

Performance Self-Assessment: April 2025 to September 2025

This document presents performance against our Corporate Plan Goals and governance areas between April 2025 and September 2025.

Mae'r ddogfen hon ar gael yn Gymraeg. This document is available in Welsh. We are also happy to provide this document in large print, audio, and braille, please contact the Performance and Improvement Team (contact details are on the next page).



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By email: countyconversation@conwy.gov.uk

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A quick guide to our Performance Management Framework

Our Performance Management Framework is based on Results Based Accountability (RBA). RBA is structured around the following four components:

- **An Outcome** – A goal that we want to achieve that will bring a benefit to people, community, or the organisation. Outcomes are usually long-term and customer focussed.
- **Indicators** – Measures of effect that support the Outcome. Indicators are an *indication* of how close we are to achieving the Outcome. However, they are not entirely within our control. Satisfaction measures are a type of indicator.
- **Performance measures** – Measures of effort that support the Indicators and Outcome. Performance measures tell us how well we are doing with the activity we are delivering. They are entirely within our control.
- **Activities** – Actions, projects or programmes of work identified in support of the Outcome. They deliver outputs and benefits in the shorter to medium-term, collectively contributing to the achievement of the longer-term Outcome.

Targets and Tolerances

- **Targets** – Our targets should reasonably represent our ambition for the measure, being realistic within the context we are working in, e.g. budget, capacity, etc.
- **Tolerances** – Our tolerance threshold represents the point at which intervention is needed to make improvement to our performance. Where we have specified **No Tolerance**, this means it is important that the target is met.

In developing our Corporate Plan framework, we have proactively sought to include nationally published measures against which we can benchmark ourselves; our targets and tolerances being informed by upper quartile or median performance data. These are denoted with **Benchmarked Nationally**. Where there are no measures or data available that we can reasonably compare ourselves with (either nationally or by comparable grouping), we will develop local measures and take a local view on what we feel reasonably determines good or bad performance. These are denoted with **Benchmarked Locally**. In some instances, it is not possible or appropriate to set targets, but the measures themselves still present useful information about performance. These will be noted as **Count Only**.

Performance Status

At present we use a three-colour – red, amber, green (RAG) – approach to our performance measures and activities. For the purposes of this report, our approach to measuring projects has been applied to all activity, this also being consistent with reporting in our performance management system (CAMMS). Where a measure is identified as a **Count Only**, RAG status and trend descriptors do not apply.

For measures

- A **green** status means that a target has been met.
- An **amber** status means that performance is within tolerance to meet target.
- A **red** status means that performance has not met its target and is below tolerance.

For activity (using project methodology)

- A **green** status means that this element is on track.
- An **amber** status means that a potential problem has been identified.
- A **red** status means a definite problem has been identified and needs addressing.

For our next report, we hope to have transitioned to a four-colour – red, orange, yellow, green (ROYG) - approach to analysing our progress against performance measures and activities. This will bring improved context and is a positive next step to further maturing our performance management reporting.

Trend descriptors

Our report compares the recent data point (outturn) with the previously available period. In the case of cumulative six-monthly measures, we compare with the same period (i.e. latest mid-year with previous mid-year, latest year-end with previous year-end). This is not describing any movement or change in RAG status.

- **‘Better’** is used to describe where the change in outturn is an improvement. Where higher percentages or numbers are desirable, the figure will be higher than previously. Where lower percentages or numbers are desirable, the figure will be lower than previously.
- **‘Same’** is used when there has been no change to the outturn, with performance matching the previously available period.

- **‘Worse’** is used to describe where the change in outturn shows a decline. Where lower percentages or numbers are undesirable, the figure will be lower than previously. Where higher percentages or numbers are undesirable, the figure will be higher than previously.

Summary Position

The chapters below provide an evaluation of performance and a summary of activity that has taken place during April to September 2025 in support of our Corporate Plan Goals and key governance functions. Each chapter is supported by a round-up of news stories relevant to our performance, a summary of items scrutinised or approved by our principal committees, and updates on our performance against key identified measures and projects. The measures evaluation for each theme below has been determined through the performance management framework that we have in place. The actions evaluation has been determined by the status of our activities, using our project methodology.

1. Resilient Council

Measures: **Red: Outside tolerance**

Actions: **Green: On track**

2. Environment

Measures: **Amber: Within tolerance**

Actions: **Green: On track**

3. Prosperity and Learning

Measures: **Amber: Within tolerance**

Actions: **Green: On track**

4. Housing

Measures: **Amber: Within tolerance**

Actions: **Green: On track**

5. Well-being

Measures: **Amber: Within tolerance**

Actions: **Green: On track**

6. Supplementary – Governance

Measures: **Green: Target met**

Actions: **Green: On track**

Goal 1. Conwy County Borough Council is resilient.

To read about the background of this Goal in more detail, visit our website: [Goal 1](#).

Measures: **Red: Outside tolerance**

Actions: **Green: On track**

1.1. Measures Update

We are pleased to report that during April to September, the number days lost per full-time member of staff due to sickness fell to 10.6 days, down from 12.6 at the end of 2024 to 2025. This is an encouraging early sign of improvement that hopefully reflects our recent focus on staff well-being, including recent revisions to our attendance management policy and the availability of resources for managers.

The number of agency staff managed during April to September is consistent with what we reported previously, with 131 staff.

As at mid-year 2025 to 2026, 53% of media mentions relating to us as a Council were positive or neutral, down from 80% in the last period. There has been an increase in negative media sentiment following political changes within the Council, and incidents such as removal of St. George's flags.

Our General Fund balance as a proportion of the net budget stands at 2.4% as at the end of 2024 to 2025, up from 1% the previous year. The percentage of forecast savings achieved for 2024 to 2025 is consistent with the previous year at 89%. The percentage of Council Tax due in the last financial year that was collected fell just below our 97% target, collecting 96.7% during 2024 to 2025. This is down slightly from 97.1% the previous year, but this drop is not unusual in the national context and Conwy's collection rate is the 4th highest in Wales. The collection of non-domestic rates in 2024 to 2025 is also consistent with the previous year at 98.5% (down slightly from 98.9%).

Staff turnover fell in 2024 to 2025 to 9%, down from 11% the previous year.

We have recently closed our County Conversation: Stakeholder Engagement Survey and the results are presently being analysed. Relevant indicators in support of this goal will be included within this report next time. We will also be bringing forward staff survey data on our Conwy Conversations and training offer in the next report.

115 staff are currently exploring the use of new digital tools to support their work.

1.1.1. Biannual Indicators (Effect)

Title	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025	Mid-year 2025 to 2026
Number of estimated working days/shifts per FTE lost due to sickness – Benchmarked Nationally Target (estimate): 10.5; Tolerance Threshold: 12	12.04 Red Worse	11.92 (year-end estimate) Red Worse	12.68 Red Worse	10.63 (year-end estimate) Amber Better
The number of agency staff (managed via matrix) – Benchmarked Locally Target: Baseline year; Tolerance Threshold: Baseline year	143	149	131	131
The percentage of Conwy County Borough Council media mentions that were positive or neutral – Benchmarked Locally Target: 75%; Tolerance Threshold: 65%	Does not apply New to 2024 to 2025	75.75% Green Good	80% Green Better	52.5% Red Worse

1.1.2. Annual Indicators (Effect)

Title	2023 to 2024	2024 to 2025
General Fund balance as a proportion of the net budget – Benchmarked Locally Target: 5%; Tolerance Threshold: No tolerance	1.0% Red Trend does not apply	2.4% Red Better
The percentage of forecast savings achieved for the year – Benchmarked Locally Target: Baseline year; Tolerance Threshold: Baseline year	89.1% Status does not apply Trend does not apply	89.4% Status does not apply Better

Title	2023 to 2024	2024 to 2025
The percentage of Council Tax due in the financial year that was collected by the Council – Benchmarked Nationally Target: 97%; Tolerance Threshold: Upper Quartile in Wales	97.10% Green Good	96.70% Amber Worse
The percentage of National Non-Domestic Rates (NNDR) due for the financial year that was received by the council – Benchmarked Nationally Target: 97.5%; Tolerance Threshold: Upper Quartile in Wales	98.90% Green Better	98.41% Green Worse
Staff Turnover (%) – Count only	10.85%	8.66%
County Conversation: Stakeholder Engagement Indicator – In Development	New to 2025 to 2026	New to 2025 to 2026

1.1.3. Biannual Performance Measures (Effort)

Title	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025	Mid-year 2025 to 2026
The percentage of staff that are satisfied that they are having a regular and meaningful conversation with their line manager – Benchmarked Locally Target: 75%; Tolerance Threshold: 50%	Does not apply New to 2025 to 2026	Does not apply New to 2025 to 2026	Does not apply New to 2025 to 2026	Data anticipated December
The percentage of staff that are satisfied that the training they have received through Conwy's Learning Academy during the year added value – Benchmarked Locally Target: 75%; Tolerance Threshold: 50%	Does not apply New to 2025 to 2026	Does not apply New to 2025 to 2026	Does not apply New to 2025 to 2026	Data anticipated December

1.1.4. Annual Performance Measures (Effort)

Title	2023 to 2024	2024 to 2025
Use of AI – The number of users exploiting technology to make roles more efficient – Count only	Does not apply New to 2024 to 2025	115

1.2. Activities Update

There are eighteen improvement activities listed within this priority in the Corporate Plan. 17 are on track, and one is within tolerance.

1.2.1. Activities (Effort)

Title	Status	Update
AGS Action: Resilience Strategy	Green On track	Following input by the Finance and Resources Overview and Scrutiny Committee , our Resilience Strategy 2025 to 2030 was approved by Cabinet in September. The Strategy incorporates outstanding actions from the Resilience Plan, and the Resilience Programme Board will commence in October 2025 with regular updates presented to democracy.
AGS Action: Resilience Plan	Green On track	A progress report on the Resilience Plan was presented to the Finance and Resources Overview and Scrutiny Committee and subsequently approved by Cabinet in May, with 8 of the 17 actions now partially or fully completed. The report notes our progress against key actions that have been undertaken in support of financial resilience. The report also notes that we are continuing to work with the Chartered Institute of Public Finance and Accountancy (CIPFA), and are scoping work that will take place around the provision of services for Adults and Older People, as well as work relating to Education and Schools.
Self-Assessment Action: Implement new staff survey process.	Green On track	We are pleased to have launched our staff survey at the end of September. This more succinct approach will hopefully lay a good foundation for future staff survey work. It is completely anonymous, and staff are encouraged to have their say by November 6. An analysis of the results will be shared and senior managers will develop an action plan to respond to any significant issues raised.

Title	Status	Update
<p>AGS Action: Inclusive Conwy</p>	<p>Green On track</p>	<p>During this period, staff development has been supported through blended learning opportunities, including sessions on racism awareness, Gypsy, Roma, Traveller communities, and foundational concepts of inclusion. Online modules such as Coaching Culture and Social Care Wales' Anti-Racism e-learning have expanded access, while events like Menopause chats, Refugee Week, and Bawso's anniversary have encouraged networking and insight-sharing. Internal and external collaboration, including with the regional community cohesion team, has helped build trust and shape a consistent, inclusive direction.</p> <p>Proactive work undertaken by Youth Services (Rainbow Flag Award) and Economy and Culture have been fundamental in raising awareness in support of LGBTQ+ rights, and we're delighted to now have a staff network. Key messages of support and solidarity and regular raising of awareness of significant cultural days and events occurs throughout the year. Current projects and initiatives (e.g. IMPACT project for people with learning disabilities, Insights into Employment, Recruitment project phase 2, Anti-Racism working Group) give the opportunity for focussed work to understand and address barriers experienced by marginalised individuals and groups.</p> <p>A review of our policies and practice through an inclusive lens, such as our anti-harassment and recruitment policies, and a review of Equality Impact Assessments is ongoing, and support will be provided to managers to ensure equitable implementation.</p>
<p>Home to School Transport</p>	<p>Green On track</p>	<p>The new Home to School transport policy has been implemented from September 2025. There has been an increase in appeals and queries on eligibility decisions due to the changes in policy; however, consistent application of the policy is being applied. Recruitment for a Travel Assessor has concluded and the successful candidate will start in the role at the end of October 2025.</p>
<p>Corporate Timesheets Project</p>	<p>Green On track</p>	<p>The project team have nearly completed due diligence testing and are working closely with the iTrent developer. An outline plan to go live using a phased approach, service by service, should commence in the new year subject to the completion of due diligence.</p>

Title	Status	Update
People Strategy	Green On track	<p>A progress report on the People Strategy was presented to the Finance and Resources Overview and Scrutiny Committee and Cabinet in April, and a further progress report will be presented to democracy shortly. Key highlights include positive progress with our review of HR policies; digitisation of the exit interview process; the commencement of the IMPACT project for accessible recruitment; and the launch of the Workforce Planning Framework. We have also commenced meetings of our anti-racism sub-group; and reviewed corporate and service induction.</p> <p>Efforts continue to support the development of a bilingual workforce, including various Welsh language courses and the Sgwrsio Scheme. As part of the ICT digital strategy, digital skills training is being developed and piloted to support efficiency improvements. The approach of creating career grade posts to provide career progression opportunities has also been successfully implemented in various services. A programme for senior leadership development is in progress; and efforts continue to enhance staff engagement and maintain good trade union relations, including Chief Executive and Strategic Director led engagement sessions and regular meetings with trade unions.</p>
Implementation of New Core Financial Systems (Technology One)	Green On track	<p>Budgeting and Forecasting is in the 'Live' environment, with final testing almost complete. The Budget Monitoring report has also been drafted. Testing of the Contracts Module is nearing completion. There are currently issues with one interface to the module, to which T1 are currently applying a fix. 'Go live' for the Contracts Module is expected by the end of October 2025. Incremental 'Go Live' of the Budget and Forecasting Module is expected to move forward from November 2025 onwards.</p>
<p>AGS Action: Review of Democratic Arrangements to streamline decision-making</p>	Green On track	<p>Following the review of our scrutiny function undertaken by a working group of members from the Democratic Services Committee, recommendations and an action plan were approved by Council in May.</p> <p>Contract Procedure Rules are being reviewed and will be taken through the democratic process in the Autumn 2025.</p> <p>There will be a review of our Financial Regulations that will update various delegations. This will be taken through the democratic process during March 2026.</p>

Title	Status	Update
AGS Action: Asset Management Strategy	Amber Within tolerance	In May, following consideration by the Finance and Resources Overview and Scrutiny Committee, Cabinet approved the draft Asset Management Disposal Policy for a trial period. This is the first stage of progressing a new Asset Management Strategy, and it is designed to streamline our process and bring levels of delegation closer to those outlined within our Financial Regulations and Contract Procedures Rules. The policy will be monitored by the Asset Management Task and Finish Group and is scheduled for review in January 2026 with the updated Asset Management Strategy.
Office Accommodation Strategy (Part 2)	Green On track	The final step in implementing our One Office solution concluded in May with the key handover for Bodlondeb to Quidos Investments Limited, after signing a 250-year lease. This brings all of our office-based services and democratic functions under one roof and will enable a sustainable future for Bodlondeb, along with local economic development opportunities. The remodelling of Coed Pella was completed in June. Provision of new democratic stores at Coed Pella and a new data centre are planned for completion before the end of 2025.
Medium-Term Capital Strategy	Green On track	A draft strategy is currently at an early development stage, with ongoing work to ensure alignment with related plans and the Capital Programme. Following discussions at the Asset Management Task and Finish Group, a meeting has been arranged between Finance and the County Valuer and Asset Manager to coordinate future asset-related plans being developed by services that are not yet included in the Capital Programme. This approach will ensure all relevant service proposals are identified and reconciled with information held in Estates, providing members with comprehensive oversight of forthcoming plans.
Implementation of the Social Partnership and Procurement Act (SPPP)	Green On track	Welsh Government is still consulting on the draft legislation relating to the procurement aspects of the Act. These are closing in October and December. Through collaboration with Trade Union colleagues, we have agreed a set of core behaviours, and completed the Social Partnership Self-Assessment and agreed areas for improvement. The first Social Partnership Annual Report has also been completed, published, and shared with the Welsh Government's Social Partnership Council.

