

The Corporate Plan
2017 — 2022
Conwy County Borough Council
Technical Document
Draft for discussion

DRAFT

Table of Contents

1	Foreword	3
2	Get Involved	4
3	Our Vision & Values	5
4	Summary of Our Priorities & plans	6
5	Our Priorities	9
Technical Annex		
6	Purpose of the Plan	31
7	The County Conversation	34
8	Well-being Statement & Statement of Responsibility	38
9	Financial Management	40
10	Monitoring progress and reporting achievements	41
11	Regular review—an ongoing conversation	42
12	Where to find more information	43

1 Foreword

Welcome to Conwy County Borough Council's Corporate Plan. This plan sets out the key areas we want to focus on over the next 5 years of the Council administration. The priorities have been chosen after engaging with Communities, Businesses, Elected Members and Staff who, through 'The County Conversation', told us what is important to them.

Our ambition is that by making improvements in the priority areas, we will see positive change and new opportunities not only for communities today, but also for future generations.

The priorities aim to be progressive and forward thinking, but they cannot be met by Conwy County Borough Council alone, particularly in such challenging financial times, and therefore it is vital we work in partnership with communities and other public sector organisations to make the improvements happen. This is going to be a big, and hopefully exciting change in culture for everyone – we have to move away from traditional models of public service delivery and think innovatively to meet the changing needs of communities if we are going to keep services sustainable. We'll need to maximise the use of technology and consider alternative ways of looking after the community assets and services that make Conwy County so special. This will require everyone embracing change and thankfully communities across Conwy County have a good track record of doing so.

We've kept the plan as brief as possible so that we can send a clear message about the priority areas, but each area is supported by more detailed plans which you can access if you want more information. We've also produced a summary version of the plan. We are aware 5 years is a long time and a lot can happen during this timeframe. We'll therefore ask communities each year if the priorities are still right and review them if they need altering. Likewise, we want to tell communities about what has been achieved, and each October we will provide updates through an annual report. However, we don't want to wait for an annual event to hear your views – if you have ideas or want to get involved in making positive change in your community please let us know.

Leader Name & Photo
Leader of the Council
Conwy County Borough Council



Iwan Davies
Chief Executive
Conwy County Borough Council

2 Get Involved

The Corporate Plan has been developed as a result of talking to communities. In the summer of 2016 we launched The County Conversation. We talked with local community groups and invited people to share their ideas online. We used this feedback to develop the Corporate Plan. We want to keep this conversation going – we want to hear your ideas as to how services can be improved and we'll be using The County Conversation as a way that you can share ideas, and we can continue to work with you on service developments. We will develop 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 isn't just for adults. Our young people are the future generation and we want to hear your views too! There are lots of ways you can have your say in Conwy, all of the services working with children and young people in Conwy give opportunities for you to have your say. In particular, Conwy Youth Council are about you having a voice and having a choice in decisions that affect you. They are your representatives, and work on projects, and have a say on things that can make a difference to children and young people in Conwy.

If you want to get involved:

<https://www.facebook.com/CyngorleuencidConwyYouthCouncil>

You can join The County Conversation to share your views and ideas about the County or your local area.

Sgwrs y Sir  **The County Conversation**

www.conwy.gov.uk/countyconversation
www.conwy.gov.uk/sgwrsysir
www.facebook.com/sgwrsconwyconvo/
[@sgwrsconwyconvo](https://www.instagram.com/sgwrsconwyconvo)

Cliciwch yma i ymuno!  Click here to join in! 



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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.



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

Please contact the Corporate Improvement and Development Team

3 Our Vision & Values

Our Vision

Conwy – a progressive County creating opportunity

We deliver a variety of services, from educating children, caring for the vulnerable, recycling waste, regulating businesses, to providing leisure facilities and theatre performances to name but a few. In all aspects of service delivery, we want to be progressive and creative so that we maximise the opportunities available to 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 Summary of our Priorities & plans

People in Conwy:

Citizen Outcome

1 Are Educated & 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.

2 Are safe and feel safe

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

3 Have access to affordable, good quality accommodation that enhance the quality of their life.

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

4 Are Healthy & Active

We will focus on actions to promote healthy choices and lifestyles and in turn, reduce the demand on public services.

5 Live in a county that has a prosperous economy

We want the local 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.

6 Value and look after the environment

We want communities to be resilient and ready to adapt to the environmental challenges the world faces. We will focus on improving flood defence, increasing recycling and investing in renewable energy.

7 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.

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 communities. We will change the way we work to be more progressive, modern and efficient.

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.

Our Plans – How it all works

The purpose of this plan is to present Conwy County Borough Council's Priorities for the next five years, 2017 to 2022. The priorities are the areas we want to focus special attention in order to support the achievement of the citizen outcomes people want for the county. We have other plans which go into more detail about the specific tasks we will do, which are listed under each Outcome. The Corporate Plan can't list everything we do, but that does not mean that services which are not listed are not important. The focus areas are supported by service plans which set out the broader 'business as usual' work which the Authority will continue to deliver alongside the priorities.

The Corporate Plan incorporates Conwy County Borough Council's Well-being Statement which is outlined on page 39.

Our plans are outlined on the next page.

A summary version of the Corporate Plan is also available.

Our Plans:



5 Our Priorities

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
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
A1.2	Develop systems to effectively challenge and support schools performance throughout the Local Authority.	Staff time Governors Wales
A1.3	Review educational digital resources to ensure pupils have fair access to support their academic performance. (Education, IT, CDS).	GWE/LA/Grants (PDG)
A1.4	Work with schools to implement the digital competencies Framework in schools.	Staff time
A1.5 (ALL)	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

How we'll measure success:		Target 17/18 Ac Year 2016/17 Summer 2017	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	87%	All Wales	Annual
M1.1b	% pupils who are not entitled to free school meals who leave primary school having achieved a level 4 or above in language, maths and science	89.50%	All Wales	Annual
M1.1c	% of pupils entitled to free school meals who leave primary school having achieved a level 4 or above in language, maths and science	72%	All Wales	Annual
M1.1d	% of pupils in Conwy County Borough who are not entitled to free school meals who achieve grade A* to C in GCSE core subjects (English/Welsh & Maths)	66%	All Wales	Annual
M1.1e	% of pupils in Conwy County Borough who are entitled to free school meals who achieve 5 A* to C grade GCSEs (including English/Welsh & maths)	40%	All Wales	Annual
M1.1f	% of 17 year old learners entering the equivalent to 2 A levels who achieved the 'Level 3 Threshold'. This measure may change. This will run as a pilot for this academic year (16/17) with the old measure <i>still</i> in place.	98%	All Wales	Annual

	New measure may be % of post 16 learners in Conwy High Schools achieving: i) 3 A*, A, A*-C and A*-E grades over a 2 year programme ii) Welsh Baccaulaureate based on achievement of the overall Baccaulaureate qualification			
M1.2a	No. of Secondary Schools and Special Schools / Units who have met with the School Effectiveness & Standards Group during the academic year	7	No	Annual
M1.2b	No. of Primary Schools who have met with the School Effectiveness and Standards Group during the academic year	19	No	Annual
M1.3	% of Governor Training courses in each Academic Year that scored 3 (good) or above in course satisfaction feedback	Baseline	No	Annual
M1.4	% of schools scheduled to be audited which were audited	100%	No	Annual
M1.5	% of 11 year olds able to swim % of 11 year olds that can cycle proficiently % of 7-11 year olds participating in 20 or more physical activity sessions (extra-curricular) % of 11-16 year olds participating in 20 or more school physical activity sessions (extra-curricular) % of children who are overweight or obese No. of hours volunteered by Young Ambassadors in Conwy	95% 80%	All Wales All Wales No No All Wales	Annual Annual Annual Annual Annual Annual

Where more detailed work is happening:

More detailed actions are listed in:

- Curriculum for Life (Welsh Government)
- Welsh Government Additional Learning Needs reform
- Gwe School Regional Improvement Plan for Conwy
- Education Welsh Language Strategy
- Conwy Active For Life Plan (Physical Literacy action plan)
- Strategic Equality Plan
- Play Sufficiency assessment & action plan
- School Modernisation Programme – 21st Century Schools.

How Services contribute to this outcome

Education Services work with schools and partners to ensure that all learners maximise their potential to be educated and skilled and ready for local employment opportunities.

Environment, Roads and facilities aim to educate people about biodiversity, recycling and road safety. The Low Carbon Schools project delivers key energy efficiency messages to schools in Conwy. They manage the various open spaces across the county which are accessible for children to play. They provide transport to 5,000 pupils to get them to their place of education.

Community Development Services support access to sports through our leisure centres and are the leads on skills development on a regional level. As outlined below, Libraries can offer educational support in a variety of ways.

Theatres and Conference Services support education relating to arts and culture through their various shows and young people schemes.

Community Development Services and Regulatory & Housing services support the appropriate site allocation of new schools and ensure there are open spaces in new housing developments.

Social Care support children who are 'looked after' to achieve their potential, and this is supported by a whole Council 'Corporate Parenting' responsibility.

Revenues and Benefits educate people on the financial support they can access.

Our 'back office' services support schools through contracts and procurement, legal support, HR and ICT support.

How you can get involved:

A good night's sleep and a healthy breakfast make a real difference to learning. www.change4lifewales.org.uk
www.nhs.uk/change4life/be-food-smart-app

Reading with your child and helping with homework can have a big impact on how well a child performs in school. www.booktrust.org.uk/cymru <https://www.facebook.com/beginsathome/>
www.wisekids.org.uk/homeworkhelp.htm

There's lots going on in your local library – our Librarians have experience of supporting literacy, information literacy, digital literacy and health literacy.

