

# **Conwy County Borough Council Draft Corporate Plan 2022 – 2027**

Mae'r ddogfen hon ar gael yn Gymraeg hefyd  
This document is also available in Welsh

A summary version of this document is also available in Welsh and English

## Contents

<b>1</b>	<b>Foreword .....</b>	<b>3</b>
<b>2</b>	<b>Hearing your views .....</b>	<b>5</b>
<b>3</b>	<b>Our Vision &amp; Values .....</b>	<b>7</b>
<b>4</b>	<b>Our Priorities .....</b>	<b>8</b>

### Appendices

<b>5</b>	<b>Purpose of the plan.....</b>	<b>24</b>
<b>6</b>	<b>The County Conversation and how we developed the Plan .....</b>	<b>26</b>
<b>7</b>	<b>Well-being Statement &amp; Statement of Responsibility.....</b>	<b>30</b>
<b>8</b>	<b>Financial Management.....</b>	<b>33</b>
<b>9</b>	<b>Regular Review – an ongoing conversation .....</b>	<b>34</b>
<b>10</b>	<b>Where to find more information about the Council.....</b>	<b>35</b>

*A summary version of this document is available together with a BSL video of the summary on our website via the [Corporate Plan](#) webpage*

# 1 Foreword

Welcome to Conwy County Borough Council's Corporate Plan for 2022 – 2027. Our plan sets out our ambitions to make a difference for the People of Conwy over the next five years, in order to meet our long term citizen outcomes. The plan has been developed after considering the feedback communities gave us, and by analysing research and data trends about the county, both of which have informed our priorities.

The worldwide Covid -19 pandemic has been an extraordinary experience for each and every one of us, and certainly unprecedented in all our working careers. At the time of writing this, we are still working hard alongside our public sector partners, to both respond to the implications of Covid variants, support communities and businesses who are still under significant pressure, and deliver our 'every day' business. This Corporate Plan sets out the key actions we will deliver to renew and rebuild, as we work towards a new normal. However, it is still difficult to forecast the longer-term implications of Covid 19, and there is still unpredictability about what the future holds. Therefore, we will regularly review the plan to make sure it is still relevant.

We cannot deliver our goals without our staff, who have worked tirelessly throughout the pandemic. Prioritising staff well-being and skills are vital for the delivery of our services. We are proud to have a highly trained and motivated workforce and in order to support and value them, if we are faced with additional pressures as a consequence of the pandemic, we will reflect on items of business or activity that can be deferred until the additional response pressures have eased.

We are incredibly thankful and proud of the way communities, volunteers, partners and our staff pulled together to respond to the pandemic. This community focus and resilience is something we wish to build upon to create new opportunities and help our county flourish. The pandemic has created a considerable number of complex issues, but it has also brought opportunities to work and deliver services differently, and this is what we want to focus upon in our plan for renewal. Whilst we hope that we are now emerging from the pandemic, the climate change emergency is an even bigger worldwide challenge which we must all do our utmost to mitigate. Like the pandemic, it is essential that we all 'do our bit' to address climate change. We hope that collectively, we can build upon the community spirit we saw in the lockdowns, to reduce our carbon footprint and protect the beautiful area we live in.

Our council delivers a wide range of community services, from education, social care, libraries, waste, theatres and leisure, to name but a few. The corporate Plan does not aim to reflect every area of council work we cover, but is supported by more detailed plans which you can refer to if you want more information. As well as seeking your views, we also want to reflect and share what has been achieved. Each year we will publish a self-assessment of our performance. We also want to hear your views. If you have ideas or want to get involved in making positive change in your community, please get in touch.



Cllr Charlie McCoubrey  
Leader of the Council



Iwan Davies  
Chief Executive

## 2 Hearing your views

The Corporate Plan has been developed as a result of an ongoing conversation with communities. In 2016 we launched “The County Conversation” to collate views from a variety of engagement and consultation events. Over the years we have held regular engagement events for a variety of topics and service developments, in order to involve communities in shaping developments. Owing to Covid restrictions, in September 2021 we adapted our approach and held a series of online workshops to specifically discuss ideas for the Corporate Plan. In addition, we ran a survey to ask people’s views. We also reflected on anonymised feedback from other engagement events that had taken place and we used this feedback to develop the draft Corporate Plan.

We still want to keep this conversation going and we want to hear your ideas as to how services can be improved. We’ll continue to use “The County Conversation” as a way that you can share ideas, and we will continue to invite community views on service developments. The County Conversation is an open invitation on our website so you can share views at any time. We also list all our engagement events on the website as a forward work plan, so you can choose how and when you want to get involved. We welcome your comments or suggestions for improvements any time of the year, so please let us know.

### **We want to hear Young People’s views**

Having a say is not just for adults! Young people are the future generation and we want to hear your views and ideas.

There are many ways you can have your say on what goes on in Conwy. All of the services working with children and young people in Conwy give opportunities for you to share your views. In particular, Conwy Youth Service encourage young people to become a member of the Youth Council. This provides a platform for young people to advise on decisions that affect them, including sharing ideas on local and national decision making.

Being part of the Youth Council is also a great opportunity to meet new people, improve social speaking, be creative and gain accreditations!

Conwy Youth Service also has its own in-house Innovation and Quality assurance panel which provides young people opportunities to evaluate the quality of delivery, share views on improvements and ways to increase opportunities for young people living in Conwy.

If you want to get involved all our social media and webpage links can be found here:

[Young Conwy social media links](#)

[Young Conwy webpage](#)

[Conwy Youth Council Facebook page](#)

Anyone can access **The County Conversation** to share views and ideas about the County or your local area.



Here's the link to our [County Conversation webpage](#)

You can follow us on [Social Media](#)



Conwy County Borough Council

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BT Relay Service Customers with hearing or speech impairments can contact any Council service by dialling **18001** before the number they require.



British Sign Language users can contact Conwy County Borough Council using a Sign Language interpreter, through the InterpretersLive! Service, provided by Sign Solutions – visit [www.conwy.gov.uk/Contact-Us/sign](http://www.conwy.gov.uk/Contact-Us/sign)



**We are happy to provide this document in large print, audio and braille.**

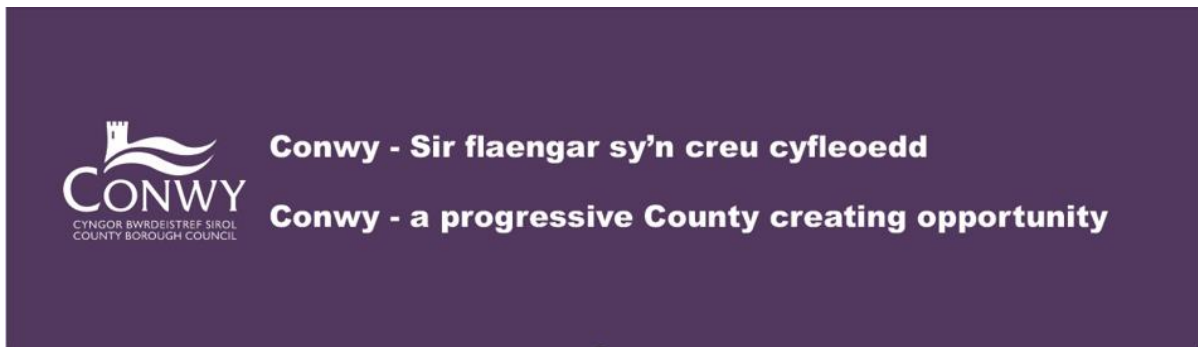
**Please contact the Corporate Improvement and Development Team**

***Want to join our team? Find out more***

[Jobs and Careers - Conwy County Borough Council](#)

### 3 Our Vision & Values

#### Our Vision



We are working in a changing and demanding environment. Our vision is to be progressive in managing change and to use it to create opportunities; to safeguard what we have, and to build on this to accommodate change. This vision is a shared endeavour. We want to strengthen our relationship with citizens so that we can work together to improve the county. In all that we do we want to be progressive and creative so that we maximise the opportunities available to the communities within Conwy County.

