co-ordinators event has been held focussing on hand held learning devices. A variety of courses and support visits to schools have taken place. A low interest rate scheme is available to assist schools with ICT purchases. There will be a continued promotion of the effective usage of ICT in order to raise standards.</p>	Amber
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.	
	<p>Conwy has been noted as an area of good practice for the development of a 'virtual School' which has been put in place to support all 'Looked After' children (LAC – children who are looked after by the authority). All looked after children will have a personal education plan which involves joint meetings between Social Services and Education, with the objective of increasing attainment outcomes for this group. Reports are produced annually on LAC pupils' outcomes. A Wales Audit Office report on LAC Education Attainment (August 2012) has been issued along with recommendations. Benchmarking data was published and Conwy's data was analysed to prepare a response. Conwy compared well against all other authorities. Benchmarking of all Wales data will take place annually.</p> <p>The Council has identified a risk that the proportion of children reaching the end of their Key Stage 2 courses who fail to achieve the standard of work they are capable of and therefore fail to fulfil their potential could be higher than anticipated. From 2010 to 2012 there has been a 5 percentage point improvement on pupil performance at Key Stage 2. However, the Local Authority's ranking has fallen from 15th out of 22 to 19th out of 22 in Wales. Other Local Authorities in Wales have achieved an improved performance at a greater rate than Conwy, and the following actions aim to address this performance gap: A mathematics / Numeracy professional learning community has been established and resources have been identified and linked to training. There has been a percentage increase in attainment for Maths across the county at Key Stage 3 and Key Stage 4 in 2012. A three year 'Shared Thinking Skills Strategy' with all Primary schools has been completed. The Oxford Brookes Catch-up intervention programme is being used and work is ongoing to meet the requirements of the National Literacy Plan, to ensure that all children at the end of Key Stage 2 have a reading age of at least 9.6. All Key Stage 2 teachers are now required to attend a formal literacy course to further equip them with strategies to support children to achieve their basic skills. Year on Year there has been a significant decrease in the number of learners under attaining in reading (6 to 18 month behind their chronological age). The new Welsh Government commissioned reading test became statutory in May 2013. This change means it will be difficult to compare this data in the future, as there will be a new baseline of information.</p>	Amber

Evaluating Our Performance: 2012 – 2013

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.	
	The school modernisation programme is now in phase 2. Conway Road school closed 31/8 2012 and architectural plans have been completed for Glan Y Mor Pendorlan. Construction started on site at Ysgol y Gogarth in the Summer and is on target to be completed in August 2014. The phase 2 plan for Llandudno Junction to progress the Area School on the Esgyryn site was approved by Cabinet in December 2012. The investigation of land purchase is ongoing and key stakeholder meetings have taken place at each school. The Governors of Glan Y Mor and Pendorlan schools have agreed to form a new 'all through' school and building plans are being finalised. Impact assessments are being completed for the Penmaenrhos and Caerhun / Trefriw area. They will be incorporated into the revised 'band A' programme timetable.	Amber
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.	
	The 14 – 19 year network is leading on the STEM project (science, technology, engineering and maths) and has been working with Magnox (Anglesey Energy Island). Careers Wales have reviewed STEM subjects offered in schools in order to develop future training and employment in the region. In order to increase awareness of qualifications which young people need, organisations such as Airbus, Energy Island and Work based Learning have given presentations to school staff to raise awareness of careers opportunities for STEM subjects.	Amber

How will we know we are making a difference?

Ref	Title	Our results 11/12	Target 12/13	Our Results 12/13	Wales Average	Target 13/14	How we compare across Wales	RAG
M1.1	No. of Social Enterprises supported by CCBC	39	23	23	N/A	25	N/A	Green
M1.2a	No. of vulnerable people supported	268	358	1132 (yr on yr total)	N/A	1150	N/A	Green
M1.2b	% of vulnerable people who had a positive outcome	100%	75%	65%	N/A	75%	N/A	Red
This percentage is lower than expected due to: changes in definitions of the grant funding outcomes, the number of individuals that we have been working with that have been moved by the DWP over to the government's Work Programme & a larger number of individuals than expected that have for one reason or another left the programme early.								
M1.3	No. of work placements offered by Conwy County Borough Council	166	170	256		185	1/3	Green
M1.4	No. of apprenticeships provided / supported by Conwy County Borough Council	3	18	21		22	3/5	Green
M1.5	% of pupils in Conwy County Borough achieving grade A* to C in GCSE core subjects (English/Welsh, & Maths)	49.8%	53.4%	49.3%	51.6%	56.1%	15 of 22	Red
In 2012, the percentage of pupils achieving the Level 2 Threshold decreased slightly by 0.5 percentage points when compared to the previous year's result and missed the target. For 2013 a target of 56.1% has been set as the cohort is stronger compared to the previous year. The stronger cohort and schools have been provided with intervention and support to address improving quality of teaching and learning.								
M1.6a	Number of PCs (which are less than 5 years old) compared to the number of pupils: Primary: Secondary:	1:7 1:3	1:6 1:4	1:6 1:3	N/A	1:4 1:4	N/A	Green
M1.6b	No. of personal hand held devices (which are less than 5 years old).	300 (approx baseline)	600	526	N/A	600	N/A	Amber

Evaluating Our Performance: 2012 – 2013

M1.7	No. of annual hits to the virtual learning Environment (this is a web based education resource for teachers and pupils)	No Baseline	1,000,000	1,662,355	N/A	2,000,000	N/A	Green
M1.8	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	11	12	12	N/A		N/A	Green
M1.8a	No. of Key Stage 4 pupils taking STEM subjects			4424	N/A		N/A	
M1.9	Increase in the range of STEM subjects in addition to the statutory Maths and Science offered at Key Stage 5	13	14	13	N/A		N/A	Amber
M1.9a	No. of Key Stage 5 pupils taking STEM subjects			1710	N/A		N/A	

Self evaluation of performance

Overall good progress has been made. This is the first year of a five year plan, and there are examples of significant progress in laying the foundations of improvement, such as the increase in work experience placements and modern apprenticeships now offered. Some actions such as the support for vulnerable people, have been hindered by changes in grant funding and eligibility criteria and the sustainability of this project will need reviewing. The development of the regional school improvement service 'GwE' which commenced on 1st April 2013 will aim to support further educational improvement. The evidence of this will be assessed through the anticipated improvement in academic attainment in the next academic year (2014/15). The current financial climate may see further financial pressures and the need for more change. We will have to review the priority actions accordingly.

Areas for improvement / development

We need to continue to support schools to address improving quality of teaching and learning, with particular focus on improving key stage 2 and GCSE attainment. Through the 14 – 19 network we are working with schools staff to raise awareness of careers opportunities for STEM subjects. We need to review the funding sources to continue to provide support for vulnerable people to access training and to increase the number of apprenticeships that can be offered.

Outcome 2 – People in Conwy are Safe and Feel Safe

Our Priority Actions

A2.1	Improve our enforcement and education role to address anti social behaviour, including fly tipping, litter, graffiti, and dog fouling.	RAG
	A private company has been contracted to enhance our enforcement role. As a result we have exceeded the enforcement target for littering, however we slightly short of the yearly target with dog fouling. This is still a positive result given that the company did not start until December 2012. 28 tickets were issued for non compliance in the dog control areas, and dogs running free out of control are considered to be a major contributor to the dog fouling problem. The team are engaging local schools and the community in education and awareness raising. Enforcement activity is having a positive impact upon street cleanliness. Targets have been exceeded for timely removal of needles, graffiti and fly tipping, with a significant reduction in reports of such issues to the department. We continue to have county wide environment days and area specific environmental responses. Since April 2012, 12 environment action days have been undertaken across	Green

Evaluating Our Performance: 2012 – 2013

	the County, where more than 65 tonnes of material have been collected, 53% of which has been recycled. Resident satisfaction with these events remains high at 95%, with residents stating that there should be more events of this nature. We have undertaken presentations to schools on waste minimisation, littering and recycling. We are currently awaiting the outcome of the cleanest streets in Wales survey.	
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 continues to work on shared priorities and utilise resources from all responsible authorities. This is done via the shared Community Safety Action plan. We are continuing to support Neighbourhood Watch with funding support. The partnership consults with members of the community to ensure that their concerns are addressed. The Partnership is working to see a reduction in overall crime and this is communicated to the public at every opportunity. The year on year crime reductions show that working together is having a desired outcome of making Conwy a safe place to live.	Amber
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.	
	The Social Services Transformation Programme has reviewed both Adult Protection and Children Protection processes. This has resulted in a proposal to co-locate the two work streams under a single manager, but not to integrate working practice at this stage. Children's Safeguarding is also an area of consideration under regional collaboration. The POVA Prevention strategy has been completed and key elements have been set up (e.g. the Dementia Joint Risk Forum). A full time POVA officer has been appointed. There is continued consistent representation at all levels of the Children Safeguarding Board, sub-groups and working groups.	Amber
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.	
	The Commissioning Group and Operational Groups around Substance Misuse continue to meet. North Wales meetings have taken place to discuss regional working. A pilot project for Conwy has commenced involving Health, Probation, Youth Justice and Childrens Services. The project model is expected to be expanded to Mental Health, Learning Disability and Domestic abuse in the future. The Community Safety Partnership commissions many drug and alcohol services and an Independent Domestic Violence advisor. One of our main projects is the safer homes scheme which targets the homes of victims of domestic abuse and we have managed to secure funding again this year for this to be delivered by Conwy Care and Repair. We also fund a dedicated children and young people substance misuse service based within Barnardos. Conwy is developing an Integrated Family Support Service (IFSS) which will include multiagency partners once funding has been agreed. IFSS is a Welsh Government initiative which has legislative backing to become a statutory service. The multi-disciplinary team will work with families who are very close to care proceedings.	Amber

Evaluating Our Performance: 2012 – 2013

How will we know we are making a difference?

Ref	Title	Our results in 11/12	Target 12/13	Our Results 12/13	Wales Average	Target 13/14	How we compare across Wales	RAG
M2.1	% of Fly tipping incidents cleared up within 5 working days.	98.1%	97%	98.6%	95.3%	97%	7 of 21	Green
M2.2	No. clean up days supported across the county borough each year	10	12	12	N/A	12	N/A	Green
M2.3	% of graffiti incidents cleared up within 4 working days	90.5%	89%	100.0%	N/A	89%	N/A	Green
M2.4	No. of penalties issued for dog fouling	42	50	43		50	1/4	Amber
M2.5	No. of penalties issued for littering	82	150	799	N/A	800	N/A	Green

Self evaluation of performance

There has been good progress towards the outcome and new initiatives are having a positive impact which is reflected in the measures. This outcome is very much dependent on changing community behaviour which can be a long term process and requires community education and co-operation. The partnership approach is therefore key to success and there are some good examples of partnership working.

Areas for improvement / development

We need to continue to issue penalties to address dog fouling and littering, but we anticipate that as behaviour changes, the number issued will decrease. There are good systems in place for joint working on safeguarding children and vulnerable adults. We will develop a corporate Safeguarding policy to include safe recruitment.