- You can have free access to the internet and information resources.
- You can bring your under 5s to story time, sign your child up to the summer reading challenge, bring them in to one of our meet the author sessions or join a coding club.
- Adults are welcome to join one of our basic skills events throughout the year or come and join a social group – we offer knitting and photography sessions.
- Some of our libraries host a number of outreach services such as job centre plus and courses run by Grŵp Llandrillo Menai

Visit www.conwy.gov.uk/library or call 01492 576139 to find your nearest library and what it has to offer.

Keeping the balance between screen time and physical play/ exercise is also important.

There are lots of opportunities to take part in sports at any age – visit www.sportconwy.org.uk to find out more about what activities and clubs there are in your area. There is more information on sports on page19.

Find out about play schemes: www.conwy.gov.uk/playschemes

Learn to swim www.conwy.gov.uk/swimming

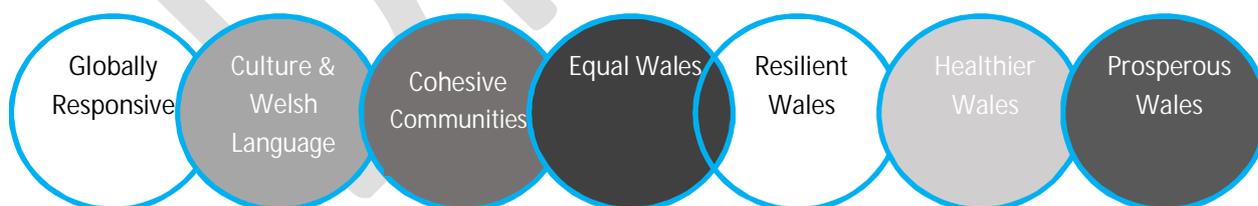
For Bikeability training contact the Road Safety Section roadsafety@conwy.gov.uk .

You can find the Conwy Cycle route map here www.conwy.gov.uk/cycling

Contact Young Conwy Youth Service www.young-conwy.com

Information about leisure centres can be found here www.conwy.gov.uk/leisurecentres

Contribution to the Well-being Goals:



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
A2.1 ALL	We will ensure that within the council, there is a consistent corporate approach to safeguarding.	Staff time
A2.2	We will review our approach to the safe recruitment of staff and the safe commissioning of services.	Staff time
A2.3	We will review safeguarding arrangements in all services.	Staff time
A2.4	Working with partners, we will implement a plan to help prevent exploitation.	Staff time

How we'll measure success:		Target	Benchmark	Frequency
M2.1	% of employees completing the Corporate Induction within appropriate timescales.	100%	No	Annual
M2.2a	% of staff commencing in post with two references.	100%	No	Annual
M2.2 b	% of staff commencing in post with a DBS check where required.		No	Annual
M2.2c	% of staff receiving safeguarding training within a 12 months of commencing in post.		No	Annual
M2.2d	% of current Councillors attending safeguarding training		No	Annual
M2.3	No. of referrals from members of the community who are concerned about vulnerable people.			Annual
M2.4	No. of protection plans in place to safeguard against identified abuse.			Annual

Where more detailed work is happening:

More detailed actions are listed in:

- Corporate Safeguarding Action Plan
- North Wales Regional Safeguarding Children Board – Key Priorities
- North Wales Regional Safeguarding Adults Board – Key Priorities
- North Wales Regional Child Sexual Exploitation Action Plan
- www.northwalessafeguardingboard.wales
- 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.

How Services contribute to this outcome

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.

Regulatory & Housing Services work in partnership with the Police and other stakeholders to help tackle and prevent crime and disorder, for example by underage sale and proxy sale compliance checks, alcohol licensing, provision of public space CCTV and helping to police the night time economy. They also enforce Health & Safety in many workplaces and help to ensure the safety and quality of the food chain to minimise risk to human and animal health, undertake doorstep crime enforcement, provide cold calling control zones, safeguarding work with residents targeted by scams, licensing of door to door charity collections, product safety checks on consumer goods including toys and electrical goods, other licensing activities – for example taxi & private hire, gambling, alcohol, entertainment, tattooing, skin piercing and cosmetic treatments.

How you can get involved:

You can get involved in your community. Volunteering is a great way to help your local community and to meet local people. For further information on volunteering contact www.cvsc.org.uk or call 01492 534091.

Communities play a key role in looking out for vulnerable people. If you see something which concerns you, or you are worried about someone in your community, speak out.

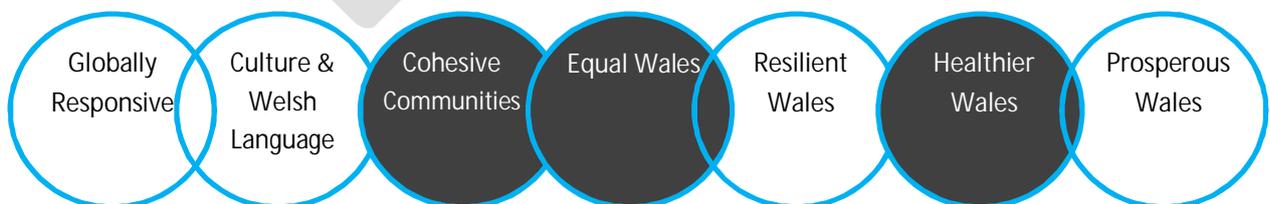
If you know a child or adult who is at risk of abuse or is being abused, it's very important that you let the council or the police know. If the individual is in direct danger, call the Police immediately on 999. If not, telephone Social Care as soon as possible to share your concerns.

Conwy Social Care: 0300 456 1111

Out of Hours: 01492 515777

Cybercrime is a growing area. Think about internet safety – you can find out more information here www.north-wales.police.uk/cyber-crime

Contribution to the Well-being Goals:



3) People in Conwy have access to affordable, good quality accommodation that enhance the quality of their life.

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
A3.1	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.	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
A3.2	Work with our partners to further strengthen our homelessness prevention services.	Staff time Supporting People Programme grant Housing Services budget
A3.3	Increase the supply of market housing which meets identified projected need.	Staff time Private developers Houses into Homes LDP Housing allocations CCBC Land
A3.4	Working with partners to increase the supply and quality of the independent care sector.	Staff time Private sector collaboration CCBC Land LDP allocations

How we'll measure success:		Target	Benchmark	Frequency
M3.1	No. of new homes enabled by the Strategic Housing Function which are Affordable Housing.		All Wales	Annual
M3.1 a	No. of new affordable housing units by size and type		All Wales	Annual
M3.2	No. of customers assisted by homeless prevention under part 2 of the Housing Wales act 2014 resulting in a positive outcome without the need for temporary accommodation		All Wales	Annual
M3.3	No. of new market homes by type and size.		All Wales	Annual
M3.3a	No. of new housing units provided during the year as a % of all new housing units during the year.		All Wales	Annual
M3.4	No. of additional bed spaces within the required category of care.		No	Annual
M3.4a	No. of delayed transfers of care by category of choice.		No	Annual

Where more detailed work is happening:

More detailed actions are listed in:

- Conwy Local Housing Strategy.
- The Local Development Plan (The LDP)
- Place Plans
- Conwy Joint Housing Land Availability Study (JHLAS)
- Reform Action Plan
- Commissioning Strategy

How Services contribute to this outcome

Environment Roads and facilities support this outcome through their responsibilities for flood protection, coastal defence and flood awareness work.

Social Care support people to access supported living schemes, residential and domiciliary care, and work closely with Regulatory & Housing Services to manage the adaptation of houses for people who have a disability.

Regulatory & Housing Services supports this outcome by working with partners to increase the supply of affordable housing and ensures that applications for residential development provide a balanced range of housing types to reflect the needs of the area and the provision of an appropriate level of affordable housing. The Service also improves housing standards in the private rented sector through education, advice, licensing, robust enforcement and private sector renewal which aims to improve the physical condition and energy efficiency of properties in the private sector.

Revenue and Benefits provide advice and support to those eligible for financial support to help with housing costs.

Community Development Service ensure that there is appropriate land allocation for housing development and that housing is supported by the right public infrastructure and transport.

ICT are working with local communities and Registered Social Landlords to increase access to community broadband and Wi-Fi.

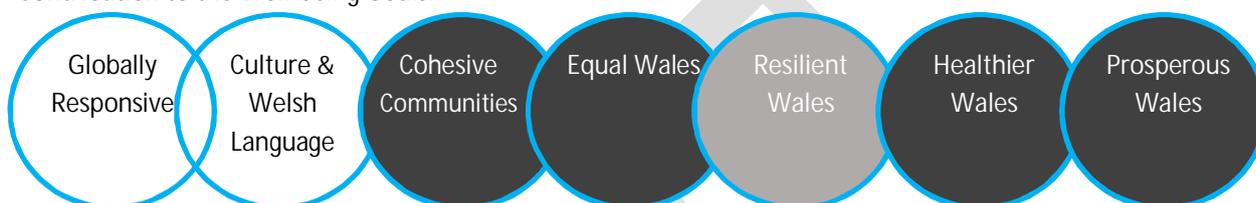
Our 'back office' services support housing development through contracts and procurement, legal support, and HR support.