#### The Way We Work - Our Values

Our values represent the beliefs of our organisation and the expected behaviour from everyone working for Conwy County Borough Council. Our Values are:



We care about what we do



We are fair to all



We are innovative



We are team players

## 4 Our Priorities

The Corporate Plan Priorities incorporate Conwy County Borough Council's [Well-being Statement](#) which is outlined on page 30.

The basis of our five year corporate plan is about our goal to reduce our carbon emissions, adapt to and support the mitigation of climate change, and to manage our way out of the Covid 19 pandemic in as sustainable way as possible. We will focus on a regenerative approach where a consideration of environmental & carbon impact will underpin all our decisions at all levels; from individuals through to Council. Our Corporate Plan has been developed during a period of significant uncertainty and therefore our actions may well need to change over time. However, we know that we cannot alter our focus on the climate challenge. We will all consider the implication of our actions on the climate and work to a presumption of a positive impact and negate negative impacts

### Cross cutting themes

Some themes cannot be captured in a single outcome or simple set of actions. It is important to understand how our outcomes and supporting actions have an impact on addressing some significant cross cutting themes and we've used the following symbols throughout the plan to show how they link.



**Climate Change:** Working together to address a worldwide emergency



**Poverty:** Tackling poverty and reducing inequality



**Safeguarding:** Protecting and supporting children and adults at risk of abuse and neglect



**Welsh Language:** Supporting and promoting a thriving Welsh language



**Equalities:** Treating people fairly and supporting equal opportunity



**Modernisation:** A modern and adaptable organisation



**Efficiencies:** Using resources economically, efficiently and effectively



## Priority 1 - People in Conwy value and look after the environment



Climate Change is the defining issue of our time and the greatest threat to our well-being, globally and locally. It will put pressure on ecosystems, infrastructure and landscape and threaten the well-being of both current and future generations. We will lead by example by reducing our carbon emissions and increase environmental resilience to deal with the impacts of Climate Change. We will work together with residents, communities and businesses to change behaviours so that everyone plays their part.

**What we want the future to look like** - That our actions will have slowed climate change and the environment safeguarded for future generations

### We will work towards this goal by:

1. Through our Climate Challenge Programme, we will work to be a Carbon net zero organisation by 2030.
2. Using capital investment in infrastructure in a way that supports climate resilience as well as leaving a social and economic legacy.
3. Delivering our Biodiversity and Resilience of Ecosystems Duty Plan.
4. Developing and implementing active travel infrastructure to encourage walking and cycling and reduce car use.
5. Increasing opportunities for residents, visitors and businesses to reuse and recycle more.
6. Supporting healthy living by providing a clean and attractive environment.
7. Supporting the development of a tidal lagoon in North Wales and develop green projects to help grow the economy and help protect the environment for future generations.
8. Developing a strong programme approach (including the Local Area Energy Plan (LAEP) to deliver the national target of net zero by 2050.

### How will we know we're making a difference?

Every six months we will undertake a self-assessment which will reflect upon information available at the time. We will reflect on what is going well and what can be done to improve and we will consider evidence such as:

M1.1	% Change in carbon emissions from our activities compared to base year
M1.2	% actions completed from our Biodiversity and Resilience of Ecosystems Duty Plan.
M1.3	Length of route in kilometres (KM) added to active travel
M1.4	% Waste reused, recycled or composted (PAM/030)
M1.5	Number of properties where risk of flooding has been reduced following implementation of flood defence measures

M1.6	% streets that are clean (PAM/010)
M1.7	Number of awards received for beaches in Conwy
M1.8	Number of parks and nature reserves with Green Flag status
M1.9	Number of awards achieved for our parks and green spaces
M1.10	Monitor progress of the LEAP priority interventions

**These priorities are supported by more detailed plans including:**

- Towards Zero Waste: National Waste Strategy for Wales
- Conwy Decarbonisation Plan
- One Wales One Planet: Welsh Government Sustainable Development Scheme
- Local Flood Risk Management Strategy
- West of Wales Shoreline Management Plan 2
- North West England and North Wales Shoreline Management Plan 2
- Biodiversity Improvement Plan
- Conwy Renewable Energy Assessment
- RLDP

**Contribution to the National Well-being Goals**



**Contribution to our cross cutting themes**



## Priority 2 - People in Conwy live in a county which has a prosperous economy with culture at its heart



We want our economy to be confident, resilient and sustainable. We will focus on celebrating our culture and heritage using Creu Conwy, our Culture Strategy to create the spark in order to maximise well-being and economic impact.

We will encourage new ideas and use culture led regeneration. We will work proactively with businesses and the creative sector to promote conditions in which they can grow and thrive.

**What we want the future to look like:** - That our rich heritage will have been protected for future generations and all areas of society will be able to access the arts and culture to improve their well-being. Through collaboration we will have developed high impact initiatives which will trigger increased productivity, improved competitiveness and create year-round employment in businesses within the county. Thus, retaining talent and placing Conwy at the heart of the North Wales Economy.

Using Creu Conwy Culture Strategy, the Economic Growth Strategy, Destination Management Plan, the Library and Information Strategy, the Events Strategy and our colleagues on the Regeneration Programme Boards we will:

1. Create the right environment to support growth and attract new businesses.
2. Work with our public sector partners to regenerate our town centres across the county in order to stimulate growth and create vibrant 'green' towns.
3. Develop the night time economy and winter tourism offer making Conwy a year-round visitor destination and support community regeneration across the county.
4. Work together with communities, implement the Creu Conwy Culture Strategy and further develop community hubs to improve well-being, support community regeneration and economic impact, making the most of our county's cultural assets.
5. Maximise funding opportunities to enable a longer-term view of our capital commitments.
6. Explore opportunities to diversify our economy as a result of our experiences from the pandemic.
7. To review our procurement strategy to confirm our ongoing commitment to buy local when appropriate

### How will we know we're making a difference?

Every six months we will undertake a self-assessment which will reflect upon information available at the time. We will reflect on what is going well and what can be done to improve and we will consider evidence such as:

M2.1	Number of businesses supported - grants
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M2.2	Number of businesses supported – advice and support
M2.3	% of units in CCBC's industrial unit portfolio that are vacant
M2.4	Analysis of Green Audit of Towns results and acting on the evidence
M2.5	Analysis of the Impact of winter events
M2.6	Number of visitors in Winter months (Oct – Feb)
M2.7	Number of visitors Summer months (Mar – Sept)
M2.8	Analyse feedback from Night time economy survey
M2.9	Number of Gold Tourism Ambassadors
M2.10	Number of enquiries to library and Information Team
M2.11	Number of cultural launchpad action plans
M2.12	Assessment of how events impact our economy
M2.13	Capital investment levered in or financially supported by CCBC towards regeneration and recovery which complements the aspirations of the Conwy Economic Growth Strategy (2017- 2027).

