

# Appendix 3 – Governance

## Framework 2025

This document presents our Governance Framework for 2025, outlining the principles, structures, and processes that ensure effective decision-making and accountability. It aims to foster transparency, integrity, and community engagement in all our activities.

**Mae'r ddogfen hon ar gael yn Gymraeg. This document is available in Welsh. We are also happy to provide this document in large print, audio, and braille, please contact the Corporate Improvement and Development Team.**



**Conwy - Sir flaengar sy'n creu cyfleoedd**

**Conwy - a progressive County creating opportunity**

## We want to hear your views!

We value the rich diversity of Conwy and believe it's essential for all voices to be heard and acknowledged. We want to hear from you about the things that affect you. Are our long-term goals right for your community, and are we doing the right things? For more information or to share your thoughts on anything in our Corporate Plan, please contact us.

**By email:** [countyconversation@conwy.gov.uk](mailto:countyconversation@conwy.gov.uk)

**By telephone:** 01492 57 4000

Rydym yn croesawu galwadau ffôn yn Gymraeg a Saesneg. We welcome telephone calls in English and Welsh.

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

**By Sign:** British Sign Language users can contact us using a Sign Language interpreter through the InterpretersLive! service, provided by Sign Solutions – visit

[www.conwy.gov.uk/signing](http://www.conwy.gov.uk/signing)

**By post:** People and Performance Service

Performance and Improvement Team

Conwy County Borough Council

PO Box 1

Colwyn Bay

LL29 0GG

We welcome correspondence in both English and Welsh. There will be no delay in responding to correspondence received in either language.

## Young People

Young people are the future and we want to hear your views. Services working with young people want to listen and give you the chance to speak up. Conwy Youth Council is all about giving you a voice and a choice in decisions that affect you.

If you want to get involved, visit the [Youth Council Facebook page](#), or go to our [Youth Service website](#), or contact us:

**By email:** [youthservice@conwy.gov.uk](mailto:youthservice@conwy.gov.uk)

**By telephone:** 01492 575100

Rydym yn croesawu galwadau ffôn yn Gymraeg a Saesneg. We welcome telephone calls in English and Welsh. BT Relay Service Customers with hearing or speech impairments can contact any Council service by dialling **18001** before the number they require.

**Through Facebook and Instagram:** @GIconwyYS

### **To keep up-to-date:**

Like us on [Facebook](#)

Visit [our website](#) for information on the Corporate Plan

Visit our [‘Have your Say’](#) webpage

Set up an account on [My Conwy](#) to tailor updates from us, as well as make and manage your service requests online.

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# **1. The Purpose of the Governance Framework**

Our Governance Framework comprises of the systems, processes, culture, and values by which we are directed and controlled as an organisation, and the activities through which we are accountable to, engage with, and lead our communities. It enables us to monitor the achievement of our strategic objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money.

Our system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives, and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of our policies, aims and objectives, to evaluate the likelihood and potential impact of those risks being realised, and to manage them efficiently, effectively, and economically.

The Governance Framework has been in place for the year ended 31st March 2025 and up to the date of approval of the end of year Performance Self-Assessment Report (our Annual Report) and the Statement of Accounts.

We are committed to ensuring good governance principles and management practices are adopted in all our business activities to ensure public trust.

## **2. Conwy County Borough Council Governance Framework**

Corporate Governance comprises of the systems and processes, cultures, and values by which local government bodies are directed and controlled and through which they account to, engage with, and, where appropriate, lead their communities. These are the main themes of our approach to governance, and the documents and processes that form the framework.

### **2.1. Themes**

- Behaving with integrity.
- Openness and engagement.
- Sustainable citizen focused outcomes.
- Interventions to achieve the outcomes.
- Developing capacity and leadership.
- Managing finances and risks.