How you can get involved:

Developing appropriate accommodation requires building in communities. This needs discussion with local communities about how and where this happens. It can bring great benefits to a community and enable communities to improve their local facilities — so get involved in developing your local place/locality plan. If you have ideas or want to get involved, please sign up and add your ideas to The County Conversation www.conwy.gov.uk/countyconversation

- Find out about the help to buy scheme in Wales - if you're struggling to buy a home in Wales, you may be able to get financial support through a variety of home ownership initiatives- www.helptobuywales.co.uk
- If you are homeless or in danger of becoming homeless – contact Conwy Housing Solutions on 0300 124 0050 or www.conwyhousing.co.uk
- The Wales Housing Debt Helpline offers free support to home owners and those in rented property who are finding it difficult to meet their mortgage or rental payments - call 0800 107 1340 or visit www.stepchange.org/Debt-advice-in-Wales for advice.

Contribution to the Well-being Goals:



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
A4.1 ALL	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
A 4.2 ALL	We will focus on Adverse Childhood Experiences and provide support to parents through multi-agency approaches. (links to LDP and regeneration)	Staff time & grants
A 4.3 ALL	We will work with partners to ensure Conwy citizens have improved access to mental health support.	Staff time
A 4.4 ALL	We will develop projects to encourage people to take part in physical activity.	Staff time, internal funding & grants
A4.5	We will work to achieve the Corporate Health Standard in order to support the well-being of staff.	Staff time & existing resources

How we'll measure success:		Target	Benchmark	Frequency
M4.1 a	% of adults of who completed a period of enablement and who have a reduced package of care 6 months later.	80%	No	Annual
M4.1 b	% People receiving social care support who report that they can do what matters to them		All Wales	Annual
M4.4 a	% children aged 4 to 5 who are overweight or obese	N/A	All Wales	Annual
M4.4b	% of people participating in sporting activities three or more times a week. (National Survey for Wales)		All Wales	Annual

Where more detailed work is happening:

More detailed actions are listed in:

- Conwy People's Partnership
- Social Care Service Plan, Community Development Service Plan, Theatres and Conferences Service plan
- The Local Housing Strategy
- Conwy Play Strategy
- The Social Care & Health Well-being (Wales) Act 2014
- The Additional Learning Needs (Wales) Bill
- Conwy Open Space Assessment
- Active Travel Plan

How Services contribute to this outcome

Social Care promote well-being and aim to prevent people from needing care. They provide social care support to enable people to live more independently and as far as possible, to continue to do the things that matter to them.

Education Services promote healthy schools and the Active Conwy plan to ensure children are physically literate. The curriculum includes emotional well-being and aims to support young people to be emotionally resilient.

Community Development Services support well-being through the various well-being activities offered through library services. The leisure centres promote access to exercise and the Eirias health precinct has developed partnership working with Betsi Cadwaladr University Health Board to provide rehabilitation, prevention of ill health and support people who have chronic conditions.

Theatres and Conferences support well-being through the therapeutic opportunities the arts can contribute to well-being. There are a number of sessions dedicated to support and improve people's mental health.

Environment Roads and Facilities have developed active travel routes to encourage more active journeys to improve everyday health. They provide opportunities through the use of the parks, beaches and play areas to help with well-being.

Regulatory Services support well-being through the inspection of food premises and the licensing of Houses of Multiple Occupation, regulation of building developments, improving housing standards, meeting housing and housing related support needs and the prevention of homelessness, delivery of risk based inspection programmes to identify and address non-compliance, tobacco control (e.g. counterfeit detection, illegal advertising and display), reducing underage sales of alcohol, tobacco, solvents etc., controlling and prevention of communicable disease. Open space provision is a consideration when applications for new housing schemes are being assessed, where possible existing open space provision is also safeguarded.

Revenue & Benefits Services provide support to people to access benefits available to them. There are specialist support clinics in partnership with Macmillan to support people with Cancer.

Our 'back office' services support all aspects of well-being provision through contracts and procurement, legal support, and ICT support. Human Resources provide support to ensure that the well-being of our staff is maintained through a variety of corporate health schemes.

How you can get involved:

As well as eating well, following the 5 ways to well-being can really help – visit www.mind.org.uk/five-ways-to-wellbeing to find out more.



Dewis Cymru is a comprehensive website you can go to if you want information or advice about your well-being – or want to know how you can help somebody else. Visit www.dewis.wales or alternatively visit our information directory www.conwyfamilyinformation.co.uk for more information.

There's a lot going on in your library – how about joining a reading group?

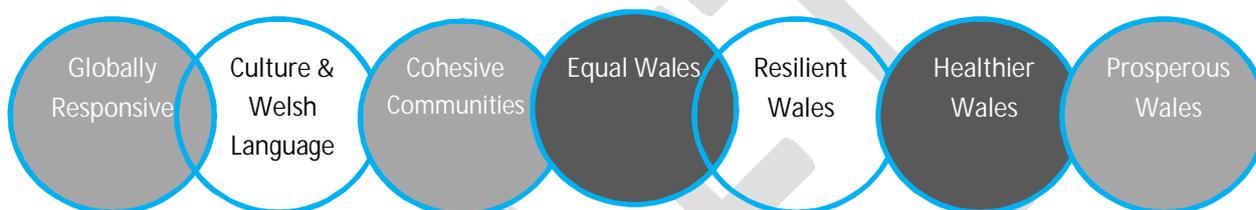
Our libraries support Book Prescription Wales, find out more at www.nhsdirect.wales.nhs.uk/book-prescription-wales.

Our libraries host a number of outreach services such as Macmillan Cancer Support Sessions and Revenues and Benefits advice clinics – visit www.conwy.gov.uk/library to find out more.

Conwy County is a beautiful county with lots of outdoor activities – why not have a go?

- Outdoor adventure www.nwoes.co.uk
- Walks www.cerddedconwywalks.org or www.naturalresources.wales/walking
- Geocaching www.geocachingwales.com
- Mountain biking www.bikingconwy.ws
- Wildlife www.conwy.gov.uk/wildlife
- Disability sport www.disabilitysportwales.com/conwy/
- Running www.parkrun.org.uk/conwy or www.walkjogrun.net/conwy-running-routes or www.nhs.uk/LiveWell/couch-to-5k
- Play www.playwales.org.uk
- Swimming www.conwy.gov.uk/swimming

Contribution to the Well-being Goals:



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
A5.1	Enabling Conwy's businesses to benefit from the major economic developments across the region	WG funding Staff capacity
A5.2	Develop structures and partnerships to deliver the aspirations of the Conwy Economic Growth Strategy	Staff resource, public and private partners and funding
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
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
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
A5.6	Protecting coastal defences, A55 and mainline rail infrastructure to the East of Colwyn Bay.	Applying for external WG funding & stakeholder funding from other Public bodies

How we'll measure success:		Target	Benchmark	Frequency
M5.1	Total floor space developed		No	Annual
M5.2a	Businesses accommodated through schemes.		No	Annual
M5.2b	Investment leverage			Annual
M5.3	No. of apprenticeships provided / facilitated by Conwy County Borough Council		possibly N Wales	Annual
M5.4	No. of Visitors in winter months		No	Annual
M5.5a	National Survey - Percentage of children living in poverty		All Wales	Annual
M5.5b	% of people in full time employment		All Wales	Annual

Where more detailed work is happening:

More detailed actions are listed in:

- Perfectly Placed for Business and Growth - The Conwy Economic Growth Strategy 2017— 2027.
- Events Strategy
- Destination Conwy Management Plan 2015 – 2018 - www.conwy.gov.uk/desintationconwy
- Conwy Employment Land Review
- Conwy Rural Development Strategy
- The North Wales Economic Ambition Board's Growth Vision and its supporting strategies:
 - The North Wales Regional Skills & Employment Plan
 - The North Wales Connectivity & Infrastructure Plan
- Supply chain
- Growth Track 360
- North Wales Joint Local Transport Plan

How Services contribute to this outcome

Critical to the success in realising this outcome is a strong partnership between the Council and the private sector. This is led/championed by the Conwy Economic Growth Board, mirroring the North Wales Economic Ambition Board. A clear emphasis is for businesses to develop markets beyond the boundaries of Conwy, but strengthening of local purchasing is also important. All Service areas contribute to the local economy, particularly those who procure goods or services, or are managing capital investment projects. The Council's Contract Standing Orders encourage, where feasible, that local businesses are used. Through major investments, such as new schools and the new office accommodation build, we are also ensuring delivery of community benefits, including recruitment and training opportunities, in addition to developing local supply chain opportunities.

The Council has areas of significant local spend, such as through the Social Care commissioning strategy, and there are a number of capital investment projects, mainly managed through Environment, Roads and Facilities, Education Services and the Asset Management Team. Through major investment, such as new schools and the new office accommodation build, we are also ensuring the delivery of community benefits, including recruitment and training opportunities in addition to developing local supply chain opportunities. All services where possible, also offer apprenticeships.

Education Services work with schools and Careers Wales to ensure that young people and adult learners maximise their potential to be skilled and ready for local employment opportunities.

The Community Development Service is at the forefront of our engagement with businesses offering business support to existing and potential businesses, encouraging new businesses to invest in the county, and running a calendar of business events/workshops and seminars from the Conwy Business Centre. Together with Estates Management, Community Development Service also manages an estate of business premises and commercial unit lets to businesses. The Service's European Team assist in bringing in funding so as to enable business and infrastructure investments. Environment, Roads and Facilities, Theatres & Conferences, and Community Development Services manage a range of key assets - important to both businesses and tourists. These range from roads and car parks to promenades, beaches, parks, the Great Orme tram, leisure centres, museums, libraries and theatres. The Marketing & Communication Team support many community events and organise major regional events such as Access All Eirias, or hosting stages of Rally GB. These events not only attract visitors to the area, but improve the County's profile and confidence.

