

Performance Self-Assessment: October 2024 to March 2025

This document presents our performance against our Corporate Plan themes and governance areas between September 2024 and March 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).



Conwy - Sir flaengar sy'n creu cyfleoedd

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

By email: countyconversation@conwy.gov.uk

By telephone: 01492 57 4000

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By post: People and Performance Service
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By email: youthservice@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:

1. **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.
2. **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.
3. **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.
4. **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

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.

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 a summary of activity that has taken place during October 2024 to March 2025 in support of our Corporate Plan priorities, and includes an evaluation of performance against 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: **Amber: Within 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: **Amber: Within tolerance**

Actions: **Green: On track**

1.1. Measures Update

Days lost due to sickness rose from 12.04 in 2023 to 2024 to 12.6 days in 2024 to 2025, the highest outturn we have had in the last 6 years. This is in line with an increase in staff absence in most local authorities, the main reason for absence remaining as stress, anxiety and mental health; infection or communicable disease; musculoskeletal; and hospital treatment. In nearly every service area, the percentage of long-term absence (over 4 weeks) is either greater or equal to short-term absence. Attendance management is much more than dealing with staff who are absent, regular conversations and early intervention are vitally important. Over the past few months, we've been focusing on specific types of absence and providing information about support that is available.

The number of agency staff managed centrally has fallen slightly between October to March, down to 131 from 143 when compared with the same period last year.

As at the end of 2024 to 2025, 80% of media mentions relating to us as a council were positive or neutral, increasing from 76% in the first half of the year.

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 the year is consistent with the previous year at 89%. The percentage of Council Tax due in the financial year that was collected by us 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.

Our staff turnover for 2024 to 2025 is 8.6%, down from 10.85% in 2023 to 2024.

We are developing a stakeholder engagement indicator in support of this goal. This is part of our work on an annual stakeholder engagement survey. We will also be bringing forward staff survey data on our Conwy Conversations and training offer during 2025 to 2026.

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

1.1.1. Biannual Indicators (Effect)

Title	Mid-year 2023 to 2024	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025
Number of estimated working days/shifts per FTE lost due to sickness – Benchmarked Nationally Target (estimate): 10.5; Tolerance Threshold: No tolerance	10.36 (year-end estimate) Amber Better	12.04 Red Worse	11.92 (year-end estimate) Red Worse	12.68 Red Worse
The number of agency staff (managed centrally) – Benchmarked Locally Target: Baseline year; Tolerance Threshold: Baseline year	No data	143	149	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	Does not apply New to 2024 to 2025	75.75% Green Good	80% Green Better

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 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% Does not apply Does not apply	89.4% Does not apply Better
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% Red Worse

Title	2023 to 2024	2024 to 2025
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%
<i>Stakeholder Voice Indicator – in development</i>	Does not apply	Does not apply

1.1.3. Biannual Performance Measures (Effort)

Title	Mid-year 2023 to 2024	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025
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	Does not apply New to 2025 to 2026
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	Does not apply New to 2025 to 2026

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. Two are complete, 15 are on track, and one is within tolerance.

1.2.1. Activities (Effort)

Title	Status	Update
Inclusive Conwy	Green On track	The Inclusive Conwy Steering group is progressing well and we are focussing on how we respond to the Anti-Racist Wales Action Plan. This needs to progress with care and we are working with staff on this. As part of our work to improve colleague cultural competence, we have already offered a variety of learning opportunities. We have been successful in gaining further small pockets of additional non-recurring income to support our awareness sessions, which continue to take place either through Coaching Culture e-learning modules or through in person training. This has included anti-racism, introduction to Diversity, Equity and Inclusion, and anti-sexual harassment. We were invited to attend Denbighshire County Council's steering group to showcase to them the work we have progressed so far, which was very well received. During National Inclusion Week we launched a staff survey to increase our staff data regarding protected characteristics. As part of our analysis of the employment monitoring report, we will be focusing on supportive actions that we can put in place regarding the employment of people with learning disabilities and ethnic minority groups. We are working with Facilities to improve accessibility in the Coed Pella Foyer, including changes to lighting and signage as well as contrasting colours. In partnership with Community Cohesion teams, a Diverse together North Wales event for diverse communities took place in Venue Cymru in April. It was an opportunity for marginalised groups to share their experience of the Public Sector in North Wales, from engaging with their local council, to receiving healthcare at their local hospital, to interacting with local police.
People Strategy	Green On track	The People Strategy was published in March 2023. The strategy set our key priorities to continue to support and develop staff to make a difference for the people of Conwy and a progress report was presented to Cabinet in April 2025.