- Accountability and transparency

## 2.2. Documents

Key documents that are reviewed and produced annually include the following:

- [Performance Self-Assessment Reports](#) (six-monthly)
- [Annual Governance Statement](#)
- [Finance Reports](#)
- [Data Protection Policy](#) (Internal Intranet)
- [Asset Management Plan \(Internal Intranet\)](#)
- [Corporate Risk Register](#)
- Delegations from / to Directors
- Service Plans
- Internal / External Audit Protocol
- [Conwy Digital Strategy](#) (Internal Intranet)
- [Cyber Resilience Strategy](#) (Internal Intranet)
- [Information Governance Framework](#) (Internal Intranet)
- [Medium-Term Financial Strategy](#)
- [Members Allowances Scheme](#)
- [Treasury Management Strategy](#)
- [Statement of Accounts](#)
- Service Continuity Plans

Key documents that are reviewed and produced on an ad-hoc basis include the following:

- [Corporate Plan](#) (reviewed annually through our Self-Assessment process)
- [Counter Fraud Strategy](#) (Internal Intranet)
- [Business Planning Framework](#)
- [Code of Conduct](#)
- [Community Involvement Strategy](#)
- [Communication Strategy](#)
- [Corporate Procurement Strategy](#) (Internal Intranet)
- [Constitution](#)
- [Contract Procedure Rules](#) (Internal Intranet)

- [Complaints Guidance](#)
- [Inclusive Conwy](#) (our Strategic Equality Plan)
- [Financial Regulations](#) (Internal Intranet)
- [Health and Safety Policies](#) (Internal Intranet)
- [People Strategy](#)
- [Member / Officer Relations](#)
- [Officer Employment Procedure Rules](#)
- [Collaboration Implementation Guidance](#) (Internal Intranet)
- Performance Management Framework (Internal Intranet)
- [Record of Decisions](#)
- [Whistleblowing Policy](#) (Internal Intranet)

## 2.3. Processes and Regulatory Monitoring

The following processes and regulatory monitoring arrangements are in place:

- [Governance and Audit Committee](#)
- [Public Services Board](#)
- Budget Accountability Statements
- Corporate Intranet
- [Learning and Development Plans](#) (Intranet)
- [Standards Committee](#)
- [Council Tax Information](#)
- Customer Feedback Process
- Chief Executive
- Director of Finance and Resources (Section 151)
- Monitoring Officer
- [Data Protection](#) (Intranet)
- Stakeholder Forums
- [Freedom of Information](#)
- Independent Remuneration Panel
- Inspectorate Reports
- External Audit
- Internal Audit
- Job Descriptions

- Job Evaluation Process
- Law and Governance
- Member development and induction
- Managers Forum
- [Conwy Conversation](#) (Internal Intranet)
- Combined Forward Work Plans of Council and Committees
- Improvement and Audit Group (IAG)
- Report Review Group (RRG)
- Capital Monitoring Group
- Information Governance Group (IGG)
- Corporate Health and Safety Process
- [Scrutiny Committees](#)
- [Staff Induction](#)
- Staff surveys
- Strategic Leadership Team
- Senior Management Team
- Scheme of delegation
- External web and social media
- [Safeguarding Policy](#)

## 2.4. Our Strategic Priorities

During 2024 to 2025 we revised our Corporate Plan Goals, placing greater emphasis on the need of the organisation as a whole to work towards improved financial resilience. If we don't prioritise financial resilience, the council won't be able to maintain the essential services that our communities and individuals depend on, and our ability to achieve our Well-being Objectives will depend on our success in this area. Our revised Goals are:

1. A Resilient Council
2. Environment
3. Prosperity and Learning
4. Housing
5. Well-being

Our revised plan may be viewed on our website at [www.conwy.gov.uk/corporateplan](http://www.conwy.gov.uk/corporateplan).

Whilst reviewing our Corporate Plan, we also took the opportunity to consider the key principles and values that underpin all the work that we do.

### 2.4.1. Our Principles

- **Yr Iaith Cymraeg (Welsh Language):** We aim to foster a bilingual community where Cymraeg is spoken confidently in families, workplaces, and communities, celebrating Welsh culture and heritage. We encourage everyone to join in promoting and using Welsh, regardless of their proficiency, to reach a million Welsh speakers by 2050.
- **Diversity, Equity, and Inclusion:** Our Inclusive Conwy Strategy focuses on creating a welcoming and inclusive society, promoting equity and diversity, and tackling discrimination. It emphasises collective responsibility among staff to improve fairness, inclusivity, and transparency in service delivery and employment.
- **Working with Communities:** Our Community Involvement Strategy aims to ensure that community voices are heard and included in decision-making. We strive to build strong community networks based on trust and respect, applying clear and accessible communication principles to engage residents actively.