Regulatory & Housing Services support reputable businesses whilst taking appropriate robust action against rogue traders; education, advice and training for business (e.g. food safety); helping to police the late night economy; consumer advice and business education; licensing of taxis, street trading and gambling establishments etc.; supporting tourism in relation to licensing high profile cultural events.

Where possible employment land is safeguarded and new employment generation is encouraged through the planning process. Training, education and work opportunities are enabled via new housing development and regeneration schemes.

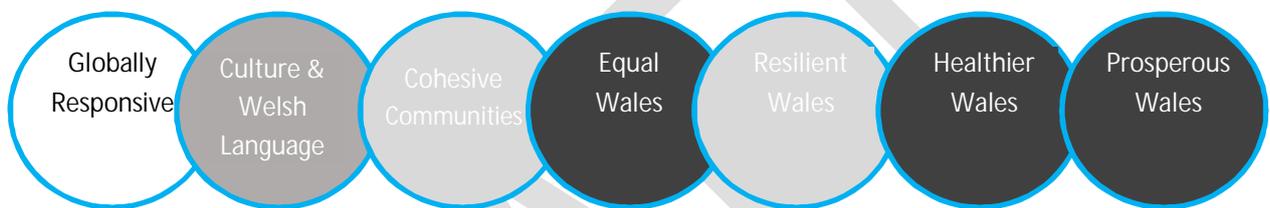
How you can get involved:

- Support local businesses by shopping locally, buying local products & attend local events. By doing this you will help your local economy and promote local employment.

We live in a beautiful area with a strong range of attractions and a fascinating culture and heritage – explore for yourself and encourage others to visit and see for themselves. Visit www.visitwales.com/explore-north-wales

- Thinking of setting up your own business or expanding an existing one? Contact Business Support Services for advice on www.conwybusinesscentre.com/business-support
- Find out more about apprenticeships at www.careerswales.com/apprenticeships

Contribution to the Well-being Goals:



6) People in Conwy value and look after the environment

We want communities to be resilient and ready to adapt to the environmental challenges the world faces. 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
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
A6.2	Implement sustainable coastal and flood defence schemes that are fit for purpose.	Staff capacity & external grant applications
A6.3	Supporting residents and businesses to recycle more and waste less	Staff capacity
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.
A6.5	Investing in renewable energy for our assets so as far as possible, we improve our carbon footprint and reduce carbon emissions. We will encourage communities to develop their own renewable energy projects across the county.	Capital programme for new developments 21st century schools Invest to save schemes
A6.6	Promote the development of a tidal lagoon in Colwyn Bay	Staff capacity

How we'll measure success:		Target	Benchmark	Frequency
M6.1a	No. of flood awareness events held		No	Annual
M6.1b	No. properties where risk of flooding has been reduced		No	Annual
M6.2	No. of beaches which have a beach management plan		No	Annual
M6.3a	% of municipal waste reused, recycled or composted		All Wales	Annual
M6.3b	Average amount of residual household waste collected for disposal per household (kgs)		All Wales	Annual
M6.5	% change in carbon dioxide emissions (CO2) from the activities of Conwy County Borough Council		No	Annual
M6.6	National Survey for Wales Capacity (in MW) of renewable energy equipment installed		All Wales	Annual

Where more detailed work is happening:

More detailed actions are listed in:

- Towards Zero Waste: National Waste Strategy for Wales
- CCBC Carbon Management Strategy
- 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

How Services contribute to this outcome

Environment, Roads and Facilities help people to realise the potential of our parks, green spaces, allotments, play areas, beaches and country parks to encourage active and healthy lifestyles. The Recycling Education Team deliver key waste minimisation and recycling messages to schools in Conwy.

Education Services support Eco School schemes, and all new schools are Bream excellence compliant.

Collectively, all services are developing the carbon reduction commitment across our buildings and committing to initiatives such as LED lighting, office recycling and paper minimisation. The new office accommodation will also be BREAM excellence compliant and will use ecological solutions where possible.

Regulatory & Housing Services help to protect the environment by addressing anti-social noise pollution; flood risk, work on eyesore sites and neglected properties; minimising the incidence of straying animals by ensuring the health and welfare of farm animals and encouraging responsible pet ownership; littering, dog fouling and dog control order enforcement by use of Fixed Penalty Notices and education, noise monitoring, Environmental Permitting authorisations, environmental monitoring, fly tipping and nuisance complaint investigations.

The Housing service assesses the extent to which households are living in fuel / severe fuel poverty and seeks opportunities to improve the energy efficiency of residential dwellings to reduce fuel poverty.

How you can get involved:

For flooding advice on keeping your waterways clear, getting prepared and protecting your property - visit www.conwy.gov.uk/flooding

Reduce, Reuse, Recycle

Reuse -

- Try to reuse items for example, nappies are very difficult to recycle and are big contribution to landfill. Have you considered reusable nappies? Use shopping bags not plastic bags, carry a reusable water bottle or cup. These changes can make a big difference.

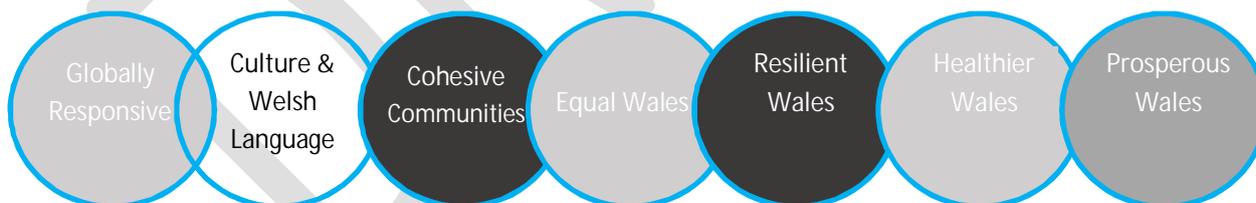
Reduce -

- Think about your packaging - is there a way you can prevent waste? E.g. say no to disposable straws & cutlery, choose options in the supermarket with less packaging, and skip the plastic produce bags.
- Make sure your voice is heard – together we can use the power of the consumer to lobby for changes in packaging to prevent waste.
- Grow your own vegetables. For information on allotments visit www.conwy.gov.uk/allotments
- Visit www.growingthefuture.co.uk/tips for tips and advice on growing your own food.
- Buy locally grown produce. Join your local food co-op for cheap and locally produced fruit and vegetables – visit the www.foodcoopsales.org.uk for more information.
- Think about your own energy – could you make changes that help you making savings and support the environment? E.g. insulating your home or change your lightbulbs to LED. Visit www.conwy.gov.uk/energyefficiency to find out tips and ways you can help reduce wasted energy in your home and save money on your energy bills.
- Investigate green energy option for your home, e.g. light bulbs, water butts, solar panels, insulation. The www.energysavingtrust.org.uk has lots of tips on saving energy in your home

Recycle -

- Recycle as much as you can – for more advice visit www.conwy.gov.uk/recycle
- Get out and enjoy the environment – walk on the beach, head off down a cycle track or walk in the mountains – enjoy the area and keep fit. Visit www.conwy.gov.uk/countryside for information on where to go.

Contribution to the Well-being Goals:



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.

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
A7.1	We will develop our libraries into community hubs that provide a wide range of services and activities.	Staff capacity
A7.2	We will develop a Conwy Culture Centre.	External funding and capital receipt and internal funding
A7.3	We will develop an Arts Action plan to capture the positive impact the arts can have on all aspects of well-being.	Staff capacity
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
A7.5	Through the Conwy Welsh Language Strategy & Welsh in Education Strategy Plan we will encourage learning and speaking Welsh as a part of everyday life.	Staff capacity

How we'll measure success:		Target	Benchmark	Frequency
M7.1a	The number of visits to Public Libraries during the year, per 1,000 population		All Wales	Annual
M7.1b	No. of heritage related education workshops/events with young people supported by the service at museums/other venues		No	Annual
M7.1c	No. of services and activities offered from library buildings		No	Annual
M7.1d	National Survey for Wales - % of people attending or participating in arts, culture or heritage activities at least three times a year.			
M7.3	No. of art events undertaken specifically to support well-being		No	6 monthly
M7.4	% of staff within the Council's services who are able to speak Welsh (excluding school teachers and school based staff) - according to service division		All Wales	Annual
M7.5a	% of pupils accessing Welsh medium education		All Wales	Annual
M7.5b	% of primary school children in Welsh medium education that go to Welsh medium secondary school			Annual
M7.5b	No. of Welsh language promotion /awareness events held		No	Annual

Where more detailed work is happening:

More detailed actions are listed in:

- Light Springs Through The Dark: A Vision For Culture in Wales - www.gov.wales/a-vision-for-culture-in-wales
- Conwy Arts Strategy & Action Plan
- Conwy Events Strategy
- Destination Conwy Management Plan 2015 -2018
- Venue Cymru modernisation - Making the most of our assets
- Welsh Language Standards
- Welsh Language Strategy for Education
- Conwy Welsh in Education Strategic Plan 2017 -2020.
- The World Heritage Management Plan - Castles & Town Walls of King Edward 2016 – 2026

How Services contribute to this outcome

All of our services offer a bilingual service. The Law & Governance Service manage the translation service, which is now providing support to a number of Local Authorities across the region.

Environment, Roads & Facilities run the Great Orme Tramway, Britain's only cable-hauled road tramway, which has been transporting visitors since 1902. They deliver capital projects which contribute to protecting, enhancing and maintaining heritage and cultural assets.

Community Development Service manage museums, the archives and have developed a number of cultural and heritage tourist attractions such as the Princes of Gwynedd Heritage project.