Title	Status	Update
Corporate Plan Review	Complete	The revised Corporate Plan was approved by Council on February 27, 2025. It is available to view online at www.conwy.gov.uk/corporateplan . We have also developed a revised Corporate Plan Performance Management Framework, which forms the basis of this Performance Self-Assessment Report.
Resilience Plan	Green On track	The Resilience Plan was approved by Cabinet in September. Financial training has been provided to over 200 budget holders. A Strategic Budget Group has been established. We continue to work with CIPFA on a number of activities. We are lobbying WG for fairness in the funding formula. We have also worked to review delegations and the role of scrutiny, put robust spending controls in place, and progress with new Technology One (our financial system) modules (see updates below).
Implementation of New Core Financial Systems (Technology One)	Green On track	The Purchasing Card module and Debtors dashboard have been fully implemented and all staff trained. 'Budgeting and Forecasting' is in configuration, with design and testing ongoing; and configuration and testing of the Contracts module have been undertaken, with a 'go live' expected in May 2025. Progress with both these modules has been restricted by the availability of Technology One consultants.
Spend Controls	Complete	Procedures for formal spend controls have been established and changes embedded within the Technology One finance system since October 2024.
Review of Democratic Arrangements	Green On track	Our constitution was reviewed against the all-Wales Model constitution and adopted by Council in January 2024. A review of delegations has been undertaken and a Disposal Policy and new delegations for disposals was considered by scrutiny and adopted by Cabinet in May 2025. A review of our scrutiny function has been undertaken by a working group of members from the Democratic Services Committee and recommendations will be reported to Council in May. Contract Procedure Rules are being reviewed and new rules currently being drafted to take through the democratic process in the summer of 2025. There will be a review of our Financial Regulations, which will update on various delegations to take through the democratic process during March 2026.

Title	Status	Update
Resilience Strategy	Green On track	The draft resilience strategy is currently being finalised in consultation with the Senior Management Team. It focuses on a number of work streams, including finance, digital, assets, workforce and democracy.
Asset Management Strategy	Amber Within tolerance	Drafting of the Asset Management Plan commenced in October 2024. It is expected to be reported through the democratic process in January 2026.
Office Accommodation Strategy (Part 2)	Green On track	In November, Cabinet agreed the leasehold of our former offices at Bodlondeb, which is an important step in delivering a One Office solution. Council in December subsequently agreed for all democratic and office services to move to one location at Coed Pella. In February, we announced that we had entered into an agreement to lease the Bodlondeb Offices to Quido Investments Limited, who will manage the development of Bodlondeb as a business centre. The transfer of Bodlondeb on a long lease is due to be completed at the end of May 2025, and the remodelling of Coed Pella is due to be completed in June.
Medium-Term Capital Strategy	Green On track	We are at the initial discussion stage and will be aligning with: • Asset Management Strategy • Medium-Term Financial Plan • Capital Programme and Annual budgets • Environmental Plans
Implementation of the Social Partnership and Procurement Act	Green On track	Only parts of the Social Partnership and Public Procurement Act have come into force, with the elements relating to procurement and additional duties due to come into force in early 2026 (see also 6.3.5.4 Social Partnership below).
Procurement Strategy	Green On track	The Procurement Strategy is in place and the first annual procurement report was presented to the Finance and Resources Overview and Scrutiny Committee in January. This presented a summary of the progress made in delivering the key priorities listed in the strategy.