**These priorities are supported by more detailed plans including:**

- The Conwy Economic Growth Strategy 2017— 2027 and action plan.
- Destination Conwy Management Plan 2019 – 2029 - [Destination Conwy - Conwy County Borough Council](#)
- Conwy Employment Land Review
- Local Development Plan & Conwy Rural Development Strategy
- The North Wales Economic Ambition Board's Growth Vision & supporting strategies:
  - The North Wales Regional Skills & Employment Plan
  - The North Wales Connectivity & Infrastructure Plan
- Light Springs Through The Dark: A Vision For Culture in Wales - [Arts and culture vision statement](#)
- Creu Conwy Culture Strategy
- Conwy Events Strategy
- Town Regeneration Action Plans
- Library and Information Strategy 2021-2026

**Contribution to the National Well-being Goals**



**Contribution to our cross cutting themes**



## Priority 3 - People in Conwy are Educated and Skilled



We want Conwy to be recognised as offering an excellent education and supporting a culture of life-long learning. We will focus on improving education and performance across the whole school system and ensuring that young people are skilled for job opportunities.

**What we want the future to look like** - by focusing on the whole school system, our children will be ambitious and capable learners. They will be healthy and confident individuals who play an active role in communities and who are skilled and ready for the job opportunities available.

### We will work towards this goal by:

1. Supporting schools in the implementation of the Curriculum for Wales.
2. Implementing the Additional Learning Needs (ALN) Act to ensure that all learners with ALN are supported to overcome barriers to learning and achieve their full potential.
3. Implementing the 21st Century Schools programme so learning environments are fit for purpose including a focus on carbon reduction and renewable energy.
4. Ensuring that young people have a good awareness of employment opportunities and the appropriate skills to access the world of work.
5. Working with schools to deliver a programme which improves learners' digital skills.
6. Supporting children and young people to improve / manage their Mental Health and Well-being.
7. Supporting children, young people and their families to access education and community-based activities.
8. Promoting and further developing Welsh medium education whilst encouraging children and young people to be proud of the Welsh language, its heritage and culture.

### How will we know we're making a difference?

Every six months we will undertake a self-assessment which will reflect upon information available at the time. Welsh Government guidance states that we cannot publish attainment figures, and indeed, our focus on education and skills is more holistic than just exam grades. We will reflect on what is going well and what can be done to improve and we will consider evidence such as:

M3.1	Report on progress of working with schools to implement the new curriculum
M3.2	Additional Learning Needs – Survey to be designed and measures put in place from year 2 – for example <i>% of children have made progress towards their own targets.</i>
M3.3	Report on the Carbon footprint of Conwy schools (tCO <sub>2</sub> e) tons of CO <sub>2</sub> equivalent
M3.4	The percentage of Year 11 leavers not in education, training or employment (NEET)

M3.5	The total number of hits to 'HwB' - the all Wales Learning Platform
M3.6	Number of educational settings participating in Well-being surveys
M3.7	Analysing the feedback from Education well-being surveys and acting on the results
M3.8	The percentage of young people who feel as a result of being involved in our youth activities have been encouraged to have a healthier lifestyle?
M3.9	Percentage of pupil attendance in primary schools
M3.10	Percentage of pupil attendance in Secondary schools
M3.11	% of pupils accessing Welsh medium education (based on school census)
M3.12	% of Nursery and Reception pupils accessing Welsh medium education (as at Pupil Level Annual School Census)
M3.13	% of primary school age pupils accessing Welsh medium education (as at Pupil Level Annual School Census)
M3.14	% of secondary school age pupils accessing Welsh medium education (as at Pupil Level Annual School Census)
M3.15	% of teachers in Conwy schools whose Welsh ability is Advanced level or above as collected as part of the school workforce collection.
M3.16	Average Capped 9 score for pupils in year 11

**These priorities are supported by more detailed plans including:**

- Gwe School Regional Improvement Plan for Conwy
- Welsh Education Strategic Plan (WESP)
- Education Service Plan
- School Modernisation Programme – 21<sup>st</sup> Century Schools Programme Plan
- Digital Competence Framework: Curriculum for Wales
- Economic Growth Strategy
- Skills and Employability Board Programme Plan
- Youth Engagement and progression Framework
- Local Development Plan
- Whole School Approach to Mental Health

**Contribution to the National Well-being Goals**



Prosperous



More Equal



Culture & Welsh  
Language



Healthier

**Contribution to our cross cutting themes**



Poverty



Climate Change



Welsh Language



Modernisation



Equality

## Priority 4 - People in Conwy have access to affordable, appropriate, good quality accommodation that enhances the quality of their lives



We want our residents to have a safe and appropriate place to call home that supports their positive health and well-being.

**What we want the future to look like:** by focusing on a strategic approach, we will have created sustainable communities that residents are proud to call home.

### We will work towards this goal by:

1. Working to increase the supply of affordable and accessible accommodation.
2. Working with property owners and private landlords to return empty properties back into use.
3. Working in partnership we will review our services to further strengthen our homelessness prevention approach, whilst planning for a shift towards rapid rehousing for those experiencing homelessness so that is rare, brief and unrepeatable.
4. Working in partnership to support the stability and quality of the care home sector.
5. Keep local communities under review in case they become tourism hotspots that affect local affordability.

### How will we know we're making a difference?

Every six months we will undertake a self-assessment which will reflect upon information available at the time. We will reflect on what is going well and what can be done to improve and we will consider evidence such as:

M4.1	Number of new affordable housing units provided during the year as a % of all new housing units during the year (PLA006)
M4.2	Number of new affordable housing units (funded through Conwy's Affordable Housing Development Programme) provided by size and tenure – Social (including supported housing for vulnerable people)
M4.3	Number of new affordable housing units (funded through Conwy's Affordable Housing Development Programme) provided by size and tenure – Intermediate (low-cost home ownership / rent)
M4.4	Number of new affordable housing units (secured through Local Development Plan policies) – Intermediate and Social
M4.5	Number of new affordable housing units created by bringing empty dwellings and empty non-residential property back into use
M4.6	Number of private sector dwellings that had been vacant for more than 6 months that were returned to occupation during the year through direct action by the local authority (PAM/013)

M4.7	Number of additional units created as a result of bringing empty properties back into use (PAM/045)
M4.8	Number of applicants on the social common housing register
M4.9	% of cases where homelessness has been prevented
M4.10	% of cases where homelessness was not prevented and homeless duty subsequently accepted
M4.11	Number of open homelessness cases
M4.12	Number of repeat homelessness cases this will be information not previously collected so no historic data will be available
M4.13	Number of households in temporary accommodation at the end of the period
M4.14	The average number of days that all homeless households spent in all forms of temporary accommodation
M4.15	Regional Quality Assurance Framework – work progressing on developing a set of measures

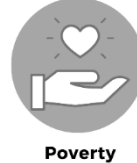
**These priorities are supported by more detailed plans including:**

- Conwy Affordable Housing Development Programme
- The Local Development Plan (The LDP)
- Conwy Local Housing Strategy.
- Conwy Rural Development Strategy
- Place Plans
- Reform Action Plan
- Commissioning Strategy
- Local Flood Risk Management Strategy

**Contribution to the National Well-being Goals**



**Contribution to our cross cutting themes**





## Priority 5 - People in Conwy are safe and feel safe



Together we will do our best to ensure that visitors and residents of Conwy are safe and that vulnerable people are safeguarded.