Theatres & Conference Services host an all year round programme of arts and culture, including local free schemes such as young creatives, to encourage an interest in the arts.

Expressive Arts and Music Service is dedicated to supporting all pupils to flourish and achieve in and through the arts, contributing to school improvement, pupil attainment and well-being. A year round programme of activities enables pupils to participate in artist led experiences. The Music Service offers instrumental / vocal tuition for pupils and manages county orchestras, ensembles and bands. The service works in partnership regionally and nationally to nurture more able and talented young artists and musicians.

The Education Service supports the Welsh Government's aspirations to continuously increase the numbers and percentages of the population able to speak Welsh. The county's Education Services have set the ambitious aim of ensuring that all pupils in the county acquire fluent and confident linguistic skills in Welsh and English - to enable them to be full members of the bilingual society they are part of. We encourage pride in the languages, heritage and culture of Conwy county and Wales.

How you can get involved:

We have a rich fantastic heritage here on our door step. To find out more about places to visit go to www.visitwales.com/explore-north-wales or www.snowdoniaheritage.info

Find a local welsh language class or conversational group – you can find out more here www.conwy.gov.uk/adultlearning

Attend local events, visit www.conwy.gov.uk/events to find out more about what's happening in Conwy.

Visit a museum www.conwy.gov.uk/museums

Visit a library www.conwy.gov.uk/library

Research your family history – our Librarians deliver online family history awareness sessions

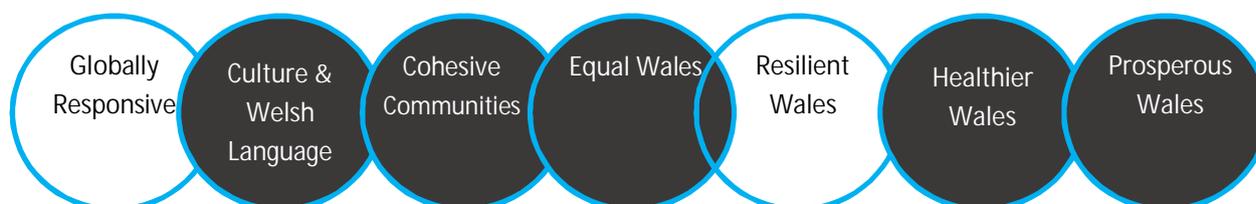
Visit www.venuecymru.co.uk and www.theatrcolwyn.co.uk/ to find out what shows they have coming up or call 01492 872000.

Find out what activities are available in your local community Centre,- call (01492) 574000 or visit www.conwy.gov.uk/communityfacilities to find out more.

Join Young Creatives – it's free! Visit www.venuecymru.co.uk/story-circle or youngcreatives@venuecymru.co.uk

Tell your story: If you have memories, photos of film footage of past events, customs or ways of life, share them to celebrate the heritage in your area.

Contribution to the Well-being Goals:



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
A8.1	We will work with communities to develop place plans.	Staff capacity and grants.
A8.2	We will review how we engage communities and ensure all communities have the opportunity to be involved in service development.	Staff capacity. Development of improved network and communication between engagement staff.
A8.3	We will review and update our Communication Strategy, to make the information we share relevant and more accessible.	Staff capacity. Modernisation funding.
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
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.

How we'll measure success:		Target	Benchmark	Frequency
M8.1	No. of locality / place plans established	No target		Annual
M8.2	% of residents who feel they can influence decisions affecting their local area (National survey for Wales)		All Wales	Annual
M8.2a	No. of complaints			Annual
M8.2b	% of complaints dealt with at stage 1			
M8.3	% of the community surveyed who understood the Council's key corporate messages		No	Annual
M8.4	% of service requests which can be paid for /applied for or booked online		No	Annual
M8.4a	No. of customer transactions which are available online		No	Annual
M8.4b	% increase in payments online		No	Annual
M8.5	% of people satisfied with their ability to get to / access the facilities and services they need. (National Survey for Wales)		All Wales	Annual

Where more detailed work is happening:

More detailed actions are listed in:

- The Communication Strategy
- Engagement Strategy
- Place Plan Toolkit
- Modernisation Programme
- ICT Strategy 2017 - 2022
- Local Development Plan Review
- Strategic Equality Plan

How Services contribute to this outcome

All services have a responsibility to engage and communicate with the citizens of Conwy - it's an ongoing conversation. This can be from everyday contact during the services they deliver, working with local volunteers and community groups, through to the publication of service information and encouraging involvement in service developments.

Education services consult with local communities under Conwy's Primary School Modernisation Programme and provide the public with an opportunity to shape the strategic plan for school buildings. They also work collaboratively with the Conwy Youth Council on a range of issues which impact on children and young people throughout the Local Authority e.g. inclusion, anti-bullying, & vulnerable learners.

The Local Development Plan Team work with local communities to develop Place Plans for their local area.

Libraries are developing a project with the Citizen Advice Bureau to use our mobile libraries to provide an enhanced information and advice service to areas of deprivation, in terms of access to services.

The Family Information Service provides a range of information and advice to families and to professionals.

Through the Corporate Modernisation Programme there will be developments such as apps, and more online service options through the new website.

How you can get involved:

We have to change the way we work as a council. Communities want to own and shape where they live. The days of councils doing everything for you are no longer wanted, and are no longer sustainable.

Talk with your Elected Member e.g. attend your Elected Member Surgery and read their annual report on what's being developed in your area. Find out who your elected member is by visiting

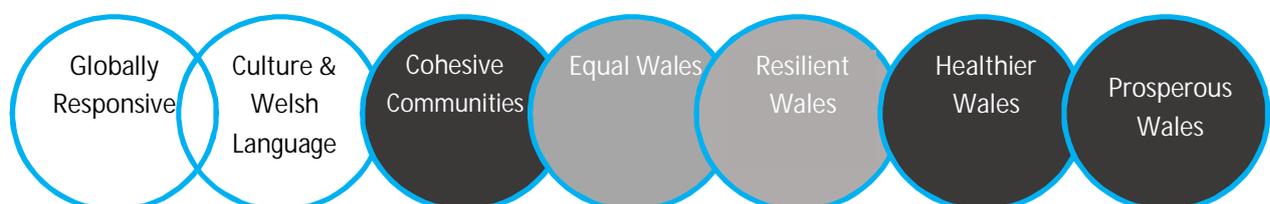
www.conwy.gov.uk/councillors

Think about becoming a Town & Community Councillor or County Council Elected Member. You can find out more information here: www.conwy.gov.uk/becomeacouncillor

Developing your local Place Plan as part of the Local Development Plan review will influence what goes on in your area and we really want to hear your views on how we can improve the County. If you have ideas or want to get involved, sign up and add your ideas to The County Conversation.

www.conwy.gov.uk/countyconversation

Contribution to the Well-being Goals:



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
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.
A9.2	We will work with Welsh Government on the regional collaborative approach to Local Government.	Staff time.
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.
A9.4	We will continue to develop & support our staff.	Staff time.

How we'll measure success:		Target	Benchmark	Frequency
M9.4a	% of staff who feel they are supported by their line manager		No	2 yearly
M9.4b	% of staff who feel they have the right training to do their job		No	2 yearly
M9.4c	% of staff who feel that Conwy takes the development of its workforce seriously		No	2 yearly
M9.4d	% of staff who feel supported when doing the difficult parts of their jobs		No	2 yearly

Where more detailed work is happening:

More detailed actions are listed in:

- Medium Term Financial Plan
- Modernisation Programme
- ICT Strategy
- HR Strategy

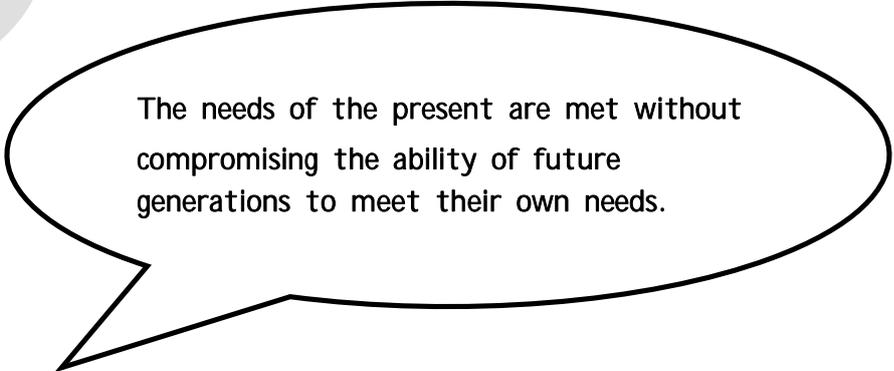
How Services contribute to this outcome

All services are aware of their responsibilities to support their staff and to review ways of working, in order to make efficiencies and to modernise service delivery.

Technical Annex

6 Purpose of the plan

- 6.1 The purpose of this plan is to present Conwy County Borough Council's Priorities for the next five years, 2017 to 2022. 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.
- 6.2 The Authority is required to set out a priorities plan under Section 2 of the Local Government (Wales) Measure 2011. Local Authorities are under a general duty to
'Make arrangements to secure continuous improvement. Authorities should continuously seek to ensure that their improvement objectives remain relevant, that the best arrangements for delivering them are in place, and that they are able to understand and demonstrate the impact on the outcomes for citizens'.
- 6.3 The Local Government (Wales) Measure 2011 is supported with guidance called The Wales Programme for Improvement (WPI). In part one of the WPI, improvement is defined as:
'Improvement properly means more than just quantifiable gains in service output or efficiency, or in the internal effectiveness of authorities. Rather it should mean anything which enhances sustainable quality of life for local citizens and communities.'
- 6.4 This plan serves to comply with the requirement for 'Improvement Objectives under the Local Government (Wales) Measure 2011.
- 6.4 As of 1st April 2016, 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.