Title	Status	Update
Digital Transformation	Green On track	Digitally, we have launched a range of new processes and systems since September 2024, which include improvements to online services, notably introducing “my account”, expansion of licensing forms, a new housing solutions system, and further music tuition online service improvements. Oriel Colwyn website has also been launched. We have pursued pilot opportunities to ethically utilise AI to support transformation of services or systems. These include the automation of meeting note and case note writing, and systems to support benefits take-up for citizens in financial hardship. We are also trialling AI productivity tools such as Microsoft Copilot, and progressing modernised system upgrades or replacements for social care, planning, parking enforcement and chatbot engagement. We continue to work on system integrations and utilise robotic process automation to speed up data entry into our systems e.g. school transport applications.
Home to School Transport	Green On track	The revised school transport policy will be implemented from September 2025. There will be an ongoing review following this to monitor the impact on the transport budget, as although this may see a reduction in learners receiving some elements of transport, there continues to be an increase in the operating costs related to school transport. School transport decisions are in-line with the policy and relevant acts, and all appeals are dealt with by an appropriate process. To support with future efficiencies, a transport assessor post is currently being proposed to manage and support more independent sustainable transport options. This will create capacity within the team to work with families to ensure the most resilient and appropriate transport is considered for learners with Additional Learning Needs.
Corporate Timesheets Project	Green On track	The Corporate Timesheet project is making good progress. The developer (Midland) is collaborating closely with colleagues to implement our payroll terms and conditions. Once this phase is complete, thorough testing will begin to ensure accurate payments. Following successful user acceptance testing, a trial phase will commence.

Title	Status	Update
Social Care and Education Transformation	Green On track	The programme continues to deliver its objectives through a number of projects: • Transformation of Children's Residential and in-house Foster Care Placements • Development of Integrated Social Care and Education Business, Performance and Finance Service • Improving the way we commission domiciliary care in Older People Services • Supported Living review in Disability Services • Bryn Euryn Nursery, Café and Shop developments • Development of New Education Improvement Service Model Project We are robustly monitoring and managing the overall budget with a view to Identify potential savings and maximise every opportunity to increase income.
Co-design and joint-commissioning of social prescribing services	Green On track	Making use of grant funding, we are working in partnership with the Local Health Board to co-design and jointly commission a social prescribing service. Working alongside the social workers, occupational therapists and nurses currently part of our community resources teams, this service will support people to access the third sector services available to them in their community. Social prescribing is not new. It's about the third sector doing what it does best while creating stronger more formal links with statutory services through a referral process. The service has been piloted successfully for several years and now has funding secured through the Welsh Government Further Faster workstream, which aims to build capacity in the health system through community care.

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 Oversight and Governance

In November, the [Governance and Audit Committee](#) were presented with a report that set out the key aspects of the financial management and stewardship arrangements operating as a fundamental part of our overall governance arrangements. It confirmed existing arrangements with regard to the Spending Control Panel, which meets three times a week to approve spend up to £25k. A separate panel was also in place for spend over £25k, meeting twice a week.

1.3.2. Financial Update

The [Governance and Audit Committee](#) were presented with a financial update in November that gave an overview of the challenges facing us as a council, and the work being undertaken to respond to these. Cabinet received reports in [November](#) and [February](#) on revenue budget monitoring report for quarters 2 and 3. These were also shared with the Finance and Resources Overview and Scrutiny Committee. The latest monitoring report indicates that the financial outlook for the year has improved from the previous quarter due to some additional funding. However, we are continuing to battle with significant underlying budgetary pressures because of growing service demand, as well as continued inflationary pressures. The need for services to work within budget has been emphasised to staff.

1.3.3. Council Tax Reviews

We recently conducted a review to check the eligibility of several properties registered for Single Person discount. The discount is worth 25% off Council Tax if only one adult lives at a property. Whilst most of the households registered were claiming the reduction legitimately, we identified a range of circumstances where they were not eligible or where individuals were falsely claiming. The review identified just under £275k that was being wrongly claimed, and which the Council has set about recovering from those ineligible residents. It is vital that as a council we maximise our income to be able to continue to provide vital services for our residents, especially at a time when the financial climate remains challenging. Council Tax revenue accounts for around 30% of our budget, with other funds coming direct from Welsh Government. A review of properties that should be paying a Council Tax Premium, like a second home or a long-term empty property, is also in progress. Residents are urged to report any changes in circumstances to us at counciltax@conwy.gov.uk.

In January, [Cabinet](#) recommended and [Council](#) agreed to adopt the Council Tax Reduction Scheme for 2025 to 2026. No changes were made to the discretionary elements, which have been adopted annually since 2013.