Combined with the sustainable development principle and five ways of working, these principles and values support the ethos that we are proud of and our vision of Conwy as **a progressive county creating opportunities.**

### 2.4.2 Our Values

We took the opportunity in our revised Corporate Plan to also reaffirm our commitment to our values as an organisation. They inform how we work, behave, and deliver services.

1. We **care** about what we do.
2. We are **fair** to all.
3. We are **innovative**.
4. We are **team players**.

## **2.5. Our Commitment to Good Governance**

To demonstrate our commitment to good governance, we have outlined below the commitments that we adhere to, to ensure we are doing the right things in the right way, in an open, honest, and accountable manner. We will:

- Clearly set out our objectives in our Corporate Plan.
- Measure how effective our services are and take action to improve them. We will publish information showing how we are progressing towards our objectives in our six-monthly Performance Self-Assessment Reports.
- Work with other public services to improve services for Conwy.
- Ensure that we make the best use of taxpayers' money by taking prudent financial decisions.
- Set out in our Constitution who can take which decisions.
- Behave in ways that are inclusive and reflect our values and high standards of conduct.
- Ensure that people in the council making decisions have access to accurate information to help them take decisions in the best interests of the people of Conwy.
- Record and publish the decisions that we take and the reasons for them. Wherever possible, we'll take the most important decisions in public.
- Carry out scrutiny of our services to make sure they meet our residents' needs.
- Be sensitive about how we collect and record personal information and safeguard it from misuse.

Each year we self-assess how we are meeting our standards of governance and record this in our Annual Governance Statement. Our external auditors conduct an annual review of the statement.

## **3. Governance Structures and Responsibilities**

The following bodies and structures fulfil an important role in reviewing and ensuring the effectiveness of governance.

### **3.1. The Council**

The Council (all 55 councillors) sets the overall budget and policies. Council meetings are held regularly throughout the year and debates the different options for important issues

facing the County Borough. Council appoints the Leader of the Council; the Leader then appoints the other members of the Cabinet and allocates Cabinet member responsibilities (portfolios).

### **3.2. Chair of the Council**

The Chair is the ceremonial figurehead of the Council. They chair the debate at full Council meetings and the position is filled by a Council vote.

### **3.3. Leader**

They provide leadership to the Council and its political administration. They have overall responsibility for the political management of the authority, and the delivery of agreed priorities, strategies, and policies. The Leader appoints the Cabinet and designates portfolios.

### **3.4. Cabinet**

The Cabinet makes key decisions, though it can also delegate decisions to individual Cabinet Members, to committees, to officers, joint arrangements, or other authorities. The Cabinet has 10 members, including the Leader of the Council, and each member has different areas of responsibility or portfolios. Cabinet meets regularly around once or twice a month.

### **3.5. Overview and Scrutiny Committees**

Overview and Scrutiny Committees advise on policies and hold the Cabinet to account on specific issues. Overview and Scrutiny Committees can also review areas of council activity or matters of wider local concern. There are 4 overview and scrutiny committees which are overseen by the Finance and Resources Overview and Scrutiny Committee. The other 3 committees are: Economy and Place; Education and Skills; Social Care and Health.

### **3.6. Task and Finish Groups**

Groups can be established to undertake specific, focussed, timed, and scoped pieces of work – either policy development or scrutiny reviews. These undertake detailed work and are less formal.

### **3.7. Other Committees (Regulatory and Standards)**

The Governance and Audit Committee is a statutory committee providing independent assurance on our internal control environment. It is chaired by a lay person. The Committee agrees the Annual Governance Statement and the Annual Statement of Accounts; oversees Internal Audit's independence and effectiveness; monitors the effectiveness of value for money arrangements; considers the effectiveness of risk management, including risks of bribery, fraud, and corruption; and considers External Audit and Inspectors' reports.

