

**Conwy County Borough Council**  
**Annual Review of Corporate Plan 2017-2022 Actions, Measures and targets for 2019/20**

**1) People in Conwy are Educated and Skilled**

We want Conwy to be recognised as offering an excellent education. We will focus on improving education and performance across the whole school system so that young people are skilled for job opportunities.

**The future** – by focusing on the whole school system, our children are ambitious and capable learners. They are healthy and confident individuals who play an active role in communities and who are skilled and ready for the job opportunities available.

How we plan to do this:		RESOURCE	5 Ways of Working
A1.1	Work with schools to improve results at each key stage of education. We will focus support on groups of learners such as Looked After Children, those on free school meals as well as challenging our high achievers.	LA/GWE staff time School effectiveness team Level 2 business plan	Long term Prevention Integration Collaboration Involvement
A1.2	Develop systems to effectively challenge and support schools performance throughout the Local Authority.	Staff time Governors Wales	Long term Prevention Collaboration Involvement
A1.3	Work with schools to implement the digital competencies Framework.	Staff time	Long term Prevention Collaboration
A1.4	Work to get the balance right—as well as being IT literate, young people need to be able to play and be physically literate. We will look at ways to help reduce childhood obesity and improving emotional health.	Staff time Grants	Long term Prevention Integration Collaboration Involvement

How we'll measure success:		Baseline 2016/17	Target 18/19 Ac Year 2017/18 Summer 2018	Target 19/20	Benchmark	Frequency
M1.1a	% of learners eligible for assessment at the end of Foundation Phase, in schools maintained by the local authority, achieving the Foundation Phase Indicator (expected level Outcome 5) as determined by Teacher	83.9%	88.8%	81.50%	All Wales National Average	Annual
M1.1b	percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	86.8%	90%	88%	All Wales National Average	Annual

M1.1c	The Percentage of Free School Meal pupils achieving Level 4+ CSI Key Stage 2.	67.9%	78.3%	73.50	All Wales National Average	Annual
M1.1d	% of pupils in Conwy County Borough who achieve 5 A* to C grade GCSEs including English/ Welsh & Maths (only Language included)	no baseline (new criteria for 17/18)	68.2%	58%	All Wales National Average	Annual
M1.1e	The Percentage of Free School Meal pupils gaining the expected CSI KS4 TL2+ (5 A-C with Maths & English or Welsh).	baseline	41.3%	29%	All Wales National Average	Annual
M1.1f	% of 17 year old learners entering the equivalent to 2 A levels who achieved the 'Level 3 Threshold'.	98.3%	98%	97.6%	All Wales National Average	Annual
M1.3	% of school Governors who have undertaken all mandatory training	baseline	100%	baseline	No	quarterly
M1.4a	% of pupils leaving primary school that are able to swim	40	70	80	All Wales National Average	Annual
M1.4b	Percentage of pupils that have completed the bikeability training before leaving primary school	No target		No target	All Wales National Average	Annual
M1.4c	% of 7-11 year olds participating in 20 or more school physical activity sessions (extra-curricular)	No target		60	No	Annual
M1.4d	% of 11-16 year olds participating in 20 or more school physical activity sessions (extra-curricular)	16%	18%	20%	No	Annual
M1.4e	% of children who are overweight or obese (National Survey for Wales)	25.2%	No target	No target	No	Annual
M1.4f	No. of hours volunteered by Young Ambassadors in Conwy	no data	7000	7500	All Wales National Average	Annual

## 2) People in Conwy are safe and feel safe

Together we will do our best to ensure that vulnerable people are safeguarded

**The Future:** 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.

How we plan to do this:		RESOURCE	5 Ways of Working
A2.1	We will ensure that within the council, there is a consistent corporate approach to safeguarding and that all services are following the framework that supports the Corporate Safeguarding policy	Staff time	Prevention Integration
A2.2	We will review our approach to the safe recruitment of staff and the safe commissioning of services.	Staff time	Prevention
A2.4	Working with partners, we will implement a plan to help prevent exploitation.	Staff time	Prevention Collaboration Involvement
A2.5	Seek assurance from schools that Governors are completing Safeguarding training	Staff time	Prevention Collaboration Involvement
A2.6	To promote and signpost parents and people of all ages to relevant resources which will enable them to stay safe on line	Staff time	Prevention Collaboration Involvement