Title	Status	Update
Procurement Strategy	Green On track	The second Annual Procurement Report (for 2024 to 2025) will be presented to Governance and Audit Committee in October 2025. This will provide a summary of the progress made in delivering the key priorities listed in the Strategy.
Digital Transformation	Green On track	<p>Conwy My Account has been launched with approximately 7000 residents registering to date, helping us retain and link information. New online processes include post 16 education transport applications, music service registrations / payments, rates relief requests, library consultation, and internal processes such as declaration of personal interest, leaver reviews, and staff travel surveys.</p> <p>Nearly 1 million digital transactions have been processed using internally developed facilities to compliment externally hosted online services, such as the Ffit App, Report It, Venue Cymru Ticket Bookings, School Admissions, Time, Leave and Training Recording, and the Revenue and Benefits portal.</p> <p>We continue to investigate and procure ethical AI solutions to help address capacity pressures, deliver efficiencies, improve processes, or realise savings / income. Examples include a solution to semi-automate note taking and meeting records in areas such as social care and housing, and a solution to inform low-income residents of benefit eligibility. We also continue to exploit products such as Copilot to transcribe meetings and provide rapid updates on volumes of information and data securely. Robotic process automation is also being used to migrate data from legacy IT systems to modernised applications and replace manual data entry into some systems.</p>
Social Care and Education Transformation	Green On track	The integration programme is coming to an end of a successful 10-year plan and will be reduced in scale as we move into business as usual. Notable progress during this last period includes the implementation of a new School Improvement Service model aimed at enhancing teaching, leadership, and pupil outcomes, this project will now close. The children's transformation programme has now concluded and a period of bedding in and ensuring the developments deliver on their ambition will now be handed back to service leads.

Title	Status	Update
Co-design and joint-commissioning of social prescribing services	Green On track	Progress has been made, working in partnership with the Local Health Board to develop and agree a service specification in line with national guidance, and learning from good practice in the other North Wales Local Authorities. We have also started a needs analysis to understand how this service can best support our existing services and structure. The aim is to be ready to go out to tender on a new service around March 2026.
Self-Assessment Action: Strengthen line manager toolkits and general support for staff well-being to improve attendance.	Green On track	Following consultation with Trade Unions, Cabinet in August approved a revised attendance management policy to support staff well-being. The main revisions achieve greater alignment with our Conwy Conversation approach to regular one-to-one meetings, which is now where excellent attendance is recognised. The revisions also emphasise the importance of keeping records up-to-date and proactively monitoring data. It was also made clear that where it was found that the scheme had been abused, the Council may terminate employment before the end of sick pay entitlement. The revised policy strengthens manager responsibility to manage long-term absences, and resources will be made available to help managers with supporting staff going through complex circumstances, including cancer treatment, bereavement, and financial issues. The policy was reviewed in consultation with Trade Unions.

1.3. A round up of news and committee items

The following additional news and committee items took place in this last period in support of this priority.

1.3.1. Financial Update

The Governance and Audit Committee were presented with an update in [May](#) and [June](#) on the financial challenges facing us as a Council, and the work being undertaken to respond. In [August](#), Cabinet also received reports on our financial outturn for 2024 to 2025 and revenue budget monitoring report for quarter one. These were also shared with the Finance and Resource Overview and Scrutiny Committee in [August](#). The report indicates that we are already facing significant budgetary pressure in the current financial year because of significant service demand, as well as continued inflationary pressure. Services are acutely aware of the need to work within budget and are taking action to

manage the budget position. Arrangements are also currently being made to implement robust spending controls.

1.3.2. Setting Our Budget For 2026 to 2027

All councils are required to set an annual balanced budget to ensure that planned spending does not exceed available funding. Following consideration by the [Finance and Resources Overview and Scrutiny Committee](#) in September, [Cabinet](#) approved the Business Planning Framework for 2026 to 2027, which sets out the process by which the Council will set the budget for the forthcoming year. It allows for the submission of business cases to address budgetary pressures, as well as the identification of budget reduction proposals based on the financial outlook.

1.3.3. Draft Statement of Accounts

It is a statutory requirement that we produce an annual Statement of Accounts that complies with approved accounting standards and reports on our position at the end of the financial year and the transactions during that year. The draft Statement of Accounts for 2024 to 2025 (subject to external audit challenge) was reported to the Governance and Audit Committee in [September](#). The latest report notes that our usable reserves increased from £2.772m to £7.01m reflecting the year-end outturn surplus of £0.345m; not requiring the planned use of £0.407m of balances to support the 2024 to 2025 Revenue Budget; transfers in from reserves previously held within services; and the intentional transfer of £2.362m budgeted capital financing costs not fully required. We will continue to seek appropriate opportunities to increase our fund balance. Council Tax collection remains strong a collection of 96.7%, the 4th highest collection rate in Wales. School balances reduced by £7.061m to £4.381m during the year. Any changes required to the report by the auditors will be reported to members before formal approval takes place.

1.3.4. School Amalgamation Budgets

A report was presented to the [Education and Skills Overview and Scrutiny Committee](#) in July setting out professional advice from both the Statutory Financial Officer (S151) and the Monitoring Officer on a general recommendation made to reinvest savings realised from school amalgamations into school budgets. The recommendation was not approved by Cabinet following the advice from the Chief Financial Officer. This report provided further guidance to the committee on the reasons for advising against approval of the recommendation.

1.3.5. Venues Management Restructure

In [August](#), as part of on-going organisational work to ensure that our services are resilient and fit for purpose, Cabinet received and approved a restructure within Venues Management (Economy and Culture Service) and authorised recruitment and job matching in accordance with appropriate protocols.

Goal 2. People in Conwy value and look after the environment.

To read about the background of this Goal in more detail, visit our website: [Goal 2](#).

Measures: **Amber: Within tolerance**

Actions: **Green: On track**

2.1. Measures Update

The percentage of waste reused, recycled, or composted has increased to 70.7% during 2024 to 2025, compared to 69.6% the previous year.

The number of reported incidents of fly-tipping has increased from 1,633 in 2023 to 2024 to 1,774 in 2024 to 2025. We were previously in the third quartile for this measure, ranking 8th best in Wales. We are awaiting the publication of the national data to see how we compare in 2024 to 2025. Regulatory Services enforce where an offence has been committed and there is sufficient evidence to prosecute. In addition, a successful bid to the UK Shared Prosperity Fund has allowed us to purchase mobile cameras as part of a Better Open Spaces project, and which can be deployed into problem areas both as a deterrent and an enforcement tool to identify offenders.

The number of additional properties protected from the risk of flooding is 1,516 during 2024 to 2025. An update on Flood Defence Schemes is provided in the [activity table below](#).

We maintain approximately 1,116 miles of roads across the County. During April and September 2025 an independent scanner survey indicated that 6.8% of A roads, 7.2% of B roads, and 15.3% of C roads were in poor condition. Due to a national issue with the company that undertakes the road scanner surveys, there was no road condition data available for 2023 to 2024 for comparison.

Between April and March, a total of 494 safety defects were identified on roads and pavements, 84% of which were completed within the target time, down from 90% the previous year.

We have recently closed our County Conversation: Stakeholder Engagement Survey and the results are presently being analysed. Relevant indicators in support of this goal will be included within this report next time.

The percentage of streets that are clean has risen from 96% at year-end 2024 to 2025 to 100% at mid-year 2025 to 2026. A total of 97 streets were inspected between April and September 2025, compared to 207 streets the previous year (though this included inspections by Keep Wales Tidy who no longer undertake inspections for local authorities).

For 2024 to 2025 we achieved a 19.8% decrease in our carbon emissions (excluding supply chain) when compared with our baseline year. The reduction in emissions is the result of the continued work of the Climate Challenge Programme. For carbon emissions that include the supply chain, we have seen an increase of 25.8% compared to the baseline year. The increase in emissions is the result of including capital spend in the supply chain data for 2024 to 2025 which has not previously been included. More detail will be provided in the next Net Zero Performance Report.

2.1.1. Annual Indicators (Effect)

Title	2023 to 2024	2024 to 2025
The percentage of waste reused, recycled, or composted – Benchmarked Nationally Target: 70%; Tolerance Threshold: 5%	69.6% Amber Better	70.7% Green Better
Total number of recorded fly-tipping incidents – Benchmarked Nationally Target: Upper Quartile; Tolerance: Median Quartile	1,663 Red Same	1,774 National data pending Worse
Number of properties where the risk of flooding has been reduced following implementation of flood defence measures – Count Only	604	1,516
The percentage of A roads in overall poor condition – Benchmarked Nationally Target: 4%; Tolerance Threshold: 4.8%	No data for 2023 to 2024	6.78% Red Trend does not apply
The percentage of B roads in overall poor condition – Benchmarked Nationally Target: 7.5%; Tolerance Threshold: 8.25%	No data for 2023 to 2024	7.20% Green Trend does not apply

Title	2023 to 2024	2024 to 2025
The percentage of C roads in overall poor condition – Benchmarked Nationally Target: 15%; Tolerance Threshold: 16.5%	No data for 2023 to 2024	15.35% Amber Trend does not apply
The percentage of safety defects in roads and pavements made safe within target time – Benchmarked Locally Target: 90%; Tolerance Threshold: 85%	90.02% Status does not apply Trend does not apply	84.41% Red Worse
County Conversation: Stakeholder Engagement Indicator – In Development	New to 2025 to 2026	New to 2025 to 2026

2.1.2. Biannual Performance Measures (Effort)

Title	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025	Mid-year 2025 to 2026
The percentage of local authority-maintained streets that are clean – Benchmarked Nationally Target: 90%; Tolerance Threshold: 85%	98.64% Green Better	94.20% Green Worse	96.18% Green Better	100% Green Better

2.1.3. Annual Performance Measures (Effort)

Title	2023 to 2024	2024 to 2025
The percentage change in carbon emissions from our activities compared to base-year, including supply chain (2019 to 2020) – Benchmarked Nationally Target: -100% (0 by 2030); Tolerance Threshold: TBC	-19% Red Worse	+25.83% Red Worse
The percentage change in carbon emissions from our activities compared to base-year, excluding supply chain (2019 to 2020) – Benchmarked Nationally Target: -100% (0 by 2030); Tolerance Threshold: TBC	-18% Red Better	-19.83% Red Better

2.2. Activities Update

There are ten improvement activities listed within this outcome in the Corporate Plan. Two are within tolerance, and the remaining eight are on track.

2.2.1. Activities (Effort)

Title	Status	Update
Climate Challenge Programme	Amber Within tolerance	In June , Cabinet awarded the contract for the decarbonisation project at Abergele Leisure Centre for works to reduce carbon emissions, including decarbonising the heating system and installing solar panels. This forms part of the plans for 2025 to 2026 grant funding from the Welsh Government to further reduce carbon emissions from buildings that we own and operate.
Environmental Infrastructure Programme	Green On track	Ongoing programme of large infrastructure projects delivered under 5 sub-programmes: Levelling Up Transport Fund; Amenities / Facilities; Environment; Flood and coastal defence; Highway asset improvements. There are approximately 29 live projects delivering work valued at £100 million.
Waste Transfer Project	Green On track	The draft Conwy Waste and Resource Strategy and plans for public consultation were presented to the Economy and Place Overview and Scrutiny Committee in April , and approved at Cabinet in May . This strategy sets out our priorities and objectives until 2030 to deliver our vision of a resilient, environmentally focussed, and economically efficient service driven to reduce waste, recycle more, and becoming carbon neutral.
Biodiversity and Resilience of Ecosystems Duty Plan	Green On track	Biodiversity conservation has been incorporated into existing plans and strategies, such as the Ash Dieback Action Plan, Llandudno Feral Goat Management Plan, and Tree Maintenance Manual. We have successfully secured funding opportunities to enable habitat creation, and for restoration and enhancement measures across Council managed land. This includes grant funding over the next two financial years ring-fenced for natural capital projects, connected to creating Conwy Green Networks. This work will be focussed on survey and mapping; education and upskilling; sustainable drainage systems; Local Nature Reserve management; pollinator projects; biodiversity interventions; and ecology focussed projects.

Title	Status	Update
LoRaWAN Installation update	Green On track	In exploiting new technology advancements, we continue to lead the way with adoption of LoRaWAN solutions. Focus currently is on development and testing of a lower cost care monitoring solution to support independent living in vulnerable service users' homes.
Regional Transport Development Plan (including Active Travel)	Green On track	<p>In April, Cabinet supported the progress that had been made by the North Wales Corporate Joint Committee on the draft Regional Transport Plan for North Wales. The plan outlines the long-term vision for our region's transport system, including goals, objectives, and priorities for improving transport infrastructure and services. Following public consultation held between January and April, 2025, the North Wales Corporate Joint Committee approved the final Regional Transport Plan in July. Regional funding mechanisms that will be implemented from 2026 to 2027 are in the process of being finalised and we are preparing for this by developing a priority list of projects for Conwy.</p> <p>Works on two active travel routes, funded mostly by the UK Government, have commenced. Both routes are designed to make journeys easier, safer, and more accessible for pedestrians, cyclists, wheelchair users, and people with prams and mobility scooters. In April, work began on the Sappers Bridge project, a replacement bridge to cross the Afon Conwy by Betws y Coed railway station. The main design and construction work is funded by a grant from UK Government's Shared Prosperity Fund, with funding from Welsh Government for the work on the A470. Following public consultation on different options, the modern design suspension bridge and improved widened paths either side are expected to be ready for use in summer 2026. In May, work began on a new off-road path to connect Glan Conwy and Llandudno Junction, funded mostly by UK Government's Shared Prosperity Fund. The 2km route features environmentally sensitive lighting for year-round use and will include two new bridges crossing over the Conwy Valley Railway line and Afon Ganol.</p>

Title	Status	Update
Ash Dieback	Green On track	Work has continued to reduce our exposure to the risk presented by infected ash trees, specifically at parks, public open spaces, schools, other education sites, and within high amenity footfall areas (urban street trees). All ash die back surveys were completed this year within timescales, and work continues to be programmed based on risk.
Flood Defence Schemes	Green On track	<p>Following consideration by the Economy and Place Overview and Scrutiny Committee in March, at its meeting in April, Cabinet approved plans for a public consultation on the draft Local Flood Risk Management Strategy. The draft Local Strategy is intended to replace the 2013 Conwy Local Flood Risk Management Strategy, in response to the Welsh Government revised National Strategy for Flood and Coastal Risk Management. The Local Strategy explains how flooding will be managed across the Local Authority area and identifies our ambitions for addressing flood risk in the coming years. The Flood Action Plan sets out the actions that we are in the process of undertaking, or plan to undertake, to help manage the risk of flooding from local sources and deliver against the strategic objectives and flood measures outlined in the Local Strategy. The Flood Action Plan will be reviewed and updated annually to reflect the continued delivery against the Local Strategy's objectives and measures to manage the risk of flooding from local sources.</p> <p>Using Welsh Government funding, flood defence schemes are underway across the county at Llanfairfechan (design stage); Llandudno (construction stage); Kinmel Bay (construction stage); Llanrwst (design stage), and Penmaenmawr (design stage) and Old Colwyn (construction stage).</p> <p>We paused construction on the Kinmel Bay coastal defence scheme during the summer to re-open the beach and car park, but the project is expected to be complete as planned in the Spring, 2026.</p>

Title	Status	Update
Local Area Energy Plan (LAEP)	Amber Within tolerance	The 7 interventions set out in the LAEP are progressing, some faster than others. Delivery concerns remain around the financing of retro-fit, heat pumps and electric vehicle deployment throughout the county without financial support. Collaboration has now started with Ambition North Wales and their Energy Service to assist greater regionally evidence base and grant applications. Whilst we have progressed well, delivering 4 of the 7 interventions, finance and staffing resources will continue to be hurdles to delivery. Welsh Government have recognised this shortfall regionally and are working jointly with us and Ambition North Wales to progress the required evidence and subsidy.
Clean and Attractive Environment	Green On track	<p>Volunteer groups provide around 38,400 of volunteer hours in Conwy each year, from around 400 volunteers. They continue to provide extensive litter picking event work across the county, including beach cleaning and street scene works (e.g. painting lamp posts, benches, etc.).</p> <p>We have delivered actions in support of our Biodiversity and Resilience of Ecosystems Duty Plan with friends and community groups, in collaboration with Open Spaces. These include provision of a green bike shelter in Parc Eirias, habitat enhancement, pond creation, orchard and tree planting, creation of community gardens, and changes in mowing practises to support biodiversity.</p>

2.3. A round up of news and committee items

The following additional news and committee items took place in this last period in support of this priority.

2.3.1. Environmental Awards and Recognition

During this period we have successfully retained the level 5 [Green Dragon Environmental Standard certification](#) for the 11th consecutive year. Following a six-day assessment, the Green Dragon auditor praised staff for their awareness of the environmental impacts of their activities, and their enthusiasm to minimise them. They also commended the continued efforts to make environmental improvements across Council sites he visited.

We were also delighted that the Green Flag Award winners in July 2025 included [ten parks in Conwy County](#), which all achieved the high standards required for the award.

Environmental charity Keep Wales Tidy runs the awards scheme, which is an internationally renowned mark of quality for parks and green spaces.

2.3.2. Conwy Harbour

The Conwy Harbour Advisory Committee received a report in March from the Facilities Manager, which included a focus on the recent storm events, the position in terms of ongoing repairs, and de-cluttering the quayside. Following a recommendation from the Conwy Harbour Advisory Committee, at its meeting in [April](#), Cabinet resolved to continue to trace owners of abandoned equipment and other materials. Of particular concern are fibreglass fibres that float from disintegrating hulls in their millions and embed themselves in marine organisms. Peeling paint from boats leaves estuary sediments with high concentrations of copper, zinc, and lead. Mercury-based compounds, used as antifouling agents, is another neurotoxin danger. When an owner cannot be traced the Harbour Authority must bear the costs of disposal, which can run to £3,000 for larger vessels.