The Planning, Governance and Audit, Democratic Services, and Licensing Committees also make regulatory decisions on behalf of the Council.

A Standards Committee meets to promote high standards of conduct and support councillors to comply with the Code of Conduct.

### **3.8. Chief Executive Officer (CEO)**

The Chief Executive has overall management and operational responsibility for the organisation (including overall management responsibility for employees). They provide professional advice to all parties in the decision-making process, and a system of recording the Council's decision-making process. The Chief Executive decides how functions are discharged and how officers are organised.

### **3.9. Chief Financial Officer (Section 151)**

The Chief Financial Officer has responsibility for the proper administration of our financial affairs, as required by Section 151 of the Local Government Act 1972, and has responsibility for overseeing that sound governance arrangements are in place and are embedded across the organisation.

### **3.10. Monitoring Officer**

They ensure compliance with established policies, procedures, laws, and regulations.

### **3.11. Head of Internal Audit**

They provide an independent opinion on the adequacy and effectiveness of internal control, risk management, and governance arrangements. They deliver a programme of risk-based audits, including counter-fraud and investigation.

### **3.12. Strategic Leadership Team (SLT)**

SLT has a more strategic / tactical role. Fed from Cabinet / Senior Management Team (SMT) / individual Heads of Service, it:

- Addresses concerns and issues raised by the Chief Executive, Monitoring Officer, Section 151 Officer, Strategic Director of Social Care and Education, Head of People and Performance, Statutory Head of Education, and Head of Environment, Roads and Facilities.
- Considers adverse incident reports (incl. fraud and health and safety).
- Reviews issues emerging from our programme boards.
- Considers grant applications.
- Reviews new posts and mini-restructures of less than 10 staff.
- Receives information regarding inspections and performance – information from the Improvement and Audit Group prior to submission to SMT.
- Reviews SMT agendas.

### **3.13. Senior Management Team (SMT)**

SMT is the primary management team and includes the Chief Executive, Strategic Directors, and all Heads of Service. SMT is responsible for developing, maintaining, and implementing our governance, risk, and control framework. SMT contributes to the effective corporate management and governance of the council.

### **3.14. Internal Audit**

Provides an independent opinion on the adequacy and effectiveness of internal control, risk management, and governance arrangements. Delivers a programme of risk-based audits, including counter-fraud and investigation.

### **3.15. Improvement and Audit Group (IAG)**

Provides ongoing review of the effectiveness of the governance framework, monitoring of external regulatory reports, and review of risks.

### **3.16. External Audit**

Audits and reports on our financial statements (including the Annual Governance Statement), providing an opinion on the accounts and use of resources, and concluding on the arrangements in place for securing economy, efficiency, and effectiveness in the use of resources.

## **4. Partnerships**

The following bodies and structures fulfil an important role in caring and supporting the needs of people in their area.

### **4.1. Regional Groups**

- North Wales Regional Partnership Board (statutory). This Board is supported by 2 multi-agency formal partnerships: 1. Leadership Group. 2. North Wales Social Services Improvement Collaborative.
- Together for Mental Health (multi-agency formal partnership).
- North Wales Corporate Joint Committee (statutory), responsible for developing a Strategic Development Plan, and a Regional Transport Plan. In addition, they have a responsibility to enhance and promote the economic well-being of the area). This includes the North Wales Economic Ambition Board (multi-agency formal partnership). This is supported by a Regional Skills Group and the North Wales Regeneration Group.
- Local Authority Regional Collaborations (multi-agency formal partnership). This includes North Wales Adoption Services; Galw Gofal (Regional Telecare Service); North Wales Learning Disability Partnership; North Wales Integrated Autism Service; Statutory Advocacy for Children and Young People across North Wales; Emergency Planning; Parking; Waste and Minerals Planning; and Highways Agency.
- Social Care and Health Regional Collaborations (multi-agency formal partnership). This includes Regional Commissioning Board; and North West Wales Community Equipment.
- North Wales Regional School Improvement Service (GWE) (Local Authority supported by Welsh Government).
- North Wales Safeguarding Children's Board
- North Wales Safeguarding Adults Board
- Local Resilience Forum (multi-agency formal partnership).