**What we want the future to look like:** That as communities we are looking out for each other and everyone is aware of their safeguarding responsibilities. Our aim is that future generations don't look back and think we should have done more to safeguard people.

### We will work towards this goal by:

1. Continuing to train staff and raise awareness that safeguarding is everyone's responsibility.
2. Working to ensure the safety and quality of care provision and work with providers to remove the need for unregulated care.
3. Working towards making all of our public buildings 'Safe Places'.
4. Ensuring measures are in place to protect personal data on our systems and raise awareness about cyber security and promote cyber security to help our citizens stay safe online.

### How will we know we're making a difference?

Every six months we will undertake a self-assessment which will reflect upon information available at the time. We will reflect on what is going well and what can be done to improve and we will consider evidence such as:

M5.1	% of staff who have completed mandatory safeguarding training
M5.2	% of staff commencing in post under with 2 references
M5.3	Show progress on the development of the collaborative Formal Response service across North Wales to better safeguard people we support providing an appropriate response when needed
M5.4	Number of people who, by having telecare services, have avoided the adverse consequences of unattended falls
M5.5	We will review findings from Care Inspectorate Wales Reports
M5.6	Analysis of qualitative feedback from speaking with care sector residents
M5.7	Number of buildings which are 'safe places'
M5.8	Achievement of Cyber Essential certification

Safeguarding is everyone's responsibility. All our services have a collective responsibility to safeguard vulnerable people, regardless of their job role. This includes following safeguarding procedures with the recruitment and training of staff, but also through their observations and contact they have with people in their everyday work, and reporting anything which is cause for concern.

Our Regulatory & Housing Service work in partnership with the Police and other stakeholders to help tackle and prevent crime and disorder. They also enforce Health & Safety in many workplaces, licensing schemes for businesses and controls for residential areas to diminish door step crime and build community resilience.

**These priorities are supported by more detailed plans including:**

- Corporate Safeguarding Board Action Plan
- [North Wales Safeguarding Board](#)
- Community Safety Partnership Action Plan - key organisations who are committed to increasing community safety in Conwy, have developed an action plan which covers: Reducing domestic abuse, reducing the availability of Class A drugs, tackling Environmental Crime (dog fouling, littering and graffiti), reducing alcohol related crime, reducing criminal damage & anti-social behaviour, reducing re-offending, tackling substance misuse, reducing the fear of crime, and increasing reassurance.
- Regulatory & Housing Service Plan
- Social Care Service Plan

**Contribution to the National Well-being Goals**



**Contribution to our cross cutting themes**



## Priority 6 - People in Conwy are Healthy



We will promote healthy choices by providing facilities to support a healthy lifestyle, and in turn, reduce the demand on public services. We will focus on actions to support the sustainability of the care sector. We will strengthen our preventative work and partnership working between Health and Social Care services to provide simple & seamless access to Health and Social Care when you need them.

**What we want the future to look like:** By creating an environment that enables people to make healthy lifestyle choices, we will have contributed towards reversing chronic health issues and people are healthier and living longer. By supporting the care sector, we will have ensured that the right care is available when it is needed and that we meet the needs of an increasingly elderly population.

### We will work towards this goal by:

1. Working together through our universal and community-based services to alleviate poverty and support people in poverty.
2. Becoming an Autism Spectrum Condition Aware organisation & maintain our Dementia friendly status.
3. Supporting the mental well-being of unpaid carers so that they are able to carry out their important role, and can access help in times of crisis and avoid breakdowns in care.
4. Developing a strategy to support the sustainability of the children and adults care sector. This will focus on working with Welsh Government to address funding, parity of esteem with health, and putting in place early interventions which focus on prevention and re-enablement.
5. Working to make our leisure and cultural teams financially sustained and address barriers to exercise and well-being, so that we can retain affordable community provision for all and provide communities with a wide variety of well-being and exercise choices.

### How will we know we're making a difference?

Every six months we will undertake a self-assessment which will reflect upon information available at the time. We will reflect on what is going well and what can be done to improve and we will consider evidence such as:

M6.1	Number of people who have Ffit Memberships
M6.2	Number of young people (11-16) who have a Ffit Junior Membership
M6.3	% of NERS clients who completed the exercise programme (PAM/041)
M6.4	% of NERS clients whose health had improved on completion of the exercise programme (PAM/042)
M6.5	The total number of services for adults started during the year where that service is:

	<ul style="list-style-type: none"> <li>• Residential Care</li> <li>• Domiciliary Care</li> <li>• Day Care</li> </ul>
M6.6	The total number of new young carers needs assessments undertaken during the year
M6.7	The total number of packages of reablement completed during the year, of which <ul style="list-style-type: none"> <li>• Reduced the need for support</li> <li>• Maintained the need for the same level of support</li> <li>• Mitigated the need for support</li> <li>• Neither reduced, maintained nor mitigated the need for support</li> </ul>
M6.8	Analysis of qualitative feedback from speaking with care sector residents
M6.9	Number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population (PAM/017)

**These priorities are supported by more detailed plans including:**

- North Wales Social Care and Well-being Services Improvement collaborative (NWSSCIC)
- The Local Housing Strategy
- Social Care Commissioning Strategy
- Local Development Plan
- Conwy Economic Growth Strategy
- Green Infrastructure Programme Board

**Contribution to the National Well-being Goals**



**Contribution to our cross cutting themes**



**Priority 7 - People in Conwy are informed, included and listened to and can actively contribute to their community. They live in a community where Welsh language thrives and local diversity is respected**



We will adapt the way we work so that there are a variety of options for local communities to communicate, collaborate and engage with our services. We will focus on promoting Welsh language and our commitment to equality and diversity.

**What we want the future to look like:** By improving the way we work with communities, we will have enabled people to be heard and play an active role in what happens within them. Speaking Welsh will be part of everyday life in all communities and there will be strong community networks based on principles of trust and respect for local diversity.

**We will work towards this goal by:**

1. Improving participation by being accessible. We will use plain English and Cymraeg Clir (plain Welsh) in our communications and provide translation / interpretation support to ensure people understand what their Council is doing and how they can contribute.
2. Continuing to build our relationship and collaborative initiatives with Town and Community Councils.
3. Implementing the Welsh in Education Strategic Plan (WESP).
4. Continuing to promote Welsh language learning opportunities and Welsh language promotion to support Cymraeg 2050, the million Welsh speakers Welsh Government target.
5. Developing plans to support the Diversity in Democracy commitment, public participation strategy, and accessibility & transparency of decisions.
6. Ensuring we embrace and support diversity by implementing our Strategic Equality Plan and other equality action plans such as the Welsh Government’s Race Equality & LGBTQ+ action plans.