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

Goal	Description of the goal
A prosperous Wales	An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
A resilient Wales	A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
A healthier Wales	A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
A more equal Wales	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
A Wales of cohesive communities	Attractive, viable, safe and well-connected communities.
A Wales of vibrant culture and thriving Welsh language	A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
A globally responsible Wales	A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

6.6 All Public Bodies named under the Act must follow 5 ways of working:



- Long term**



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



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



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



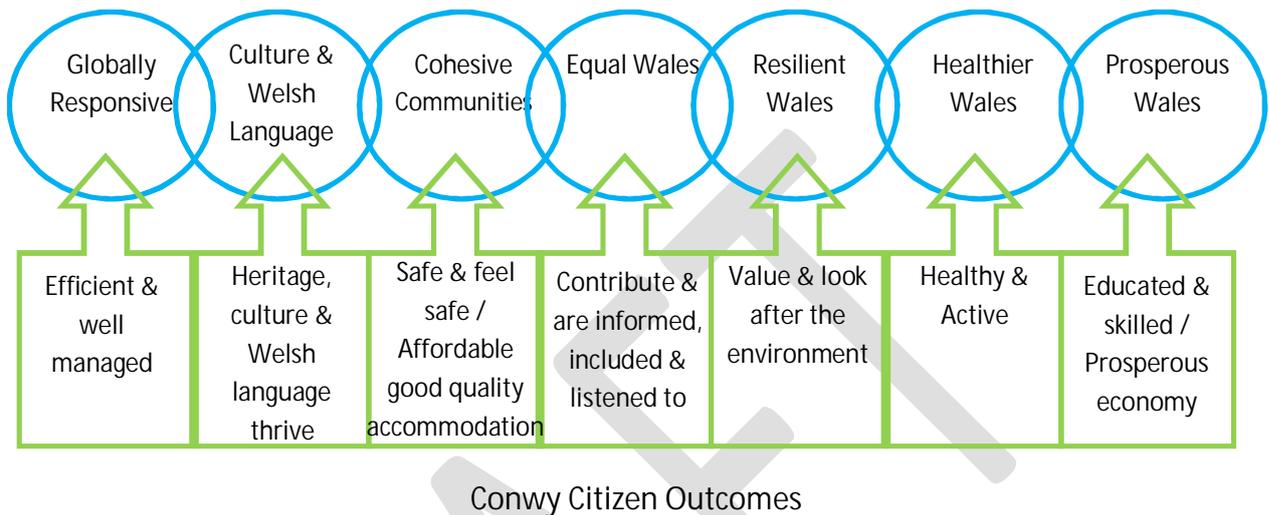
Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
- Involvement**



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.

6.7 All public bodies in Wales are required to produce 'Well-being Objectives' by 31st March 2017. For Conwy County Borough Council they have been incorporated into the Conwy Corporate Plan. The 7 goals and 5 ways of working are aligned to Conwy's 8 Citizen Outcomes, as outlined below.

7 National Well-being Goals



Other priority areas which have been taken into consideration include:

Taking Wales Forward: The Welsh Government's Well-being Objectives (2016-2021)

The document details the Welsh Government's initial 14 Well-being Objectives which are designed to maximise its contribution to the seven well-being goals outlined in the Future Generations Act. The Well-being Objectives will provide a bridge between Taking Wales Forward and the development of four cross cutting national strategies -

- Prosperous and Secure,
- Healthy and Active,
- Ambitious and Learning and,
- United and Connected.

Welsh Government Building Resilient Communities focuses on three priority areas of -

- Employment,
- Early Years
- Empowerment.

The Well-being of Future Generations Commissioner Priorities are -

- Early Years—Adverse Childhood Experiences
- Economy—skills & Employment
- Future population trends
- Climate change, environmental resilience and energy
- Poverty, deprivation & disengagement
- Interconnectivity—transport, infrastructure
- Rural infrastructure & Farming
- Health inequalities—preventative healthcare
- Community resilience—language, infrastructure & affordable housing

7 The County Conversation

7.1 Citizen engagement

To develop our priorities for Conwy, we took 2 approaches; an assessment of well-being based on demographic analysis of information about the county, and the development of a conversation with local communities. We wanted to speak to as many people as possible to ask their views about what works well in Conwy and what we need to focus on now and for future generations. We asked people to talk about their experiences and their communities so that we could understand a bit more about local concerns and strengths. We shared these views with other statutory public bodies working locally, including Health, the Police, Natural Resources Wales and the Fire and Rescue Authority. Conwy County Borough Council used the community feedback to help inform the priorities set out in the Corporate Plan.

Through the County Conversation we wanted to avoid asking people to comment on thick documents, or pre-decided strategic outcomes. We asked 5 simple open-ended questions:

1. What's the best thing about (chosen subject) in your area?
2. What's your biggest challenge about this in your area?
3. Why is this important to you?
4. Do you have any ideas how it could be made better
5. Given that all public services are facing financial cuts, who else could help deliver the change?

Firstly, with the help of Community Voice, we spoke with nearly 30 community groups, covering a range of community interests in a mix of urban and rural locations. We promoted the County Conversation through our Conwy Bulletin – delivered to every household in the County and through our Businesses e-bulletin. We also developed a promotional toolkit and communicated through Conwy County Borough Council Elected Members and Town and Community Councils to encourage local participation.

Secondly we used social media to promote the County Conversation and to keep people updated about the comments we were receiving and to enable people to complete questionnaires online. We actively promoted social media through community and voluntary groups, business networks, our public sector partners and staff, using posters and postcards.

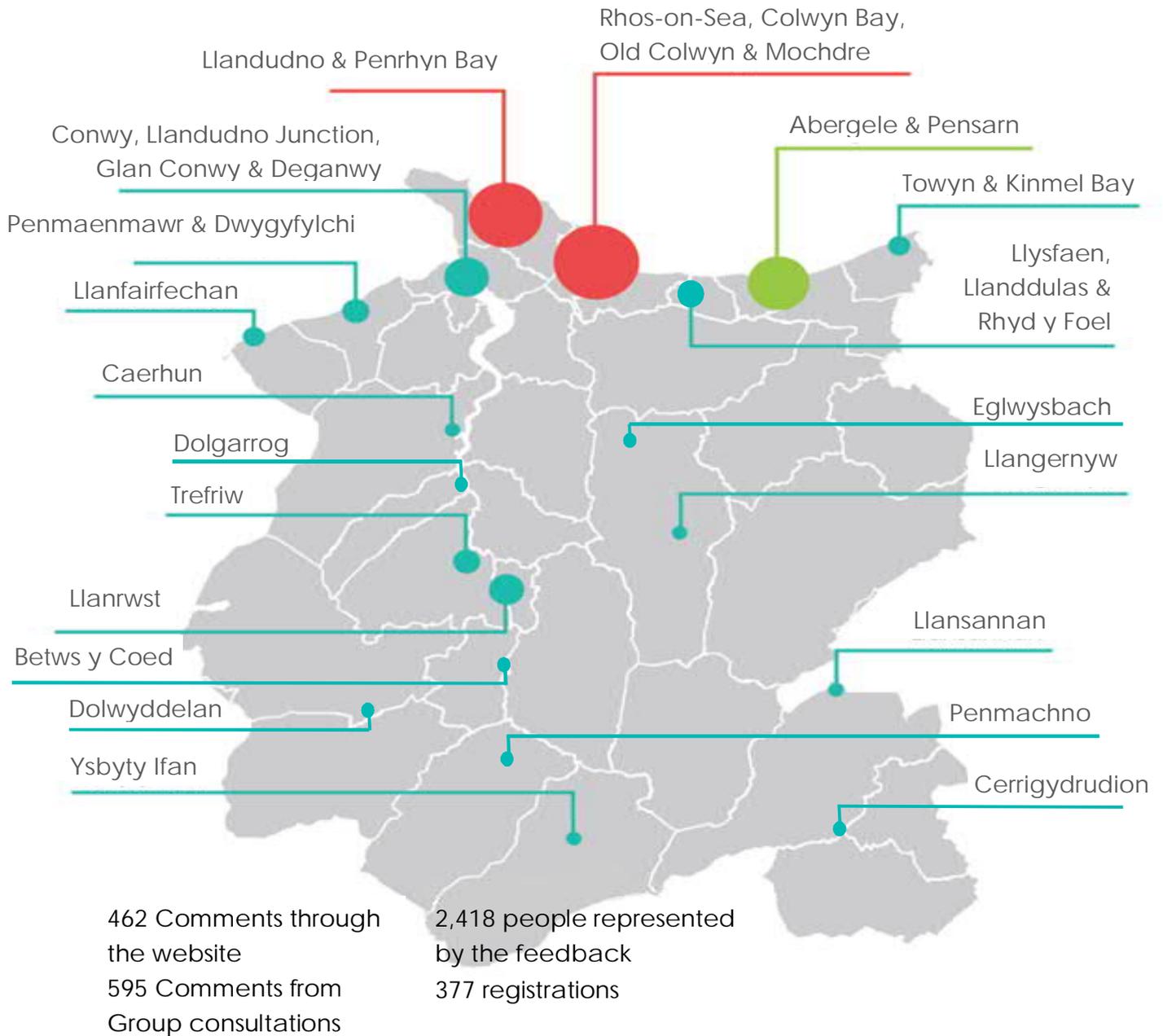
In addition, we looked at what people had already been telling us. We know that people are regularly asked their views about service developments so we looked at community feedback we had received over the past 12 months, including rural consultations, children and young people consultations and workshops, (including young farmers), and engagement with the Strategic Equalities Plan which included feedback from protected characteristic groups.