- North Wales Public Sector Equalities Network (multi-agency formal partnership).
- Contest Boards.

## **4.2. Sub Regional Groups**

There are 3 North Wales Public Services Boards (PSBs), which are statutory bodies:

- Wrexham and Flintshire PSB
- Conwy and Denbighshire PSB
- Anglesey and Gwynedd PSB

## **4.3. Conwy Local Partnerships**

- Conwy Local Action Group (statutory)
- Conwy People's Partnership (multi-agency formal partnership)
- Conwy Strategic Housing Partnership (multi-agency formal partnership)
- Third Sector Partnership (multi-agency formal partnership)
- Destination Management Group (multi-agency formal partnership)

## **4.4. Joint Conwy and Denbighshire local partnerships**

- Youth Justice Management Board (statutory)
- Safeguarding Children Delivery Group (statutory)
- Safeguarding Adults Delivery Group (statutory)
- Community Safety Partnership (statutory)
- Integrated Services Board (multi-agency formal partnership)
- Local Implementation Team (multi-agency formal partnership)

## Appendix 1 – Governance Framework

Corporate Governance comprises of the systems and processes, cultures, and values, by which local government bodies are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities.

Behaving with Integrity

Openness and Engagement

Sustainable Citizen Focused Outcomes

Interventions to achieve the outcomes

Developing Capacity and Leadership

Managing Finances and Risks

Accountability and Transparency

### Key Documents: Annual Review/ Production

[Performance Self-Assessment](#)  
[Annual Governance Statement](#)  
[Finance Reports](#)  
[Data Protection Policy \(Intranet\)](#)  
[Asset Management Plan \(Intranet\)](#)  
[Corporate Risk Register](#)  
 Delegations from / to Directors  
 Service Plans  
 Internal / External Audit Protocol  
[Conwy Digital Strategy \(Intranet\)](#)  
[Cyber Resilience Strategy \(Intranet\)](#)  
[Information Governance Framework](#)  
[Medium Term Financial Strategy](#)  
[Members Allowances Scheme](#)  
[Treasury Management Strategy](#)  
[Statement of Accounts](#)  
 Service Continuity Plans