How we'll measure success:		Baseline 2016/17	Target 18/19	Target 19/20	Benchmark	Frequency
M2.1	% of staff commencing in post with two references.	No data	100%	100%	No	6 monthly
M2.2	% of new staff employed who have a DBS check (where required). 1. Non Schools 2. Schools	New no data	100%	100%	No	6 monthly
M2.3	% of employees completing the Corporate Induction within appropriate timescales.	No data	100%	100%	No	6 monthly
M2.4	% of staff receiving safeguarding training within a 12 months of commencing in post.	New no data	100%	100%	No	6 monthly
M2.5	% of Councillors who have attended compulsory training, as identified by the Democratic Services Committee	100%	100%	N/A	No	Annual
M2.6	No. of reports from staff who are concerned about vulnerable people.	New no data	Expect increase	No target – data only	No	Annual

### 3) People in Conwy have access to affordable, appropriate, good quality accommodation that enhances the quality of their lives.

We want our residents to live in accommodation that supports their positive health and well-being.

**The Future:** by focusing on a strategic approach, we are aiming to have the right mix of accommodation in the right areas so that people will live in communities they are proud to call home.

How we plan to do this:		RESOURCE	5 Ways of Working
A3.1	<p>Increase the supply of good quality affordable housing which meets identified need and assists in mitigating the impact of the UK Government's welfare reforms.</p> <p>(For example, people in Conwy can choose to access appropriate supported housing regardless of their level of need, ability or age.)</p>	<p>Staff time Social Housing Grant Social Housing Revenue Grant Houses into Homes Scheme Housing Association and Council finance Private Developers LDP Housing allocations CCBC Land</p>	<p>Long term Prevention Collaboration Involvement</p>
A3.2	<p>Work with our partners to further strengthen our homelessness prevention services.</p>	<p>Staff time Supporting People Programme grant Housing Services budget</p>	<p>Long term Prevention Integration Collaboration Involvement</p>
A3.3	<p>Increase the supply of appropriate market housing which meets identified need.</p>	<p>Staff time Private developers Houses into Homes LDP Housing allocations CCBC Land</p>	<p>Long term Prevention Collaboration Involvement</p>
A3.4	<p>Work with partners to increase the supply and quality of appropriate accommodation in the independent care sector (eg residential &amp; nursing care homes).</p>	<p>Staff time Private sector collaboration CCBC Land LDP allocations</p>	<p>Long term Prevention Integration Collaboration Involvement</p>

How we'll measure success:		Baseline 2016/17	Target 18/19	Target 19/20	Benchmark	Frequency
M3.1 a	No. of new affordable housing units provided by size and tenure Social (including supported housing for vulnerable people) Intermediate (low cost home ownership /rent)	81 total  73 social  8 inter	202 total  101 Social  101 inter	70 total  35  35	All Wales	Quarterly
Previous targets were set in line with LHMA but not realistic or achievable. Planning Policy suggests this be amended to reflect trend rather than LHMA						
M3.1b	No. of new affordable housing units which were previously empty homes	9	8	10	No	Annual
M3.1.c	No. of new affordable housing units provided during the year as a % of all new housing units during the year.	32.6%	30%	30%	All Wales	Annual
M3.1d	Total number of new housing units provided during the year (market and affordable housing)	233	681	220	All Wales	Annual
Target reflects actual trend over the past 5 years and reflects the latest population projections						
M3.2	% of cases where homelessness has been prevented. (local measure)	58%	75%	75%	All Wales	Quarterly
M3.2a	No of applicants for social housing on the common housing register	900	No target	No target	No	Annual
M3.3 A B C	% of new market homes by size. 1 or 2 bed 3 bed 4+ bed		30% 35% 35%	30% 35% 35%	All Wales	Annual
M3.4a	No. of independent care sector (eg residential, extra care & care home) beds in the county.	1254	1300	No target	No	6 monthly
M3.4b	% change of independent care sector (eg residential & nursing home) beds in the county.	N/A	3.7%	3.70%	No	6 monthly
M3.4c	Average days lost between lettings in Conwy existing extra care schemes ( baseline 17/18 was 0)		4.2	1	No	6 monthly
M3.4d	No of people on the waiting list for Conwy existing extra care schemes	97	80	80	No	6 monthly
M3.4e	Nos of newly approved Conwy general foster carers	5	7	10	No	Annual
M3.4fi	Nos of newly approved Conwy connected person foster carers	0	5	5	No	Annual
M3.4fii	No of Special guardianship order (SGOs) assessments undertaken in the year for foster care		Expect increase	No target	No	
M3.4g	No of 'when I am ready scheme' placements (taking children over the age of 18)	3	Monitor	Monitor	No	Annual
M3.4h	No of over 18s accessing supported housing schemes eg Kickstart	83	90	100	No	6 monthly