**How will we know we’re making a difference?**

Every six months we will undertake a self-assessment which will reflect upon information available at the time. We will reflect on what is going well and what can be done to improve and we will consider evidence such as:

M7.1	Monitoring the accessibility of our webpages and on-line information using a combination of person based and technical reviewing systems and acting on results
M7.2	% of staff within the Council’s services who are able to speak Welsh (excluding school teachers and school-based staff)
a	% of staff who are able to speak some Welsh (1,2,3)

	b	% of staff who have no Welsh language skills - level 0
	c	% of staff who speak Welsh fluently (4,5)
M7.3	a	Number of staff who take up the Welsh in the Workplace offer
	b	Number of staff who progress to the next level within the year
M7.4		% of posts designated as 'Welsh Essential' which were filled by a Welsh speaker
M7.5		Number of Welsh promotion events
M7.6		Reflect on progress made in the Diversity in Democracy action plan
M7.7		% Completion of Race Equality Plan
M7.8		% Completion of LGBTQ+ -Plan actions
M7.9		Strategic Equality Plan - % of actions delivered that should be delivered by year

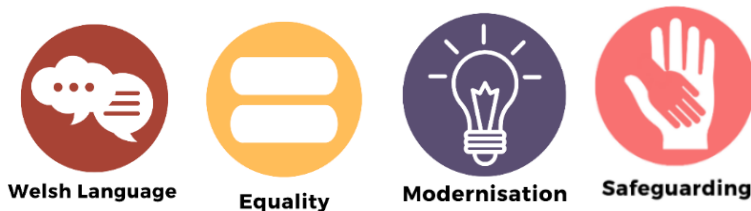
**These priorities are supported by more detailed plans including:**

- The Communication Strategy
- Community Involvement Strategy
- Place Plan Toolkit
- ICT Strategy 2017 - 2022
- Local Development Plan Review
- Strategic Equality Plan
- Race Equality Action Plan
- LGBTQ+ Action plan
- Welsh Language Standards
- Conwy Welsh Language Strategy
- Conwy Welsh in Education Strategic Plan
- Library and Information Strategy 2021-2026

**Contribution to the National Well-being Goals**



**Contribution to our cross cutting themes**



## Priority 8 - Conwy County Borough Council is resilient



**Conwy County Borough Council is a resilient, well-run organisation and a good employer.**

We will aim to meet the needs of the present without compromising future generations. We will endeavour to make the best decisions we can in light of the financial restraints we face and we will work within the budget available. We will work to deliver new, more productive ways of working that create opportunity and improved outcomes for all. We are a listening organisation and we will continue to develop ways to talk with and listen to our citizens and staff.

**We will work towards this goal by:**

1. Recognising that our employees are our most important resource, we will continue to support their health and well-being as well as their personal and professional development through a new performance development framework (The Conwy Conversation).
2. Implementing the Renewal Programme – which aims to build and maximise upon the beneficial ways of working realised during lockdowns and to do things differently to the benefit of carbon reduction, staff welfare, service delivery to the public and efficiency across the organisation.
3. Continuing to develop ways to talk with and listen to our staff.

### How will we know we're making a difference?

We will undertake a self-assessment that will take account of staff survey results, feedback from external regulators and our local government Act self-assessment process and report on our conclusions.

### These priorities are supported by more detailed plans including:

- Renewal Programme and the Modernisation Programme
- Medium Term Financial Plan
- ICT Strategy and HR Strategy
- The Conwy Conversation
- Annual Governance Statement & Annual Report on the Corporate Plan
- Risk & Performance Management Frameworks

### Contribution to the National Well-being Goals



### Contribution to our cross cutting themes:



## Appendices

### 5 Purpose of the plan

The purpose of this plan is to present Conwy County Borough Council’s well-being priorities for the next five years, 2022 to 2027. The priorities are the areas we want to focus special attention on, in order to support the achievement of the citizen outcomes people want for the county. There are other plans which go into more detail about the specific tasks we will do, and the priorities are supported by service plans which set out the ‘business as usual’ work which the Authority will continue to deliver.

The Authority is required to publish well-being priorities under the Well-being of Future Generations (Wales) Act 2015. Public bodies in Wales listed in the Well-being of Future Generations (Wales) Act 2015 have a duty to consider **sustainable development**, which means **considering the social, economic, environmental and culture well-being of Wales** in all that they do. The Well-being of Future Generations (Wales) Act puts in place the sustainable development principle that all public bodies named under the legislation:

***“must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.”***

To make sure we are all working towards the same vision, the Act puts in place seven national well-being goals.





All Public Bodies named under the Act must follow 5 ways of working. We have used the 5 ways of working as the foundation for considering and developing the actions and measures in our Plan:



**Involvement**

The importance of balancing short-term needs with the needs to safeguard the ability to also meet long-term needs



**Integration**

Considering how the public body’s well-being objectives may impact upon each of the well-being goals, on their objectives, or on the objectives of other public bodies



**Prevention**

The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves



**Long-term**

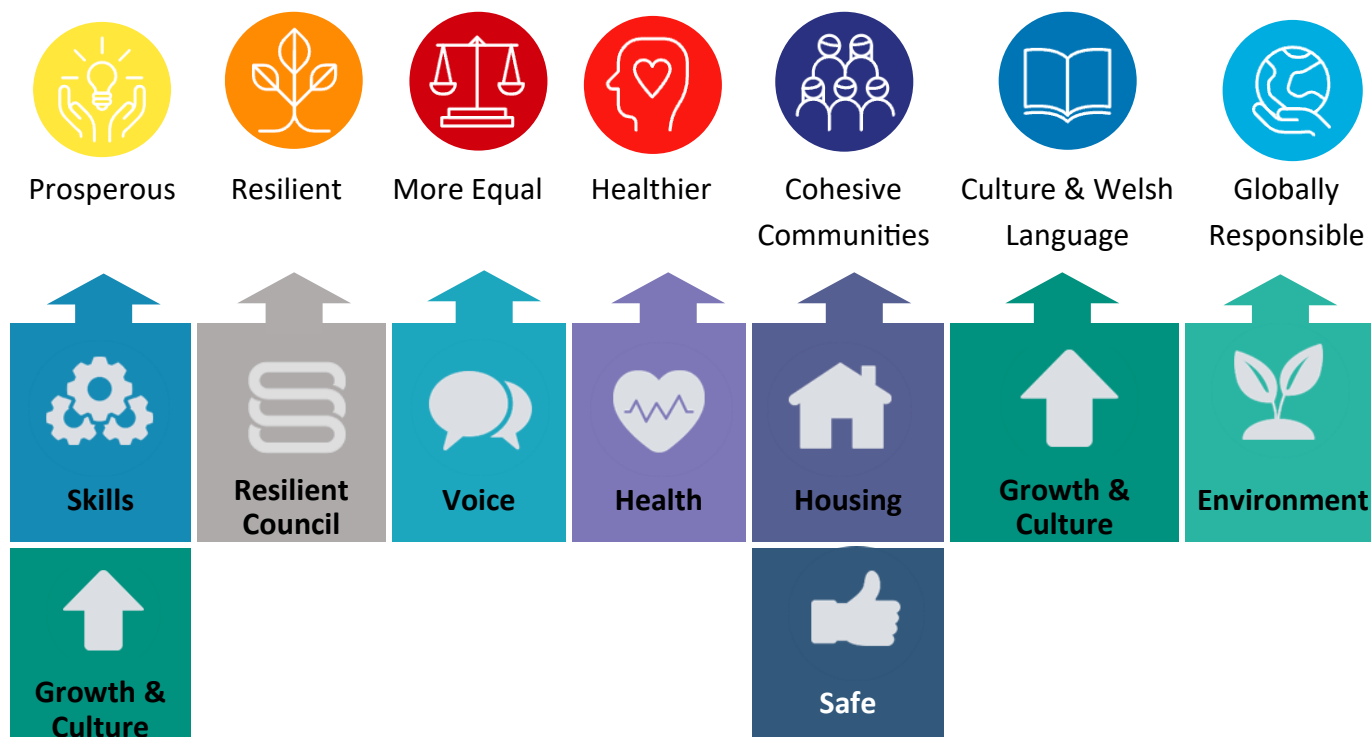
Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives



**Collaboration**

How acting to prevent problems occurring or getting worse may help public bodies meet their objectives

Linkages between the 7 National Well-being Goals and our Citizen Outcomes:



## **6 The County Conversation and how we developed the Plan**

### **6.1 Listening to People: How we engaged with communities**

We began our listening workshops to develop the 2022-27 Plan in the midst of the Covid 19 pandemic, and this presented a number of challenges. Most obvious was how to engage in a context of social distancing and widespread homeworking, limited opportunities for public meetings and potential 'zoom fatigue'.

We took the decision that before asking too many or the same questions and repeat what may already been asked of people, we would start with a review of citizen feedback we already had from recent engagement activities. We looked internally across all services, we spoke with our partners locally and we looked regionally and nationally at recent surveys.

We then published a questionnaire to ask people a simple set of questions. This was published on-line and was printed and distributed to all our county libraries. The questionnaire was promoted through social media, local networks, Local Members and through Town and Community Councillors.

Given the challenges of meeting with people face-to-face, we held a series of 8 on-line workshops where we asked Elected Members, members of the public and staff to share their views. Each workshop had a listening panel of senior officers and Members. The focus here was on asking people about their experiences and listening to what they had to say. This was very much about a conversation – not a consensus or consultation at this stage.

In addition to the 8 zoom workshops, we also held a regional interactive discussion (with North West & North East Wales Regional Cohesion teams and Co-Production Network Wales) - Community Voices. This was to ensure engagement with people where language, culture, social or physical differences may create barriers to being effectively heard and has formed part of the Conwy & Denbighshire PSB Well-being assessment review. Forty three representatives from 'seldom heard groups took part in this discussion.

We also contacted local groups and networks specializing in supporting people with sensory loss to ensure that their voices were included. We also worked with a local youth forum to gain their views.

### **6.2 What we asked:**

Whilst over the years we have regularly engaged with communities on specific topics, we wanted people to think about what we'd been told 5 years ago when we last set a corporate plan. From their experiences over the past 5 years, we asked them to tell us what had

changed, and what they thought still needs to be done to make positive steps longer term for each of the citizen outcomes.

We therefore asked 3 simple open-ended questions:

1. Tell us about your thoughts & experiences about these themes - has anything changed in your opinion?
2. We're here to listen - what do you suggest needs doing to make things better? (What may enable this to happen? / What may prevent this from happening? / How might you / communities help?)
3. Thinking long term: what ideas do you have to make a better future for our grandchildren?

### **6.3 Who we spoke with**

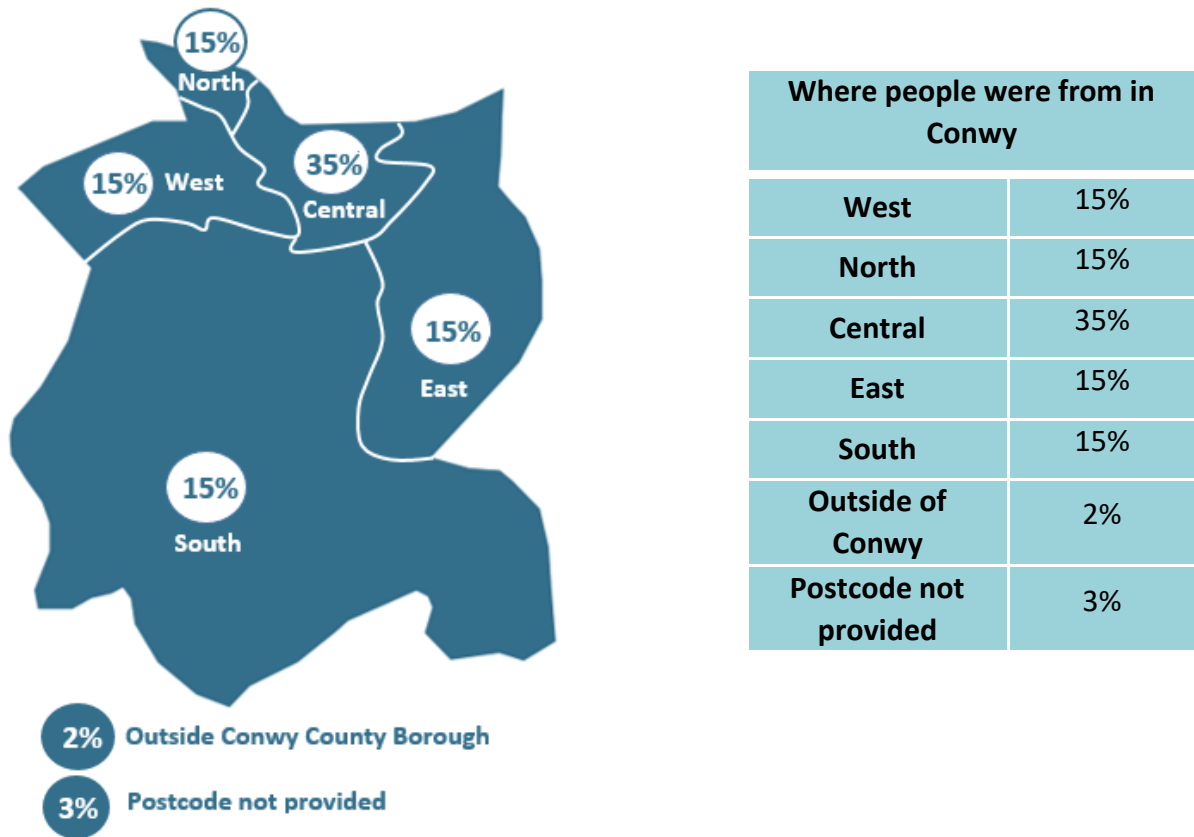
- Citizens – through workshops, online and printed questionnaires
- Young people – through networks and a workshop with young people supported by Conwy Youth Service
- Staff – invited to the workshops and to complete the on-line questionnaires
- Members – through Member workshops and the democratic process
- Businesses – through public workshops and via business newsletters
- Networks and community groups
- Town and Community Councils
- Partners, local and regional organisations
- People classed as 'hard to reach' via a regional Community Voices workshop

### **6.4 We advertised our engagement events via...**

- A press release – to launch the engagement conversation and the workshops
- Targeted emails to all our stakeholders on our stakeholder database
- Social media messages – which had a 20,500 reach and paid Facebook adverts – which had a 11,797 reach with 450 people clicking through to our pages
- Libraries – we printed off and distributed copies in both English and Welsh to all the county's libraries
- We asked Elected Members and all our partners to share our engagement activities through their networks