1.3.4. Setting the Budget for 2025 to 2026

All councils are required to set an annual balanced budget to ensure that planned spending does not exceed available funding. In October, [Cabinet](#) approved a report that provided the planned timetable and governance arrangements in relation to the Business Planning Framework for 2025 to 2026. 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.

In December, [Cabinet](#) were presented with reports providing the budget position for 2025 to 2026, identifying the financial pressures facing us as a council, and the difficult decisions our members would need to consider before a balanced budget is set. Following the announcement of the provisional Local Government Settlement, a second report was then presented to [Cabinet](#) in January explaining that our estimated funding shortfall was £9.936m. The report identified options for consideration in determining a strategic direction that will allow us to set a balanced budget. Subsequently, the Leader issued a [press release](#) explaining that we would receive a 3.7% increase in funding from Welsh Government, which is below the Wales average of 4.3% and is not sufficient to meet the shortfall that we face because of the financial pressures that we face. Residents were urged to complete our [budget survey](#) so that their views could be fed into budget decisions.

Following consideration by the [Finance and Resources Overview and Scrutiny Committee](#), further reports were presented to Cabinet in [February](#) proposing the draft revenue budget and a Council Tax increase of 8.95% for 2025 to 2026, which were approved by [Council](#).

1.3.5. Audit Wales: Financial Sustainability in Conwy and Local Government

At its meeting in January, [the Finance and Resources Overview and Scrutiny Committee](#) considered two Audit Wales reports on the Financial Sustainability of Conwy, and of Local Government more broadly. The local report acknowledged that, although we have arrangements to support our financial sustainability, these arrangements are not effective in addressing the scale of our budget gap and low reserves, which are a significant risk to our long-term sustainability without transformational change. The report made 1

recommendation, to work with officers and members to develop arrangements for identifying savings of a scale that can impact on the identified budget gap.

The broader Local Government report acknowledged that the financial position of local government is unsustainable over the medium term unless action is taken. Their overall conclusion throughout all 22 authorities in Wales is that most councils have arrangements in place to support their short-term financial sustainability, but have yet to fully develop their longer-term plans. Both reports were also presented to [Governance and Audit Committee](#) in February. The committee were tasked with monitoring the progress that is being made on the above recommendation.

1.3.6. Supporting Staff Resilience

In October, the [Finance and Resources Overview and Scrutiny Committee](#) had an opportunity to review additional workforce data, together with measures in place to support staff health and well-being. Whilst our Workforce Dashboard is used primarily for management purposes, we are able to draw together some high-level conclusions from the data. Staff turnover was relatively stable and consistent with previous years, and staff attendance was above the estimate and 0.02 FTE days more than for 2022 to 2023. Attendance management and support is a key priority for all managers, and members were informed of the multiplicity of approaches being undertaken to manage staff attendance. Members were informed that whilst there was a high level of absence related to stress, not all stress was work related. An officer working group has been established, along with a Well-being Communications Plan. The attendance policy is also being reviewed. [Cabinet](#) endorsed the actions being taken to manage staff attendance. They also acknowledged that each case of stress was complex and that our main focus would be on preventative measures.

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. We have recently introduced [cardboard recycling bags](#) to households, which are collected weekly. With the rise of online shopping and home deliveries, we are now collecting an additional 214 tonnes of cardboard per year. Residents are encouraged to break down boxes and tear them up to fit as much as possible in the bags. We have also reminded residents to squash [plastic bottles](#) and include them in the middle box of the trolibocs, and that extra squashed bottles can also be included in see through bags and included on the side of the bin.

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. Flood defence measures include Llandudno and Kinmel Bay coastal defence schemes and the completion of some smaller scale works. In December, we began work on improving Kinmel Bay [coastal defences](#) from Golden Sands Caravan Park to Sunnyvale Caravan Park. A bi-annual review of county wide coastal and fluvial flood risk reduction schemes was presented to the [Economy and Place Overview and Scrutiny Committee](#) in February 2025. The report provided an overview of the funding of the projects, an update on the flood risk mitigation measures currently being undertaken, and highlighted consultations and strategic work being carried out by officers on behalf of the council. The draft Local Flood Risk Management Strategy was presented to the [Economy and Place Overview and Scrutiny Committee](#) in March. The Strategy explains how flooding

will be managed across the Local Authority area and is consistent with the objectives and aims of the new Welsh Government (WG) National Strategy for Flood and Coastal Risk Management. In April, [Cabinet](#) agreed for public consultation to take place on the Strategy. This will take place during May and June 2025 through online hosting and public drop-in sessions to capture public opinion.