2.3.3. Display of Flags on Public Infrastructure

In September we published an article on plans for the careful removal of unauthorised flags from Public Infrastructure to minimise disruption and costs. We recognise that this is a sensitive issue, and that people hold a wide range of views and emotions around the display of [Flags on Public Infrastructure](#). However, permission must be sought from the Council before items are displayed on public infrastructure to ensure installations are safe, properly maintained, and that insurance and contact details are provided. We consult with local elected members and town and community councils before granting any permissions.

2.3.4. Highway Works

Road repairs and resurfacing works have been made to [Old Highway, Singleton Crescent and Tanrallt Street in Mochdre](#) and to [St Asaph Avenue in Kinmel Bay](#) during April, [Fernbrook Road in Penmaenmawr](#) during August, and [Pentregwyddel Road in Llysfaen](#) during September.

Goal 3. People in Conwy live in a county that is prosperous, has less poverty, and supports learning and skills.

To read about the background of this Goal in more detail, visit our website: [Goal 3](#).

Measures: **Amber: Within tolerance**

Actions: **Green: On track**

3.1. Measures Update

The percentage of people who are claiming out of work benefits has decreased, with the measure now sitting at around 3.6%, representing some 2,335 people. This is just above the Wales average of 3.4%, but below the UK average of 4%.

The percentage of 16 to 18-year-olds not in education, training or employment increased slightly from 6.1% to 6.3% during 2024 to 2025, which represents 149 pupils out of a cohort of 2,367.

The percentage of pupil attendance in secondary schools has improved from 86% to 88% during 2024 to 2025. Attendance in primary schools has increased to 92.3% compared to 91.7% the previous year.

23.2% of pupils are accessing Welsh medium education, up slightly from 22.9%.

The gross weekly earnings of full-time workers in Conwy increased from £636 to £678 during 2024 to 2025. This falls just below the Wales median of £687, and well below the UK average of £730.

We have new data to present within this report for the birth and death rate of business in the county per 10,000 working age people. During 2024 to 2025, 57 businesses were born per 10,000 working age people (370 in total). This is up from 56 the previous year (360 total). We rank 6th in Wales for new active businesses, above the Wales Median at 52. However, for the same period, 62 businesses died per 10,000 working age people (400 in total). This is a decline from 60 the previous year (385 total). We rank 16th in Wales for active business closures (where 1st has the fewest number and 22nd has the most), falling below the Wales median at 54. Overall, there are 4,560 active businesses in Conwy, which per 10,000 of working age population ranks us 7th and in the upper quartile in Wales.

Although we have seen a comparatively small reduction in visitor numbers coming to Conwy during 2024 to 2025, down slightly from 9.95 million in 2023 to 2024 to 9.61 million, the total economic impact of £1.3 billion remains the same.

As a Council, during 2024 to 2025, we attracted £8.9m in external funding to support businesses, regeneration, and communities.

50,295 people participated in a workshop or cultural activity in our venues during 2024 to 2025. 213,547 people attended performances at Venue Cymru and Theatre Colwyn, which is a 3% decrease in attendances (down from 220,686) in 2023 to 2024.

We have recently closed our County Conversation: Stakeholder Engagement Survey and the results are presently being analysed. Relevant indicators in support of this goal will be included within this report next time.

The number of businesses supported has fallen slightly during 2024 to 2025 to 66, down from 81 the previous year. These were Shared Prosperity Fund: Key Fund applications that were approved, with a total grant allocation of £2,127,484. Conwy Business Support Grant has been paused due to available resources.

During 2024 to 2025 we have supported 174 people into employment (up from 121 the previous year). We have offered 51 apprenticeships (up from 38); and 41 work experience placements (up from 37).

3.1.1 Biannual Indicators (Effect)

Title	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025	Mid-year 2025 to 2026
The percentage of working age people who are claiming Job Seeker's Allowance or Universal Credit – Benchmarked Nationally Target: Wales Median; Tolerance Threshold: UK Median	3.8% Amber Worse	3.9% Amber Worse	3.9% Amber Same	3.6 Amber Better

3.1.2. Annual Indicators (Effect)

Title	2023 to 2024	2024 to 2025
The percentage of 16–18-year-olds not in education, training, or employment – Benchmarked Nationally Target: 8%; Tolerance Threshold: No tolerance	6.1% Green Worse	6.3% Green Worse
The percentage of pupil attendance in primary school – Benchmarked Locally Target: 95%; Tolerance Threshold: 94%	91.74% Red Better	92.3% Red Better
The percentage of pupil attendance in secondary school – Benchmarked Locally Target: 94.5%; Tolerance Threshold: 93.5%	86.59% Red Worse	88% Red Better
The percentage of pupils accessing Welsh medium education (based on school census) – Count Only	22.97%	23.28%
Gross weekly pay of full-time workers in the county – Benchmarked Nationally Target: UK Median; Tolerance Threshold: Wales Median	£636.1 Red Better	£678.4 Red Better
Births of businesses per 10,000 of the population aged 16 to 64 – Benchmarked Nationally Target: Upper Quartile; Tolerance Threshold: Median Quartile	56 Amber Worse	57 Green Better
Deaths of businesses per 10,000 of the population aged 16 to 64 – Benchmarked Nationally Target: Upper Quartile; Tolerance Threshold: Median Quartile	60 Red Better	62 Red Worse
The number of tourists visiting Conwy (STEAM) – Count Only	9.95 million	9.61 million
Total economic impact of tourism in Conwy (STEAM) – Count Only	£1.3 billion	£1.3 billion
Amount of external funding attracted to support businesses, regeneration, and communities – Count only	Does not apply New to 2024 to 2025	£8,897,498

Title	2023 to 2024	2024 to 2025
The number of people participating in a workshop or cultural activity (Venues / Culture and Libraries / Events) – Benchmarked Locally Target: Baseline year; Tolerance Threshold: Baseline year	Does not apply New to 2024 to 2025	50,295 Status does not apply Trend does not apply
The number of people attending a performance at Venue Cymru and Theatre Colwyn – Benchmarked Locally Target: 180,000; Tolerance Threshold: 171,000	220,686 Green Better	213,547 Green Worse
County Conversation: Stakeholder Engagement Indicator – In Development	New to 2025 to 2026	New to 2025 to 2026

3.1.3. Annual Performance Measures (Effort)

Title	2023 to 2024	2024 to 2025
Number of businesses supported through grants – Count Only	81	66
Number of people supported into employment through the work of the Conwy Employment Hub – Benchmarked Locally Target: 145; Tolerance Threshold: 130	121 Red Better	174 Green Better
The number of modern apprenticeships on the staff structure – Count Only	38	51
No of work experience placements offered – Count Only	37	41

3.2. Activities Update

There are thirteen improvement activities listed within this outcome in the Corporate Plan. One is complete, two are within tolerance and ten are on track.

3.2.1. Activities (Effort)

Title	Status	Update
Communities for Work Plus Project	Green On track	Between April and September 2025, we have seen a total of 115 engagements (28 for 16 to 24-year-olds, and 87 for people aged 25 and over). In the same period there have been 76 job entries (18 people aged 16 to 24, and 58 people aged 25 and over).
Welsh in Education Strategic Plan	Green On track	<p>Although data on the numbers of Reception and Year 1 pupils has increased this year, the number of Year 1 learners in category 3 schools has remained constant. When considering Reception age data, however, it must be remembered that this is the first year of statutory education for those pupils and that the percentages could move up or down. We recognise that this data will only increase sufficiently by moving category T2 schools along the language continuum. From our monitoring of T2 schools, we know that, out of 14, two schools are in a strong position to move further.</p> <p>Our Plethu Croesi'r Bont scheme is in place and there are initial discussions taking place to introduce the scheme to other areas.</p>
Young People Engagement Project	Green On track	<p>This youth initiative supports disengaged 16 to 19-year-olds to build confidence, reduce isolation, and gain skills for employment. During the period, we engaged with 44 young people, delivered courses to 60 participants, and issued 82 certificates.</p> <p>A Welsh Government funders meeting was attended by the Young People Coordinator and Abergele Youth Action. Welsh Government funders praised the project for addressing child innovation and poverty (Child Poverty Innovation Grant), with strong recognition for delivering multiple accreditations and vital youth support.</p>
Pathways to Employment Project	Green On track	Shared Prosperity funding for this project has now been granted for 2025 to 2026. To date 15 courses have now been organised using SPF funding, including construction, retail, Security Industry Accreditation, CCTV, food safety, retail, administration, and barista. Some 100 people have booked onto the course, and 8 have completed the course so far. This has resulted in 11 new sign-ups to Communities for Work Plus to date.

Title	Status	Update
Sustainable Communities for Learning Programme	Green On track	<p>We recently consulted on our strategy for Modernising Learning Communities (2026 to 2035). This outlines our vision for learning in Conwy and explains the need for modernisation and the processes that we will follow to implement any change, which includes community engagement. Our aim is to ensure that school buildings are fit for the future and benefits the learning experiences of pupils. Consultation on the strategy ran between July and September, the outcome of which will be presented to councillors later in the year.</p> <p>We are moving forward with a range of consultations on proposed amalgamations and other developments, which have been reported to democracy. In April, the Education and Skills Overview and Scrutiny Committee received a report on the outcome of consultation for the proposed federation of Ysgol Llanddoged and Ysgol Ysbyty Ifan. Cabinet subsequently agreed to consider further options for the future of the two schools, with a new consultation launched. In May, Scrutiny also reviewed proposals for consultation on the amalgamation of Ysgol T Gwynn Jones and Ysgol Iau Hen Golwyn. Cabinet approved the consultation later that month. In August the amalgamations of Ysgol y Foryd and Ysgol Maes Owen; and of Ysgol Glan Gele and Ysgol Sant Elfod. Were approved by Cabinet. Work is now taking place to put together Temporary Governing Bodies to lead on the amalgamations.</p> <p>Preliminary works are progressing well at Ysgol y Gogarth and Ysgol Eirias. The Capital Business Case has been submitted, requesting funding for these projects.</p>
Facilitation of Community and Regeneration Plans	Amber Within tolerance	While operational capacity remains constrained, we are actively leveraging strategic partnerships to enhance delivery, broaden reach, and maximise impact. Current initiatives include support for the implementation of Place Plans, Kickstarter Plans, and Community Plans.
Additional Learning Needs (ALN) Transformation	Complete	All learners have now been transferred to the new ALN system, and the SEN system has been 'switched off'. Welsh Government are continuing with their review of the legislation and Conwy are actively involved in Working Groups addressing their 5 priorities. This action, is now completed and this project will be closed.

Title	Status	Update
Education Improvement	Green On track	<p>The Education and Skills Overview and Scrutiny Committee in June received an update on school progress; work to support leadership, teaching and learning; and the continued implementation of the Curriculum for Wales. It was noted that the Estyn profile for Conwy schools is amongst the best in Wales. During the 2023 to 2024 academic year, only 2 (federated) out of 27 schools seen by Estyn were placed in a statutory category. There are no schools in Estyn review and no schools in need of significant improvement. Schools allocated enhanced support or on 360 support plans have made good progress overall, with positive outcomes in Estyn inspections (none have been placed in follow up).</p> <p>All secondary schools in Conwy have embraced the opportunities that Curriculum for Wales offers to schools and pupils, with good progress being made in many primary schools. Work continues to address recommendations to improve skills, attendance, feedback, and challenge. Members were assured that new school improvement arrangements would maintain present standards of education attainment.</p> <p>In August we congratulated Conwy’s learners on their GCSE and A and AS-level results, with thanks to all the teachers, parents and carers that had supported our young people.</p>
North Wales Growth Deal	Amber Within tolerance	<p>Conwy maintains strong representation across Ambition North Wales programmes and projects, ensuring that the county’s strategic priorities are effectively embedded within regional planning and delivery. This engagement is instrumental in securing long-term benefits in economic development, infrastructure, skills, and innovation for both Conwy and the wider North Wales region.</p> <p>As part of this collaborative approach, Conwy is actively involved in the Tourism Talent Network (TTN), a key initiative led by Ambition North Wales in partnership with Grŵp Llandrillo Menai. A funding agreement totalling £4.43 million has been secured, unlocking a wider £19 million investment in advanced training and knowledge transfer facilities across five sites in North Wales. This includes significant investment at the Rhos Campus within Conwy, reinforcing the county’s role in shaping a skilled and resilient tourism workforce.</p>

Title	Status	Update
Conwy Economic Growth Strategy	Green On track	<p>At its meeting in April, the Economy and Place Overview and Scrutiny Committee received a progress update on delivery against the Conwy Economic Growth Strategy, 2017 to 2027. The report noted that businesses had faced a number of significant challenges in recent years, from the pandemic to ongoing inflationary pressures and disruption to global trade. Nonetheless, now in its eighth year, our programme is 79% complete with many of the remaining projects nearing completion. Initiatives like the Tourism TALENT Network and Ambassador Network are enhancing the sector's profile and workforce; the refurbishment of Venue Cymru and the Colonnades are underway, aiming to boost local amenities and the night-time economy; the revised Destination Conwy Management Plan aligns with broader sustainable tourism strategies, emphasising balanced growth; and there have been positive efforts to involve local businesses and residents in various projects, fostering a collaborative environment. The report provides more detail on the work undertaken in support of each of our 13 objectives for the programme.</p>
Delivery of Place Plans	Green On track	<p>We have continued to promote Place Plans to communities in Conwy. We have worked with Planning Aid Wales (PAW) to produce guidance for place plans to be assessed and adopted as Supplementary Planning Guidance (SPG). A draft version is currently being reviewed and will be presented to democracy in December 2025. The Place Plan Network continues to be a key link for Town and Community Councils in progressing Place Plans. The Bay of Colwyn continue to push forward with their Place Plan and 6 working groups.</p> <p><i>TKBVOICE</i> (Community space) in Towyn and Kinmel Bay has now been disbanded, the Place Plan being overseen by the Town Council. New terms of reference and co-option policy have been approved. Abergele has seen an increase in community engagement, with lots of background work underway, including reviewing the plan and looking at how it can be updated to better serve the community.</p>

Title	Status	Update
Creu Conwy Strategy	Green On track	<p>To support the ongoing delivery of Creu Conwy, we have secured £545,015 of UK Shared Prosperity Funding (UKSPF). The Creu Conwy Strategic Partnership met in June, and work is in progress to develop a collaborative delivery plan for 2026 to 2028. Town Teams meet regularly, and through UKSPF funding, locally-led projects have been commissioned across the county. Pencychnant Literary Festival took place in September, with other projects scheduled for delivery before March 2026.</p> <p>Partnerships with Health and Social Care continue to be developed, building on the success of Taith. Umbrella Against the Rain is a partnership between Betsi Cadwaladr University Health Board, Creu Conwy, and Denbighshire Leisure Ltd Arts, using creativity to improve mental well-being for people experiencing mental health challenges. Delivery partners include Conwy Mind and Conwy Learning Disabilities. Representatives from the team attended the Wales Arts and Health Well-being Network conference in September, and from this a GP referral / Social Prescribing project has been initiated.</p>
Destination Conwy Management Plan (DCMP)	Green On track	<p>At its meeting in April, the Economy and Place Overview and Scrutiny Committee received an updated action plan in support of our Destination Management Plan, 2023 to 2029, as well as the Memorandum of Understanding for the Gwynedd and Eryri Sustainable Visitor Economy Strategy 2035. The Destination Management Plan identifies eleven objectives to ensure the County remains a thriving tourism destination, whilst also considering the sustainability of the destination. In May, Cabinet approved the revised action plan and to signing the Memorandum of Understanding.</p> <p>Stakeholder engagement has been central to the development and refinement of the Destination Conwy Management Plan. A series of consultation events, workshops, and targeted discussions were held with representatives from the tourism sector, local businesses, community groups, and public sector partners. This collaborative approach has helped to ensure that the plan is both locally grounded and regionally aligned, with shared ownership of its delivery across key stakeholders.</p>

3.3. A round up of news and committee items

The following additional news and committee items took place in this last period in support of this priority.

3.3.1. Attendance

In May, the Education and Skills Overview and Scrutiny Committee received an update on the Belonging, Engaging and Participation framework for supporting learner engagement and attendance. In scrutinising the report Members noted that there had been a change in mindset following the Covid-19 pandemic, seeing a rise in pupils being educated at home-education and a reluctance to attend school. The Welsh Government's guidance suggests good practice in terms of approaches to improving learner engagement and attendance, and our Local Education Service inspection in November 2023 recommended that we sharpen processes to improve attendance. The report noted that attendance rates across Wales remain a concern with persistent absenteeism substantially increased, particularly among those eligible for free school meals. The report provided more detail on the work being undertaken to improve learner engagement including formal absence management through the Education Social Work Team.