#### 4) People in Conwy are Healthy and Active

We will focus on actions to promote healthy choices and lifestyles and in turn, reduce the demand on public services. We will strengthen partnership working between Health and Social Care services to provide simple & seamless access to Health and Social Care when you need them.

**The Future:** by tackling unhealthy lifestyle choices and behaviours we have reversed the trend of obesity and associated health issues and people are healthier and living longer.

How we plan to do this:		RESOURCE	5 Ways of Working
A4.1	Develop new models to promote health & well-being so that people of all ages are less reliant on health and social care. We will do this by working collaboratively and looking at future trends.	Staff time & external grants	Long term Prevention Integration Collaboration Involvement
A 4.2	We will focus on Adverse Childhood Experiences and provide support to parents through multi-agency approaches.	Staff time & grants	Long term Prevention Integration Collaboration Involvement
A 4.3	We will work with partners to ensure Conwy citizens have timely access to mental health assessment and support.	Staff time	Long term Prevention Collaboration Involvement
A 4.4	We will develop approaches to encourage people to take part in physical activity.	Staff time, internal funding & grants	Long term Prevention Integration Collaboration Involvement
A4.5	We will work to achieve the Corporate Health Standard in order to support the well-being of staff.	Staff time & existing resources	Long term Prevention Involvement
A4.6	Encourage families across the county to have the confidence to go out and play, explore and create together	Staff time & existing resources	Long term Prevention Involvement

How we'll measure success:		Baseline 2016/17	Target 18/19	Target 19/20	Benchmark	Frequency
M4.1 a	% of adults of who completed a period of reablement and who have a reduced package care and this is still in place 6 months later.	8.23%	8%	10%	No	6 monthly
M4.1b	% of adults who completed a period of reablement and have no package of care and support and this is still in place 6 months later.	89.4%	90%	75%	No	6 monthly
M4.1 c	% People receiving social care support who report that they can do what matters to them	51%	60%	60%	All Wales	Annual
M4.2	% of people participating in sporting activities three or more times a week. (National Survey for Wales)	New	No target	No target	All Wales	Annual

M4.3	a) Number of new Social Care Wellbeing activities initiated within communities	240	250	No target – report trend	No	6 monthly
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## 5) People in Conwy live in a county which has a prosperous economy

We want our economy to be confident, resilient and sustainable. We will encourage new ideas and we will work proactively with businesses to promote conditions in which they can grow.

**The Future:** Through collaboration we will develop high impact initiatives which will trigger increased productivity, improved competitiveness and create year-round employment in expanded existing and new businesses within the county. Thus, retaining talent and placing Conwy at the heart of the North Wales Economy.