## 6.5 Response analysis:

Graph 1 - Where the responses were from (questionnaires and workshops):



Graph 2 - Age and gender distribution of social media campaign:

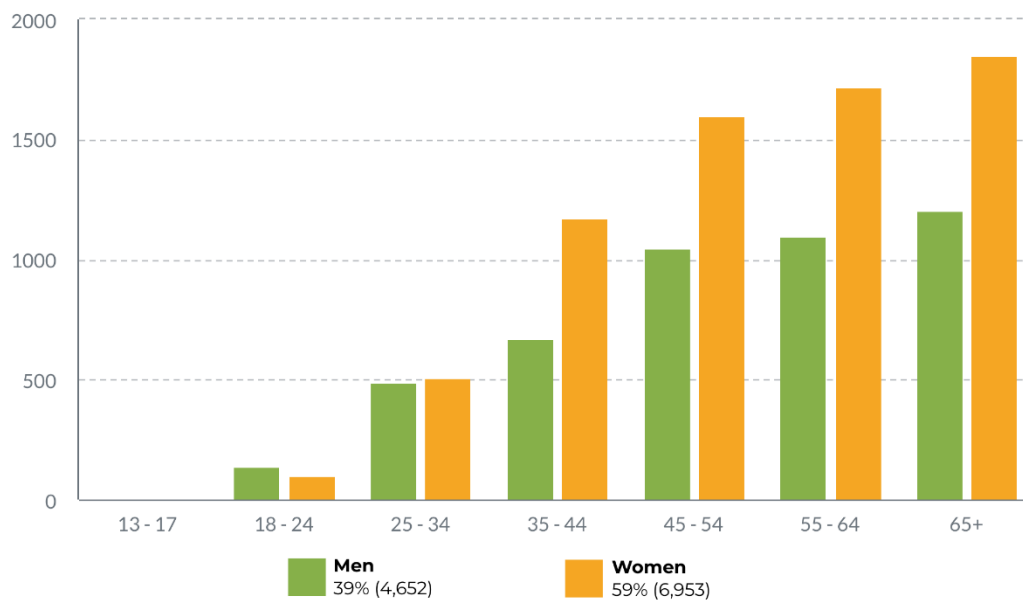


Table 3 - Age group of people who took part

Age Group of people who took part	
0-15	8%
16-24	1%
25-34	3%
35-44	10%
45-54	20%
55-64	41%
65-74	13%
75 and over	3%
Prefer not to say	0%
No response	1%

Table 4 - Gender of people who took part

Sex of people who took part	
Female	65%
Male	33%
Prefer not to say	1%
No response	1%

Image 6 – Number of organisations who attended the community voices workshop

# 43 organisations attended the Community Voices workshop



## **6.6 Assessment of Well-being**

The Well-being of Future Generations (Wales) Act 2015 requires Public services Boards to work together to produce an Assessment of Local Well-being. This supports public bodies in the setting of Well-being Objectives and in the production of any plans set in motion to improve the well-being of the people who live in their area. In 2021 via the Conwy & Denbighshire PSB, we have formally reviewed our Assessment of Well-being. We have reviewed 60 detailed topics ranging from transport, obesity, key economic sectors, biodiversity, equality, Welsh language, domestic violence and so on. We also have locality profiles for each of our member area group areas. Each topic provides detailed analysis about: the situation now; how the current situation compares with the past; what the future looks like; what people have said about the topic, and key questions and areas needing further research.

The Assessment of Well-being is available online here: [Conwy & Denbighshire Well-being Assessment \(conwyanddenbighshirepsb.org.uk\)](https://conwyanddenbighshirepsb.org.uk)

## **6.7 Developing the Priorities**

We have reviewed the feedback received from the County Conversation, and the analysis of other recent engagement feedback exercises, and looked at the findings within the Assessment of Well-being. We have used all of this information to set the priorities within the draft plan.

For each of the priorities we've assessed its impact & affordability and considered the 5 ways of working. We've also reflected on the Welsh Government priorities and the links to the Well-being of Future Generations goals.

The draft Corporate Plan was approved by Council in March 2022 for wider consultation with communities. Consultation took place after the May County Council Elections. The draft plan was amended in accordance with community and Elected member feedback and approved by Council in XXX 2022. [\(this statement will be updated in Autumn 2022\)](#)

# **7 Well-being Statement & Statement of Responsibility**

## **7.1 Well-being Statement**

The Welsh Government's Well-being of Future Generations (Wales) Act 2015 has created a set of national outcomes and place a duty on public bodies to put sustainable development at the heart of decisions. It should be a central organising principle to consider environmental, social and economic impact of decisions. The priorities published within the Corporate Plan reflect the Council's obligation under the Well-being of Future Generations (Wales) Act 2015 to publish Well-being Objectives.

The Council considers that its Well-being Objectives will contribute to the achievement of the Well-being Goals because each Citizen Outcome is aligned to the Well-being of Future

Generations Well-being Goals, as demonstrated on page 25. The process of assessing the priority actions reflected on the 5 ways of working and the Corporate Plan includes actions which are preventative not reactive, aim to work towards the longer term impact, are integrated in the consideration of how they contribute to the 7 Well-being Goals and are collaborative in terms of the focus on working closely with communities - so they are involved in owning and working collectively to meet the Citizen Outcomes. The Corporate Plan priorities have been considered by the Conwy & Denbighshire Public Services Board to reflect on where priorities impact on other public organisations and where there are opportunities for collaboration (*this statement will be updated in Autumn 2022*).

Communities were involved in developing the priorities and the Council will continue to involve communities going forward. Our cross-cutting themes also refer to the importance of assessing our actions and key decisions in order to have a positive impact on tackling poverty, equality and promoting the Welsh language. Poverty and equality cannot be pinned down to one or two actions or measures, and the priorities chosen collectively aim to have a positive impact on addressing these fundamental areas by improving education, housing, safety, job opportunities, environmental impact and overall well-being. The rights of children and young people to participate is extremely important to the Council and is actively encouraged. Through a number of children and young people networks there is a long-standing tradition of involving young people to have a say in the decision making process. In addition to drawing on the feedback of numerous children and young people, the engagement process included discussion with young people to shape the priorities within the Corporate Plan. This is not a one off event, but is part of an ongoing discussion which has taken place over a number of years.

The engagement process undertaken through the County Conversation monitored responses to assess if feedback represented all areas of the county, every Well-being Goal, all age groups and all protected characteristics. The County Conversation is not a 'one off' event. We will continue with the County Conversation to ensure that people of all backgrounds are kept involved. The supporting document, 'making simple changes', is to support our goal that we work with citizens to achieve the Well-being Goals and continues with our desire to change the Council's relationship with citizens to being one of collaboration rather than pure dependency, where appropriate. We have set a corporate priority to review our approach to engagement that reflects the diversity of the County and to continue with a forward work plan so that we can demonstrate how and when people can get involved and how we will feedback to the community.

Each priority has a resource allocation identified. We will review progress on the Well-being Objectives every six months and report annually on what we have achieved. Each March, we will review the Corporate Plan to assess if it is still relevant and affordable.