3.3.2. School Repairs and Maintenance

In [June](#), the Education and Skills Overview and Scrutiny Committee received an update on the use of the Welsh Government's Education Capital Repair and Maintenance Grant. There is approximately a £10m repairs and maintenance backlog presently within the school estate, but works are prioritised according to the agreed process and in consultation with headteachers. During the discussion it was noted that by the end of 2025, approximately 30 Conwy schools would have solar panels, and it was the intention that all schools would eventually be utilising some form of solar energy. Heat-pumps, insulation, new roofs, and double glazing are also being considered where appropriate to support meeting our net carbon zero target.

3.3.3. Bridging Loan

At its meeting in [May](#), Cabinet approved a bridging loan of £205,205 for Ysgol Eirias, as recommended by the School Loans Panel. The loan would be used to balance the school's budget and would be repayable over a 5-year period, with repayment commencing in 2026 to 2027 alongside repayment of the schools existing loan of

£350,680 that was agreed by Members in 2024 to 2025. Assurance was given that the school was well placed to operate within its recovery plan, which is felt to be realistic and achievable.

3.3.4. Children and Communities Grant

An update was presented to the Social Care and Health Overview and Scrutiny Committee in in [July](#) on the Welsh Government's Children and Communities Grant. The end of year highlight report for 2024 to 2025 provided details on the £5.5m grant, £645k of which had been ringfenced for the expansion of Flying Start in the area. The purpose of the grant is to support the needs of the most vulnerable children and adults in our communities through a range of early intervention, prevention, and support mechanisms. The report provides a detailed breakdown of spend and progress covering the following key programmes of work:

- Families First
- Flying Start
- Childcare and Play
- St David's Day Fund
- Promoting Positive Engagement
- Out of Court Parenting Support
- Playworks holiday fund
- Parenting Support Grant
- Childcare Training

It was noted that there had been no underspend for the year, and in 2025 to 2026 £833k had been ringfenced for a further expansion of funded childcare. This has enabled us to open-up funded childcare to all areas of the county, subject to funding and capacity. Early indications are that this is being well received.

3.3.5. New School Term Announcements

In August, parents were reminded that children going back to Primary School in September could make the most of mealtimes by taking up the [Universal Free School Meals](#) offer. All pupils in Conwy primary schools have been able to take advantage of a free school lunch since September 2023, following the Welsh Government rolling out the Universal Free School Meals initiative. School meals meet the nutritional standards and

values for energy and nutrients for food and drink requirements throughout the school day as set out in The Healthy Eating in Schools (Wales) Regulations 2013. To see what's on the menu, go to our [Primary School Lunchtime Menu Checker](#).

Meanwhile secondary school pupils and their parents were reminded that bus passes will need to be shown for all school bus journeys. To make sure pupils entitled to travel have a seat and that there is sufficient capacity on every bus, the '[no pass, no travel policy](#)' will be enforced on all Conwy school buses from the first day back to school in September. If you have any questions about your child's transport arrangements, please contact the Passenger Transport Team by emailing passengertransport@conwy.gov.uk, or by calling 01492 577899.

3.3.6. Youth Work Week

In June we showed our support for Youth Work Week 2025 through a diverse array of activities and celebrations, from arts and crafts projects, gardening, and well-being sessions, to sports and fitness activities. All this in addition to the hundreds of activities, projects and initiatives that normally take place week in and week out. Young people were encouraged to take this opportunity to connect with others, have fun, and celebrate the importance of youth work in our community.

3.3.7. Youth Council

The Chair and Secretary of [Conwy Youth Council](#) recently visited Ysgol Clywedog in Wrexham to help and support them with developing their school council, exploring topics such as structure, framework, values, and how to effectively deliver proposed actions. The collaboration was a fantastic way of sharing best practices; showcasing to the student leaders how they can develop effective teamwork, leadership, and communication skills to increase the delivery and output of their school council. The groups also worked with 'Mind Our Future', a young people's mental health charity funded by the Community Fund of the National Lottery Fund, which aims to help young people with their emotional health and wellbeing, and empower them to get their voices heard by service providers and decision-makers. For more information on the Conwy Youth Council or the work we do to support young people, visit our [Youth Engagement and Belonging Service webpages](#).

The Conwy Youth Council have worked on an [anti-vaping campaign](#) that was launched during Youth Work Week in June. Youth Council members worked with staff in our Regulatory Services to better understand the issues around vaping and the impact of

banning single use vapes. They created an animation and posters, which call out common excuses for vaping, with the aim of persuading other young people to ditch the habit or not start in the first place.

3.3.8. Library Events

In April we published a [case study](#) about the offer of Shared Reading within our library service. Shared Reading is one of several community engagement and outreach activities the service provides to help support the health and wellbeing of customers, and can make a huge difference in boosting confidence. Nine of our staff are presently trained as 'Reader Leaders'. Weekly and fortnightly groups are held across the county at libraries in Abergele, Conwy, Colwyn Bay, Llandudno, and Llanrwst Groups are free and open to everyone offering a welcoming, inclusive, and non-judgmental space where local people can connect and share experiences using stories and poems. There is no pressure to talk or read aloud. To find out more about Shared Reading at Conwy Library Service visit our [libraries website](#) or call 01492 576139.

In May a special event was held at Llanrwst Library that featured rare archival footage of Y Wladfa, the Welsh settlement in Patagonia courtesy of Wales Broadcast Archive. The [Spirit of Patagonia](#) celebration was part of a national series of events to honour the rich heritage of Welsh broadcasting, showcasing clips back to the 1950s. Over 45 attendees also enjoyed a live performance by acclaimed folk artist, Gwilym Bowen Rhys, who's recent S4C programme, 'Gwladfa', documented the history of Welsh migration to Patagonia. The audience were treated to interesting discussions and tips on using the Wales Broadcast Archive Clip Corner equipment, which allows audio and video footage of Welsh broadcasting history to be explored free of charge. There is also a Clip Corner located in the County Archive at the Conwy Culture Centre. Our thanks were extended to The National Library of Wales, Wales Broadcast Archive, Gwilym Bowen Rhys, Blas ar Fwyd, and the staff at Llanrwst library for their hard work delivering such a brilliant event.

In July we launched our [Summer Reading Challenge](#), which celebrates creativity and storytelling abilities with the theme of 'Story Garden', looking at nature, our environment and natural habitats. Children aged 4 to 11 can visit any library in Conwy to join the challenge and are encouraged to read 6 books (or more!) before the end of the summer, as well as take part in free activities, from arts and crafts to gardening and more.

This year we also launched our very first adult reading challenge – [Book Bingo](#) – to encourage our 18 plus readers to try new authors, formats and genres. Participants can

collect a Bingo card from their local library and complete three boxes in any direction to take part. Once three boxes are stamped, there is a library themes prize! Over 150 readers signed up to the scheme since it began in August, and the challenge will continue up until Christmas.

3.3.9. Supporting Culture

Artwork has been installed in Abergele, Bae Colwyn, Conwy, Llandudno, and Llanrwst, creating a trail around the county as part of the LLENWI project. The idea behind LLENWI has been to work with communities to create artwork that celebrates what makes our towns in Conwy County unique. Local digital and 3D Artist Livi Wilmore teamed up with traditional sign writer Tomos Jones from Momo Signs to work with over 250 people from across the county and come up with concepts that are unique to each community. Tomos' hand painted murals come to life when the QR code is scanned with a smartphone, opening up Livi's digital 'augmented reality' world that has been inspired by the community's contributions. LLENWI has been delivered as part of our Creu Conwy Cultural Strategy and made possible thanks to funding from Welsh Government's Brilliant Basics scheme. We hope it will encourage visitors to explore new places and delve under the surface to find out more about our local culture and the Welsh language.

A number of decorative and heritage items formerly housed at our Bodlondeb offices in Conwy have been moved to new locations following an assessment by our Museums Service, with support from a museum consultant. Items were assessed for their significance and categorised as:

- Items that are already, or will be, accessioned into museum collections to be housed in Conwy Culture Centre, or sent on formal loan to Conwy Town Council for display at the Guildhall.
- Items to be used in museum handling collections for outreach activities.
- Archival items to be sent for assessment and possible retention in Conwy Culture Centre storage by Conwy Archive Service.
- Items legally owned by Conwy Town Council and to be returned to them.

Amongst the relocated items is the Conwy Crossing Embroidered Hanging, which has been formally added to the Museum Service's permanent collection for long-term preservation. A number of items, including the Telford Conwy Suspension Bridge bronze plaque and several paintings have been relocated to the Guildhall, where Conwy Town

Council will ensure they remain accessible and visible to the public. There are pieces that have been assessed as not being museum items but worthy of being offered for auction. Rogers Jones Auctioneers were appointed to sell these remaining items, which include prints, framed photographs, and furniture. Four paintings were sent to a specialist auction in Cardiff.

In May, our Museum Service unveiled an important new painting at Colwyn Bay Library, which was co-produced by Cameroonian North Wales based artist Mfikela Jean Samuel and the Conwy Museum Service. Funded through the Association of Independent Museums and Welsh Government, the project allowed local school children to discover a little-known Black History story from the county through creative art workshops and interactive sessions, as well as connect with their “cynefin”, or local area. Mfikela produced a painting in response to the history of Colwyn Bay’s Congo House / African Institute (1889 to 1912), which highlights the connections between Wales and broader struggles for African independence, as well as a fascinating link to the freedom fighter Nelson Mandela. Mfikela’s own Cameroonian heritage allowed the children to experience his unique perspective through his art, reflecting on people and symbols from both Wales and Africa. Classes had the opportunity to take a large collaborative painting created during the workshop back to their school, helping to ensure the legacy of the project for the children of future generations. Everyone is invited to view ‘Bridging Continents: The African Institute of Colwyn Bay and Mandela's Teacher’ at Colwyn Bay library. Opening times may be found at www.conwylibraries.com.

In June, the final statue was installed on Llandudno’s beloved Alice Trail, which completes the refurbishment celebrating the legacy of Lewis Carroll’s Alice’s Adventures in Wonderland. We secured funding from UK Government Shared Prosperity Fund to refurbish and repair the much-loved Alice in Wonderland statues, and the trail was officially re-launched in March 2025. This final statue, however, has been donated by the contractors carrying out the installation – RELM Construction. The new Alice Trail leaflet and map, which guides visitors along the trail is available to purchase from Llandudno Tourist Information Centre in the Victoria Shopping Centre.

3.3.10. Regeneration

In April, plans were announced to develop the former [Marks and Spencer building](#) on Mostyn Street in Llandudno into a leisure hub, following a bid by the Council to the Welsh Government’s Transforming Towns Programme. The Welsh Government has awarded

£700,000 against a total project cost of over £5m. This funding will support Mostyn Estates, the owners of the building, to refurbish the building and develop a new family entertainment hub and food and beverage offer, including a fully themed café bar, six bowling lanes, intelligent darts, shuffleboard, pool tables, an indoor 11-hole crazy golf, along with a family entertainment centre.

The iconic [Colonnade in Llandudno](#) is to undergo a major restoration thanks to a joint investment of £800,000 by the UK Government Shared Prosperity Fund and the Welsh Government's Brilliant Basics Fund. The 170-metre covered walkway, which holds a prominent position overlooking Llandudno Bay, the Victorian Pier, and Promenade is a cherished cultural asset. However, a recent structural report has revealed significant deterioration, placing the future of the Colonnade at risk without urgent intervention. Local contractor, Jennings, has been appointed to carry out the restoration, and during the work there will be a road closure on Alex Munro Way, with a diversion for access to the ski slope and for deliveries to other businesses. Pedestrian access will be maintained, however.

In April, the [Economy and Place Overview and Scrutiny Committee](#) received a petition asking that we revisit proposals to relocate the library and tourist information centre within Venue Cymru, which has been awarded £10m in UK Government funding to enhance and expand the offer at the site as a vibrant, cultural hub. In June we had a [first look at artist impressions](#) for the proposals, which scrutiny had an opportunity to review at its meeting in [July](#), along with plans for the site, and the results of the Llandudno Library Consultation. At [Cabinet's meeting](#) later that month, clarity was provided with regards to costs associated with project, confirming that the co-location of the Tourist Information Centre and Library to Venue Cymru would yield net savings of £114,480. Cabinet approved the [Venue Cymru Futures project](#), which will now be subject to a final business case approval by UK Government. Plans for the Venue Cymru Futures project will be put on show in Venue Cymru, Tourism Information Centre (TIC), and Llandudno Library in the coming months.

Members of Conwy's Economy and Place Overview and Scrutiny Committee received a report in [September](#) to consider options following a successful bid to Welsh Government's Brilliant Basics fund for improvements to Porth Eirias, which opened in 2013 as part of the flood prevention work on the promenade in Colwyn Bay. The report includes information on income, expenditure, and the overall position over recent years. It also outlines the options available for future changes and what steps are already being taken. One concern is the loss of income from the commercial spaces in the building. Negotiations are

currently taking place with potential new tenants for two of the available spaces. There is also growing demand for suitable facilities from groups and individuals using the beach. In 2024 alone, nearly 3,000 young people participated in water safety activities run by us. In response to this increased demand, we submitted a bid to the Welsh Government's Brilliant Basics fund to develop the facilities available to beach users, which was successful.

The Economy and Place Overview and Scrutiny Committee received an evaluation report in [July](#) on the improvements made by the investment into the 3G pitch at Eirias Park. The report evidences that improvement had been seen both in terms of service delivery and income generated, with £47,111 general hire income being achieved in 2024 to 2025 (up from £10,505 the year before). Rygbi Gogledd Cymru training usage generates £35,000 of income from the pitch, which includes increased usage for the new women's teams. Development of the pitch has allowed a large number of groups and events to use the facility at times that would not have been available when the pitch was grass (especially during the winter). The new pitch has also opened up the opportunity for Stadiwm CSM to deliver festivals of Rugby (and other sports), such as the international age grade festivals planned with Welsh Rugby Union. These events deliver large amounts of paid usage for the stadium and high economic impact through accommodation bookings for travelling international teams staying for approximately two weeks, bringing in much needed tourism spend.

3.3.11. Supporting Tourism

We successfully applied for £34,000 of Shared Prosperity Funding to improve the visitor experience in Conwy by further developing Conwy's Tourism Ambassador Programme. Plans include networking events for existing Conwy Tourism Ambassadors to come together and share knowledge and to learn about what's new in the county, whilst visiting lots of tourism focussed businesses across our towns and villages. There is also an ambition to recruit at least five new businesses to join the Conwy Tourism Ambassador Programme, to update the web platform to keep up with people's needs, and to include a brand-new module specifically on accessibility to ensure ambassadors are up-to-date on what we have here in Conwy to welcome everyone. To find out more about becoming a Conwy Tourism Ambassador, go to the [Visit Conwy Website](#).

3.3.12. Supporting Employment

A series of creative textile workshops were held as part of the Confidently You project, a UK Shared Prosperity Fund initiative delivered by the Conwy Employment Hub and renowned textile artist Cefyn Burgess. The activities focused on building confidence with numeracy through geometric art, encouraging hands-on learning in a supportive and imaginative environment. The process encouraged participants to reframe their relationship with maths by applying it in a practical, visual, and culturally rich context. The workshops also explored the fascinating cultural connections between Wales and Shillong, India, a region historically linked through the influence of Welsh missionaries. Participants reflected on these shared histories and learnt about the continued practice of textile crafts among women in the Welsh-speaking Khasi community of Shillong. Over 20 pieces were placed on display at our Colwyn Bay offices at Coed Pella during August.

Our [Paid Work Placement Programme](#) opened to applications in September, offering valuable opportunities for young people to gain experience in local government. Funded by the UK Government through the UK Shared Prosperity Fund, the 16-week placements are paid at the National Living Wage for 25 hours per week. Each placement is designed to support participants to develop the skills, confidence and experience needed to take their first steps into employment.

3.3.13. Shared Prosperity Fund – Evaluation

A celebratory event was held at the Conwy Business Centre to mark the successes and impact of the Shared Prosperity Fund in North Wales. A publication was launched demonstrating that the region had been allocated more than £123 million from the UK Shared Prosperity Fund, with 169 projects delivering tailored schemes across three priorities: communities and place; supporting local businesses; and people and skills. With the six North Wales local authorities empowered to make funding decisions, more than 15,000 people, 4,135 businesses, and more than 1,830 local groups were supported during 2022 to 2025. More than 500 community facilities have been built or improved, many of which have upgraded facilities to support the future sustainability of much needed local services. Close to 1,000 jobs were safeguarded with another 686 created. There were more than 38,750 volunteering opportunities, and more than 10,263 events and activities run. Further data revealed more than 7,600 individuals gained or were supported to gain a qualification; close to 5,300 people accessed employability support; and businesses reduced their CO2 by 456 tonnes. The impact publication may be [viewed here](#).