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

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.	RAG
	The Conwy Housing Solutions Project has been initiated in partnership with Social Landlords. This will see the development of a Social Lettings Agency to assist gaining greater access into the Private Rented Sector. The Single Access Route To Housing (SARTH) Project is continuing with a Common Allocations Framework currently out for public consultation across the region. The Steering Group has agreed a housing options service model which is akin to the Conwy Housing Solutions model. An IT system is being procured to support the model. Social Housing Management Grant has been secured from Welsh Government to support the project. Both projects will assist in the prevention of homelessness as shown in M3.2 below.	Amber
A3.2	Through the adoption of the Local Development Plan, implement the Affordable Housing Scheme² in order to provide affordable housing for local people.	
	The Local Development Plan (LDP) was submitted to Welsh Government for examination and has come to a positive close. The Inspector's binding report is expected in August 2013. Affordable Housing Supplementary Guidance has been drafted as part of the development of	Amber

² Affordable housing is housing provided for people on lower incomes who are unable to meet their housing needs in the general housing market

Evaluating Our Performance: 2012 – 2013

	<p>the LDP.</p> <p>The new Local Housing Strategy is currently in development which will also guide the Authority's approach to the development of affordable housing. In total, 12 Affordable Units have been delivered in West Shore Llandudno, 4 Empty Properties were brought back into use as affordable housing and developments are nearing completion in Llandulas and Penmachno as well as being planned in Abergele, Colwyn Bay, Betws y Coed and Llandudno. 3 households were assisted to remain in their own home under the Mortgage Rescue Scheme with a further 2 households were assisted to buy their own properties through the Homebuy Scheme</p>	
A3.3	Continue to provide the Local Authority Mortgage Scheme (LAMS) to help local first time buyers buy their own home.	
	<p>Conwy County Borough Council were the first Council in Wales to establish the LAMs. There has been a good take up of the scheme. (see statistics below). The council is working with Lloyds Bank to enable Conwy residents to access mortgages with a 5% deposit, but with the interest rates normally gained from a 25% deposit. All the due diligence is completed by Lloyds who remain in control of the process with no involvement from CCBC. As such no target has been set. The first year of the scheme has been very successful with 29 mortgages completed and 3 being processed.</p> <p>However, the scheme is currently on hold as legal discussions are currently ongoing between Sector and WAO to clarify the financial status of the scheme. Depending on the outcome, there is a risk that the scheme cannot continue.</p>	Red
A3.4	Review and where appropriate, roll out the licensing of HMOs across the County Borough to improve the standard of accommodation available.	
	The Pensarn and Colwyn Bay Additional Licensing Areas are up and running. Housing inspections are undertaken as part of the HMO Licensing Schemes and also in response to complaints about housing conditions. In total the Housing Enforcement Team have served 161 licenses.	Amber
A3.5	Continue to implement Conwy's Empty Homes Strategy in order to improve the environment and make the best use of housing stock.	
	<p>An Empty Homes Grants Programme has been created. The programme offers grants to enable owners of long term empty homes to undertake works necessary to bring the property up to standard. A condition of the grant is that the property is made available as affordable housing, and will be let and managed by Cartrefi Conwy to an applicant on the housing waiting list.</p> <p>We have been allocated £420,000 for the Welsh Government Houses into Homes programme with our initial Houses Into Homes scheme funding allocation all provisionally committed. Further applications will be considered should additional funds become available. 39 properties have been brought back into occupation by direct action during 2012/2013. This is below the anticipated target, as officer time had to be dedicated to the setting up of programme, but this should support an improvement next year.</p>	Amber
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 11 areas, some of which were in tandem with our monthly Environment Days, where advice and guidance to residents on what to do in flood events and how to protect their properties from flooding was provided. Some of these events were delivered in partnership with Natural Resource Wales. Our Council response to the December floods that affected North Wales received positive feedback. The construction of Porth Eirias coastal defence is near completion and the coastal defence work at Llanfairfechan has been completed. All coastal inspections have been completed. The Local Flood Risk Strategy has been completed and work has been undertaken for Anglesey and Flintshire Councils. Funding for future flood alleviation schemes remains uncertain and the	Amber

Evaluating Our Performance: 2012 – 2013

	Council must now prepare for the implications of the Flood and Water Management Act and Flood Risk Regulations	
A3.7	Develop bids in order to support people to improve the energy efficiency of their homes.	
	An expression of interest in the Arbed ERDF Phase 2 energy efficiency scheme has been successful in Colwyn Bay and scheme managers have been appointed by Welsh Government. Submissions for Arbed 2 funding for the declared Housing Renewal Area in Llandudno Junction were not successful. The Llandudno Junction Programme Board is now looking for alternative sources of funding.	Amber

How will we know we are making a difference?

Ref	Title	Our results in 11/12	Target 12/13	Our Results 12/13	Wales Average	Target 13/14	How we compare across Wales	RAG
M3.1	No. of successful resettlements for homeless households	62	100	77	N/A	100	N/A	Amber
M3.2	% of Potentially homeless households for whom homelessness was prevented for at least 6 months	87.0%	87%	91.7%	86.2%	87%	7 of 22	Green
M3.3	No. of new affordable housing units provided during the year as a % of all new housing units during the year	6.4%	20%	14.97%	N/A	20%	5/5	Amber
M3.4a	No. of applications for a Local Authority Mortgage Scheme (LAMS)	18	n/a	32	N/A	None set	N/A	
M3.4b	No. of mortgage applications completed	8	n/a	29	N/A	None set	N/A	
M3.5	% of licensable HMOs which are licensed	35%	57.92%	54.0%		65%	1/5	Amber
M3.6	% (no.) of private sector dwellings that had been vacant for more than 6 months which were returned to occupation	4.95% (50)	50	39 (3.58%)	39 (4.28%)	65	13 of 21	Red
Outturn performance in 2012/2013 is lower than that recorded for 2011/2012. This is due to officer time being re-directed on the 'Houses into Homes' loans scheme which was introduced part way through the recording period.								
M3.7	No. of flood risk awareness events held	9	8	11	N/A	8	N/A	Green
M3.8	No. of houses supported to improve energy efficiency	0	200	No data	N/A	500	N/A	

Evaluating Our Performance: 2012 – 2013

Self evaluation of performance

Whilst the anticipated targets have not been met in all areas, all measures have shown an improvement on last year, showing a positive impact that more people living in Conwy have access to safe and appropriate housing. The energy efficiency measure has had to be altered as the suggested targets can only be achieved if we include work completed in partnership with other agencies. Future reports will therefore reflect the number of homes supported to improve energy efficiency by Conwy County Borough Council working in partnership with Social Landlords, Welsh Government, Energy Saving Trust, and Utilities. The service submitted an expression of interest for a Welsh Government 'Arbed ERDF Phase 2 scheme; the submission was unsuccessful in Llandudno Junction but successful in Colwyn Bay, where work will commence shortly.

Areas for improvement / development

Housing is an area that will remain a key focus for the authority – particularly in light of the ongoing economic pressures and the possible impact of welfare reform on local residents. We will need to await the outcome of the LAMs discussions to ascertain if the scheme can continue. The outturn performance for the number of private sector dwellings that have been returned to occupation is lower than that recorded for 2011/2012. This is due to the time being re-directed to focusing on gaining additional funds from the Houses into homes loans scheme which was introduced part way through the recording period. Work can progress in 2013/14 to implement the Houses into Homes loan in order to return vacant dwellings to occupation.

Outcome 4 – People in Conwy are Healthy and Independent

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.	RAG
	<p>This is a key objective of the Social Services Transformation programme. The programme, supported via 6 projects, will provide an options appraisal of business and system changes that can be made to ensure that service users have options and can remain independent for as long as possible.</p> <p>Plans for a combined children's residential service to be delivered by Education and Social Services is progressing. The residential block will be a new build within the Ysgol-y-Gogarth site to accommodate the proposed 3 apartments. This will allow us to maintain current service provision, whilst introducing greater flexibility to respond to more diverse and complex needs.</p> <p>The Single Point of Access (SPOA) regional project for Adults services has been approved and awarded grant funding for 3 years.</p> <p>The Multi Agency Safeguarding Hubs (MASH) for children services has been piloted in Wrexham for 12 months with a view to roll this out regionally.</p> <p>The reablement service has been reviewed and changes made in working practices in a pilot area. Following a review of the pilot the changes in practices will be rolled out across all teams.</p>	Amber
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.	
	<p>There has been a significant effort made to identify and offer more carers assessments. This is a positive action, and can be seen in the increase in offers of an assessment. However this increase had a negative effect on the outturn percentage of carers who were</p>	Amber

Evaluating Our Performance: 2012 – 2013

	<p>offered an assessment and were subsequently assessed. The council has one of the lowest percentages in Wales of carers who are assessed and provided with a service. Despite community services being available to carers there is still room for improvement.</p> <p>It has been acknowledged that carers are signposted from our information stands and receive advice and information prior to the offer of an assessment which is often only recorded in case notes and are not included in our reporting mechanism.</p> <p>We are creating a Carers Outcome Framework that measures access to timely support and information and provides information to support positive outcomes for Carers. Developments have taken place to identify the outcomes that a carer requires. This new method of assessment and planning has been piloted since January 2013 and is due to be reviewed.</p>	
A4.3	Implement the 'Conwy Active for Life' action plan to encourage healthy lifestyle opportunities.	
	<p>All schools in Conwy are part of the Healthy Schools Initiative. The Conwy Active for Life action plan is progressing under each of the priority areas. The Active Recreation strategy is being mapped out and actions against this priority area will be delivered over the next 12 months. The Sport and Play priority areas are progressing well, as evident in an improvement in performance, e.g. % of 11-16 year olds attending 5x60 Sporting Hub scheme has risen from 48% to 53% in 12 months. One school sport programme has now been agreed with schools. This will result in better collation of registers of attendance in school sport activities.</p> <p>The School Swimming project has been challenging. Support and advice has been given to Head Teachers regarding effective school swimming lessons. Although there was a 6% increase in pupils able to swim this was slightly below target. Funding has been allocated from Sport Wales to support schools and swimming pools to ensure better quality swimming provision, and an increase in swimming provision.</p> <p>Several projects are making good progress to support people to be healthy and active for life, for example we now have projects for: Girls In Sport, a National Exercise Referral Scheme, Falls prevention, Play Rangers, Conwy School Sport, PE & School sports, School Swimming, Developing Winners, Community Chest, and Volunteer in Sport..</p>	Amber
A4.4	Develop a local community transport plan to prioritise access to essential services.	
	<p>The first step will be to undertake the transport needs assessment in rural Conwy which will assist in the development of a community transport review/plan. Funding has now been secured to undertake this task. A brief has been produced for this work and consultation is underway with Betsi Cadwaladr University Health Board and Community Transport Association (UK). A business case for a regional Transforming Transport Partnership is currently being developed. TAITH (North Wales Integrated Transport) are drafting a Regional Bus and Community Transport Network Strategy which will be submitted to Welsh Government by January 2014. The Authority will be involved in the drafting of the strategy as part of the stakeholder consultation.</p>	Amber

Evaluating Our Performance: 2012 – 2013

How will we know we are making a difference?

Ref	Title	Our results in 11/12	Target 12/13	Our Results 12/13	Wales Average	Target 13/14	How we compare across Wales	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	64.9%	50%	77.31%	N/A	60%	N/A	Green
M4.2	% of carers who have had their needs assessed Measure Ceased	33%	n/a	35.5%	11 of 22		35.5%	
M4.2a	The number of identified carers New measure	N/A	N/A	1227	N/A	1350	N/A	
M4.2b	The number of carers outcomes that have been mostly or fully achieved New measure	N/A	N/A	N/A	N/A	None set	N/A	
M4.3	The % of our primary schools that achieve the National Quality standard for healthy schools (by Academic Year)	3%	5%	5%	N/A	12%	N/A	Green
M4.4	% of 11-16 year olds participating in regular weekly exercise by taking part in the '5x60 sporting Hubs scheme'.	53%	55%	53%	N/A	55%	N/A	Amber
M4.5	% of pupils leaving primary school that are capable of swimming to a sufficient standard that meets the 'learn to swim' criteria	62%	70%	68%	N/A	80%	N/A	Amber

Self Evaluation of performance

Overall the priority actions and measures have shown an improvement. This is another priority area that will take time to show significant change and which requires a shift in community behaviour to improve exercise for ill health prevention, and against a demographic trend of an increasing elderly population other action areas. The Authority has committed to a complete review and transformation of Social Services delivery, and progress of the programme is on schedule. Given the increasing financial pressures and increase in community demand of an aging population, the Authority is working strategically and in partnership, to ensure that there is a fit for purpose and sustainable social service to support residents to be independent for as long as possible. Informal Carers continue to provide a valued service; and the department has increased the percentage of carers who have received an assessment or review. Work will continue throughout 2013-14 to ensure that we support carers so that they are able to undertake their caring duties with the required support. The performance measure for carers has been changed to show a more accurate reflection on improvement. The service aims to continually increase the number of carers provided with a service and will set targets once the pilot for the carers outcome framework has been completed.