### Key Documents: Ad-hoc Review/ Production

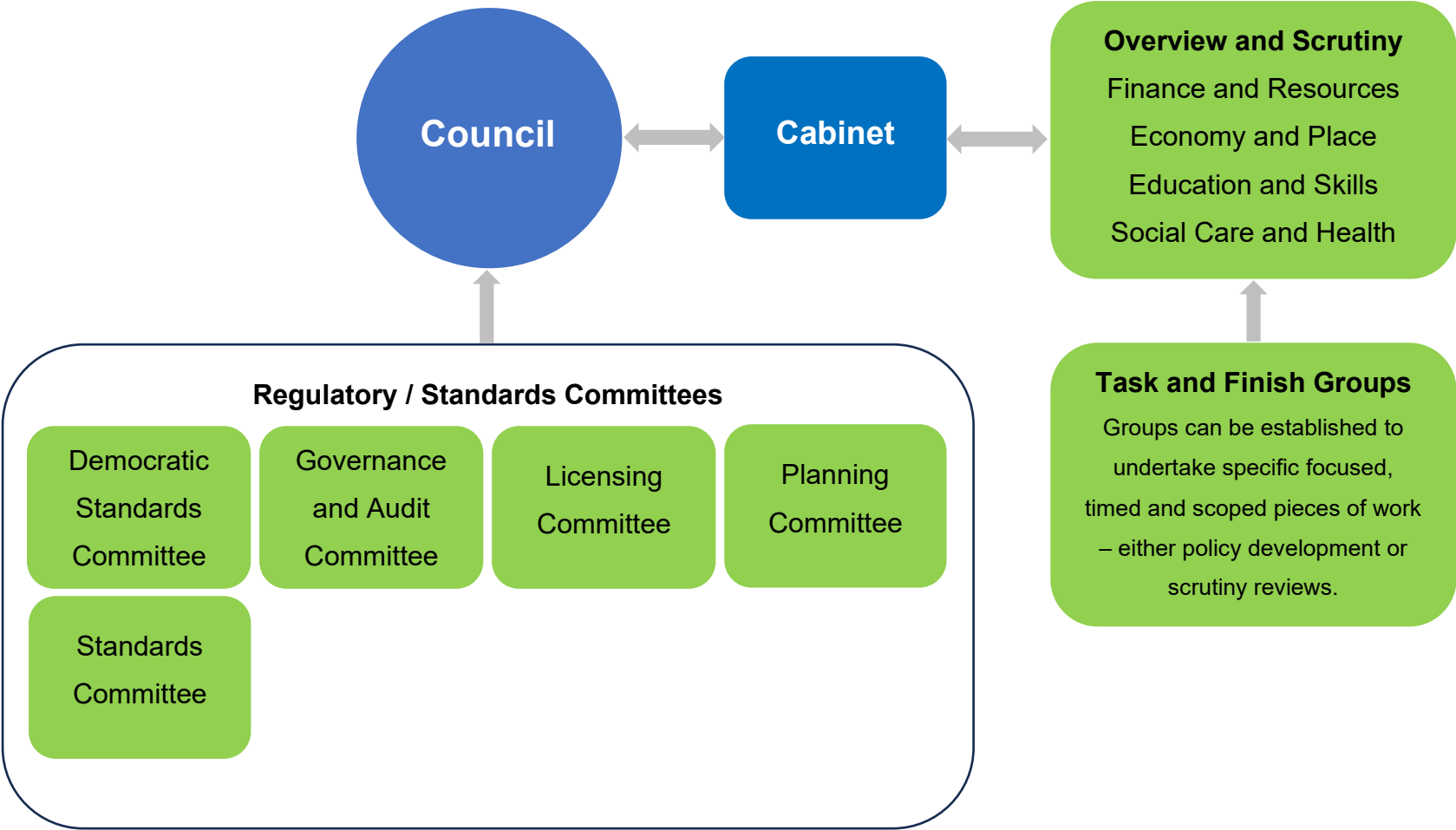
[Corporate Plan](#)  
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[Constitution](#)  
[Corporate Procurement Strategy \(Intranet\)](#)  
[Contract Procedure Rules \(Intranet\)](#)  
[Complaints Guidance](#)  
[Inclusive Conwy Plan](#)  
[Financial Regulations](#)  
[Health and Safety Policies \(Intranet\)](#)  
[People Strategy](#)  
[Officer Employment Procedure Rules](#)  
[Collaboration Implementation Guidance \(Intranet\)](#)  
 Performance Management Framework  
[Record of Decisions](#)  
[Whistleblowing Policy \(intranet\)](#)

### Processes / Regulatory Monitoring

[Governance and Audit Committee](#)  
[Public Services Board](#)  
 Budget Accountability Statements  
 Corporate Intranet  
 Corporate [Learning and Development Plan \(Intranet\)](#)  
[Standards Committee](#)  
[Council Tax Information](#)  
 Customer Feedback Process  
 Director of Finance and Resources  
[Data Protection \(Intranet\)](#)  
 Stakeholder Forums  
[Freedom of Information](#)  
 Head of Paid Service (CEO)  
 Independent Remuneration Panel  
 Inspectorate Reports  
 Internal Audit  
 Job Descriptions  
[Job Evaluation \(Intranet\)](#)

Law & Governance  
 Member Development & induction  
 Monitoring Officer  
 Managers Forum  
[Conwy Conversation](#)  
 Combined FWP Council Meetings  
 Improvement and Audit Group  
 Report Review Group (RRG)  
 Capital Monitoring Group  
 Information Governance Group  
 Corporate H&S Process  
[Scrutiny Committees](#)  
 Staff Induction  
 Staff Surveys  
 Strategic Leadership Team  
 Senior Management Team  
 Scheme of delegation  
 External web & social media  
[Safeguarding Policy](#)

# Appendix 2 – Political and Democratic Arrangements



# Appendix 3 – Partnerships