3.3.14. Supporting Businesses

In August we reminded businesses to apply for 40% rate relief (capped at £110,000 per business) under the Welsh Government's [Retail, Leisure and Hospitality Rates Relief](#) in Wales scheme. For more information, please visit our website – www.conwy.gov.uk/ratesrelief.

3.3.15. Events and Filming Strategy

Following its consideration earlier in March by the Economy and Place Overview and Scrutiny Committee, Cabinet approved the Event and Filming Strategy for 2025 to 2030 at its meeting in [April](#). This document represents Conwy's fourth Event Strategy since 2009, recognising that event activity is a highly effective vehicle for the delivery of a wide range of policy objectives. Members welcomed the inclusion of support for the film and television industry and the overall strategic direction of the Strategy, which acknowledged the importance of being recognised as an easy destination to host events and attract film enquiries.

Goal 4. People in Conwy have access to affordable, appropriate, good quality accommodation that enhances the quality of their lives.

To read about the background of this Goal in more detail, visit our website: [Goal 4](#).

Measures: **Amber: Within tolerance**

Actions: **Green: On track**

4.1. Measures Update

The number of applicants on the social common housing register is currently at 1,543, which is consistent with the numbers we were seeing at the end of last year.

The number of households approaching Housing Solutions to request assistance mid-year was at 808, which represents a 3% increase on the previous year.

We have seen a drop in the successful prevention rate from 83% to 73% during the last six months, but this remains within our tolerance threshold. Levels of prevention will fluctuate depending on the complexity of the case and how early the person presents to the team. We are working to understand the downward shift, but a great deal of work has been undertaken in this last year to tighten our processes, and we feel the current position is a more accurate reflection of performance. The in-house dedicated prevention team has commenced in quarter 3 as part of our shift to focus on prevention.

We are developing a stakeholder engagement indicator in support of this goal. This is part of our work on an annual stakeholder engagement survey.

The number of households supported to live independently through the Housing Support Grant is 2637, which is consistent with the previous year. During this period, we have realigned our approach to focus on priority areas with a particular emphasis on improving move-on outcomes, and additional support has been introduced within temporary accommodation settings to better meet needs. Additionally, a dedicated youth prevention role has been established within the homelessness team, delivered in partnership with the Youth Service, to strengthen early intervention and reduce youth homelessness.

We maintained performance for empty homes brought back into use within 12 months, with 79 being brought forward in 2024 to 2025. This is a significant increase from

preceding 5 years, where historically we averaged around 32 homes annually. We also improved slightly on the number brought back into use over 12 months vacant, from 56 to 58 during 2024 to 2025. 6 completely new housing units were created through empty housing during the year.

83 new dwellings were brought forward during 2024 to 2025, down from 142 the previous year. Large sites of 10 or more houses come forward on different timescales, and particularly with sites of 50 plus can be cyclical with, for example, 2 years for planning and ground works followed by a further 2 years with housing completions. We have a lot of large developments currently under construction, but saw relatively few completions in 2024 to 2025. We are expecting over 200 completions on large sites alone in 2025 to 2026, with additional completions on small sites (1 to 9 dwellings).

We have recently closed our County Conversation: Stakeholder Engagement Survey and the results are presently being analysed. Relevant indicators in support of this goal will be included within this report next time.

At the mid-year point the Adaptations Team have improved 54 dwellings through the Disabled Facilities Grant (DFG). The DFG has facilitated improvements from bathroom adaptations to totally reconfiguring homes to ensure applicants' quality of life is improved. In addition, the team have utilised the Enable grant to install fixed equipment like stairlifts and hoists to 10 further dwellings. The team has also administered the Enable grant to Care and Repair who have completed 55 small adaptations e.g. grab rails and ramps to properties throughout the county with the outcome of reducing falls and promoting independence. The Adaptations team has seen an increase in referrals from an average of 12 per month in 2024 to 2025 to 20 per month during April to September 2025. The team are currently actively working on 107 cases with a further 89 applicants on the waiting list. Over the past 6 months the team has reduced the waiting time for contact from 12 months to 6 months.

The average number of days households spent in bed and breakfast accommodation has seen a small decrease from 173 to 170. The average number of days households spent in other temporary accommodation has also reduced from 529 to 516. We continue to see a considerable variance in length of stay dependant on the size of property required. We are actively developing alternative temporary accommodation, particularly for single households where there is the greatest mismatch in supply and demand. This period saw an increase in offers of temporary accommodation with a 14% increase from 2024 to 2025

and a 22% increase from 2023 to 2024. The numbers of those moving to suitable accommodation are consistent with previous years. Moves to private rent properties increased by 33% compared to the same period in the previous year. The number of households in bed and breakfast (225, down from 228) and all forms of temporary accommodation (354, down from 357) at year-end are similar to the previous year. This is the first time since 2020 that there has not been an increase in these figures for both bed and breakfast and all forms of temporary accommodation.

The number of new affordable housing units provided by size and tenure was 31 during 2024 to 2025. This is down from 51 the previous year. The increased delivery through the new affordable housing programme and Transitional Accommodation Capital Funding Programme (TACP) is supporting move on options. The current outturn and projections show a significant increase in affordable delivery with over 127 homes projected to be delivered this year.

4.1.1. Biannual Indicators (Effect)

Title	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025	Mid-year 2025 to 2026
Number of applicants for social housing on the common housing register – Count Only	1951	1925	1561	1543
Number of households at risk of or experiencing homelessness approaching Housing Solutions requesting assistance – Count Only	Does not apply New for 2024 to 2025	Does not apply New for 2024 to 2025	1564	808
The percentage of households successfully prevented from homelessness – Benchmarked Nationally Target: 80%; Tolerance Threshold: 70%	77.22% Red Worse	82.95% Green Better	82.80% Green Worse	73% Amber Worse
Number of households supported to live independently through Housing Support Grant funding – Count only	Does not apply New for 2024 to 2025	2317	2665	2637

4.1.2. Annual Indicators (Effect)

Title	2023 to 2024	2024 to 2025
The number of private sector empty properties that had been vacant for more than 6 months that were returned to occupation during the year through direct action by the local authority – Benchmarked Locally Target: Baseline year; Tolerance Threshold: Baseline year	78 Status does not apply Trend does not apply	79 Status does not apply Better
Number of private sector empty properties that were vacant for more than 12 months brought back into use during the year through direct action by the local authority – Benchmarked Nationally Target: Baseline year; Tolerance Threshold: Baseline year	56 Status does not apply Trend does not apply	58 Status does not apply Better
Total number of new housing units created by bringing empty properties back into use – Count Only	0	6
Total number of new dwellings – Count Only	142	83
County Conversation: Stakeholder Engagement Indicator – In Development	New to 2025 to 2026	New to 2025 to 2026

4.1.3. Biannual Performance Measures (Effort)

Title	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025	Mid-year 2025 to 2026
The annual cumulative number of dwellings improved with a disabled facilities grant – Benchmarked Nationally Target: 100; Tolerance Threshold: 80	123 Green Better	49 Green Better	105 Green Worse	54 Green Better
The average number of days that all homeless households spent in bed and breakfast – Count Only	146	172	176	170
The average number of days that all homeless households spent in all other forms of temporary accommodation – Count Only	616	531	529	516

4.1.4. Annual Performance Measures (Effort)

Title	2023 to 2024	2024 to 2025
Number of households in Bed and Breakfast accommodation at period end – Count Only	228	225
Number of households in all forms of temporary accommodation at period end – Count Only	357	354
Number of new affordable housing units (funded through Conwy's Affordable Housing Development Programme and Transitional Accommodation Capital Programme (TACP)) provided by size and tenure – Benchmarked Locally Target: 90; Tolerance Threshold: 81	51 Red Better	31 Red Worse

4.2. Activities Update

There are eight improvement activities listed within this outcome in the Corporate Plan. Six are on track and two are within tolerance.

4.2.1. Activities (Effort)

Title	Status	Update
Housing and Homelessness Programme	Green On track	The Programme is comprised of 3 projects: 1. Affordable Housing (Council Owned Sites); 2. Housing Quality, Adaptation and Acquisition; and 3. Housing Services Improvement Project. All 3 projects are delivering their objectives and benefits on schedule. The main programme objectives are to increase the availability of affordable housing, and to reduce the use of temporary accommodation / improve its quality in the meantime. Since the programme's inception, both of these objectives are on track to be achieved with improvements year on year.

Title	Status	Update
Housing Strategy	Amber Within tolerance	The five-year Local Housing Strategy was published in 2018. Progress against the Strategy was reviewed and published in 2025. The updated strategy will be renamed Housing and Homelessness Strategy, and will include strategic plans across the service, removing the need for a separate Rapid Rehousing Transition Plan, a Housing Support Programme Strategy, and an Empty Homes Strategy. Stakeholder engagement sessions are underway, and the draft strategy is expected to be put forward for approval in January 2026.
Rapid Rehousing Transition Plan (RRHTP)	Green On track	The five-year Rapid Rehousing Transition Plan was published in 2022, and progress against the plan was reviewed in July 2024. It will be replaced in 2026 by the Housing and Homelessness Strategy.
Housing Support Programme	Green On target	The four-year Housing Support Programme Strategy was published in 2022 and updated in 2024, in line with Welsh Government guidance. It will be replaced in 2026 by the Housing and Homelessness Strategy.
Empty Homes Strategy	Amber Within tolerance	The five-year Empty Homes Strategy was published in 2019. Progress against the Strategy was reviewed and published in 2024. It will be replaced in 2026 by the Housing and Homelessness Strategy.
Replacement Local Development Plan	Green On track	Following consideration by the Economy and Place Overview and Scrutiny Committee and Cabinet in June, the elected Council received an update on the current position with adopting the Replacement Local Development Plan, which sets out our framework for land-use in the county over a 15-year period. Our submission for examination is due in March 2026, prior to adoption finally in February 2027. The next key milestone for the work is to consult on the Deposit Plan, which includes both a Written Statement and a Proposals Map. Council approved these for public consultation for 8 weeks during the autumn. The analysis of the consultation will be presented back through the political process for member scrutiny before we progress to the next statutory stages.

Title	Status	Update
Affordable Housing	Green On track	<p>We have claimed £17.6m of Welsh Government capital funding to develop and acquire new affordable housing in 2024 to 2025. This comprises of £12.5m Social Housing Grant (SHG), and £5.1m for Transitional Accommodation Capital Programme (TACP). 37 new affordable housing units have been secured as a result (9 SHG, and 28 TACP).</p> <p>In addition, 30 empty homes have been brought back into use as affordable housing over the last two years, and seven units have joined the Leasing Scheme Wales, a scheme that utilises private sector accommodation to provide affordable housing.</p> <p>Affordable housing delivery over the last two years has been considerably low. Delivery has been affected by the problems faced by the industry, such as a rise in construction costs and contractors facing financial difficulties. However, planned affordable housing delivery through the capital programme over the next three years is 779 units.</p>
Colwyn Extra Care Housing Project	Green On track	<p>After a complex application process, in December 2024 the Colwyn Bay Health, Well-being and Community Hub Programme successfully secured funding from Welsh Government's Housing with Care Fund to develop a Joint Strategic Outline Case / Outline Business Case. Work has commenced on the development of this, which is the critical next stage for the Programme. It is anticipated the business case will be submitted to Welsh Government in June 2026.</p> <p>Underpinning the whole programme are the wider education and training benefits that the programme will provide, which will seek to address some of the significant recruitment and retention issues being experienced across the Social Care and Health sector generally. Over the course of the last 10 months, in conjunction with Grŵp Llandrillo Menai, the programme has successfully implemented a workforce training pilot. The pilot has involved level 2 and level 3 students from Coleg Llandrillo undertaking work placements at 2 of our extra care housing facilities. Feedback from the current students and from the mentors and tutors has been positive, with one student already securing some part-time employment.</p>

4.3. A round up of news and committee items

The following additional news and committee items took place in this last period in support of this priority.

4.3.1 Homeless Engagement

During this period, the Housing Support Grant Team led a Homeless Lived Experience consultation exercise. Conversations were held across 23 sessions with 149 individuals. On average, each conversation lasted for 28 minutes, which enabled individuals to provide meaningful feedback and suggestions. The feedback from the consultation has enabled us to respond immediately to some concerns around support levels and access to work. More broadly the feedback and themes will shape the development of the prevention and support workstream within the Housing and Homeless Strategy.

4.3.2. Extension of Supported Housing Contracts

In [June](#), Cabinet approved a two-year extension to our Supported Housing contracts. These are designed to provide housing-related support services that help vulnerable individuals live independently and avoid homelessness. Core services delivered include independent living support, homelessness prevention, community integration, and tailored support for specific needs.

4.3.3. Second Home Premiums

At a meeting in October 2024, councillors approved an indicative increase to the level of premium on second homes and long-term empty homes of 200% from 1 April 2026, subject to a review during 2025 to 2026. Any properties that have been empty for 4 years or more would be subject to a 300% premium. In July we invited residents to have their say on [premiums for second home and long-term empty houses](#), as well as contacting everyone registered as owning a second home to ask them their opinion. The results of the consultation will be taken to democracy later this year when they consider the final decision.

Goal 5. People in Conwy have good health, well-being and feel safe.

To read about the background of this Goal in more detail, visit our website: [Goal 5](#).

Measures: **Amber: Within tolerance**

Actions: **Green: On track**

5.1. Measures Update

As at September, there has been 621,618 leisure centre attendance since April. This is an improvement when compared with the same period last year (523,259), and we are optimistic that we will meet our target of 1,066,016 visits by year-end.

We are awaiting updates to the National Well-being Indicators for Wales for the measure of people living in households in material deprivation. As of 2022 to 2023, 10% of people in Conwy were living in material deprivation (2nd best in Wales). However, as of 2023 to 2024, 11.8% of children in Conwy were living in workless households (up from 7.5% the previous year), with 30% living in poverty.

We have recently closed our County Conversation: Stakeholder Engagement Survey and the results are presently being analysed. Relevant indicators in support of this goal will be included within this report next time.

Between April and September 2025, we completed 101 new assessments for children, an increase of 15 from the same period in 2024. The percentage of children placed on the child protection register, and those looked after that were seen within statutory timescales was at 92% as at September.

During April to September 2025, the percentage of new staff that completed our mandatory safeguarding training increased slightly to 53.9%, when compared to the previous 6 months of 51%. This represents 256 staff out of 475. Despite the increase, it is a lower performance than for the same period in 2024. We are introducing digitisation of service induction and line managers will be reminded their new staff must complete the training.

We will be developing our measure of Carer needs assessments following the introduction of new census from April 2025. The first collection of this data will be for the period 2025 to 2026, with Welsh Government Guidance to follow.

The percentage of child protection conferences held within timescales during 2024 to 2025 was 88% (70 out of 80 conferences) down from 98%. All Child Protection Conferences aim to be within the statutory guidance, and the majority are, however there are occasions when we need to re-arrange these meetings to enable full participation and to ensure parents are in attendance. For example, conferences can be re-arranged at the discretion of the chair should parents be required to attend court proceedings, have recently given birth prior to their expected due date, or are out of the country following the decision to progress to conference. Whilst these circumstances impact on achieving 100% compliance, the benefits of ensuring parental participation is evident in assisting the process of change and reducing of risk.

With regards to adult care and support plans, an average of 280 need to be reviewed each month. During 2024 to 2025, 35% were reviewed in the year, down from 37% in 2023 to 2024. There has been an increase in the number of adults open to the service and plans due a review in the year. Whilst we have significant capacity issues in dedicated social work time to undertake reviews, this has been recognised as a key focus for 2025 to 2026. That said, it is proving difficult to allocate capacity to reviews when the national priority we are being measured against continues to focus on supporting hospital discharge and reducing discharge delays which is absorbing social work capacity. We are also reviewing our data on the Welsh Community Care Information System (WCCIS) to ensure that reviews are being captured correctly to ensure there are no reporting errors effecting the figures we are reporting.

The percentage of adult abuse enquiries completed within 7 working days was at 98% as at the end of 2024 to 2025, up from 96% the previous year. Of 1145 enquiries, 1127 were completed within 7 days.

The percentage of visits to children placed on the child protection register due during the year that were completed within statutory timescales was up from 92% to 97% during 2024 to 2025. The percentage of looked after children visits completed within timescales was also up from 92% to 94% for 2024 to 2025. There has been an increase in the number of visits required; however, more have been completed within statutory timescales than the

previous year. We await benchmarking data, but for 2023 to 2024, our performance for children looked after is above the Welsh average of 73.4%.