Evaluating Our Performance: 2012 – 2013

Areas for improvement / development

There is a plan to roll out reablement to all service users. As a result there may be a dip in the outturn. This is because whilst there will be an increase in the number receiving reablement services, there will still be service users who are assessed to continue to have a package of care after the 6 weeks enablement. Taken as a percentage, this may show a decline. The pilot method of carers assessment and planning will need to be reviewed to assess the impact it is having for unpaid carers. Further work is needed to review the transport needs across the whole authority, in conjunction with work that is being undertaken regionally. We will continue to provide support to increase the participation in sports and to improve the swimming target.

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

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.	RAG
	In 2012/13 we have been successful in attracting a number of events of major significance that have brought valuable economic benefits to the County. 2012 saw the return of Wales Rally GB's official start in Llandudno, the Olympic Torch Relay running through the County, Adain Avion, and the first major music event within Eirias Stadium Access All Eirias. Other events have included the Wales Seniors Golf Open, The Snowman Triathlon, Conwy Feast, Choral Festival, Cerdd Dant and 'The Eirias' – a long distance triathlon and of course not forgetting the high profile Rugby events such as the IRB Series and Under 20's Rugby. All these fantastic events have increased the profile of the area at a regional, national and international level. In conjunction with Sheffield Hallam University, we now have an economic impact survey which has been used to help us assess the economic benefit of events. Of the events that were assessed in 12/13 there has been a £3,057,000 economic impact. Our Director of Economy and Place has led a joined up approach to marketing and securing sponsorship for our key assets - Venue Cymru, Theatre Colwyn, Eirias and Porth Eirias. A new events strategy is currently being developed.	Amber
A5.2	Review our approach to procurement to support the local economy.	
	Community benefit and social clauses are being reviewed with the view to including them where legally possible, in all procurement processes throughout the Council. The construction of Ysgol y Gogarth is an excellent example of positive community benefit where apprenticeship and work experience schemes have been developed with Llandrillo College. Extra Care Housing project's procurement support has included development of social & community benefits clauses within tender documentation, including a supplier development day and a good response was received from local businesses. Six supplier development events have been held during 2012-13 and there are plans to incrementally increase areas of work in collaboration with partners. A Contracts Forum has been established to ensure that there is compliance and the sharing of good practice across the authority. We are currently modernising the way we work by making full use of the new version of the Sell2Wales website, rolling out incrementally the updated web based electronic tendering facilities and establishing a Corporate Contracts Register. In addition we have reviewed Approved Supplier lists throughout the Council with a view to all 'lists' being held centrally.	Amber
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.	
	Business directory newsflashes and newsletters are used to communicate with local businesses when courses/events are taking place. A review of Conwy's business support arrangements is underway. A Rural Business Network has been established	Amber

Evaluating Our Performance: 2012 – 2013

	<p>and a Business Bootcamp was held in Glasdir in November. Closer engagement with the Bay of Colwyn Business Network support has resulted in a growth in member numbers. Two new events have been staged by the group; 40s Festival and Colwyn Celtic Winter Fayre.</p> <p>A business survey has been completed, the results are being interpreted and integrated into operational plans for 2013/14.</p>	
A5.4	Maximise the employment opportunities available to the citizens of Conwy in key developments across the region.	
	<p>As part of the Economic Ambition for North Wales we are focusing on key regional sectors; Energy/Environment and Advanced Manufacturing and Destination North Wales for Tourism and Inward Investment. We are part of the Energy Island Construction Subgroup and Supply Chain and Inward Investment Subgroup to ensure contract opportunities and business development opportunities are opened up to businesses in Conwy. The Youth Service is meeting with Department of Work and Pensions to look at the potential for commissioning the Youth Service to provide courses to prepare young people for employment. Supplementary Planning Guidance on planning obligations including skills and training contributions has been submitted to enable Conwy to seek commitment from developers to support this policy where viable. Conwy Cynhalio! RDP2 Project has appointed Grwp Llandrillo Menai to deliver targeted training in energy, agriculture and forestry sectors. We are continuing progress with investments managed via a Strategic Sites Group. The Local Development Plan (LDP) includes the promotion of 4,000 new jobs and land specifically allocated for employment opportunities in both rural and urban locations. Existing employment land is also safeguarded and improvement of existing employment land areas has been identified. The LDP policy is flexible enough to accommodate new employment investment opportunities on lands which are not allocated in the LDP.</p>	Amber
A5.5	Promote further inward investment.	
	<p>We are working through the North Wales Economic Ambition Board to establish a North Wales Economic Strategy. The Inward Investment Action Plan is an integral part of the proposed Economic Regeneration Strategy 2013-18. We are also establishing a Bay Life+ Marketing Strategy. As part of the Economic Ambition for North Wales we will be focusing on key sectors; Energy/Environment and Advanced Manufacturing and promoting the destination to support inward investment. Additional policies have been submitted to support all-year round tourism and leisure employment opportunities. A Renewable Energy Assessment is currently being prepared to assess the inward investment opportunities for renewable energy projects.</p>	Amber
A5.6	Implement and co-ordinate initiatives to help families get out of poverty such as Communities First, Flying Start and Families First.	
	<p>The Communities First, Flying Start and Families First programmes are underway and have been delivering initiatives to help families get out of poverty. A Family Support Programme Board has been established to coordinate these initiatives. The new Communities First cluster has now been approved and commenced February 2013. The Communities First cluster plan has recently been approved and has three strategic objectives: Prosperous Communities, Learning Communities and Healthier Communities.</p> <p>Flying Start focuses four entitlements for the early years: Childcare, Health, Parenting and Language & Play. Families First aims to achieve better health and wellbeing, education and employment for families living in poverty. Specific projects under Families First include a team around the family to offer information, help and support. There are also projects to support to help families into employment, financial inclusion projects, play development, parenting support, family support projects, Rural Families First and disability focus projects. A joint assessment framework to ascertain how families have progressed is currently being piloted.</p>	Amber

Evaluating Our Performance: 2012 – 2013

How will we know we are making a difference?

Ref	Title	Our results in 11/12	Target 12/13	Our Results 12/13	Wales Average	Target 13/14	How we compare across Wales	RAG
M5.1a	Number of major events supported by Conwy County Borough Council	5	5	5	N/A	5	N/A	Green
M5.1b	Number of community events supported by Conwy County Borough Council	18	25	25	N/A	25	N/A	Green
M5.2	No. of tourists visiting Conwy each year for overnight stays.	2,486,000	2,400,000	2,405,500	N/A	2.3 Million	N/A	Green
M5.3	No. of tourists visiting Conwy each year for day trips.	5,599,400	6,000,000	5,571,800	N/A	6 Million	N/A	Amber
M5.4	% of CCBC tendered contracts that went to North Wales businesses.	62.39%	n/a	52.94%	N/A	None set	N/A	Amber
M5.5	No. of businesses supported to apply for contracts, training, funding or helped to comply with new policy requirements.	No Baseline	65	136 (342 including convergence)	N/A	65	N/A	Green
M5.6	No. of jobs created or protected through the facilitation of financial support.	409	n/a	207.5 (453.5 including convergence)	N/A	38	N/A	Green
M5.7	% of children living in poverty (where household income is less than 60% of the British average income).	20.5%	n/a	19.8%	N/A	None set	N/A	

Self Evaluation of performance

There has been good progress to develop the strategic direction for economic development both on a county, regional and European level. There has been a number of high profile events which have put Conwy 'on the map' and have supported tourism spend in the county. The tourism figures were affected by the bad weather and future growth is uncertain owing to the uncertainty over future funding and the influence of external factors such as the economic climate. The economy is not something that is entirely within the control of the Local Authority,

Evaluating Our Performance: 2012 – 2013

but there is positive progress to work and talk with local businesses and to ensure that local residents are ready to benefit from future economic opportunities. Whilst the percentage of children living in poverty has decreased, the local unemployment rates have increased year on year since 2011, in line with the Welsh average as outlined in the table below:

	No unemployed in Conwy	CBC 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

Areas for improvement / development

Support for local businesses can now be progressed further once the business survey results have been analysed and an action plan can be developed. This is however an area that is reliant on external grant funding that therefore is not always within our control. There is further opportunity for the development of community benefit and social clauses through the review of the procurement strategy which is currently under development.

Outcome 6 – People in Conwy live in a Sustainable Environment

Our Priority Actions

A6.1	Continue to maintain, improve and publicise the quality of our nature reserves, beaches and parks.	RAG
	11 out of 13 beaches in the county are eligible to receive an award, and 11 awards have been achieved. There are three award types – Blue Flag, Seaside award and Green Coast Award. Six beaches meet the infrastructure requirement for a Blue Flag, however water quality problems linked to heavy rainfall can prevent this being achieved. The two beaches not qualifying for any award due to the infrastructure are Deganwy and Towyn. 8 Green Flag awards have been achieved for our parks, namely: Wynn Gardens, Queens Gardens, Happy Valley, Bodlondeb, Llanrhos Cemetery, Pentre Mawr, Cae Derw and Tan Y Bryn allotments and country park. We have 3 Local Nature Reserves with Green Flag status. This is positive recognition for the quality of some of our key tourist attractions.	Green
A6.2	Implement the strategy for addressing ‘eyesore sites’ in the County Borough.	
	The Eyesore Sites Strategy is currently operative and reviewed regularly internally as well as with partnership groups such as Destination Conwy and Key site initiative. 29 properties have been removed from the eyesore list i.e. they have been improved and are no longer causing a problem.	Amber
A6.3	Implement a Carbon Management Plan to reduce the Council’s carbon emissions.	
	The Carbon Management Plan (CMP) was approved and adopted by the Authority in June 2012. The plan contains the Council's strategy for reducing its carbon emissions by 25% by the year 2015/16. Aligned to the Asset Management Plan 2012-2022, the CMP also identifies the investment, both financial and in terms of resources, which will be required to achieve the initial 25% target. The process of implementing the projects contained within the Carbon Management Plan has now begun. Lighting projects to the value of £300,000 have been completed across 23 council sites, whilst surveys of other sites are currently being undertaken. A Lighting Framework has been developed with the North Wales Procurement Partnership which will lower the purchase cost of lights. This went live in January 2013. A revised spend profile for further projects to be implemented between April 2013 and March 2016 has been	Amber

Evaluating Our Performance: 2012 – 2013

	developed in order that 'Invest to Save' business cases can be submitted.	
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 3 has been achieved for the Council. Green Dragon Level 5 has been achieved within the environment department. Work towards level 4 of the standard authority-wide is progressing well.	Amber
A6.5	Continue to explore the cost saving and time saving benefits of new technology in order to modernise the way we work.	
	An ICT Strategy is currently being developed. A Business Transformation Programme has been established which is supporting the implementation of new technology and the review of corporate systems to provide cost savings. Projects include the implementation of an updated HR system, iTrent, electronic payment system Purchase to Pay (P2P), Electronic Document Management & Workflow, (reducing paper storage), a review of Corporate Office Services (courier, printing, franking machines and mobile phones) and a review of agile working options.	Amber
A6.6	Reduce waste to landfill and meet our statutory recycling targets'	
	The % of waste reused, recycled and composted is 55.7% which exceeds the statutory target of 52%. Waste to landfill is 43.42% which exceeds the target of 50%. There has been a substantial increase in kerbside recycling of electrical equipment and fridges, cardboard, food waste, plastic and garden waste. The Trolibocs has commenced in pilot areas in the county. Conwy County Borough Council will be the first Council in the UK to trial the new containers. The North Wales Residual Waste collaboration project and North East Wales Food Hub project are making good progress.	Amber

How will we know we are making a difference?