How we plan to do this:		Resource	5 Ways of Working
A5.1	Enabling Conwy's businesses to benefit from the major economic developments across the region	WG funding Staff capacity	Long term Collaboration Involvement
A5.1a	Support Conwy Businesses to take advantage of the opportunities from the North Wales Growth Deal and the wider growth vision	Staff capacity	Long term Collaboration Involvement
A5.2	Develop structures and partnerships to deliver the aspirations of the Conwy Economic Growth Strategy	Staff resource, public and private partners and funding	Long term Integration Collaboration Involvement
A5.3	Develop & promote state of the art business premises to attract inward investment and support growth of existing businesses.	Staff capacity, potentially CCBC land and external funding bids. Private sector collaboration	Long term Prevention Integration Collaboration Involvement
A5.4	Support skill development (including apprenticeships), to equip people to be ready for work opportunities in the region.	Staff capacity and revenue budget. Collaborative working with FE sector	Long term Prevention Integration Collaboration Involvement
A5.5	Develop a winter tourism offer in order to strengthen the sector making it more sustainable for investment and employment.	Staff capacity and private sector collaboration	Long term Collaboration Involvement
A5.6	Encourage other stakeholders to help defend the coastline and protect critical infrastructure including the A55 and mainline rail and trunk sewer at Colwyn Bay	Applying for external WG funding & stakeholder funding from other Public bodies	Long term Prevention Collaboration



How we'll measure success:		Baseline 2016/17	Target 18/19	Target 19/20	Benchmark	Frequency
M5.1	Total commercial floor space developed by M2  Alter to new business floor space developed during the financial year (linked to the economic growth strategy)	2,250	4,725	10,500	No	Annual
M5.2a	Businesses accommodated through planned schemes.	4	4	26	No	Annual
M5.2b	Investment leverage £	1,000,000	3,000,000	3,000,000	No	Annual
M5.3	No. of apprenticeships provided / facilitated by Conwy County Borough Council	71	60	50	possibly N Wales	6 monthly
M5.3a	No. of staff employed by Conwy County Borough Council following an apprentice qualification at Llandrillo			No target	possibly N Wales	6 monthly
M5.4	No. of Visitors in winter months	2,199,840	No target	No target	No	Annual
M5.5a	Percentage of children living in poverty (HMRC data)	20.7%	No target	No target	All Wales	Annual
M5.5b	% of jobs which are full time employment in the county	53.5%	No target	No target	All Wales	Annual

## 6) People in Conwy value and look after the environment

We want communities to be resilient and we want to change behaviours to minimise climate change. We will focus on improving flood defence, increasing recycling and investing in renewable energy.

**The future** - the action we take now by tackling recycling and renewable energy, will help us address the long trend of climate change.

How we plan to do this:		Resource	5 Ways of Working
A6.1	Support & educate communities to prevent/prepare for flooding	Staff capacity & collaboration with NRW & Dŵr Cymru Welsh Water  Use of volunteer flood wardens T&CCs	Long term Prevention Collaboration Involvement
A6.2	Subject to funding, implement coastal and flood defence schemes that are fit for purpose	Staff capacity & external grant applications	Long term Prevention Collaboration
A6.3	Supporting residents and businesses to recycle more and waste less	Staff capacity	Long term Prevention Collaboration Involvement
A6.4	Work with Welsh Government to influence a sustainable recycling industry e.g. producer responsibility schemes. We will procure from environmentally responsible providers.	Staff capacity. Working with local business forums and local communities.	Long term Prevention Collaboration Involvement
A6.5	Reduce the Council's carbon footprint and carbon emissions by investing in renewable energy.	Capital programme for new developments  21st century schools  Invest to save schemes	Long term Prevention Integration Collaboration Involvement
A6.5a	Encourage communities to develop their own renewable energy projects.	Working with local business forums and local communities.  Grant applications	Long term Prevention Integration Collaboration Involvement
A6.6	Promote the development of a tidal lagoon in Colwyn Bay	Staff capacity	Long term Prevention