5.1.1. Biannual Indicators (Effect)

Title	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025	Mid-year 2025 to 2026
The cumulative number of attendances at Leisure Centres – Benchmarked Locally Target: 1,066,016; Tolerance Threshold: 1,046,016	1,066,016 Green Better	523,259 Amber Worse	1,171,982 Green Better	621,618 Green Better

5.1.2. Annual Indicators (Effect)

Title	2023 to 2024	2024 to 2025
The number of people who have Ffit Memberships – Benchmarked Locally Target: 8,500; Tolerance Threshold: 7,640	7708 Green Better	8229 Amber Better
Percentage of people living in households in material deprivation (all ages) – Benchmarked Nationally Target: Upper Quartile; Tolerance Threshold: Median Quartile	National data pending	National data pending
The percentage of children living in workless households – Benchmarked Nationally Target: Upper Quartile; Tolerance Threshold: Median Quartile	11.8 Red Worse	National data pending
County Conversation: Stakeholder Engagement Indicator – In Development	New to 2025 to 2026	New to 2025 to 2026

5.1.3. Biannual Performance Measures (Effort)

Title	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025	Mid-year 2025 to 2026
The total cumulative number of new assessments completed for children during the year where there is evidence that the child has been seen – Count only	170	86	170	101
The percentage of new staff who have completed mandatory safeguarding training – Benchmarked Locally Target: 100%; Tolerance Threshold: No tolerance	58.76% Red Better	70.50% Red Better	51% Red Worse	53.9% Red Worse
Carer Needs Assessments – In Development	Does not apply	Does not apply	Does not apply	Does not apply

5.1.4. Annual Performance Measures (Effort)

Title	2023 to 2024	2024 to 2025
The percentage of initial child protection conferences held within statutory timescales – Benchmarked Nationally Target: 100%; Tolerance Threshold: No tolerance	98.0% Red Does not apply	87.5% Red Worse
The percentage of care and support plans for adults that were due a review in the year and were reviewed at least once during the collection year – Benchmarked Nationally Target: Baseline year; Tolerance Threshold: Baseline year	36.6% Status does not apply Trend does not apply	34.5% Status does not apply Worse
The percentage of enquiries completed within 7 working days from the receipt of the reported alleged abuse for adults – Benchmarked Nationally Target: 100%; Tolerance Threshold: 76%	96.3% Red Worse	98.4% Amber Better

Title	2023 to 2024	2024 to 2025
The percentage of visits to children placed on the child protection register due during the year that were completed within statutory timescales – Benchmarked Nationally Target: 100%; Tolerance Threshold: No tolerance	92.2% Red Better	97.4% Red Better
The percentage of statutory visits to children looked after during the year that were completed within statutory timescales – Benchmarked Nationally Target: 100%; Tolerance Threshold: No tolerance	92.3% Red Does not apply	93.5% Red Better

5.2. Activities Update

There are eleven improvement activities listed within this outcome in the Corporate Plan. Two are complete and nine are on track.

5.2.1. Activities (Effort)

Title	Status	Update
Modernising Social Care Programme	Green On track	Remodelling within the Older People Service to develop our Commissioned Resources section improves oversight of commissioning activity and the management of the Continuing Health Care process. This ensures that services are developed and commissioned based on need. Special guests from Colwyn Bay Stingrays Rugby Football Club joined the official opening celebrations for Bryn Euryn Nurseries and Cafe in May. The redevelopment, funded by the Council, provides a purpose-built garden centre, shop, and cafe on Dinerth Road, Rhos on Sea, with additional funding from the UK Government's Shared Prosperity Fund supporting staff and cafe contract costs. Managed by our Disability Service the facility provides vital opportunities and mentoring for people with disabilities and wishing to get into paid employment.

Title	Status	Update
Connecting Care	Green On track	In June , the Social Care and Health Overview and Scrutiny Committee received a progress report on the implementation of the Welsh Government's Connecting Care programme and delivery of the new Mosaic system. Mosaic is an electronic case management system that has been procured to support Health and Social Care service delivery of the Connecting Care programme. Since the last update, funding for 2025 to 2026 has been confirmed and the project is on track.
Whole School Approach (WSA) to Mental Well-being	Green On track	The Whole School Approach to Emotional and Mental Well-being continues to be embedded across Conwy schools, with a strong focus on collaborative, cluster-based working, and tailored support. The cluster model promotes peer learning, consistency, and shared practice, alongside individualised guidance provided through school visits. These engagements help ensure alignment with the Whole School Approach to Emotional and Mental Well-being framework, and offer targeted assistance based on each school's needs. Underpinning this work is a comprehensive Teams channel, offering a curated collection of resources specifically selected to support schools in promoting pupil health and well-being. While challenges persist within schools regarding resources, strategic efforts remain focused on reinforcing the framework as a key priority within school planning and delivery.
Performance and Improvement Framework for Social Care	Green On track	Key objectives for the service are aligned to the 'Performance and Improvement Framework for Social Services' under four quality strands: 1. People, 2. Prevention, 3. Partnerships and Integration, and 4. Well-being. This is the basis for the new Service Plan and is in the process of being approved and implemented. The detail within the Service Plan will allow us to monitor and evaluate progress against success criteria, and will also directly link to the annual Directors Report, which is publicly available.
Changing the way we commission domiciliary care in older people services	Complete	We have successfully rolled out outcome focused locality working to older people as per our commissioning plans. The services are operating very well. We are now, working to align disability domiciliary care services in the same way. This project will now be closed.

Title	Status	Update
Anti-Poverty Strategy	Green On track	<p>We have been preparing a workshop with managers in December to progress the development of the Anti-Poverty Strategy Action Plan, with ownership from across the Local Authority. This will focus on what poverty means for individual officers, what services are already doing to tackle poverty, and helping to identify where the gaps are. The output from the workshop will enable us to finalise the Anti-Poverty Strategy and Action Plan, which will be brought for democratic approval.</p>
Foster Wales Conwy	Green On track	<p>Efforts to strengthen in-house foster care provision are underway, with new initiatives introduced and further options being explored.</p> <p>During Foster Care Fortnight in May, young people with experience of care shared the foster relationships that changed their lives. The stories shared highlight the importance of meaningful relationships developed through the fostering community, and how these relationships can help change lives for the better. To find out more about becoming a foster carer in Conwy visit our Foster Wales Conwy website.</p> <p>With the aim of encouraging more Welsh speakers to consider adoption, the regional North Wales Adoption Service attended the National Eisteddfod in August. Their display stand included a range of activities to help spark conversations about the adoption process, seeking to dispel myths and raise awareness that adoption support and training can be accessed in Welsh and English.</p> <p>Our Fostering Service was inspected in November 2024, identifying no areas of non-compliance with regulations and no areas for improvement. The report is positive and recognises several areas of good practice within our service.</p>

Title	Status	Update
Wales National Enforcement Priorities	<p>Green</p> <p>On track</p>	<p>Trading Standards continue to work with partners investigating problem premises selling illicit tobacco and illegal vapes. In addition, all scheduled private hire operator, adult gaming centre, street trader, and vehicle and licenced animal premises inspections have been completed but will continue.</p> <p>290 complaints/Service Requests were received regarding noise, with 8 Noise Abatement Notices served.</p> <p>128 Housing Condition Service requests were received and investigated.</p> <p>Monthly air quality monitoring for nitrogen dioxide continues across all network sites, with a number of 'No Idling' signs to be located outside school premises in the county.</p> <p>We are awaiting publication of the classifications for all bathing water locations. Gwynedd Council have adopted a similar signage model to Conwy following recommendation by Natural Resources Wales as an example of good practice.</p>

Title	Status	Update
Corporate Safeguarding Action Plan	Green On track	<p>Safeguarding continues to be a top priority for us. Our updated Corporate Safeguarding Action Plan for 2025 to 2026 sets out the key actions to keep people safe and reflects our ongoing commitment to safeguarding.</p> <p>Work is ongoing to develop a communication plan and targeted approach to improvement, in collaboration with the Designated Safeguarding Managers network. In addition, whilst at an exploratory stage, we are also looking at an alternative e-learning module which would enable more real-time and more easily accessible data for line managers to review and discuss with their direct reports in their regular Conwy Conversations.</p> <p>The digitisation of the service induction is near completion, and this will enable better governance and review of the completion of probationary periods for new starters, which should not be signed off if mandatory training has not been completed. The key message we need to continue to embed, is why safeguarding training is so important, and why it's vital that we are all vigilant to any concern as part of our collective responsibility to safeguarding.</p> <p>Safeguarding Week in November will give staff the chance to take part in a range of activities, including short "7-minute briefs", and local and regional training sessions on important safeguarding themes.</p>

Title	Status	Update
Regional Community Safety Strategy – local delivery	Green On track	<p>We continue to work collectively across the region on Serious Violent Crime. We have been successful in securing further grant funding of £74,000 from the Police and Crime Commissioner for the delivery of serious violence youth prevention work in Conwy and Denbighshire. Funding has also been received to support the Conwy and Denbighshire Youth Justice Service, Conwy Youth services, and ‘Don’t steal my future’ school programme to target those most at risk of exploitation. The collective work continues locally with a Youth Justice service Operational Board, and the development of analytical products to help guide our work and help prevent harm and safeguard young people. We have continued with our work to raise awareness of online crime and domestic abuse. We have also continued with our local Organised Crime Prevention Group, which has evolved to be crucial for real-time information sharing to assist with the prevention of organised crime, and safeguard those who are susceptible to being exploited.</p> <p>In May we promoted the North West Wales Community Cohesion Fund 2025, which was open to applications until June for organisations in Conwy, Anglesey or Gwynedd. Funding of between £500 and £5,000, administered by the Community Cohesion Team for North West Wales, was available to support events and activities that bring communities together and help to facilitate Community Cohesion.</p>
Regulation and Inspection of Social Care Act (RISCA) Responsible Individual Project	Complete	<p>A revised model for delivering RISCA “Responsible Individual” statutory duties has been implemented, enhancing the service’s ability to meet regulated responsibilities in domiciliary and residential care. This model supports improved service quality through monitoring and promotion of best practice. This project will now be closed.</p>

5.3. A round up of news and committee items

The following additional news and committee items took place in this last period in support of this priority.

5.3.1. New Ffit Conwy Gym

In June we formally opened a new [Ffit Conwy](#) gym at Ysgol Creuddyn, Penrhyn Bay, supported by the UK Government's Shared Prosperity Fund. The new facilities extend our offer for the community and demonstrate our commitment to residents' health and well-being. Working in partnership with Ysgol Y Creuddyn, pupils will have access to the gym and Ffit Conwy instructor-led sessions during school hours, encouraging them to lead active and healthy lives.

5.3.2. Well-being Resources

A new website providing [resources to support children and families](#) was launched at the National Eisteddfod in August. Based on the experiences and voices of children, young people, families, and experienced professionals, the resources aim to support the emotional health, well-being, and resilience of children and young people in North Wales. They have been developed by partners from across the region, including schools, education, health, and children's services, as a result of collaborative working through the Children's Regional Partnership Board and Play Officers.

5.3.3. Local Toilet Strategy

A further update on progress with our Toilet Strategy was considered in [August](#) by the Economy and Place Overview and Scrutiny Committee. In accordance with the plans to meet future needs and provide public toilets on a cost-neutral basis, a revised public toilet service has been implemented which includes seasonal opening of some facilities. Collaboration with town and community councils for 2025 to 2026 has been positive, supporting public toilets to remain open across nine wards. The public can also access toilets at 20 existing Council buildings, such as offices, leisure centres and libraries, with further toilets available through our community toilet scheme. Closing toilets is a difficult decision, but given the significant budgetary pressures we face, paid-for facilities and sponsorships are necessary to keep facilities open. More information can be found on [our website](#).

5.3.4. Learning Disability Awareness Week

The theme for Learning Disability Awareness Week in June this year was "Do You See Me", with a focus on helping people with learning disabilities to be seen, valued and included. A range of [walking and cycling events](#) were planned across all six counties of

North Wales. All the groups involved received support from the North Wales Regional Partnership Board and funding from the [Regional Integration Fund](#) to support Learning Disability Awareness Week activities.

5.3.5. Supporting Older People

We are working in partnership with Age Connects Wales and all members of the Age Friendly Stakeholder Network towards official recognition by the World Health Organization as an [age friendly county](#). This global initiative is designed to help communities remove barriers and improve quality of life for the ageing population. Working towards this recognition also supports the Welsh Government's Age Friendly Wales Strategy and is backed by the Older People's Commissioner for Wales. To support our application and help shape the future of ageing in Conwy, a survey was launched in July to encourage residents to have their say.

In [August](#), our strategic response to the Older People's Commissioner for Wales' report, Access Denied: Older People's Experiences of Digital Exclusion in Wales (January 2024) was considered by the Economy and Place Overview and Scrutiny Committee. Our action plan has been structured around the following five key objectives:

- Maintaining non-digital access.
- Improving accessibility and contact channels.
- Promoting digital inclusion.
- Strengthening governance.
- Embedding inclusive service design.

Progress against our action plan will be monitored by the Governance and Audit Committee.

The Social Care and Health Overview and Scrutiny Committee received updates in [September](#) on an inspection carried out at Llys Elian, initially in September 2024, and then re-inspected in April. The initial inspection report identified one Priority Action Notice and two further areas for Improvement. Immediate steps were taken to address the area of concern with a detailed action plan produced and completed. Upon re-inspection in April, CIW removed the Priority Action Notice and both areas for improvement. CIW assessed ratings of good across all four Inspection themes of Well-being, Care and Support, Environment, and Leadership and Management.

5.3.6. Service Demand Updates

In [September](#), the Social Care and Health Overview and Scrutiny Committee received two reports providing updates on service demands. The Disability Demand report detailed the trends and increasing pressures in relation to meeting the needs of people with disabilities. The report was noted, together with the service pressures, and work already undertaken to manage demands within the eligibility criteria. In order to meet the demand pressures going forward it was agreed that a business case would be required as part of the 2025 to 2026 budget setting process.

The Older People Care Demand report detailed the trends and increasing pressures in relation to meeting the care and support needs of older people in the county. The report highlighted that key pressures are that in line with population trends, seeing an increase in the number of older people that present to us for assessment. By virtue of their age and their complex needs, the service is struggling to manage that demand and meet those eligible needs within its current resource and budget allocation. Again, it was agreed that there was need for a business case as part of the 2026 to 2027 budget setting process in order to meet demand pressures going forward.

5.3.7. More Than Just Words

Mwy Na Geiriau (More Than Just Words) is the Welsh Government's strategic framework to strengthen Welsh language provision in health and social care. In [April](#), the Social Care and Health Overview and Scrutiny Committee received a progress report on its implementation in Conwy. Between January 2023 and December 2024, 20 training courses were delivered. The number of social care workers from across the care sector who have completed the course was 261. Of these, 190 were Conwy Social Care employees, representing 21% of our workforce. The participants from external organisations totalled 71 up to December 2024 and we are actively encouraging more participants from the wider social care sector to attend future courses. The committee requested that the next report includes an audit of training provided and the outcomes for external care providers, as well as information on the benefits of the twice-yearly monitoring visits of external care providers.

5.3.8. Community Safety

We were delighted to report in July that our [CCTV Service](#) has been awarded funding from the UK Government's Shared Prosperity Fund to continue to tackle environmental

offences, including fly tipping, vandalism and anti-social behaviour. The £375,000 funding will enable the recruitment of additional CCTV operators and support the work of Public Protection enforcement officers to carry out investigations. Previous funding added twelve mobile CCTV cameras to the network, which can be moved to focus on problem areas and repeat offenders.

A further three-year extension has been issued to a [Public Space Protection Order \(PSPO\)](#) to prevent crime, disorder, and anti-social behaviour in Conwy town. Local residents, business owners and councillors were invited to submit their views about extending the PSPO, which was first introduced in May 2022. With no objections received, working in partnership with the North Wales Police we have extended the order under the Anti-social Behaviour Crime and Policing Act 2014 to help tackle these issues for the benefit of local residents, businesses, and visitors.

Following complaints from concerned residents, Trading Standards Officers with support from the North Wales Police inspected and immediately closed stores in Llandudno Junction and Llandudno for trading in counterfeit, harmful and illegal goods.

Following reports of people receiving text messages saying that they have received parking fines with a link to pay through a fake .gov website, we warned residents and visitors to be aware of [scam text messages](#). We raised awareness of how to report scam websites and confirmed that we do not send parking fines by text message, publishing details of our accepted payment methods for parking.

5.3.9. Be Prepared!

During September, we have been [getting ready for winter](#) by carrying out driver training and route familiarisation across the county. As this was Preparedness Month, we also took this opportunity to raise awareness of [community risks](#) and how to prepare for emergencies, such as severe weather. You can find helpful advice and support on our website – [Preparing for Emergencies](#).