Ref	Title	Our results in 11/12	Target 12/13	Our Results 12/13	Wales Average	Target 13/14	How we compare across Wales	RAG
M6.1	No. of beaches receiving coastal awards	11	11	11	N/A	11	N/A	Green
M6.2	No. parks and nature reserves with Green Flag status	8	8	8	N/A	8	N/A	Green
M6.3	Cleanliness index results	78.65	80	76.14	72.5	77	3 of 22	Amber
M6.4a	No. of recorded eyesore sites	59	n/a	43	N/A	None set	N/A	
M6.4b	No. of recorded eyesore sites improved	22	n/a	29	N/A	None set	N/A	
M6.5	% reduction in carbon dioxide emissions by Conwy County Borough Council	-7.09%	10%	2.98%	N/A	15%	N/A	Red

The aim is to reduce the carbon dioxide emissions by 25% between 2010/11 and 2015/16. The first year saw a very mild winter and a 7% reduction in emissions but the colder weather last winter has meant that the target has been missed.

A number of projects within the Carbon Management Plan did not commence on time, which meant the targets were not met. These projects have now been assigned teams to deliver and will be up and running soon. There has been a 15% decrease in office energy consumption when compared to the baseline year. The lighting upgrade project has been a contributing factor in this decrease.

Street Lighting consumption has increased slightly compared to the baseline year. This is as a result of an audit,

Evaluating Our Performance: 2012 – 2013

which identified an increase in the lamp wattage, and therefore an increase in energy usage. Note: The year end figure for 11/12 has been amended as the data used is now based on the Carbon Management Plan rather than the Carbon Reduction Commitment data, therefore this data now includes, Buildings, Street lighting, Fleet (commercial vehicles), and Business mileage rather than just buildings.								
M6.6	No. of Conwy schools that have received an Eco School ³ Silver Award	45	48	48		52	1/3	Green
M6.7	% of municipal waste recycled, reused or composted	measure altered so no comparable baseline	52%	56.4%	52.3%	58%	4 of 22	Green
M6.8	% of municipal waste collected by local authorities sent to landfill	measure altered so no comparable baseline	50%	43.4%	42.5%	42%	13 of 22	Green

Self Evaluation of performance

This represents a positive first year for the corporate plan priorities. Whilst not all targets have been met, there is good evidence of improvement and plans are in place to further improve in future years. Whilst the cleanliness measure did not meet the very ambitious target, it is still above the Wales average. The target has been reduced slightly to 77 in 2013/14. Historically the service has aimed very high, with no Local Authority in Wales ever achieving the previous target of 80. The recent approval of a Corporate Sustainability Strategy will serve to co-ordinate and support this area of work in 2013/14 and beyond.

Areas for improvement / development

Further work is needed to address the carbon targets, which have been affected by the winter temperatures. The Trolibocs pilot will need reviewing prior to consideration of a county wide roll out. We will continue to work to meet the national targets to increase recycling and reduce waste sent to landfill.

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

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.	RAG
	The Conwy Welsh Language Strategy for 2013/14 has been submitted to the North Wales Consortium for approval, and a supporting Welsh Education Grant has been approved by the Welsh Government. The strategy will be implemented in schools and evaluated by subject leaders and Athrawon Bro. A questionnaire is being developed to target pre-school and antenatal groups to establish likely demand for Welsh medium education. A new Level 2 course in Animal Care is being delivered for 12 pre 16 learners at Ysgol y Creuddyn from September 2012 . This gives a total of 10 Welsh Medium/ bilingual courses for 103 learners. A free, fun bilingual weekend for families was held at Venue Cymru. Called 'TakePart',	Amber

³ 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.

Evaluating Our Performance: 2012 – 2013

	<p>this annual weekend which is event held every January, included a number of events held through the medium of Welsh. Within the council, a number of work place initiatives are in place to promote the use of the Welsh language and to support staff who wish to learn Welsh. An Annual Monitoring Report on the Implementation of the Welsh Language Scheme is presented to Elected Members to review the current status of the language and to provide assurance that the authority complies with the Welsh Language Measure 2011. In 2012/13 130 staff attended welsh language training including external Welsh Language Training such as Wlplan courses or courses at Nant Gwrtheyrn. In house, we currently have 3 courses – Welsh Language Awareness, Bilingual Customer Care and Gloywi laith courses– this is for Welsh speakers who have fairly fluent spoken and written Welsh, but want to improve their skills or confidence.</p>	
A7.2	Support more primary schools to teach at least 25% of the curriculum through the medium of Welsh.	
	<p>We continue to support schools who are delivering 25% curriculum through medium of welsh. We are working to support others schools to progress to this. Whilst the target to achieve 13 schools delivering 25% of the curriculum through the medium of Welsh was not achieved by the end of the 2012/13 financial year, it has been achieved by the end of the academic year 2012/13.</p>	Amber
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.	
	<p>The majority of the Destination Conwy Action Plan has now been completed. This will be rviewed in the autumn and a relaunch is anticipated by March 2014. The Princes of Gwynedd project has been set up by 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. A Princes of Gwynedd exhibition and interpretation services has been set up in Conwy Tourist Information Centre and Betws y Coed. Conwy is a partner with Gwynedd on the 'Our Heritage' project (a sister project to Princes of Gwynedd). A consultant has been appointed to develop a Pilgrims' Path across Conwy. The Outdoor Tourism Interreg project (€1.9m) is underway and has developed a project website and Face book page. Marketing Strategy research is under way The project has undertaken business engagement, the development of an apprenticeship programme, taster sessions, and intensive coaching programmes. The project has targeted disadvantaged individuals and those with health problems and is creating links between the GP referral scheme and Outdoor activities.</p>	Amber

How will we know we are making a difference?

Ref	Title	Our results in 11/12	Target 12/13	Our Results 12/13	Wales Average	Target 13/14	How we compare across Wales	RAG
M7.1a	% of pupils achieving level 4 or above for Welsh Second Language at key Stage 2	58.82%	63%	68.7%	N/A	70%	N/A	Green
M7.1b	% of pupils achieving level 5 or above for Welsh Second Language at key Stage 3	67.79%	68%	70.9%	N/A	73%	N/A	Green

Evaluating Our Performance: 2012 – 2013

M7.2	No. of youth service events to promote Welsh Culture	36	39	19	N/A	43	N/A	Red
It is accepted that the current performance is well below target and needs to improve. Grant funding has been set aside for 13/14 and 14/15 to improve performance and we will be approaching our partners to help deliver on this PI.								
M7.3	No. of Welsh 2nd Language Primary schools teaching more than 25% of the curriculum through the medium of Welsh	12	13	12	N/A	14	N/A	Amber
M7.4	No. of new interpretation initiatives developed via the Heritage Tourism Strategy	3	6	7	N/A	13	N/A	Green
M7.5	% of visitors whose main reason was to visit historic monuments / archaeological sites	27%	25%	No survey	N/A	30%	N/A	

Self Evaluation of performance

Good progress has been made in all but one action. There has been a significant improvement in the % of pupils achieving level 4 or above for Welsh Second Language at key Stage 2. The Culture & Information, youth service and language unit teams are working together to improve the co-ordination of Welsh promotion within the council. However the current performance for youth service events is below target and needs to improve. Grant funding has been set aside for 2013/14 and 2014/15 to improve performance and we will be approaching our partners to help deliver this work.

Areas for improvement / development

During 2013-14, we hope to be able to take advantage of the www.workplacewelsh.org.uk website that was developed by the Welsh Government, with the support of WJEC. We will work to increase the take up of staff attending Welsh language awareness courses and will continue with the work of raising awareness of the Language Scheme and of ensuring that all Council staff comply with these requirements. A new application form that will reference Welsh skills levels is in the process of being developed.

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

A8.1	Develop our engagement strategy in line with the Welsh Government's National Principles for Public Engagement in Wales⁴ 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.	RAG
	The Council's Engagement Strategy has been revised in line with the National Principles for Public Engagement and is currently out to consultation prior to formal approval. The strategy is part of the Community Involvement project which aims to improve our approaches and co-ordination of community engagement.	Amber
A8.2	Ensure that Elected Members and Town and Community Councils facilitate the sharing of information and help local communities to share their views.	

⁴ For more information visit www.participationcymru.org.uk/principles

Evaluating Our Performance: 2012 – 2013

	<p>A Town and Community Council Forum is in place and meets regularly throughout the year. Conwy County Borough Council has developed a Charter with Town and Community Councils and is currently working with each one to sign up to the Charter. To date 24 out of 33 have signed up to the Charter. Protocols and actions are being developed to ensure the Council complies with the requirements of the Local Government (Wales) Measure 2011. We are currently discussing the possibility of webcasting some Council meetings. Social Media Training for Members has taken place and a policy is being developed together with supporting guidance. 15 Elected Members have produced an annual report on the work they have undertaken during the year. Copies are available on the Council website. http://modgoveng.conwy.gov.uk/ecCatDisplay.aspx?sch=doc&cat=13533&path=0.</p> <p>A public engagement protocol is being developed for Overview and Scrutiny Committees in order that members of the public may comment on agenda items and that expert witnesses may be invited to attend.</p>	Amber
A8.3	Develop a Customers programme to co-ordinate the various customer projects we have in order to improve our approach to customer service.	
	A Customer Programme has been established. Many of the projects will be completed by December 2013. The projects include modernising libraries, supporting people to adapt to the Welfare reform changes, revising and updating the Customer Charter, improving the way we consult and engage with communities, improving online customer access to services and improving the analysis of complaints.	Amber
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.	
	A Project Manager is now in place to oversee and monitor the implementation of the 5 area locality plans. A position statement has been developed to assess progress to date. Work has been undertaken by the Rural Community Development Officer with a number of communities to produce local action plans and to implement some of the actions. Consultation has been undertaken with Members in the Coastal areas to review the coastal locality plan. 111 projects have been completed in the coastal and rural areas. These include interactive touch screen kiosks, car park improvements, river taxis, ICT rural support and improving signage. The 5 area Locality Plans are to be reviewed and a relaunch is to be completed by 31st January 2014.	Amber
A8.5	Implement our Strategic Equality Plan to ensure that everyone is treated according to their needs.	
	The Strategic Equality Plan was approved by the 2 nd April 2012 statutory deadline. Actions are part of each Service Plan and are monitored through Equality Champion meetings. The first year's annual report will be compiled during the summer 2013 for submission prior to publishing to meet the legislative deadline of 31 March 2014. Heads of Service and Equality Champions have been reminded of agreed actions and of the need to complete an Equality Impact Assessment (EQIA) where appropriate. Training on EQIA is now available for staff.	Amber

How will we know we are making a difference?

Ref	Title	Our results in 11/12	Target 12/13	Our Results 12/13	Wales Average	Target 13/14	How we compare across Wales	RAG
M8.1	% of front line services meeting Customer Excellence Standard	23.73%	23.73%	25.4%	N/A	23.73%	N/A	Green

Evaluating Our Performance: 2012 – 2013

M8.2	No. of online transactions per year	12,782	15,000	16,922	N/A	18,500	N/A	Green
M8.3a	% of complaints successfully dealt with at stage 1	90%	90%	89.0%		85%	2/5	Amber
M8.3b	No of compliments received	591	689	538		565	2/3	Red
The current performance is well below the anticipated target. Given the current performance, it is felt that the published target for 2013/14 is no longer achievable. A new target is suggested to see a 5% increase on the current performance in 2013/14 and a further 5% increase in 2014/15. More work needs to be done to ensure services record compliments received.								
M8.4	No. of findings of maladministration by the ombudsman	0	0	0		0	1/3	Green
M8.5	% of users of our website who are satisfied with the website	70%	70%	64.6%		70%	3/3	Red
M8.6	No of items requested for scrutiny which have been submitted on behalf of the public by a Cllr	12	n/a	10	N/A	None set	N/A	
M8.7	% of actions completed which were due to be completed in the previous financial year from the Strategic Equality Plan	N/A	100%	86.0%	N/A	100%	N/A	Red

Self Evaluation of performance

The Council has a number of mechanisms for the general public to get involved, including consultations, social media, the website, attendance at public meetings, the Bulletin, customer satisfaction surveys, through their county councillor and through a number 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. The website has seen a decline in satisfaction. We have introduced a new collection method which has resulted in a greater number of responses to the satisfaction survey, but a decrease in the performance. However because of the new method the figure is no longer comparable to previous years. Amendments have been made to the website based on customer feedback and indicative responses show that satisfaction is starting to increase. The service has noted that an absence of an accurate on line booking system for leisure services was responsible for a number of dissatisfied users and a project has now started to address this issue. We will continue to alter the website based on customer feedback.