How we'll measure success:		Baseline 2016/17	Target 18/19	Target 19/20	Benchmark	Frequency
M6.1a	No. of flood awareness events held	13	10	10	No	Six-monthly
M6.1b	No of properties where risk of flooding has been reduced following the implementation of flood defence measures	New	20	377	No	Annual
M6.3a	% of municipal waste reused, recycled or composted	62.63%	66%	67%	All Wales	Six-monthly
M6.3b	Average amount of residual household waste collected for disposal per household (kgs)	292	249	160	All Wales	Six-monthly
M3.6c	% household waste collected at the kerbside that is reused, recycled or composted		60%	65%		
M6.4	% change in carbon dioxide emissions (CO2) from the activities of Conwy County Borough Council	-8.8%	-5%	-7%	No	Annual
M6.4a i	% change in energy consumption per m <sup>2</sup> from CCBC buildings from the previous year	-2.7%	-3.0%	-3%		Annual
M6.4a ii	% change in energy consumption from CCBC street lighting from the previous year;	-7.8%	-5%	-7%		Annual
M6.4a iii	% change in fuel consumption from CCBC fleet from the previous year;	-1.3%	-2.0%	-2%		Annual
M6.4a iv	% change in CCBC grey fleet business miles travelled from the previous year.	-16.3%	-10.0%	-10%		Annual
M6.5	National Survey for Wales Capacity (in MW) of renewable energy equipment installed	727.7	No target	No target	All Wales	Annual

## 7) People in Conwy live in a county where heritage, culture and the Welsh Language thrive.

We will focus on celebrating our culture and using the arts to maximise well-being and economic impact

**The Future:** Our rich heritage will have been protected for future generations and all areas of society will be able to access the arts to improve their well-being. Speaking Welsh will be part of everyday life in all communities.

How we plan to do this:		Resource	5 Ways of Working
A7.1	We will develop our libraries into community hubs that provide a wide range of services and activities.	Staff capacity	Long term Prevention Integration Collaboration Involvement
A7.2	We will develop a Conwy Culture Centre.	External funding and capital receipt and internal funding	Long term Integration Collaboration Involvement
A7.3	Develop a County-wide cultural strategy that encompasses all of our arts and cultural activities and which will support economic development, wellbeing, regeneration and major investment decisions	Staff capacity	Long term Prevention Integration Collaboration Involvement
A7.4	We will harness arts, culture and creative industries to support the regeneration of our communities.	Grant funding including RDP & arts council Staff capacity	Long term Integration Collaboration Involvement
A7.5	Through the Conwy Welsh Language Strategy & Welsh in Education Strategic Plan we will encourage learning and speaking Welsh as a part of everyday life.	Staff capacity	Long term Prevention Integration Collaboration Involvement

How we'll measure success:		Baseline 2016/17	Target 18/19	Target 19/20	Benchmark	Frequency
M7.1a	Percentage of quality Indicators (with targets) achieved by the library Service		monitor	87.5%	All Wales	Annual
M7.1d	No of people attending or participating in Creative arts, heritage museums libraries Venue Cymru Theatr Colwyn activities each year		No target	No target	No	Annual
M7.3	% of staff within the Council's services who are able to speak Welsh fluently (excluding school teachers and school based staff) - according to service division	31.5%	no target to be monitored.	No target to be monitored	All Wales	Annual
M7.3a	% of posts designated as 'Welsh essential' which were filled by a Welsh speaker		100%	100%		
M7.3b	No of staff who take up the Welsh in the Workplace training offer.		No target	No target		
M7.3c	% of Welsh 'mystery shopper' audits which resulted in compliance with the Welsh language standards.	No baseline	80%	90%		
M7.4	% of pupils accessing Welsh medium education ( based on school census)	21.73%	23.5%	23%	All Wales	Annual
M7.5a	% of primary school children in Welsh medium education that go to Welsh medium secondary school	90%	94%	94%	No	Annual
M7.5b	No. of Welsh language promotion /awareness events held in collaboration with our partners	No data	No target	No target	No	Annual

## 8) People in Conwy contribute to their community. They are informed, included and listened to.

We will focus on reviewing the way we engage, communicate and work with our communities. We will change the way we work to be more progressive, modern and efficient.