We communicated with a wide cross section of the community:

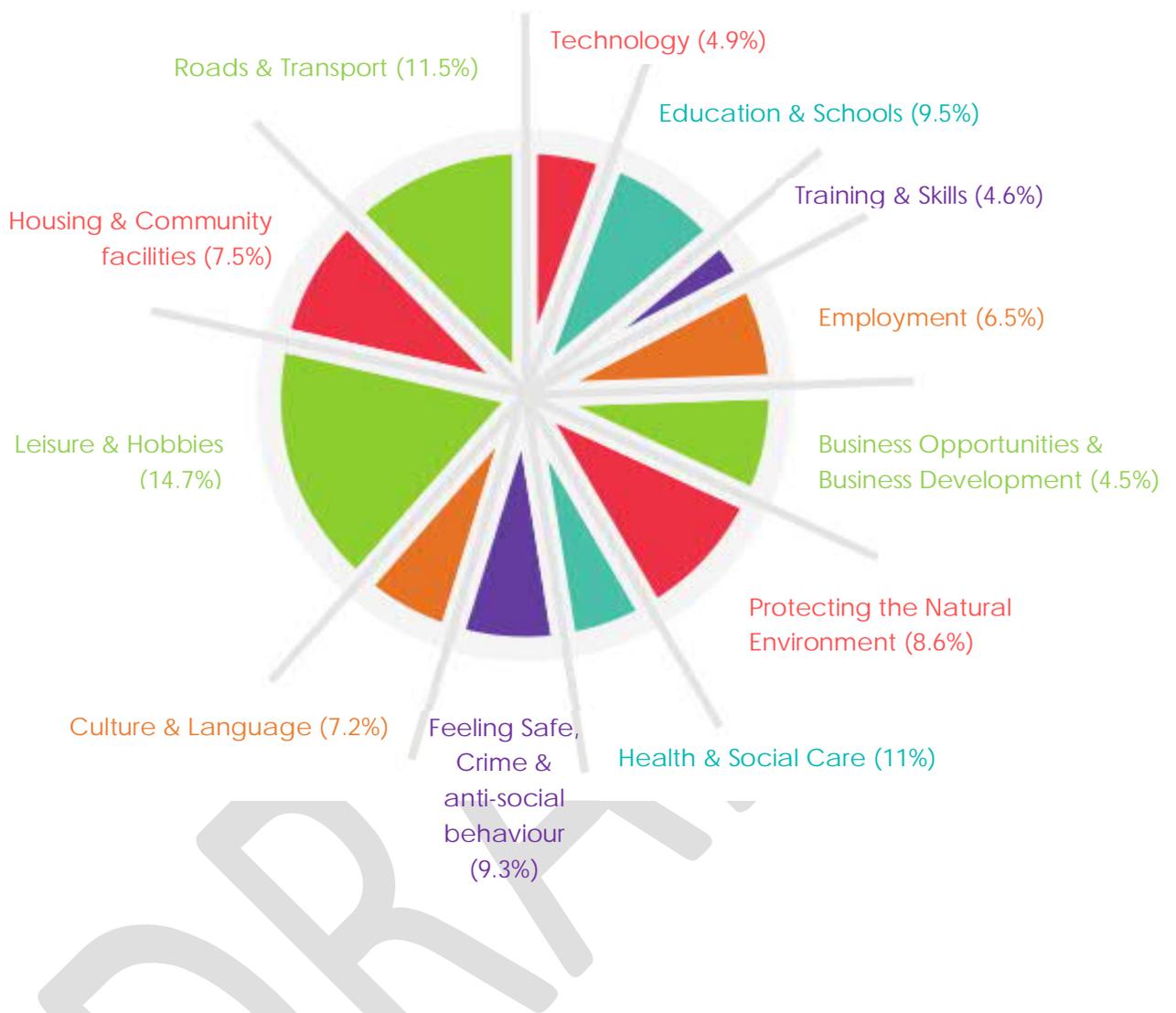
- ✓ Community groups and forums
- ✓ Residents
- ✓ Persons with disabilities
- ✓ Businesses
- ✓ Faith groups
- ✓ Town & community Councils
- ✓ Youth Council
- ✓ North Wales Race Equality Network
- ✓ Statutory bodies

We monitored the County Conversation to ensure that we had received feedback from every age range, every geographic area of the county and every subject interest area. We also held staff and elected member workshops to gain their views. Conversations are vital to hear community views but it is important to manage expectation that engagement does not always reach a consensus of opinion, and through prioritisation the Council would need to fulfil a breadth of responsibilities.