Areas for improvement / development

Work has commenced to improve our analysis of complaints and compliments in order to share good practice and to learn from areas of required improvement. Further work is needed to ensure that we are recording complaints and compliments accurately and processing them in a timely manner.

General Priority Actions (Efficient and Well Managed)

GA1	We will endeavour to improve services and meet our saving targets by modernising the way we work	RAG
	A Business Transformation Programme Board has been established to oversee the various projects across the Council. The projects include the implementation of the upgrade to the HR system iTrent, the rollout of the Electronic Document Management System, Electronic invoicing (called P2P), Office system improvements (eg improving courier routes, reviewing contracts for mobile phones and franking machine leases)	Amber

Evaluating Our Performance: 2012 – 2013

	<p>and a review of agile working. We have service modernisation programmes in place to review Social Services and the integration of the environmental, highways and property services in to an integrated Environment, Roads and Facilities Service (ERF). The Regional School Improvement Service (GwE) came into operation on April 1st and Conwy now commissions this statutory function from GwE rather than running its own team. Consequently the School Improvement and the Additional learning needs service have been merged to form one new service area of 'School Effectiveness'. Various internal restructuring of other service area teams has taken place. The School Modernisation programme continues to reduce surplus places in schools and improve site efficiency. We are working with schools to reduce the higher than average levels of reserves. A review to consider the rationalisation of strategic partnerships is also due to commence. Conwy was recently placed top in a UK wide survey of e-billing campaigns with over 7,500 (13.83%) of our customers now receiving all of their local taxation correspondence electronically, including bills, adjustment notices and reminders.</p> <p>A similar campaign has now started within the Business Rates and Sundry Debtor Sections where it is anticipated that there will be even greater take up in terms of overall percentages.. Venue Cymru's new online booking system went live in April 2012. Customers can now select and book their seats through the website. We achieved our saving target for 2012/13 which was £5.454million. The saving target for 2013/14 is £5.157million. The savings will continue to be extremely challenging for future financial years.</p>	
GA2	We will review where we work from – (Office accommodation)	
	<p>An Office Action Group, led by the Strategic Director of Finance & Resources, has been established to determine the Authority's future office accommodation requirements and an exit strategy for the lease of Dinerth Road, Rhos on Sea. The Improving Conwy Self Assessment also asked a group of staff and Elected Members to present recommendations on improving office accommodation. Proposals in respect of office accommodation were approved during late 2012/early 2013. An external support consultant has been appointed and project documentation is being developed in preparation for the first Project Board meeting in May 2013. The Asset Management Team are monitoring compliance with the Asset Management Plan 2012-2022 and reviewing/approving proposed works to land and buildings. Service Asset Management Planning and Space Audits continue to be undertaken annually and levels of use are challenged where necessary. Condition surveys are up to date but the lack of available budget is impacting on the level of maintenance being carried out. Business Cases for 2013/14 have been submitted to try and address some of the issues. Proposals and options have been developed to review access issues across the Authority's built stock – these proposals have been presented to the Equalities Action Group and approval is awaited.</p>	Amber
GA3	We will maximise European and other external funding opportunities	
	<p>We have a Conwy Rural Development Partnership (RDP) which is managing its 2nd Business Plan. The plan has 9 strategic projects supported by £4.7million of RDP funding. With match funding, the total project value is £6.344 million. The projects focus on business support, tourism, farm diversification, village renewal, heritage and sustainable development. An application to extend RDP2 projects to December 2014 (from December 2013) was approved.</p> <p>The Corporate Plan outcomes have informed the selection of Conwy County Borough Council's priority European Themes in readiness for a new round of funding in 2014. The themes were developed through staff workshops and were endorsed by Cabinet in November. Conwy hosted and contributed to a Regional Workshop at the end of November to co-ordinate priorities at a Regional level, and contributed to a pan-Wales event in January 2013. Conwy will continue to monitor the themes surrounding the potential for European Funding, as these are still evolving prior to</p>	Amber

Evaluating Our Performance: 2012 – 2013

	approval by the European Commission. A Capital Business Case for 2013/14 has been submitted for match-funding to support externally funded initiatives. Since its inception, the Local Community Regeneration Fund has resulted in projects approved to the value of over £41m, with an estimated £33m attracted in grants and match funding from other sources. In 2012/13, the new projects approved by Cabinet have been to the total value of £3,801,388 in project spend, with a £1,000,000 commitment from the Local Community Regeneration Provision.	
GA4	<p>We are committed to delivering the All Wales Compact on Collaboration in partnership with the Welsh Government and other Local Authorities</p> <p>The Authority is participating in a number of collaborative initiatives in line with the Compact. A benefits appraisal of collaborative initiatives has been undertaken and regular reports on progress are presented to the senior management team. All key collaborations are monitored through the Corporate Improvement Boards and an update on the benefits realised is reported later in this report. Collaboration Implementation Guidance has been developed and will be presented to Cabinet in July 2013.</p>	Amber

Ref	Title	Our results in 11/12	Target 12/13	Our Results 12/13	Wales Average	Target 13/14	How we compare across Wales	RAG
GM 1	Annual Performance Development Review (PDR) completion rate	70.47%	80%	68.77	N/A	80%	N/A	Amber

Self Evaluation of performance

There is a considerable amount of work in progress to modernise the way we work and improve the financial efficiency of the Council. This is evidenced through the achievement of the financial savings target for the financial year, but this will continue to be a challenge to achieve savings year on year. There have been significant developments in the review of our office accommodation project, and this will be a key piece of development work in 2013/14. There is good evidence that we have maximised European funding, but we must continue to monitor progress and lobby to ensure that Conwy benefits from the 2014 round of European funding. Meetings have been held with MEPs and the European Commission. Conwy is representing the region on European development; the Strategic Director for Economy and Place is the European Adviser for North Wales, and the Deputy Leader is the WLGA Deputy Spokesperson on European Affairs. The completion of the collaborative benefits appraisal which is referenced later in this report shows that progress has been made through collaboration, although there are still areas where benefits are still to be realised. Through this work, and the development of collaboration implementation guidance, the council has improved the governance and accountability of collaborative projects which are led by Conwy County Borough Council.

Areas for improvement / development

The end of year out turn for PDRs did not achieve the corporate target and was a decline on the previous year. This is partly attributable to the various transformation programmes which are on going. This has resulted in a low performance in service areas where staff are currently being interviewed/ realigned under new service structures. There have also been upgrades made to the HR software, iTrent, which has led to gaps in data entry in some areas. Improvements have been made through the introduction of group PDRs for some staff groups. We will develop an action plan to work to improve and monitor the completion rate in performance development reviews.

5 Working Collaboratively

Working collaboratively is one of a number of ways we can improve service efficiency. As a result of ‘The Simpson Report: “Local, Regional, National: What Services are Delivered Where?” (2011), a Compact for Change between the Welsh Government and Local Authorities has been developed. The Compact consists of a framework for collaborative activity for the next few years. Approval to enter into the compact was given by Cabinet in February 2012. 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. A **North Wales Regional Leadership Board** has been established of which Conwy County Borough Council is a member.

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).

Evaluating Our Performance: 2012 – 2013

Ref	Name of Collaboration	Type of Collaboration	Description	Benefits of the 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	A project to provide both one to one and group support for individuals to increase their skills and move onto employment	The anticipated benefits of this project are to increase the number of vulnerable people reporting improved self esteem & gaining skills for work; increase the number of Conwy employers developing equality and diversity strategies; Increase the number of vulnerable people accessing volunteering opportunities & gaining work experience and employment.	Outcome 1 People in Conwy are Educated and Skilled	A1.2
2	Workforce Development project	Grant Funded Collaborative Project	This collaborative project is working to: <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 	The anticipated benefits of this project are: Clarity of vision across the all 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	Outcome 1 People in Conwy are educated and skilled	A1.3

Evaluating Our Performance: 2012 – 2013

			efficient and streamlined and build employee engagement.	members.		
3	GwE - Regional School Improvement and Effectiveness Service	Regional Collaboration Project (GwE)	This is a regional approach to the delivery of the school improvement service and was operationally launched on 1 st 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.	As this service has only been operational since April 2013, the anticipated benefits have not as yet been realised but data is being collected around their measurement. The main anticipated benefit is an improvement in pupil educational attainment. I.e: 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	Outcome 1 People in Conwy are Educated and Skilled	A1.6
4	Regional CCTV Project	Regional Collaboration Project	This project aims to consider the feasibility of moving from 6 CCTV centres to a regional cctv monitoring service. It is anticipated this will support the drive to reduce anti social behaviour.	This project completed the feasibility phase and agreement has been reached to cease the project.	Outcome 2 People are safe and feel safe	A2.1
5	North Wales Regional Family Support Group / Programme	Regional Collaboration Programme	This is a regional approach to support for vulnerable families through developing a shared vision, values and a collective responsibility for family support.	The benefits of this programme have not been realised yet, but aim to reduce duplication, develop learning communities, regional commissioning and joint performance management of outcomes for vulnerable families.	Outcome 2 People are safe and feel safe	A2.3 & A2.4

Evaluating Our Performance: 2012 – 2013

6	Emergency Planning	Regional Collaboration Project	This project aims to provide a regional approach to emergency planning.	<p>This project is not yet operational. Therefore the benefits anticipated have not yet been realised. Anticipated benefits include:</p> <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. 	Efficient and well managed	A2
7	North East Wales Single Access Route to Housing (SARTH) Project	Collaboration Project	This is a collaboration between 4 local authorities, 5 social landlords and Glyndwr University. The aim of the project is to re-engineer the way in which social housing is allocated within the authority areas, placing customer needs at the heart of an enhanced options and common access housing.	<p>The anticipated benefits of the project are:</p> <ul style="list-style-type: none"> • 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. 	Outcome 3 People in Conwy live in safe and appropriate housing	A3.1

Evaluating Our Performance: 2012 – 2013

8	Co-located Homelessness Service	Collaboration Project	This is a collaboration to set up a social letting agency in partnership with registered social landlords and a joint office base. It is anticipated that the new premises will be ready in early November 2013.	<p>This project is not yet operational but the anticipated benefits are:</p> <ul style="list-style-type: none"> • Improved access to 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 • 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 	Outcome 3 People in Conwy live in safe and appropriate housing	A3.1
9	Extra Care Housing Schemes (Llandudno and Abergel)	Collaboration Project	This is a collaboration project to provide appropriate supported housing for elderly people	<p>The schemes are near completion. The anticipated benefits are:</p> <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 	Outcome 4 People in Conwy are healthy and independent	A4.1

Evaluating Our Performance: 2012 – 2013

				<p>liability for backlog maintenance.</p> <ul style="list-style-type: none"> • Revenue savings resulting from the change in service model. • Increased feeling of security for residents and their families • Outsourced Domiciliary Care Provision • An increase in local affordable property becoming available • Additional Short Term Accommodation for Older People. 		
10	Llys Dyfrig Health and Social Care Centre	Collaboration Project	This is a collaboration project to provide a centre to co locate health and social care staff in order to improve joint working	<p>This project is not yet operational. Therefore the anticipated benefits have not yet been realised. It is anticipated that the project will:</p> <ol style="list-style-type: none"> 1. Provide service improvement through joint working with Health and GPs; 2. Increase capacity through joint working; 3. Improve customer satisfaction through the availability of co located services in the community. 	Outcome 4 People in Conwy are healthy and independent	A4.1
11	Social Care and Health Regional Programme Board (Sustainable Social Services: A Framework For Action)	Regional Collaboration Programme	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.	<p>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 :</p> <ol style="list-style-type: none"> 1. cash savings of £134,000 to Conwy are forecast for the initial 	Outcome 4 People in Conwy are healthy and independent	A4.1