**The future:** By improving the way we work with communities, we will enable people to play an active role in what happens within them.

How we plan to do this:		Resource	5 Ways of Working
A8.2	We will review how we engage communities especially Town and Community Councils to ensure all communities have the opportunity to be involved in service development and resilience.	Staff capacity. Development of improved network and communication between engagement staff.	Long term Prevention Integration Collaboration Involvement
A8.3	We will review and update our Communication Strategy, to make the information we share relevant and more accessible and resilience	Staff capacity. Modernisation funding.	Integration Collaboration Involvement
A8.4	We will maximise the use of digital technology and digital channels to provide more effective and efficient access to services.	Modernisation funding. Existing budgets	Long term Prevention Integration Collaboration Involvement
A8.5	Work with communities, transport providers and other partners to undertake a fundamental review of transporting the public and access to services. We will pilot innovative alternative options.	Staff capacity. Utilising existing resources differently.	Long term Prevention Integration Collaboration Involvement

How we'll measure success:		Baseline 2016/17	Target 18/19	Target 19/20	Benchmark	Frequency
M8.2	% of residents who feel they can influence decisions affecting their local area (National survey for Wales)	24%	No target	No Target	All Wales	Annual
M8.2a	No. of complaints	284	No target	No target	No	Annual
M8.2b	% of complaints dealt with at stage 1	87%	90%	90%		
M8.2c	No of compliments	527	No target	No target		
M8.4	No. of customer transactions which are available online	97	125	180	Comparison will made to other best practice LAs	6 monthly
M8.4a	% of customer transactions (new forms) which are paid for, applied for, or booked online	No baseline	25%	25%	No	6 monthly
M8.4ai	% of customer transactions (existing forms) which are paid for, applied for, or booked online	No baseline	25%	25%	No	6 monthly

M8.4b	% increase in payments online (transactions)	51,447	30%	Monitor	No	6 monthly
M8.4c	% of council tax paid by Direct Debit		81.5%	82.5%	No	6 monthly
M8.5	% of people satisfied with their ability to get to / access the facilities and services they need. (National Survey for Wales)	New	No target	No target	All Wales	Annual

## Cross Cutting Themes (internal)

### Conwy County Borough Council is resilient

#### Cross Cutting Themes

Across all areas of work we will ensure that we 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.

We will consider the impact of policies on rural communities, those protected under equalities legislation and people living in poverty.

We will promote the Welsh language, and build confidence to be progressive. Harnessing the potential of technology to improve performance, business processes and efficiencies will be a strategic priority over the next five years.

How we plan to do this:		Resource	5 Ways of Working
A9.1	We will exploit advancements in technology to transform the way our staff deliver their day to day work, looking at the tools they use as well as the facilities and locations where they work.	Modernisation programme.	Long term Integration Collaboration Involvement
A9.2	We will work with Welsh Government on the regional collaborative approach to Local Government.	Staff time.	Long term Collaboration
A9.3	We will monitor the impact of Brexit so that we are sufficiently prepared for the implications of the UK exiting the EU.	Staff time.	Long term Prevention
A9.4	We will continue to develop & support our staff.	Staff time.	Long term Prevention Involvement

How we'll measure success:		Baseline previous staff survey	Target 18/19	Target 19/20	Bench mark	Frequency
M9.4a	% of staff who feel they are supported by their line manager	89%	89%	No survey	No	2 yearly
M9.4b	% of staff who feel they have the right training to do their job	90%	90%	No survey	No	2 yearly
M9.4c	% of staff who feel that Conwy takes the development of its workforce seriously	77%	77%	No survey	No	2 yearly
M9.4d	% of staff who feel supported when doing the difficult parts of their jobs	87%	87%	No survey	No	2 yearly
M9.5	% of employees completing the Corporate Induction within appropriate timescales.		100%	100%	No	Annual
M9.6	No. of pages printed by Conwy CBC in the period	baseline	Report trend	Report trend	no	6 monthly