5.3.10. Health Board Services

At its meeting in [June](#), The Social Care and Health Overview and Scrutiny Committee received an update from Betsi Cadwaladr University Health Board's (BCUHB) on service provision across North Wales in 2024 to 2025, giving members an opportunity to ask questions on performance and outcomes. Concerns were raised relating to areas of

improvement such as admissions, delays in accessing mental health support, community services for those with poor transport links, access to dental services, and delays in access to routine services such as Phlebotomy. Confirmation was sought that matters in relation to the leadership of the Health Board had now been resolved, and members requested updates on the roll-out of priority appointments for carers across GP surgeries. Further discussions included the Replacement Local Development Plan (RLDP), service demand, and health board infrastructure requirements.

6. Supplementary – Governance Functions

Measures: **Green: Target met**

Actions: **Green: On track**

In support of Conwy County Borough Council being resilient, the chapters that follow considers improvement actions and developments (including news and committee items) that have been undertaken during 2024 to 2025 in support of the seven governance areas, namely Corporate Planning, Financial Planning, Performance Management, Risk Management, Workforce Planning, Asset Management and Procurement.

6.1. Measures Update

The following measures and activity cover key governance areas, supplementary to those measures and activity identified in [Goal 1](#) in support of being a resilient Council.

During April to September, no low assurance reports have been received from internal audit. 67% of actions in response to external regulatory reports are outstanding. Our compliance with External Regulatory audits is appended to this report.

Whilst we have not undertaken any project health checks in the first half of the year, there are 4 planned between October 2025 and March 2026.

The annual letter from the Public Services Ombudsman has confirmed that no complaints were upheld against us during 2024 to 2025, maintaining our record from the previous year. With regards to complaints dealt with by us, 39% were upheld in the last year, which is consistent with 2023 to 2024.

The attendance of elected members at meetings continues to be high, at 85%, similar to the previous year (86%).

We have encountered difficulties with our measure for member training, data not presently providing an accurate picture of training completed. Further consideration needs to be given to how we might more accurately capture this information.

6.1.1. Biannual Indicators (Effect)

Title	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025	Mid-year 2025 to 2026
The annual cumulative number of low assurance internal audit reports – Benchmarked Locally Target: 3; Tolerance Threshold: 5	6 Red Worse	1 Green Better	2 Green Better	0 Green Better

6.1.2. Biannual Performance Measures (Effort)

Title	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025	Mid-year 2025 to 2026
The percentage of actions outstanding from external recommendations – Count Only	66%	43%	47%	67%
The number of programme / project Health Checks that have been completed in the last 6 months – Benchmarked Locally Target: 2; Tolerance Threshold: 1	1 Green Same	3 Green Better	4 Green Better	0 Red Worse

6.1.3. Annual Performance Measures (Effort)

Title	2023 to 2024	2024 to 2025
The percentage of complaints the Ombudsman upheld against the local authority – Benchmarked Nationally Target: 0%; Tolerance Threshold: 5%	0% Green Data pending	0% Green Data pending
The percentage of complaints that were upheld – Benchmarked Nationally Target: 30%; Tolerance Threshold: 40%	37% Amber Worse	39% Amber Worse
Member attendance expected and present year to date – Count Only	86%	85%
Member Training – In Development	Does not apply	Does not apply

6.2. Activities Update

There are twelve improvement activities listed within this outcome in the Corporate Plan. Nine are on track, two are within tolerance, and one is not yet due to start.

6.2.1. Activities (Effort)

Title	Status	Update
Self-Assessment Action: Review of Performance Management Framework	Green On track	We have made good progress to review a number of key components that support our Performance Management Framework, namely our Performance Self-Assessment reporting; the Service Performance Review process; our revised Corporate Plan and supporting framework; and our stakeholder engagement process. During the Summer we have worked to update our Performance Management Framework / Guide to Performance Management. We are currently obtaining staff input ahead of democratic approval in October. A programme of training for staff and members will follow.
Improvement Action: Review of Risk Management Framework	Green On track	We have completed a significant review of our Corporate Risk Register and have updated our Risk Management Framework with the necessary changes following that. We are currently receiving input from officer and members on the updated framework / Guide to Risk Management, with democratic approval being sought in October. Once approved, a programme of training will be rolled out to members and staff.
Update Well-being Assessment with partners	Amber Within tolerance	Very early discussions have begun with partners around our approach to updating the PSB's Well-being Assessment, capacity being the most pressing concern at present. We are exploring a number of options to help with this work. There will be a key meeting of the North Wales Insight Partnership in September to discuss proposals for a model to deliver the updated assessment.
Develop Corporate Plan 2027 to 2032	Not Started	Corporate Performance and Improvement Officers will meet in the Autumn to discuss a timetable for the next Corporate Plan.

Title	Status	Update
<p>Self-Assessment and AGS Action: Engagement and data Intelligence</p>	<p>Green On track</p>	<p>There are a number of workstreams being progressed to support this action. Our County Conversation: Stakeholder Engagement Survey launched in August and ran until October 10. The survey will run on an annual basis and provide valuable user information to inform our forward planning and decision-making. The results of the recent survey will be published in our year-end Performance Self-Assessment Report.</p> <p>We also now have capacity to consider more holistically how we engage as a Council and to seek to make improvements to our engagement framework and online presence (including how we feedback to residents). Part of this will include establishing an internal network of key officers that regularly engage with our communities. An action for 2026 to 2027 will be to develop an updated Engagement Framework for staff, in support of our Public Participation Strategy. This will include principles for good survey governance.</p> <p>Finally, to support our Resilience Strategy, we are looking to address our research capacity to bring improved data intelligence to support our decision making.</p>
<p>Service Performance Reviews</p>	<p>Green On track</p>	<p>Following a review of our approach, in September we held two Service Performance Reviews (Economy and Culture Service; and Environment, Roads and Facilities). These reviews are an important opportunity for services to reflect on their performance, highlight achievements and identify areas for improvement. They also enable members and senior managers to review important performance and risk information, and to offer challenge and support. They are an integral part of our performance management framework and ongoing self-assessment mechanism. Early feedback has been positive, with members feeling more engaged in honest and open discussion. Identified actions from the reviews will be included within our Performance Self-assessment reports (see Improvement Actions below).</p>
<p>Mochdre Commerce Park</p>	<p>Amber Within tolerance</p>	<p>Relevant officers are working with the council's external lawyers in respect of the ongoing litigation. An update was provided to the Finance and Resources Overview and Scrutiny Committee at its meeting in September.</p>

Title	Status	Update
<p>Self-Assessment Action: Complaints handling and customer focussed services.</p>	<p>Green On track</p>	<p>We have explored the proposal for a centralised, customer-first service model to improve accessibility, efficiency, and resilience across the organisation, addressing fragmented delivery and high demand while leveraging strong digital engagement. Key actions include creating a multi-disciplinary, omni-channel team; expanding the gov.Services platform and MyConwy accounts; consolidating reception points; and using libraries as community hubs for assisted digital access.</p> <p>A new Customer Charter and Service Standards Framework was established to meet expectations for quality and consistency, embedded through staff training and monitoring. Alongside this, the Access Denied Action Plan ensures inclusive access for digitally excluded individuals, aligning with equality duties and the Corporate Plan, through prevention, integration with health and social care, collaboration with partners, and co-design with older people. Both initiatives aim to deliver smarter service design, long-term savings, and improved customer experience, whilst meeting compliance and inclusion commitments.</p> <p>The Resilience Strategy will continue to transform the customer experience to provide seamless, 24/7 digital access with equality of access for all, centralise customer contact and simplify processes for better responsiveness.</p>
<p>AGS Action: Implement revised civil contingencies governance structures</p>	<p>Green On track</p>	<p>New governance structures have been agreed. Our First Emergency Management Response Team will be meeting in November, and the new Sub-Groups will be meeting in the new year.</p>
<p>AGS Action: Implement revised Workforce Planning Framework</p>	<p>Green On track</p>	<p>To support the launch of the new Workforce Planning Strategy and supporting Managers Guidance, the People and Performance Service arranged some online refresher training followed by a dedicated, in-person learning event for the Managers Forum in September. The Local Government Association delivered a practical and engaging session covering an overview of workforce planning and the application of workforce planning tools. Next steps include integrating Workforce Planning within our Service Planning cycle with services being asked to submit their workforce action plans, as well as a reflection of learning needs, by March 31.</p>

Title	Status	Update
Review of Project Management Framework	Green On track	<p>We review our Programme and Project Management Framework on an annual basis. The review for 2025 to 2026 was recently completed and an updated version of the Programme and Project Management Framework was scrutinised by Finance and Resources Overview and Scrutiny Committee and then approved by Cabinet in July. The key changes to the Framework are:</p> <ul style="list-style-type: none"> • Streamlined Board Membership. • Improved Reporting to Scrutiny. • Engagement with Local Area Forums. • Continued Health Checks (with 4 planned for 2025 to 2026). • Closure of the Conwy Opportunities Board. <p>Introduction of a New Dashboard Reporting System.</p>
Panel Performance Assessment	Green On track	<p>We sought input from the Governance and Audit Committee in May on the scope of our Panel Performance Assessment. We also consulted with Trade Unions. The final scope and panel appointments will be approved by Cabinet in October following consideration by the Finance and Resources Overview and Scrutiny Committee. Meanwhile we are meeting regularly with the Welsh Local Government Association to put in place the necessary timetable for the fieldwork, and to build a document library to share with panellists and all those involved ahead of the assessment, which is taking place December 2-5.</p>

6.3. A round up of news and committee items

6.3.1. Corporate Planning

Corporate Planning is about how we set out and make arrangements to deliver on our strategic objectives. Below are additional improvement actions that have been identified in support of this area of governance.

6.3.1. Corporate Plan

During this period, we have been working with our services to embed our revised Corporate Plan Performance Management Framework. This provided the structure to our end our year-end Performance Self-Assessment (see [update below](#)). The next focus for enhancing the intelligence that we collect around our objectives is to capture user

perspectives about our performance. We were pleased to launch our Conwy Conversation: Stakeholder Engagement Survey in August. Data from this will help complete the triangulation of performance information against our Corporate Plan outcomes.

6.3.2. Senior Leadership Team

The membership of the Senior Leadership Team (SLT) has been revised from September. SLT will now include only the Chief Executive, Strategic Directors, and Head of Law and Governance. Other Heads of Service will be invited to attend for specific agenda items.

6.3.3. Annual Governance Statement

The Annual Governance Statement was presented for approval to the Governance and Audit Committee in [June](#). Accompanying the document were the Local Code of Governance and the Governance Framework. These documents seek to provide assurance of sound governance processes and present the highest priority issues being managed by us as a Council. The report concluded that our governance arrangements have effectively supported us through a period of continuing challenge, whilst allowing us to adapt and deliver services without any continuity issues. It acknowledged the continuing impact of inflationary pressures and cost increases, resulting in significant financial pressures and challenges. Staff capacity and workloads; the increasing demand for services; recruitment; and the sustainability of the social care sector were also highlighted as significant challenges. The statement identified the following self-assessed improvement actions:

- Support the long-term financial sustainability of the Council by implementing our Resilience Action Plan and Resilience Strategy (see update in [Goal 1 activities](#)).
- Renew our Asset Management Strategy (see update in [Goal 1 activities](#)).
- Continue our efforts to streamline decision-making (see update in [Goal 1 activities](#)).
- Improve our approach to engagement and data intelligence (see update in [supplementary governance activities](#)).
- Implement revised civil contingencies governance structures (see update in [supplementary governance activities](#)).
- Actively support each service to develop and implement their workforce plan (see update in [supplementary governance activities](#)).
- Work with all services to progress the aims of the Inclusive Conwy Strategy (see update in [Goal 1 activities](#)).

Follow the links above for updates to these actions, which have been included within this report for the first time. The Annual Governance Statement was approved by Cabinet at its meeting in [August](#).

6.3.4. Democratic Arrangements

At its annual meeting in May, the Council elected Cllr Sharon Doleman as its Chair, and Councillor Mike Priestley as Vice-Chair. However, in August Cllr Mike Priestley was appointed as the Cabinet Member for Infrastructure, Transport and Facilities, with Cllr Trystan Lewis subsequently elected as Vice-Chair in August. Cllr Michael Smith was also appointed in place of Cllr Mike Priestly as chair of the Economy and Place Overview and Scrutiny Committee. Appointments of Scrutiny vice-chairs also took place in June within Economy and Place, Education and Skills, Finance and Resources, and Social Care and Health. A further election of Vice-Chair had to be made for Economy and Place in September following Cllr Hannah Fleet's appointment as Cabinet Member for Integrated Adult and Community Services.

In October 2019, Council agreed to allow a small pool of representatives from the Youth Council to rotate attendance as co-opted members on the Education and Skills Overview and Scrutiny Committee, without voting rights. Following a recent request by the Youth Council, the Economy and Place, Finance and Resources, and Social Care and Health scrutiny committees have agreed in September that a recommendation be made to the elected Council for the remaining scrutiny committees to also co-opt Youth Council members without voting rights. Council will vote on the recommendation at its meeting in October.

Ian Whyte was reappointed as chair of the Governance and Audit Committee in June, and Cllr Stephen Price was reappointed as Vice Chair in [September](#). At the same meeting, the Terms of Reference for the committee were reviewed, with minor changes made and recommended to Council, to better comply with the Global Internal Audit Standards (Principle 8 – Overseen by the Board) and the Code of Practice for the Governance of Internal Audit. The membership of the Governance and Audit Committee was also reviewed by Council at its meeting in [July](#), where Gill Murgatroyd was also reappointed to the Standards Committee for a second term as an independent panel member.

Following changes in political group memberships, Council received a report in [August](#) to review its political balance and the allocation of committee seats to political groups. It was resolved that committee sizes would remain the same with seats allocated to political

groups as outlined in the report and in accordance with the political balance rules. The allocation of seats to the Democratic Service Committee and the Joint Overview and Scrutiny Committee for the North Wales Corporate Joint Committee were also agreed.

Later in September, the Leader, Cllr Charlie McCoubrey, and Deputy Leader, Cllr Emily Owen, announced that they would be stepping down from their Cabinet roles on October 8, when a replacement Leader will be elected at a special meeting of the Council.

Also in support of democratic arrangements, in July we informed residents of our annual canvas of the electoral register, urging people to check their details or risk losing their chance to vote on decisions that affect them. Recent home movers in particular were urged to check their details. Anyone wishing to register to vote should visit www.gov.uk/register-to-vote.

6.3.2. Financial Planning

Financial planning relates to the management of our income and expenditure. Below are additional improvement actions that have been identified in support of this area of governance.

6.3.2.1. Treasury Management

At its meeting in [September](#), the Governance and Audit Committee were presented with the Treasury Management Outturn for 2024 to 2025 and the Treasury Management Strategy and Actual Prudential Indicators for 2025 to 2026. The report noted that borrowing had increased during 2024 to 2025 by £28.2 million (from £203.3 million to £231.5 million); and for investments there was an increase in investments of £13 million (from £27.6 million to £40.6 million) during the same period.

At the same meeting, the Governance and Audit Committee were presented with an update on treasury management activities during the first three months of 2025 to 2026. It was reported that external borrowing had decreased by £20.9 million (from £231.5 million to £210.6 million during the period April to June, and there was an increase in investments of £8.4 million (from £40.6 million to £49.0 million) during the same period.

6.3.2.2. Capital Programme

Cabinet was informed in February that the total Capital Programme stood at £106.458m. At that stage it was profiled between planned activity in 2024 to 2025 (£38.969m) and

future years' activity (£67.489m). In August, the [Finance and Resources Overview and Scrutiny Committee](#) and [Cabinet](#) received reports providing the outturn position for the 2024 to 2025 Capital Programme. It was agreed to approve the net addition of £5.918m to the 2024 to 2025 capital programme, and it was noted that the final outturn position for 2024 to 2025 was £39.828m. It is anticipated that £38.969m of the spend would fall in 2024 to 2025 with the remainder being spent in subsequent years. Of the remaining unspent budget, it was agreed for the remaining sum of £68.957m to be carried forward.

Scrutiny and Cabinet were also presented with the quarter one monitoring report for the Capital Programme, approving the net additions of £18.180m as listed below:

- Award of Funding under the Local Government Borrowing initiative to improve local highway assets (to the value of £5.155m). This funding is not a grant, but rather revenue funding to support external borrowing costs for the Council, and as such the Council will carry the interest rate exposure risk.
- Award of a range external grant monies for specific schemes, with a value of £12.636m.
- Various adjustments to several other schemes funded from our internal funding (mainly capital reserves), with a value of £389,000.

6.3.2.3. Debt Write-off

At its meeting in [August](#), Cabinet received a report on the position of an outstanding Sundry Invoice debt for the sum of £51,186.67. This resulted from Orchard Live Limited going into voluntary liquidation. It was noted that, unfortunately, businesses did go into liquidation, and due diligence had been undertaken in the past. Financial regulations had also been amended to require invoices to be raised within 14 days of an event. There was no financial loss in terms of purchases for the bar concessions, only the income, and Leisure Services absorbed the cost of the debt. Having exhausted all available routes to recover monies, it was agreed to write off the debt.