Evaluating Our Performance: 2012 – 2013

				<p>3 year life of the project;</p> <p>2. Less resource required from Conwy for the negotiation of residential placements;</p> <p>3. Conwy will benefit from centrally negotiated procurement;</p> <p>4. £90,000 cashable savings in first year</p> <p>5. £100,000 in cost avoidance in first year.</p> <p>The programme has also commenced work on:</p> <ul style="list-style-type: none"> • Regional workforce strategy • A review of the North Wales Adoption Service – 3 years on • North Wales Integrated Services with a focus on extra care housing, reablement, prevention, and residential fee setting; • The roll out of Integrated Family Support Services on a sub regional basis; • The development of a Single Point of Access. 		
11	Social Care and Health Regional Programme Board (Sustainable Social Services: A	Regional Collaboration Programme	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.	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	Outcome 4 People in Conwy are healthy and independent	A4.1

Evaluating Our Performance: 2012 – 2013

	Framework For Action)			<p>anticipated benefits are :</p> <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 us required from Conwy for the negotiation of residential placements;3. Conwy will benefit from centrally negotiated procurement;4. £90,000 cashable savings in first year5. £100,000 in cost avoidance in first year. <p>The programme has also commenced work on:</p> <ul style="list-style-type: none"><input type="checkbox"/> Regional workforce strategy<input type="checkbox"/> A review of the North Wales Adoption Service – 3 years on<input type="checkbox"/> North Wales Integrated Services with a focus on extra care housing, reablement, prevention,		
--	------------------------------	--	--	--	--	--

Evaluating Our Performance: 2012 – 2013

				<p>and residential fee setting;</p> <p><input type="checkbox"/> The roll out of Integrated Family Support Services on a sub regional basis;</p> <p><input type="checkbox"/> The development of a Single Point of Access.</p>		
12	Emergency Duty Team Collaboration	Regional Collaboration	This is a collaboration to provide an emergency duty provision for out of offices hours for social services.	An option appraisal is currently being reviewed. The anticipated benefits of the project are increased resilience and a more sustainable service.	Outcome 4 People in Conwy are healthy and independent	A4.1
13	Conwy Rural Partnership	Grant Funded Collaborative Project	The Rural Development Plan 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. Looking after the environment and encouraging sustainable economic development are two of the most important goals in the Plan, but creating more highly skilled jobs and supporting local community projects are high priorities too. Conwy CBC is the lead body for the Conwy Rural Partnership and is currently managing Business Plan 2 which has 9 strategic projects valued at £ 6.344 million.	<p>The benefits of this collaboration are:</p> <ul style="list-style-type: none"> • Increased economic activity rates for farm households • Increased tourism visits • Improved village environment • An increase in the number of jobs in rural Conwy • Increased use of renewable energy • Improved local skills and knowledge • Improved engagement and involvement with people of Rural Conwy • Improved satisfaction through delivery of improved services 	Outcome 5 People in conwy live in a county that has a thriving economy	A5.2, A5.3
14	Regional Procurement Service	Regional Collaboration Project	This project aims to provide a regional approach to procurement. It will support the drive to be efficient and well managed by ensuring value	The partnership developed cross regional frameworks for how we make purchases so that we can drive costs down. The partnership	Outcome 5 People in conwy live in a county that	A5.2

Evaluating Our Performance: 2012 – 2013

			for money and by supporting local business where feasible.	produced a North Wales Domiciliary Care List and central web based electronic system. The list is available to all commissioners of service within the six Local Authorities and Betsi Cadwaladr University Health Board. Savings have been created through the North Wales regional contract for the provision of Vehicle Parts and through regional purchase frameworks for Personal Protective Equipment, Consultancy and Rock Salt & De-icing. This partnership is now ceasing and Conwy County Borough Council has signed up to the National Procurement Service.	has a thriving economy	
15	Economic Ambition	Regional Collaboration Project	This project aims to have a regional strategic approach to improving the North Wales Economy.	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 increase 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	Outcome 5 People in conwy live in a county that has a thriving economy	A5.3, A5.4 & A5.5

Evaluating Our Performance: 2012 – 2013

				regional average growth rate and those performing more strongly.		
16	ICT (Joint Procurements)	Regional Collaboration Project	This project aims to provide a regional approach to the purchase of IT hardware and software. It will support the drive to be efficient and well managed and our aim to respond to new technology.	The procurement of PC/Laptop hardware from a single supplier to North Wales Councils is now being finalised. The benefits realised will be the efficiencies gained through economy of scale.	Outcome 6 People in Conwy live in a sustainable environment	A6.5
17	Residual Waste North Wales Residual Waste Treatment Partnership	Regional Collaboration Project	This project is a regional approach to the management and disposal of residual waste.	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.	Outcome 6 People in Conwy live in a sustainable environment	A6.6
18	North East Wales Food Waste Hub	Regional Collaboration Project	This project is a regional approach to the management and disposal of food waste.	The benefits will include the cost avoidance of £1,276,730 for a 15 year period and shared procurement costs between 3 Authorities.	Outcome 6 People in Conwy live in a sustainable environment	A6.6
19	21st Century Schools Procurement	Regional Collaboration Project	This project is a regional approach to joint procurement for the development of new schools. It will ensure value for money and have a positive impact on our Carbon footprint.	This project is not yet operational. Therefore the benefits anticipated have not yet been realised. It is anticipated that the project will create significant cost and time savings in procurements for construction works. - Improved predictability of cost. - Improved number of projects completed on time. - Benefits to supply chain of overall buying power and longevity of the frameworks.	Outcome 1 People in Conwy are Educated and Skilled	A1.7 & A6.3

Evaluating Our Performance: 2012 – 2013

20	The 'Ein Treftadaeth / Our Heritage' and the 'Princes of Gwynedd' project	Grant Funded Collaborative Project	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.	This project is in progress, but the benefits anticipated have not yet been realised They are: <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 • Increasing economic impact for towns and villages away from the tourist 'honey pots'. 	Outcome 7 People in Conwy live in a county where heritage, culture and the Welsh language thrive	A7.3
21	Age Friendly Communities (AFC)	Grant Funded Collaborative Project	This is a project with four partners in Wales and Ireland that aims to look at how we can develop and share ways of improving communication and relations between people of different ages	This project is not yet operational. Therefore the benefits anticipated have not yet been realised. It is anticipated that the project will create: <ul style="list-style-type: none"> • Vibrant communities for all through supporting community regeneration and the development of intergenerational strategies on both transnational and 	Outcome 8 People in Conwy are informed, included and listened to	A8.1

Evaluating Our Performance: 2012 – 2013

				<p>local levels.</p> <ul style="list-style-type: none"> • The creation of cohesive communities through the implementation of pilot projects targeting the social inclusion of older people within society. • Capturing, protecting and preserving cultural heritage through the implementation of pilot projects reinforcing the positive image of older people within society. • Ensuring communities' well being through the implementation of pilot projects encouraging lifelong learning activities. 		
22	North Wales Legal Services Collaboration	Regional Collaboration Project	<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>	<p>This project is not yet operational. Therefore the benefits anticipated have not yet been realised. Conwy's Legal Section provides some specialist legal services to Isle of Anglesey Council, Registered Social Landlords and ad hoc support to other local authorities. This has created income for the service, to help meet their efficiency savings, whilst at the same time created a saving for Anglesey County Council.</p>	Efficient and well managed	

6 Wales Audit Office Assessment of our Performance

6.1 The Annual Improvement Report (AIR) 2013

Every year an Annual Improvement Report is published by our external regulators, the Wales Audit Office (WAO). It is written by the Improvement Assessment Lead on behalf of the Auditor General for Wales and the Appointed Auditor. It sets out the key messages arising from work that has been undertaken by external regulators during the previous 12 month period. The report provides a summary of audit and inspection work. It draws on published reports of other external inspectorates to provide an annual summary to the Council on their judgement of the Council's performance in 2011/12 and the Council's plans for improvement in 2012/13. It is published on the WAO website (www.wao.gov.uk) and also on the Conwy County Borough Council website (www.conwy.gov.uk/accountability).

The following key messages were written in the Annual Improvement Report for Conwy County Borough Council which was published in May 2013.

The Council is making good progress in many respects in delivering its improvement programme and its public reporting provides a fair and balanced assessment of progress

The Council is making good progress in delivering improvement in all of its priority areas.

Corporate performance management arrangements support reliable self-evaluation but some aspects of the Council's evaluation are not robust enough

The Council's planning for improvement and its arrangements to support improvement are sound.

There were no statutory recommendations and no additional proposals for improvement contained in the AIR.

However, WAO also produces an 'Improvement Assessment Letter 2' (issued in January 2013) and this contained 2 proposals for improvement:

Proposals for improvement
P1 Improve the consistency of the quality of self evaluation within individual services
P2 Include more information in the Performance Report on the equality impact assessments undertaken on the Improvement Objectives.

An action plan has been put in place to address these 2 proposals.

Evaluating Our Performance: 2012 – 2013

6.2 Other inspection reports published in 2012/13

During 2012/13 the Wales Audit Office undertook the following inspections. Action plans have been put in place to implement recommendations for improvement:

A) Information Management

Inspection Question: *'Is the Council's approach to information management positively supporting improvement?'*

The report concluded that:

The Council's approach to information management has supported improvement over the last three years, but these arrangements need to be revised to ensure that they will continue to be fit for purpose and effective in managing the risks presented by information.

B) Information Technology

Inspection Question: *'Are the Council's arrangements for developing, using and supporting technology likely to support continuous improvement?'*

The report concluded that:

The Council's current arrangements for developing, using and supporting technology are likely to support continuous improvement. The Council has established sound technology foundations and governance arrangements. It understands what it needs to do to improve in order to secure sustainable, effective use of technology and deliver efficiencies and is starting to use technology to transform service delivery. Arrangements are sound, but funding arrangements could be further improved to reduce the total cost of ownership of desktop technology. Performance is sound and improving, but there is scope to improve the customer access channel arrangements through the use of performance information.

C) Homelessness

Inspection Question: *'Does the Council have suitable arrangements in place to deliver the Homelessness Service effectively?'*

The report concluded that:

The Council has made progress in 2012-13 in the arrangements to deliver an effective Homelessness Service. The Council's performance in preventing homelessness in 2012-13 has improved. The Council's policies are in place for the efficient delivery of the service and has worked hard to develop its homelessness services but key challenges remain in delivering its strategic housing priorities. The Council has identified areas in need of improvement in its arrangements to engage with users of the homelessness service

D) Compliance Culture

Inspection Question: *'Is non-compliance with Council policies by staff a widespread issue across the Council?'*

The review found no evidence of widespread non-compliance with Council policies, although improvements to some controls are needed.

Evaluating Our Performance: 2012 – 2013

E) Contracting & Procurement

The report concluded that:

The Council performs inconsistently in the procurement and contracting of external suppliers. Many aspects of the process require improvement in some of the Council's services. The Council is not always able to demonstrate that it has delivered value for money. We have made a number of high priority recommendations.

A contracts forum has been established as a result of this inspection. All recommendations are either addressed or in progress.

F) Information Commissioner's Office Audit

The Council volunteered for an inspection from the Information Commissioner's Office. The audit aimed to provide the Information Commissioner and Conwy CBC with an independent assurance of the extent to which Conwy CBC, within the scope of this agreed audit, is complying with the Data Protection Act 1998 (DPA).

The report concluded that:

The arrangements for data protection compliance with regard to governance and controls provide only limited assurance that processes and procedures are in place and are being adhered to. The audit has identified scope for improvement in existing arrangements and appropriate action has been agreed to reduce the risk of non compliance.