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 are shortly expecting year-end data for our road condition indicators. Please note that due to a national issue with the company that undertakes the road scanner surveys, there is no data available for 2023 to 2024.

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 percentage of streets that are clean has fallen slightly from 98% in 2023 to 2024, to 96% at year-end, 2024 to 2025. A total of 314 streets were inspected by both Keep Wales Tidy and Conwy officers, compared to 294 streets inspected in 2023 to 2024. In October to December, we delivered some [specialist street cleaning](#) around the county, with funding from UK Government. We used high pressure scrubbers, jet washes and environmentally friendly cleaning agents to deep-clean streets in Llanrwst, Abergele, Kinmel Bay, Towyn, Llandudno Junction, Conwy, Colwyn Bay, Old Colwyn, Rhos-on-Sea and Llandudno.

We have with this report included a new measure of carbon change, to exclude our supply chain, which makes up over 60% of our carbon output (some 28,496 tonnes out of a total of 45,672 tonnes). For 2023 to 2024 we achieved an 18% decrease on our baseline year. We are anticipating data for 2024 to 2025 in September.

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 To be confirmed Worse

Title	2023 to 2024	2024 to 2025
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: 20%	No data	Data pending
The percentage of B roads in overall poor condition – Benchmarked Nationally Target: 7.5%; Tolerance Threshold: 10%	No data	Data pending
The percentage of C roads in overall poor condition – Benchmarked Nationally Target: 15%; Tolerance Threshold: 10%	No data	Data pending
The percentage of safety defects in roads and pavements made safe within target time – Benchmarked Locally Target: 90%; Tolerance Threshold: 85%	90.02% Does not apply Does not apply	84.41% Red Worse
Stakeholder Voice Indicator – in development	Does not apply	Does not apply

2.1.2. Biannual Performance Measures (Effort)

Title	Mid-year 2023 to 2024	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025
The percentage of local authority-maintained streets that are clean – Benchmarked Nationally Target: 90%; Tolerance Threshold: 85%	98.17% Green Better	98.64% Green Better	94.20% Green Worse	96.18% 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	Data anticipated September 2025

Title	2023 to 2024	2024 to 2025
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	Data anticipated September 2025

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 January, the Economy and Place Overview and Scrutiny Committee were presented with a performance report that demonstrated the council's progress in achieving net zero. This report provided assurance that the council is effectively addressing and monitoring its performance against carbon reduction targets and our net zero plan. Our electric vehicle fleet has been expanded and additional charge points installed at council sites, with information and guidance promoted to inform staff travel choices. Decarbonisation work has also been delivered at several schools.
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.
Waste Transfer Project	Green On track	An update on the Waste Transfer Station Project proposed for the Old Brickworks site, Llandudno Junction, was presented to the Finance and Resources Overview and Scrutiny Committee in October. The report describes current arrangements, progress made to date, the risks identified, and associated costs. A planning application is likely to be presented to Planning Committee in September 2025. The project would be dependent on Welsh Government funding.