6.3.2.4. Introduction of Mooring Fees for commercial vessels

At its meeting in [May](#), Cabinet approved the recommendation made by the Conwy Harbour Advisory Committee to introduce mooring fees for all commercial vessels to generate income to sustain the harbour. It was agreed that fees should be introduced at a level of 50% for recreational fees in 2025, and at a level of 100% from 2026.

6.3.3. Performance Management

Performance management means the structures and processes we have in place to ensure that we deliver what we said we would, whilst encouraging active involvement and challenge from across the organisation and from our residents. Below are additional improvement actions that have been identified in support of this area of governance.

6.3.3.1. Performance Self-Assessment

Our year-end Self-Assessment Performance Report was presented to democracy in June (Governance and Audit Committee, Finance and Resources Overview and Scrutiny Committee, and Cabinet) prior to final approval at Council in [July](#). The report was the first to be based on the revised Corporate Plan (approved by Council in February) and its new Performance Management Framework, which has a renewed focus on benchmarking information. The report identified three additional improvement actions, updates for which have been included in this report (denoted as **Self-Assessment Actions**).

This present report (covering April to September) is part 1 of our Self-Assessment for 2025 to 2026, and is being presented to democracy in November and December in our continued effort to ensure performance information is timely. As with our previous report, progress with our regulatory activity is included in appendix 2, streamlining our reporting of performance information.

6.3.3.2. External Regulatory Reports

Our process requires that all external regulatory reports are considered by a relevant scrutiny committee prior to being referred to the Governance and Audit Committee for monitoring. In [May](#) we presented the latest Audit Wales reports to Governance and Audit, which were a national study on the [Biodiversity and Resilience of Ecosystems Duty](#) (which contained no local recommendations), and an annual summary of audit work carried out in Conwy. These have been reported previously within our Performance Self-Assessment.

The committee also received the annual Audit Plan for Audit Wales, which will include a financial audit, a performance audit around workforce pressures in local government, use of data in budget setting for demand led services, and a review of cyber security.

6.3.3.3. Internal Audit

In [May](#), the Internal Audit Annual Report was presented to the Governance and Audit Committee. 29 audit opinions were given during the year, with 18 being of High Assurance, seven Satisfactory, and four of Limited Assurance. We received no reports with a No Assurance rating. The Limited Assurance reports related to:

- Cyber Resilience
- The Welsh Government Housing Support Grant
- Home to School Transport
- Welsh Rugby Union - Rygbi Gogledd Cymru Matches

Since April, Internal Audit have been working to new internal audit standards. These are a combination of the Global Internal Audit Standards (GIAS) and the Application Note – GIAS in the UK Public Sector, and the Code of Practice on the Governance of Internal Audit. These are reflected in the updated Internal Audit Charter for 2025 to 2026, and in the Internal Audit Strategy and Action Plan, both presented to Governance and Audit Committee in [June](#). The strategy covers 2025 to 2028 and sets out four objectives supported by an Annual Plan and performance measures for 2025 to 2026.

A further Internal Audit progress report was presented to members in [September](#) and noted that the service had completed 10 audits between April and June, completing 100% within planned time against a challenging performance target of 75%. Four follow-up audits took place. There were three major recommendations not implemented in the Houses of Multiple Occupation follow-up; and one major recommendation in both the Cyber Resilience and the Information Security follow-ups were considered to be work in progress.

6.3.3.4. Committee Annual Reports

The Annual Report of the Governance and Audit Committee was presented to Council in [July](#) (following input by the Governance and Audit Committee at its meeting in [May](#)). The report reflected on the challenging year and acknowledged the efforts to provide positive service to all residents in difficult times, and in particular the focus around social care, homelessness, and finance. The report added that the Governance and Audit Committee is reasonably assured that the Council is well placed to manage the challenges and risks

ahead, despite the financial restraints and ever-increasing demand on services and staff resources.

Also at Council in July, members received the 2024 to 2025 Annual Report of the Standards Committee. It was noted that the committee has continued with its programme for independent member visits to town and community council meetings; dealt with eight applications for dispensation; reviewed the members' registers of interests and register of gifts and hospitality; considered complaints lodged with the Ombudsman; and met with Group Leaders to discuss their compliance with their duties.

In [September](#), the Finance and Resources Overview and Scrutiny Committee received the Annual Scrutiny Report for 2024 to 2025, together with feedback from the review of our overview and scrutiny function that took place in December 2024 and May 2025. The report also provided progress against local performance indicators:

- Attendance levels have decreased slightly compared to the previous year; with an average attendance of 81% compared to an average of 86% in 2023 to 2024.
- 36 scrutiny committee meetings were held during 2024 to 2025; compared to 42 in 2023 to 2024. This was due to the pre-election period when a number of meetings were cancelled.

The report noted that all the recommendations from the Scrutiny Working Group had been implemented, and that further information would be provided in the 2025 to 2026 annual report. Although it was noted that there was an imbalance of meetings held across the different committees, work was ongoing to set annual forward work programmes.

6.3.3.5. Complaints and Compliments

In [September](#), the Governance and Audit Committee considered the Annual Report for Corporate Compliments and Complaints, together with the Annual Report of Social Services Representations, Complaints and Compliments for 2024 to 2025. The committee also received the Annual Letter 2024 to 2025 from the Public Services Ombudsman for Wales (PSOW).

It was encouraging to note from the PSOW Annual Letter that Conwy was performing better than the Welsh council average for complaints received per 1,000 residents. Conwy had a rate of 0.33, compared to an all-Wales average of 0.45 per 1,000 residents for 2024 to 2025, ranking 5th best in Wales.

During 2024 to 2025 we received 353 complaints, 19 of which were carried over from the previous year, and 20 of which are carried over to 2024 to 2025. 138 of these complaints were upheld (up slightly from 135 in 2023 to 2024), with 58% of Stage 1 complaints were dealt with in 10 working days (64% in 2023 to 2024) and 51% of Stage 2 complaints were dealt with in 20 working days (47% in 2023 to 2024). It was noted that staff capacity was an issue, and that we are considering an alternative system for recording and monitoring progress.

Social Services complaints are handled through a separate legislative process. During 2024 to 2025, we received 24 (Stage 1 and 2) formal complaints. 7 complaints were escalated to the Public Services Ombudsman for Wales (in comparison to 14 in 2023 to 2024), with 6 not investigated further, and 1 dealt with through early resolution. 156 compliments were received during 2024 to 2025, a slight decrease of 33 compared with the previous year, but still significantly greater than the number of complaints.

Council wide, we received an additional 292 compliments during 2024 to 25, an increase of 46 from the previous year. Ffit Conwy staff were praised for their support in Parc Eirias following the Dolgarrog burst water main incident in January 2025, and recycling collectors were recognised for their efforts in recycling collection.

6.3.3.6. Welsh Language

In [April](#), members of Finance and Resources Overview and Scrutiny Committee acknowledged the success of our Work Welsh scheme, noting the excellent exam results and a forthcoming dedicated classroom in Coed Pella. Work Welsh Scheme, developed by the National Centre for Learning, is funded by Welsh Government to strengthen Welsh language skills in the workplace and during 2024 to 2025, 78 members of staff and 1 councillor were involved in the scheme.

In [May](#), the Finance and Resources Overview and Scrutiny Committee welcomed the Welsh Language Standards Annual Report, which set out how we conformed with the Welsh Standards as a Council during 2024 to 2025. This report forms part of our Welsh Language provision that also includes many other strategies, such as More Than Just Words, Welsh in Education Strategic Plan, and our Welsh Language Promotion Strategy – [Ein Llais Cymraeg](#). Our initiatives have seen an increase in the number of opportunities for staff to use their Cymraeg language skills and to make it easier for people to use their Cymraeg skills in everyday life, and our successes are going from strength to strength.

[Cabinet](#) commended the work undertaken to encourage people to speak Welsh as it recommended the report for publication.

6.3.3.7. Director of Social Services Annual Report, 2024 to 2025

The Director of Social Services Annual Report for 2024 to 2025 was presented to the [Social Care and Health Overview and Scrutiny Committee](#) in September. The report outlines our progress in delivering high-quality social care services, with a strong emphasis on inclusion, prevention, partnership, and well-being. A key area of focus for us has been the expansion of anti-racism and cultural awareness training, and the further integration of social care and education services. The report details improvements in care for children and adults, including the launch of new residential facilities, enhanced mental health support, and initiatives to promote Welsh language provision. It also addresses ongoing workforce challenges and significant financial pressures. Overall, we hope the report reflects a comprehensive and person-centred approach to social care in Conwy, aiming to foster equity, resilience, and community well-being.

6.3.4. Risk Management

Risk management refers to our planned approach to identify, assess, control, and monitor risks and opportunities facing us as a Council. Below are additional improvement actions that have been identified in support of this area of governance.

6.3.4.1. Corporate Risk Review

The Performance and Improvement Team conducted a comprehensive review of our approach to corporate risks and issues and presented the revised Corporate Risk Register to the Governance and Audit Committee in [June](#). The findings of the review led to:

- Streamlining of existing risks and issues to better support strategic discussions.
- Identification of some gaps within the Corporate Risk Register.
- Clarifying the distinction between risks and issues.
- Enhancing strategic oversight of the register.
- Encouraging more consistency in scoring the risks.

The new approach was endorsed by [Cabinet](#) in August. Progress on the Corporate risk register, together with the revised Risk Management Framework, will be reported through democracy during the autumn.

6.3.5. Workforce Planning

Workforce planning means the process by which we analyse, forecast and plan workforce supply and demand, and assess gaps to ensure that we have the people and skills, now and in the future, to deliver our services and fulfil our strategic objectives. Below are additional improvement actions that have been identified in support of this area of governance.

6.3.5.1. Equal Pay Audit

In April, following consideration by the [Finance and Resources Overview and Scrutiny Committee, Cabinet](#) approved the Equal Pay Audit for 2018 to 2023. This provides an analysis on pay broken down by gender, ethnicity, disability, and age, considering both equal pay and pay gaps. The Equality and Human Rights Commission identify that, as a general rule, differences of 5% or more should prompt further investigation. However, it is important to note that all annual inflationary pay awards are negotiated at a national level, not by the Council. Highlights from the audit include:

- Gender Pay Gap for the Council has fluctuated in recent years, falling to 4.18% in 2022 to 2023 (favouring male employees). This has continued to fall in 2023 to 2024 to 2.79%.
- Disability Pay Gap has predominantly been in favour of disabled staff for the previous five years. However, data is limited as disabled employees often choose not to disclose a disability.
- Ethnicity Pay Gap has also fluctuated over the previous five years. This was at 8.84% in 2022 to 2023, which is above the threshold requiring further investigation and focus. Our own Anti-Racism action plan within our Inclusive Conwy Strategy sets out a number of actions that we intend to take in relation to ethnic inclusivity.
- Age Pay Gap has remained within the 5% threshold. In 2022 to 2023 we saw a marginal 2.94% pay gap favouring those under 50 years old, which could be partly attributed to flexible retirement opportunities, such as a decrease in working hours or grade.

6.3.5.2. Defence Employer Recognition

We were delighted to retain the [Gold Level Award](#) under the Defence Employer Recognition Scheme, which acknowledges employers who have provided exceptional

support to the armed forces community and defence by going above and beyond their Armed Forces Covenant pledges. This accomplishment was marked at an event in Venue Cymru in April.

6.3.5.3. Neonatal Care Leave Policy

The new Neonatal Care Policy has been introduced in accordance with the Neonatal Care (Leave and Pay) Act 2023, which came into effect in April this year. The policy that was approved by Cabinet in [June](#) provides parents with additional leave and pay when their baby requires neonatal care.

6.3.5.4. Agency and Temporary Workers

In July, the [Finance and Resources Overview and Scrutiny Committee](#) received an update on progress with the implementation and embedding of the Managed Service Provision for Agency and Temporary Workers. This launched in December 2023, and implementation took place over the period to March 31, 2024. Following a full 12 months of service provision during 2024 to 2025, it was reported that the introduction of the framework for our corporate services had resulted in greater control, consistency, compliance, and oversight of agency workers. The committee requested that a further report evaluating the costs of employing agency and temporary workers within schools for 2024 to 2025 be presented to a future meeting.

6.3.6. Asset Management

The term assets refers to the management of our estate portfolio (including office buildings and highway infrastructure owned or controlled by us) and digital assets. Below are additional updates on the governance of our assets.

6.3.6.1. Asset Transfers

We have continued to demonstrate a proactive approach to managing and transferring our assets in partnership with our communities. In [May](#), Cabinet approved the direct disposal of land at Plas Newydd 1 Farm, Llanfair Talhaiarn. Also in [May](#), Cabinet approved plans for a proposed easement on Pensarn Promenade. In [July](#) approval was given for the disposal of agricultural land at Henfryn, Groes, to the tenant, following further negotiations with them in relation to an overage, and on terms and conditions approved by the County Valuer and Asset Manager.

6.3.6.2. Digital Preservation Policy

Following consideration by the Finance and Resources Overview and Scrutiny Committee, Cabinet approved the Corporate Digital Preservation Policy in [May](#). This new policy sets out the principles that will guide our implementation of digital preservation, and manage the risk that corporate born digital documents that require preservation are not lost. The objective is to ensure that all digital records with retention periods of 20 years or longer, and records requiring permanent preservation, remain reliable, authentic, secure, and useable for as long as they are required. Members welcomed the Corporate Digital Preservation Policy as it was vitally important that, as the custodians of information relating to land and property, the information was preserved.

6.3.7. Procurement

Procurement is the process by which councils meet their needs for goods, services, works and utilities in a way that achieves value for money and good outcomes for society, culture, and the economy, whilst contributing to decarbonisation and nature's recovery. Below are additional improvement actions that have been identified in support of this area of governance.

6.3.7.1. Highway Contracts

At its meeting in [May](#), Council approved additional Funding of £5m for Road Repairs over the next 2 years. In [June](#), Cabinet awarded the contract for the delivery of the 2025 to 2026 Surface Dressing Program, and in [July](#), Cabinet awarded the contract for the delivery of the 2025 to 2026 Resurfacing Programme.

6.3.7.2. Placement Commissioning Strategy

In [April](#), the Social Care and Health Overview and Scrutiny Committee received a report on our Placement Commissioning Strategy for 2024 to 2027. The Strategy sets out a transformative approach to how we will meet our statutory duty to provide sufficient, appropriate accommodation for looked after children and young people. Central to the strategy is alignment with the Welsh Government's Eliminating Profit Agenda, which mandates a shift away from profit-driven external providers towards not-for-profit, locally delivered care by 2030. This marks a significant departure from past reliance on independent residential placements and aims to rebalance the market by scaling up internal provision, such as new care homes and assessment centres. The strategy is

important because it seeks to improve outcomes by placing children closer to their communities, enhancing emotional wellbeing, safeguarding, and continuity of care. It also addresses risks like workforce shortages and financial pressures, while promoting collaboration and sustainability through strong partnerships with providers committed to long-term, value-for-money care.

7. Improvement Actions

Throughout the above chapters in this report, we have provided a narrative on improvement actions that we are working on. We will continue to work on these over the months and years ahead to address the complex challenges that we are facing. Where work is ongoing, we will continue to report on our progress in those areas through future editions of this report; as well as through our corporate risk reporting, which captures the most significant areas of pressure for us and records the actions we are taking.

7.1. Identified Through This Report

The following additional improvement actions have been identified through the production of this report:

1. Develop an updated Engagement Framework in support of our Public Participation Strategy.
2. Explore further measures around safeguarding.
3. Improve the capture of data around the completion of mandatory training by members.

Updates on previously identified improvement actions have been included within this report above.

7.2. Service Performance Reviews

Our revised annual Service Performance Review programme commenced in September, and we held reviews for our Economy and Culture Service, and our Environment, Roads, and Facilities Service where the following key actions were agreed:

7.2.1. Economy and Culture

1. Service to review content of Service Risk Register to reflect the recent SWOT (Strengths, Weaknesses, Opportunities, Threats) exercise and revised Corporate Risk Register.

7.2.2. Environment, Roads, and Facilities

1. Service to review past contract exercises to assess value for money and continue to apply lessons learnt for future contracts.
2. Service to follow-up on query regarding solar powered parking metres not working in Rhos-on-Sea.
3. Service to review content of Service Risk Register to reflect the recent SWOT exercise and revised Corporate Risk Register.

As with Improvement Actions, these will be built within services plans and monitored through these Performance Self-Assessment reports going forward.

8. Close

Following a comprehensive self-evaluation of our performance and democratic decisions, we are pleased to confirm that the Council remains effective in executing its functions. We continue to utilise resources in an economical, efficient, and effective manner, and have robust arrangements in place to ensure high performance. This report aims to highlight our achievements over the past six months, demonstrating our commitment to delivering on our objectives and key functions, despite the challenging financial conditions. As we conclude this report, we extend our heartfelt gratitude to our staff for their dedication and hard work in providing exceptional services to our communities.