A project board has been put in place to oversee the implementation of the areas of improvement and is led by the Strategic Director

6.3 Corporate Assessment

The Local Government (Wales) Measure 2009 (the Measure) requires the Auditor General for Wales to carry out an improvement assessment for each improvement authority every year. The Auditor General has decided that, having conducted three cycles of work since the introduction of the Measure, continued annual assessment of corporate improvement arrangements is, in most cases, likely to be excessive. Therefore from 2013-14 the Wales Audit Office will deliver a rolling programme of corporate assessments, based on a four-year cycle. This means that, in addition to an annual programme of improvement studies and audits of authorities' approach to improvement planning and reporting, each authority will receive an in-depth corporate assessment once during a four year period. In the intervening years the Wales Audit Office will keep track of developments through progress updates. Conwy County Borough Council has been chosen as one of four Local Authorities to undertake the Corporate Assessment in 13/14. The assessment will commence in September 2013.

The purpose of the corporate assessment is to provide a position statement of an improvement authority's capacity and capability to deliver continuous improvement. It will, by its nature, examine an authority's track record of performance and outcomes as well as examining the key arrangements that are necessary to underpin improvements in services and functions.

The corporate assessment is seeking to answer the following question:

"Is the authority capable of delivering its priorities and improved outcomes for citizens?"

The assessment will cover the following:

Evaluating Our Performance: 2012 – 2013

Performance and outcomes; *“Is the authority making progress on achieving its planned improvements in performance and outcomes?”*

Vision and strategic direction; *“Does the authority’s vision and strategic direction support improvement?”*

Governance and accountability; *“Do the authority’s governance and accountability arrangements support robust and effective decision making?”*

Use of resources; *“Is the authority managing its resources effectively to deliver its planned improvements in performance and outcomes?”*

Collaboration and partnerships; *“Are the authority’s collaboration and partnership arrangements working effectively to deliver improved performance and outcomes?”*

Managing improvement. *“Is the authority effectively managing its improvement programme?”*

It is anticipated that a report will be published by December 2013.

6.4 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 Performance. The report for 2012/13 can be found on the CSSIW website, <http://wales.gov.uk/cssiwsubsite/newcssiw/publications/lareviews/;jsessionid=7520D7AC383222CDADCDA0557F1DD949?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://www.conwy.gov.uk/ssannualreport>

The report summarises the major achievements and good practice of 2012/13 and presents a forward programme for 2013/14.

The 12/13 report focuses on the following themes as agreed by CSSIW:

1. Responding to Need
2. Safeguarding
3. Business and Performance Management
4. Resource Management
5. Commissioning and Partnerships
6. Corporate, Political Leadership and Support

The high level overview stated:

Over the last year, there has been a permanent appointment to the post of Director of Social Services and interim appointments were made to both the Heads of Children’s and Adult services. We have also been fortunate to secure the appointment of a Governance and Efficiency Head of Service who has led on our initiative – The Conwy Social Services Transformation programme. The challenges have been stark in relation to the financial and economic climate however the council has demonstrated significant corporate and political leadership to ensure that front line staff in Social Services are protected and supported to deliver high quality services to the most vulnerable in our community. The programme has been a whole service effort which has considered a root and branch review of specific work areas including Access and Information,

Evaluating Our Performance: 2012 – 2013

Commissioning and Contracting, Practice Frameworks and Finance and Infrastructure. More detail is included in the body of the report.

The Auditor General for Wales found that the Council's 'Corporate Plan 2012-17' meets the requirements of the Local Government (Wales) Measure 2009. He commented that –

The Council has set out a clear rationale for selecting the areas it is focusing on improving, based on its current performance, stakeholder and partner views and recent consultation activity with citizens.

Social Services have contributed to the eight improvement objectives of the corporate plan and the evidence can be seen in the body of the report.

Performance

The overall picture is a positive one for Childrens Services, with most indicators showing an upward trend on the previous year, particularly Care Planning; Plans for Permanence and Assessments.

Performance for Adults in key areas has continued to improve. The Department's commitment to ensure people are provided with services in their home has continued to increase with a rate 56.9 people per 1,000 helped to live at home in 2012-13 compared to 50.6 in 2011-12. This is also supported by a reduction in the volume of people in residential and nursing care decreasing (21.95 in 2011-12, 19.77 in 2012-13).

Informal Carers continue to provide a valued service; the department has increased the percentage of carers who have received an assessment or review. Work will continue throughout 2013-14 to ensure that we continue to support carers so that they are able to undertake their caring duties with the required support.

Simplifying the Journey

Last year we pledged to develop a single point of access for customers. A particular effort has been given to developing our Health, Social Care and Wellbeing Strategy and integrating this with the Locality Leadership teams in the county. We have worked closely with health colleagues and our partnership team to establish a Conwy Strategic Locality Board to set the direction for joint working and delivering integrated services in the heart of our communities. A forward work programme has been agreed and we will monitor this throughout 13-14.

The national direction has also influenced our work in recent months and the development of the Sustainable Social Services Implementation plan and the Social Services and Wellbeing Bill has been a priority. The plan includes commitments in relation to A strong voice and real control, A new accord for Social Services, Improvement, A strong and professional delivery team, A stronger framework for safeguarding and Integrated services. The plan has been developed across Wales with the Association of directors of Social Services and progress has been made in most areas. The plan has set us in good stead for preparation around the forthcoming bill which in itself transforms the delivery and future provision of Social Care services in Wales.

A Regional Approach

The pace of regional collaboration has increased considerably over the year and North Wales is a key area aligned to the health board footprint. Significant regional developments have included:

- The launch of the North Wales Commissioning Hub for high cost, low volume placements across a range of vulnerable groups;

Evaluating Our Performance: 2012 – 2013

- Regional workforce strategy and development:
- A review of the North Wales Adoption Service – 3 years on;
- North Wales Integrated Services with a focus on extra care housing, reablement, prevention, and residential fee setting;
- Roll out of Integrated Family Support Services on a sub regional basis;
- Single Point of Access.

To support the ambitious work programme for North Wales, two specific collaboration bids have been presented to Welsh Government, firstly the 'Commissioning New Services' bid which focuses on Commissioning of supported living schemes, Foster care – shaping the market, Market analysis of well-being services, Co-located models of integrated primary health and social care teams, Direct payments mapping and development of market position statements, Options for domiciliary care services and the development of options for Extra Care Housing models and funding.

Secondly a bid has been presented to support the North Wales Regional Agenda in relation to Workforce and Safeguarding.

A National Approach

The Senior Management Team has also been participating in regional work streams such as safeguarding and a national group looking at timely discharge from hospital as Conwy continues to perform well in this area. This has been supported with the development of the Association of Directors of Social Services Cymru and its wider Heads of Service networks. There is good leadership demonstrated across Wales Directors and Heads of Service are responsible for leading on key areas of the Sustainable Social Services implementation plan.

Dignity in Care

Within Adult Services we remain committed to recognising the key messages from the Older Peoples Commissioner and continue to develop our overall approach to the *Dignity in Care* agenda. Monitoring within Residential and Nursing Homes is still developing, however the majority of the homes visited are working well with the team and an improvement in care provision has already been noted. Partnership working with other agencies, including CSSIW and in particular with Health, has certainly contributed to quality improvement. For people with a learning disability the 24/7 Supported Living Settings have moved to an outcome based approach which has also led to an improvement in care provision. An indicator of this has been the reduction in the number of vulnerable adult referrals and an improvement in working relationships. The North Wales Commissioning Hub is also in its first operational year and is beginning to strengthen our monitoring of high cost, low volume provision for children and adults.

The Workforce

Already in preparation for increasing the Welsh speaking workforce, Conwy County Borough Council, in partnership with Gwynedd and Ynys Mon, has endorsed the launch of the MA in Social Work which is being offered primarily through the medium of Welsh. We will monitor the progress of the course through the Partnership Board. 2012-2013 also saw the development of the

Evaluating Our Performance: 2012 – 2013

graduate certificate in consolidation of Social Work practice - Porth Agored was launched late in the year and is an exciting module working in partnership with Aberystwyth university.

Working with Health

Conwy County Borough Council has experienced particular challenges in relation to working with Health in the last year however, improvements are slowly developing in some areas. The Locality Leadership Team plans have been reviewed to ensure a strategic fit with the Health Social Care and Wellbeing Strategy. In order to deliver the direction, strong leadership and accountability are essential ingredients and a Conwy Joint Localities Board has been formed with senior membership from the two organisations together with input from the voluntary sector.

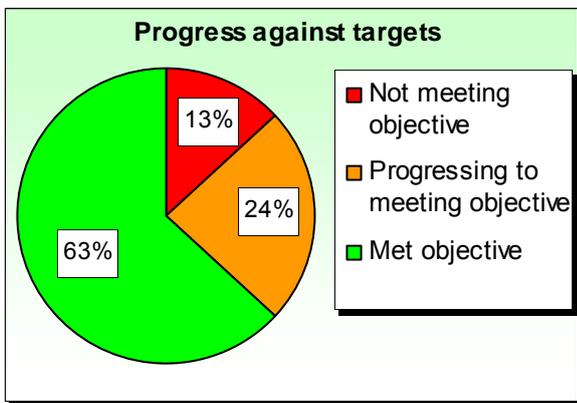
Evaluating Our Performance: 2012 – 2013

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. The changing focus of the Outcome Agreement for 2013/14 onwards also means that a proportion of the Outcome Agreement grant will be based upon our performance against the Welsh Government's NSI's, requiring that two-thirds (16 of 24) of the NSI indicators must either be in the top quartile for Wales, or remain equal to or have improved on the previous year.

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

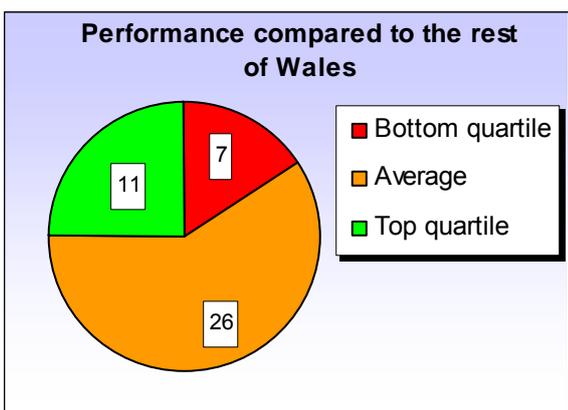
1.1 Achieving our National Targets



The pie chart left shows our 2012/13 end of year performance for the statutory performance measures compared to targets that the Council set for itself at the beginning of the year.

The Council's understanding of these performance measures and our methods of collecting the data has been checked by our external auditors KPMG. The external auditors had no reservations regarding the interpretation of the measures. All 44 National Strategic Indicators and Public Accountability Measures have been compared across Wales.

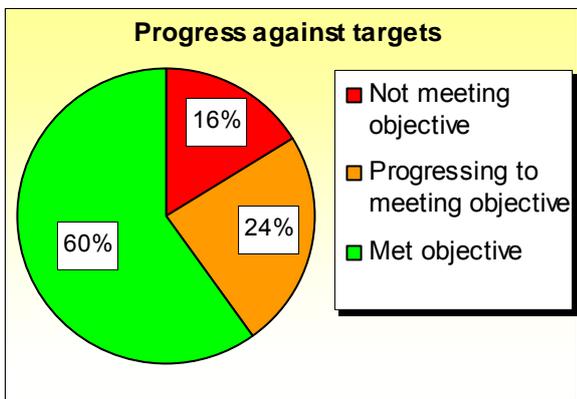
1.2 How do we compare to the rest of Wales?



A large number of our statutory measures place our performance in the top or middle quarter of local authority performance in Wales. We are working to improve the indicators in the bottom quarter performance for Wales and action plans are in place.

Evaluating Our Performance: 2012 – 2013

1.3 Achieving our Corporate Plan Targets



The pie chart on the left shows our 2012/13 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.