The priority actions outlined in the Corporate Plan will aim to be met or significantly improved, by the end of the period of this administration, i.e. 2027. Some priorities will be completed sooner and this will be reflected in the revisions made in each annual review of the Corporate Plan.

## **7.2 Statement of Responsibility**

Conwy County Borough Council ("the Authority") is responsible for ensuring that its business planning is conducted in accordance with all relevant legislation.

The Corporate Plan fulfils the statutory obligation to make arrangements for improvements and to publish a Well-being Statement.

In discharging this overall duty, the Authority is also responsible for ensuring that there is a sound system of internal control. The information and assessments reported within this Plan are based on this system of control.

The effectiveness of our control environment is reviewed as part of our governance arrangements. The Council is satisfied that the information contained within this report is, in all material aspects, accurate and complete.

The Authority self-assesses and reports on performance in 2 stages.

### **Stage 1: Planning for Improvement**

The five year strategic plan ‘Conwy’s Corporate Plan 2022—2027’ is Conwy County Borough Council’s strategic plan for improvement and includes the Authority’s Statement of Well-being. The Plan was approved as draft by Council in March 2022. It will be amended after public consultation and consideration and review by the newly elected administration after the May 2022 county council elections. It will be formally published after Council approval in the autumn of 2022.

### **Stage 2: Self-Assessment of Achievement of the Plan**

Part 6, Chapter 1 of the Local Government and Elections (Wales) Act 2021 sets out a new performance and governance regime, defining principal councils as self-improving organisations through a system based on self-assessment and panel performance assessment.

The performance and governance provisions in the Act are framed within the context of the well-being duty in the Well-being of Future Generations (Wales) Act 2015, which sets out a legally binding common purpose for public bodies so improve the social, economic, environmental and cultural well-being of Wales.

Additionally, the performance and governance provisions within the Act align with other duties placed on councils, such as the Socio-economic Duty (Equality Act 2010), which came into force on 31 March 2021.

In line with our Performance Management Framework, every six months we will review each service area to provide support and challenge, and to monitor our progress in meeting the Corporate Plan, their Service Plan priorities, key risks, performance measures, achievements, and areas of improvement. The findings of these reviews are documented and presented to Senior Managers and Elected Members in a Corporate Performance Report. Copies of the six monthly reports can be found on our website in cabinet committee papers.

Each year the council will have a duty to consult a range of people (statutory consultees) at least once in each financial year about the extent to which we are meeting the performance requirements. An Annual Report on the progress we have made to implement the Corporate



Plan priorities will be published. There will also be a self-assessment report which will comply with our duty to keep performance under review by asking and answering the following questions

1. Are we exercising our functions effectively;
2. Are we using our resources economically, efficiently and effectively; and
3. Are our governance arrangements effective for securing the above.

The Annual Report and self-assessment report will be presented to Council for approval and will be published immediately afterwards.

### **7.3 Equality Impact Assessments**

In accordance with the Equality Act 2010 and the Statutory Duties (Wales) Regulations 2011, the Council has a Strategic Equality Plan 2020 – 2024, an Equality & Diversity Policy and an Equality Impact Assessment Policy. In compliance with this policy, an Equality Impact Assessment (including socio economic duty and other integrated impact assessment requirements) has been completed for the Corporate Plan. In addition, Equality Impact Assessment screening and/or full Equality Impact Assessments have been undertaken on actions within the Plan where appropriate.

## **8 Financial Management**

Conwy County Borough Council's Medium Term Financial Strategy (MTFS) sets out the strategic approach to the management of its finances and aims to anticipate some of the financial issues that will face the Council over the five year period of the political administration, bearing in mind that the current economic climate makes such predictions highly likely to be subject to variation.

The aim of the MTFS is to provide a financial strategy to support planning considerations for the medium term. This is to ensure that the budget prepares the Council for the period to come rather than merely trying to balance issues one year at a time. This has proven a successful approach in the past and as a result the Council has been able to plan budget reductions in a rational and inclusive way without having to take rushed decisions.

The MTFS cannot exist in isolation – the costs of the Council are based upon a variety of service delivery requirements and statutory responsibilities that must be delivered which are based upon the demographic needs of the county which must be resourced. Therefore, the MTFS has strong links with the strategic direction of the Council as outlined in the Corporate Plan 2022 – 2027.

The key elements that form the MTFS will be reviewed annually. The MTFS is a key tool for proactive financial management and will be the basis of the annual budget setting process to ensure that the Council's resource needs are focused on the key priorities, and allows for future projected funding requirements / issues to be identified far enough ahead in order to take appropriate action.

The resource implications underpinning the Corporate Plan contain input ranging from officer capacity to pursuit of significant external funding to help deliver the key priorities over the period of the plan. It is fair to say that the Corporate Plan in itself does not form the basis of a shift in funding from our statutory responsibilities to only those elements identified within the Plan.

All priorities must be viewed and judged against available resources and the inevitable fact that our desire to spend will not be matched by our ability to spend.

## **9 Regular Review – an ongoing conversation**

The County Conversation will continue so that we can annually review the Corporate Plan. The feedback we received is that people want to be involved in the decisions about their local communities, to know what the problems are and to share the responsibility for tackling them.

Our approach to keep the County Conversation going is via a forward work plan of scheduled engagement, so that citizens can decide what and when they wish to get involved. Engagement topics are published on our website.

Conwy County Borough Council is committed to gaining the views of the Citizens of Conwy to ensure that we find out community views, include citizens in developments and feedback to them on the progress we are making. One of the key communication channels is through the democratically Elected Members, who are in regular contact with the citizens in their ward, and who play a key role in representing and conveying community views. All key decisions are approved by Elected Members.

We'd welcome your views – to get involved please refer to the details on page 6.

## 10 Where to find more information about the Council



- Our [Conwy County Borough Council](#) website.
- If you are interested in joining our team and to find out about career opportunities go to: [Jobs and Careers - Conwy County Borough Council](#).
- [Social Networks](#) - You can follow us on Twitter and Facebook.
- [Data Cymru](#) collect, present and compare the National Performance Measurement Framework data for all councils in Wales
- [My Local Council](#) provides information to help people understand how well their council is performing across a range of council services.
- Visit our [Performance information](#) webpage for information detailing our progress over a period of years is available.
- [Audit Wales](#) inspect all Welsh Local Authorities' performance. National and council specific audit reports can be found on their website.
- [Estyn](#) inspect all primary & secondary schools and Local Education Authorities across Wales. All inspection reports can be accessed on their website.
- The [Care Inspectorate Wales \(CIW\)](#) register, inspect and take action to improve the quality and safety of services for the well-being of the people of Wales. This includes inspecting the quality of social care establishments and some early year's provision across the County. All inspection reports can be accessed on their website.
- You can find a copy of this Corporate Plan and the Summary version of the Corporate Plan in English and Welsh on our website. [www.conwy.gov.uk/corporateplan](http://www.conwy.gov.uk/corporateplan)
- You can also access the Plan on our free public access computers which are in all Council Libraries, Bodlondeb and Coed Pella Receptions.
- A paper copy can be requested by emailing us at [cidt@conwy.gov.uk](mailto:cidt@conwy.gov.uk) or calling 01492 574000.
- A [BSL version of the Summary Plan](#) can be accessed on our website.