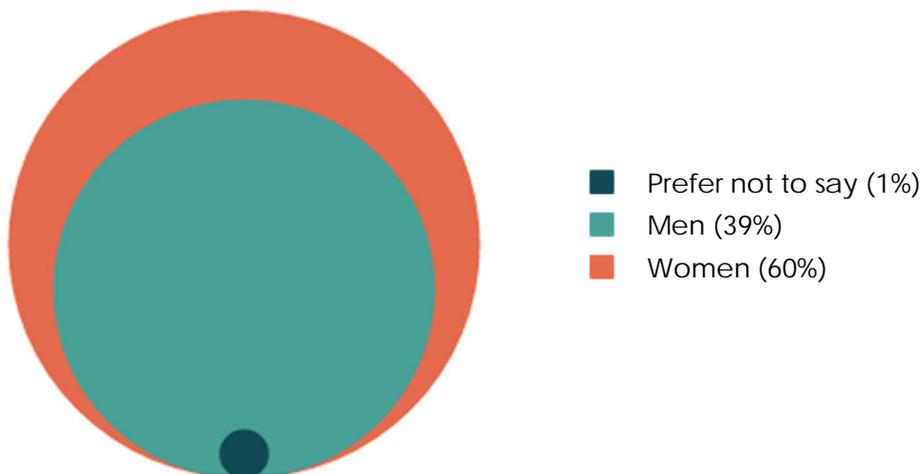
THE COMMUNITIES YOU HAVE TALKED ABOUT



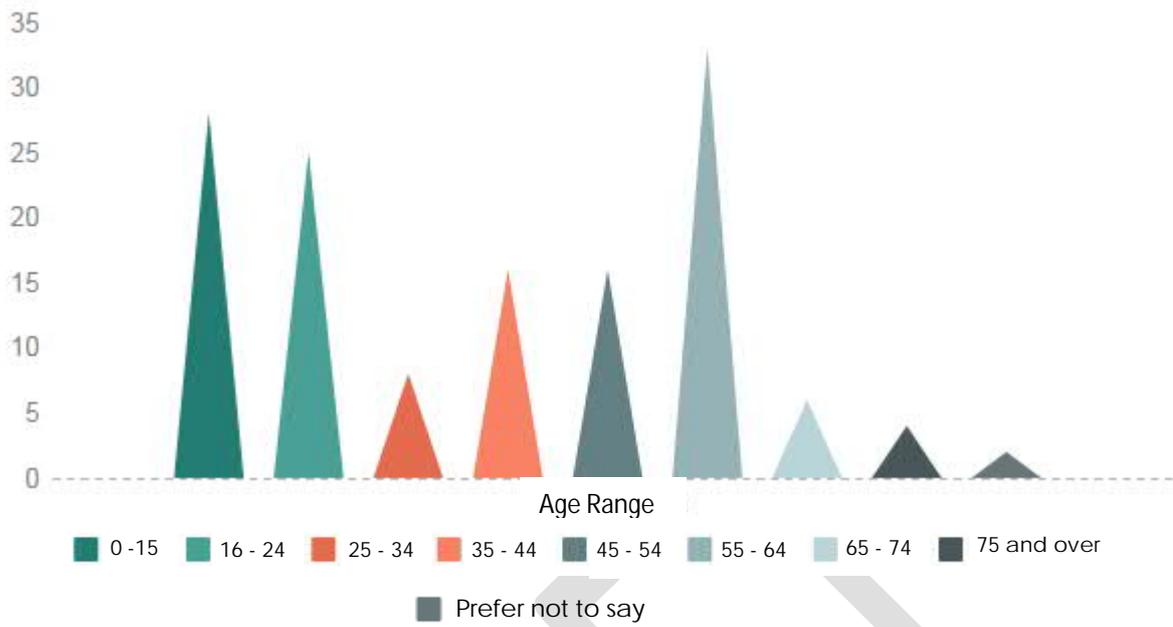
Breakdown by Subject



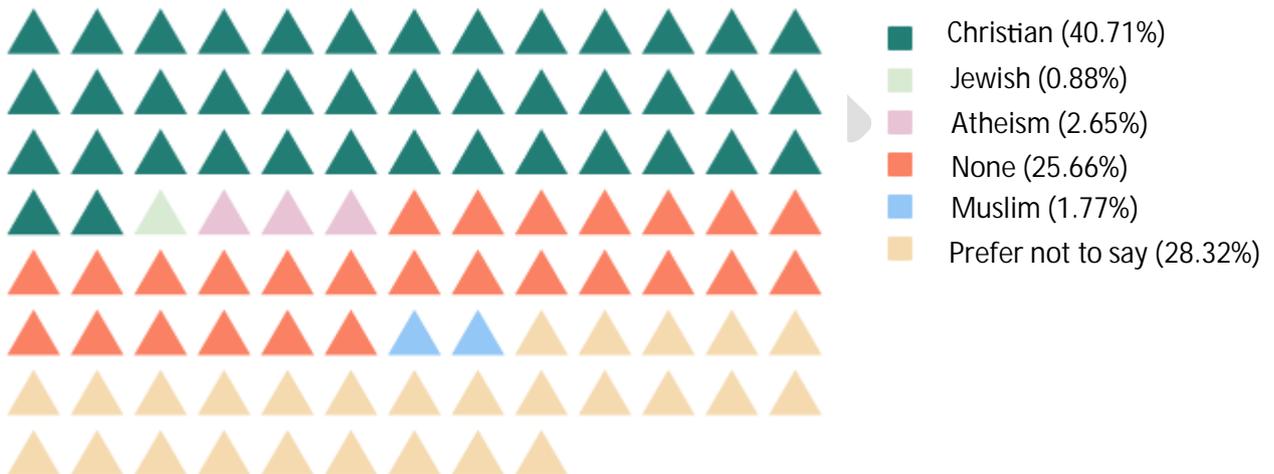
Breakdown by Gender



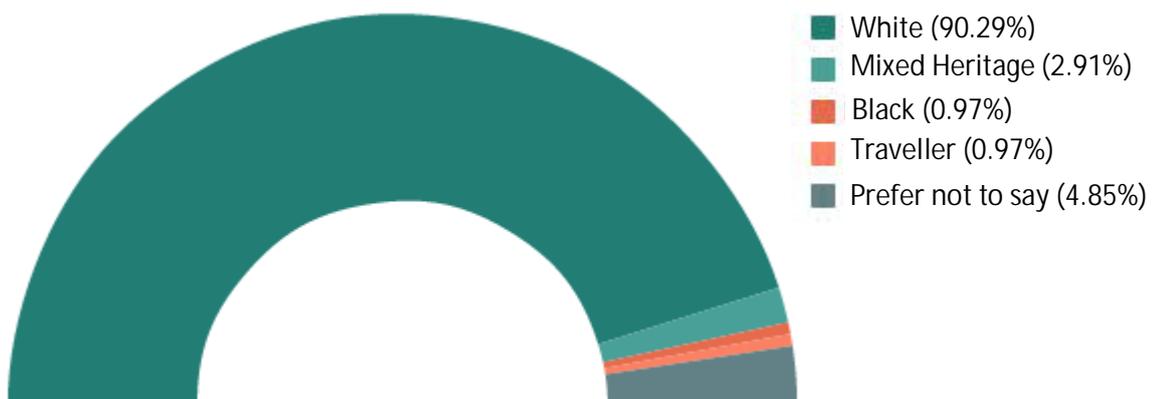
Breakdown by Age



Breakdown by Religion



Breakdown by Ethnic Group



Whilst we are confident that we have reached out to a wide cross section of the community, in terms of geography and protected characteristics, we feel that we can do more as the County Conversation develops over the next few years - to improve the depth of consultation with some of the more difficult to reach groups, who may have been underrepresented.

Whilst the engagement exercise was very useful, the feedback we received is clearly not representative of the whole county population. By working through the findings with Elected Members, who are the democratically elected voice of the community, we were able to ensure that there was representation of the community voice in every ward across the county.

7.2 Assessment of Well-being demographic analysis

The Well-being of Future Generations (Wales) Act 2015 states that an Assessment of Local Well-being must be produced to support 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 addition to the County Conversation, the Assessment of Well-being provides analysis of demographic data we know about the area.

To describe all aspects of well-being would be an enormous task, so the Assessment aims to provide only an outline of the more strategic issues affecting the counties of Conwy and Denbighshire. In producing the Assessment an 'engagement led' approach was taken. The journey did not start with any pre-conceived ideas or abstract data analysis, but with extensive engagement both with local communities through the County Conversation and the staff who work in the different public sector organisations. People were encouraged to talk about the strengths and weaknesses of living in the area or providing public services to the people.

The Assessment groups what people were saying into strategic topics and looks into the data and available supporting research papers to see where there is sound evidence to support the perceptions and feelings. In particular we have tried to consider the implications of each topic on the well-being of the individual and how it contributes to the 7 well-being goals set out in the Act.

As well as providing an analysis of the current situation, as much as possible data has been collected to track progress over time and consider how the future may look if current trends continue. The Assessment of Well-being is published online here www.conwyanddenbighshirepsb.org.uk/well-being-assessment

7.3 Developing the Priorities

Having completed a review of the feedback received from the County Conversation and the findings within the Assessment of Well-being, we used the information to set the priorities within the draft plan.

Prioritising the findings was done using an assessment of the impact & affordability of a priority and consideration of the 5 ways of working. We also reflected on the Welsh Government priorities and the links to the Well-being of Future Generations goals. This exercise was completed with Elected Members, Senior Management Team and the Manager's Forum.

8 Well-being Statement & Statement of Responsibility

8.1 Well-being Statement

8.1.1 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.

8.1.2 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 33. 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.

- 8.1.3 Communities were involved in developing the priorities and the Council will continue to involve communities going forward, particularly by connecting local community discussions through the development of place plans. Our cross cutting themes 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 Council's Cabinet has worked with the Conwy Youth Council to develop 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.
- 8.1.4 The engagement process undertaken through the County Conversation monitored responses to ensure 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 section within the Corporate Plan – how you can get involved, is the first step to ensure 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 develop a forward work plan so that we can demonstrate how and when people can get involved and how we will feedback to the community. See section 11.
- 8.1.5 Each priority has a resource allocation identified, and this will be reviewed annually. 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.
- 8.1.6 The priorities outlined in the Corporate Plan should be met by the end of the period of this administration, i.e. 2022. Some priorities will be completed sooner and this will be reflected in the revisions made in each annual review of the Corporate Plan.

8.2 Statement of Responsibility

- 8.2.1 Conwy County Borough Council ("the Authority") is responsible for ensuring that its business planning is conducted in accordance with all relevant legislation.
- 8.2.2 The Corporate Plan fulfils the statutory obligation to make arrangements for improvements and to publish a Well-being Statement.
- 8.2.3 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.
- 8.2.4 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 and that the targets for improvement set out in the report are accurate.

8.2.5 The Authority reports on performance in 2 stages.

Stage 1 Planning for Improvement

The five year strategic plan 'Conwy's Corporate Plan 2017—2022' 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 in March 2017 and will be formally published after the May 2017 County Council Elections – no later than September 2017.

Stage 2 Reporting on Achievement of the Plan

By 31st October each year an Annual Report on the previous financial year will be published by the Council, detailing the level of performance the Council has achieved in delivering its priorities. The Annual Report will be presented to Council for approval and will be published immediately afterwards.

8.3 Equality Impact Assessments

8.3.1 In accordance with the Equality Act 2010 and the Statutory Duties (Wales) Regulations 2011, the Council has a Strategic Equality Plan 2016 – 2020, an Equality & Diversity Policy and an Equality Impact Assessment Policy. In compliance with this policy, an Equality Impact Assessment 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.

9.0 Financial Management

9.1 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.

9.2 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.

9.3 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 2017 – 2022.

9.4 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.

9.5 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.

9.6 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.

10.0 Monitoring Progress and Reporting on Achievements

- 10.1 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.
- 10.2 We will also review our processes to monitor the implementation of Conwy Corporate Plan actions. Each year by 31st October we will publish an Annual Report which will detail how we have progressed in the previous financial year in delivering the commitments we have made in the Corporate Plan. The Annual Report will include an evaluation of our key successes, performance measures and the areas where we need to make further improvements.

11.0 Regular Review – an ongoing conversation

- 11.1 The County Conversation is just the start of the conversation – the County Conversation will continue so that we can annually review the Corporate Plan but also so that we can develop plans such as Place Plans with communities at a local level. A strong message from 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.
- 11.2 Our approach to keep the County Conversation going will be to develop a forward work plan of scheduled engagement, so that citizens can decide what and when they wish to get involved. In order to do this we have set a corporate plan priority to review our current engagement approach and from this we will develop an engagement plan and work to broaden our database of stakeholders to engage with.
- 11.3 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.
- 11.4 Community involvement in the process of identifying areas for improvement is important and Conwy County Borough Council has also developed an ongoing dialogue of feeding back progress and discussing future needs via the Conwy Bulletin, publication of the Annual Report, the development of place plans with local Members and Town Councils, and continual discussions with key partners via partnership forums.
- 11.5 Community involvement has been important in the development of specific projects, thus ensuring that communities are not just involved in objective setting, but also partners in the development of projects initiated to deliver the corporate priorities. This includes ongoing community dialogue on significant projects such as the Primary School Modernisation, Libraries, Social Care Transformation, Waste & Recycling, Llandudno Junction Regeneration Programme, Llanrwst Action Plan, Vibrant and Viable Places Programme (Colwyn Bay), Street Scene forums, Landlord forums, Destination Management forums, Business forums, and Community Flood Risk work. Any issues that have arisen have been fed back to relevant services and amendments made where appropriate.
- 11.6 We'd welcome your views – to get involved please refer to the details on page 4.



12 Where to find more information about the Council

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

You can find a copy of this technical version of the Corporate Plan and the Summary version of the Corporate Plan in English and Welsh on our website. 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 Civic Office Receptions.

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

Council Libraries

Mobile Library

Housebound Service

Bodlondeb, Conwy

Town Hall, Llandudno

The Heath, Llanfairfechan

Civic Office, Colwyn Bay

Government Buildings, Dinerth Road, Colwyn Bay

Bron y Nant Offices, Dinerth Road, Colwyn Bay

Mochdre Council Offices

Glasdir, Llanrwst

A paper copy can be requested by calling 01492 574000.