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). 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 improve 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:	
Objective met	Green
Within tolerance to progress work to meet objective	Amber
Not Meeting Objective	Red
No target set	

Evaluating Our Performance: 2012 - 2013

National Strategic Indicators

Ref	Description	PI Performance	2012/13 Target	2012/13 Performance	Rank in Wales (out of 22)	Wales average	New target for 2013/14
SCA/001**	The rate of delayed transfers of care for social care reasons NSI	Green	1.5	0.21	1 of 22	3.6	1.5
SCA/002 a)	The rate of Older People supported in the community NSI	No target set	No target set	56.9	17 of 22	70.6	No target set
SCA/002 b)	The rate of Older People whom the authority supports in care homes NSI	Green	23.0	19.8	8 of 22	20.7	21.0
SCA/019	The percentage of adult protection referrals completed where the risk has been managed PAM / NSI	Amber	100.0%	91.9%	14 of 22	92.9%	100.0%
SCC/002	The percentage of children experiencing one or more changes of school while being looked after NSI	Amber	6.0%	7.3%	3 of 22	14.6%	6.0%
SCC/004	Stability of placements of looked after children PAM / NSI	Amber	10.0%	10.4%	15 of 22	8.8%	10.0%
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	No target set	No target set	52.7%	5 of 22	39.1%	45.0%
SCC/033 d)	Young people formerly looked after - authority in contact at age 19 NSI	Red	90.0%	82.4%	21 of 22	100.0%	90.0%
<p>The authority was in contact with 14 out of a total of 17 Care Leavers on their 19th birthdays, giving an outcome of 82.4%. All 3 Care Leavers who we were not deemed to be in contact with, had returned home to live with parents or extended family in other parts of the UK. Despite numerous efforts and recorded '3-monthly' letters being sent– these young people did no longer wish to be associated with Social Services and were happy in their respective family homes.</p>							
SCC/033 e)	Young people formerly looked after - in suitable accommodation at age 19 NSI	Green	85.0%	85.7%	18 of 22	95.4%	85.0%

Evaluating Our Performance: 2012 - 2013

Ref	Description	PI Performance	2012/13 Target	2012/13 Performance	Rank in Wales (out of 22)	Wales average	New target for 2013/14
SCC/033 f)	Young people formerly looked after - in education, training or employment at age 19 NSI	Amber	55.0%	50.0%	15 of 22	56.7%	55.0%
SCC/037	External qualification scores for looked after children NSI	Green	130	258	9 of 22	223	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%	95.5%	17 of 22	98.4%	95.0%
EDU/002 i)	All pupils leaving education without an approved external qualification NSI / PAM	Green	0.66%	0.3%	12 of 22	0.24%	0.40%
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	0.0%	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	Green	78.5%	82.6%	15 of 22	83.6%	85.5%
EDU/006ii	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	17.0%	17.2%	7 of 22	10.8%	17.7%
EDU/011	Average point score for pupils aged 15 NSI / PAM	Green	435.0	477.6	12 of 22	479.4	466.6

Evaluating Our Performance: 2012 - 2013

Ref	Description	PI Performance	2012/13 Target	2012/13 Performance	Rank in Wales (out of 22)	Wales average	New target for 2013/14
EDU/015 a)	Special educational need statements issued within 26 weeks – including exceptions NSI	Amber	84.0%	83.3%	11 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%
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	Red	53.4%	49.3%	15 of 22	51.6%	56.1%
<p>In 2012, the percentage of pupils achieving the Level 2 Threshold decreased slightly by 0.5 percentage points when compared to the previous year's result and missed the target. For 2013 a target of 56.1% has been set as the cohort is stronger compared to the previous year. The stronger cohort and schools have been provided with intervention and support to address improving quality of teaching and learning</p>							
WMT/004(b)	The percentage of municipal waste collected by local authorities sent to landfill NSI / PAM	Green	50.0%	43.4%	13 of 22	42.5%	42.0%
WMT/009(b)	Local Authority Collected Municipal Waste Prepared for Reuse, Recycling and Composting NSI / PAM	Green	52.0%	56.4%	4 of 22	53.0%	58.0%
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days NSI	Green	97.0%	98.6%	7 of 21	95.3%	97.0%
HHA/013	Potentially homeless households for whom homelessness was prevented NSI / PAM	Green	82.0%	91.7%	7 of 22	86.2%	87.0%

Evaluating Our Performance: 2012 - 2013

Ref	Description	PI Performance	2012/13 Target	2012/13 Performance	Rank in Wales (out of 22)	Wales average	New target for 2013/14
PSR/002	Days taken to deliver a Disabled Facilities Grant NSI / PAM	Green	200 days	153 days	1 of 22	287 days	170 days
PSR/004	Vacant dwellings returned to occupation NSI	Red	50	39 (3.58%)	13 of 21	39 (4.28%)	65
<p>Outturn performance in 2012/2013 is lower than that recorded for 2011/2012. This is not unexpected, due to the time being re-directed on the 'Houses into Homes' loans scheme which was introduced part way through the recording period.</p>							
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards PAM		No target set	92.3%	4 of 22	87.2%	No target set
PLA/006*	Provision of affordable housing units provided during the year NSI / PAM	Amber	20.0%	15.0%	N/A	N/A	20.0%
PLA/006 (b)**	Provision of affordable housing units provided during the year NSI / PAM		No target set	28%	16 of 22	39.3%	No target set
LCS/002	Visits to local authority sports and leisure centres per 1,000 population NSI	Red	9,620	7,523	16 of 22	7,899	8,000
<p>The drop can be attributed to the introduction of a software package application which has produced a more accurate figure than previous years. Also, we have removed school curriculum usage of the facilities in accordance with the WG guidance, which had previously been included in this figure.</p>							
LCL/001	Visits to public libraries during the year per 1,000 population NSI	Red	5,700	5,173	15 of 22	5,430	5,200
<p>Our largest service points as well as the Mobile Library have experienced a small reduction in visits. We are reviewing our opening hours to better meet customer demand, and increase outreach activity and engagement with communities.</p> <p>For virtual visitors, changes to the CCBC web site to satisfy the EU Cookies Directive at the end of May 2012 has had a dramatic impact on the statistics resulting in a drop of up to 75%. The web team have now changed their policy which should see figures increase again. Virtual visits make up 13% of the total.</p>							
THS/007	Adults aged 60+ holding a concessionary bus pass NSI	Amber	80.0%	79.0%	18 of 22	85.1%	80.0%

Evaluating Our Performance: 2012 - 2013

Public Accountability Measures

Ref	Description	PI Performance	2012/13 Target	2012/13 performance	Rank in Wales (out of 22)	Wales average	New target for 2013/14
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%	84.6%	6 of 22	81.8%	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%	85.3%	16 of 22	91.0%	90.0%
SCA/019	The percentage of adult protection referrals completed where the risk has been managed PAM / NSI	Amber	100.0%	91.9%	14 of 22	92.9%	100.0%
SCA/020	The percentage of adult clients who are supported in the community during the year PAM		No target set	84.1%	17 of 22	86.0%	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	80.0%	84.8%	17 of 21	98.5%	90.0%
SCC/004	Stability of placements of looked after children PAM / NSI	Amber	10.0%	10.4%	15 of 22	8.8%	10.0%
SCC/011 a)	Initial assessments - child has been seen by the Social Worker PAM	Green	70.0%	82.9%	10 of 22	76.8%	75.0%
SCC/025	Statutory visits to looked after children PAM	Red	90.0%	76.8%	16 of 22	87.0%	90.0%

There are a number of factors which have impacted on the performance this year: in some circumstances we have missed out on the required timescale by only a few days; however, in other circumstances there appears to have been some confusion in 16/17 year-old homelessness cases, which should be dealt with under Section 20 (Children Act 1989), and treated as 'Looked After' by the Local Authority. Another area of practice which needs to be addressed is the timely recording of the Statutory Visits. It appears that the visits have actually taken place, but have not been recorded on the PARIS system.

Evaluating Our Performance: 2012 - 2013

Ref	Description	PI Performance	2012/13 Target	2012/13 performance	Rank in Wales (out of 22)	Wales average	New target for 2013/14
SCC/030 a)	Young carers known to Social Services assessed PAM	Green	100.0%	100.0%	1 of 22	100.0%	100.0%
SCC/045	The percentage of reviews carried out in line with the statutory timetable. PAM	Green	80.0%	89.1%	12 of 21	89.8%	80.0%
EDU/002 i)	All pupils leaving education without an approved external qualification NSI / PAM	Green	0.66%	0.25%	12 of 22	0.24%	0.40%
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	78.5%	82.6%	15 of 22	83.6%	85.5%
EDU/004	Key stage 3 (11-14 years old) assessments achieving core subject indicator PAM	Green	69.0%	75.7%	8 of 22	73.5%	69.0%
EDU/011	Average point score for pupils aged 15 NSI / PAM	Green	435.0	477.6	12 of 22	479.4	466.6
EDU/016 a)	Pupil attendance in primary schools PAM	Green	94.5%	94.6%	6 of 22	94.0%	94.7%
EDU/016 b)	Pupil attendance in secondary schools PAM	Green	92.5%	92.8%	8 of 22	92.3%	92.9%
WMT/004(b)	The percentage of municipal waste collected by local authorities sent to landfill NSI / PAM	Green	50.0%	43.4%	13 of 22	42.5%	42.0%
WMT/009(b)	Local Authority Collected Municipal Waste Prepared for Reuse, Recycling and Composting NSI / PAM	Green	52.0%	56.4%	4 of 22	53.0%	58.0%

Evaluating Our Performance: 2012 - 2013

Ref	Description	PI Performance	2012/13 Target	2012/13 performance	Rank in Wales (out of 22)	Wales average	New target for 2013/14
STS/005b	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness PAM	Green	96.0%	97.2%	9 of 22	96.4%	96.0%
HHA/013	Potentially homeless households for whom homelessness was prevented NSI / PAM	Green	82.0%	91.7%	7 of 22	86.2%	87.0%
PSR/002	Days taken to deliver a Disabled Facilities Grant NSI / PAM	Green	200 days	153 days	1 of 22	287 days	170 days
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards PAM		No target set	92.3%	4 of 22	87.2%	No target set
PLA/006*	Provision of affordable housing units provided during the year NSI / PAM	Amber	20.0%	15.0%	N/A	N/A	20.0%
PLA/006 (b)**	Provision of affordable housing units provided during the year NSI / PAM		No target set	28%	16 of 22	39.3%	No target set
THS/012	The percentage of principle (A) roads, non-principle (B) roads and non-principle (C) roads that are in overall poor condition PAM		No target set	9.6%	12 of 22	9.5%	No target set

Note: *PLA/006 data is the original national indicator used locally to monitor performance, and also reported is the new indicator PLA/006 (b) supplied by Welsh Government.

Note: ** Due to issues with data from third parties both SCA/001 and PLA/006 (b) have been qualified by the Welsh Audit Office for all Welsh Authorities.

8 Have Your Say

Evaluating Our Performance: 2012 - 2013

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.

Write to **Corporate Improvement & Development Team**
Conwy County Borough Council
Bodlondeb
Conwy
LL32 8DU

Telephone 01492 574000
E-mail cidt@conwy.gov.uk
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	Civic Office, Colwyn Bay
Mobile Library	Government Buildings, Dinerth Road, Colwyn Bay
Housebound Service	Bron y Nant Offices, Dinerth Road, Colwyn Bay
Bodlondeb, Conwy	Mochdre Council Offices
Town Hall, Llandudno	Glasdir, Llanrwst
The Heath, Llanfairfechan	

A paper copy can be requested by calling 01492 574000.

Evaluating Our Performance: 2012 - 2013

9 Where to Get More Information About Your Council

Our Website

www.conwy.gov.uk

Social Networks

You can follow us on Twitter and Facebook

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

Wales Audit Office inspect all Welsh Local Authorities' performance. National and council specific audit reports can be found at:

www.conwy.gov.uk/accountability

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