Title	Status	Update
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 our Tree Maintenance Manual. Identified and targeted funding opportunities to implement habitat creation, restoration and enhancement measures across council managed land including: Pwlycrochan Woods bat hibernacula; swift colony boxes; biosites annual cut and collect; Welsh Government's action for pollinators interpretations signage; return to amber street lighting in some areas to reverse the adverse impacts to bats and other wildlife; biodiversity enhancement schemes at 4 public parks; delivery of the school ground biodiversity project at 4 schools; pollinator roundabouts; living bus shelters; and application for bee friendly accreditation for the county.
Regional Transport Development Plan (including Active Travel)	Green On track	At its meeting in March, The Economy and Place Overview and Scrutiny Committee supported the progress that had been made by the North Wales Corporate Joint Committee to deliver the 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 the transport infrastructure and services. It is anticipated the Transport Plan will be published in July 2025, following public consultation (which ran until April 14, 2025). The report was endorsed by Cabinet in April.
Flood Defence Schemes	Green On track	Using Welsh Government funding, flood defence schemes are underway across the county at Llanfairfechan; Llandudno; Kinmel Bay; Llanrwst and Penmaenmawr.
Local Area Energy Plan (LAEP)	Amber Within tolerance	The 7 interventions set out in the LAEP are progressing, some faster than others. There still remain concern around the financing of retro-fit, heat pumps and electric vehicle deployment throughout the County Borough (or hot spot areas) without financial support.
Clean and Attractive Environment	Green On track	Volunteer groups continue to provide extensive litter picking event work across the county, including beach cleaning and street scene works, i.e. painting lamp posts, benches etc. Volunteer groups provide around 38,400 volunteer hours in Conwy per year from 400 volunteers.

Title	Status	Update
Ash Dieback	Green On track	Work undertaken to reduce the exposure to risk presented by infected ash trees, specifically at schools, other education sites, and within high amenity footfall areas.
LoRaWAN Installation update	Green On track	In exploiting new technology advancements Conwy continues to lead the way with adoption of LoRaWAN solutions. We have been successful in introducing a natural river monitoring flood alert solution at lower costs than commercial alternatives. We are also trialling technologies to support our most vulnerable citizens to live safely and independently at much lower cost than commercial alternatives. We are developing a dashboard system to provide collective and individual data on solar panel energy growth and usage levels for individual sites where installed on buildings.

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. Electric Vehicle Charge Point Strategy

[Cabinet](#) approved our Electric Vehicle Charge Point Strategy in November. With the number of electric vehicles driven by residents and visitors increasing, this Strategy provides a county-wide approach for installing electric vehicle chargers in public car parks and council-owned sites. The initial roll out will focus on council owned car parks, the objective being to ensure that electric vehicle charging facilities are available across the county and are easily accessible to all. The implementation of this strategy will encourage the uptake of cleaner modes of transport, helping to reduce carbon emissions and improve air-quality.

2.3.2. Storm Darragh

In December, [Storm Darragh](#) brought significant challenges to us, prompting red and yellow weather warnings from the Met Office and Natural Resources Wales. We urged residents and visitors to take these warnings seriously and to avoid unnecessary travel. In response, we worked effectively and collaboratively with our partners to coordinate efforts, put key defences in place, and inspect critical infrastructure. These actions helped to

minimise damage and ensure timely support for vulnerable individuals within our communities.

2.3.3. Biodiversity

We were delighted to announce in October that the larvae of the rare Horehound Plume moth are living in abundance on the Great Orme in Llandudno. Specialist surveys were conducted as part of the [Cryptic Creatures of the Creuddyn Project](#), which found 1,109 caterpillars – also known as larvae. This striking micro-moth is only found in Wales on the Creuddyn peninsula, which includes areas such as Llandudno, Rhos-on-Sea, Deganwy, Penrhyn Bay and Llandudno Junction. The project is a non-profit environmental collaboration between Conwy Council, Natural Resources Wales, and Butterfly Conservation, which aims to better understand and protect rare and at-risk species in the region.

2.3.4. 20mph Review

Between April and July 2024, Welsh Government invited residents to provide feedback on the implementation of the [20mph](#) speed limit. Using the Place Criteria from the Welsh Government guidance, we reviewed A and B roads, and compiled a priority list for full assessment. We will collect data on traffic speeds, flows, and historical collisions for these roads, and if assessments suggest a speed limit change is warranted, we will consult with local residents, members, town and community councils, and emergency services before proceeding with any Traffic Regulation Orders.

2.3.5. Improving Water Quality

In October, we collaborated with Dŵr Cymru and Natural Resources Wales to initiate a project in the Craig y Don area of Llandudno to improve bathing water quality by identifying and rectifying misconnected waste-water pipes. These misconnections occur when wastewater from sources like toilets, sinks, washing machines, showers etc. are incorrectly connected to surface water drains. This can lead to untreated sewage and pollution entering our local rivers and beaches and potentially harming the environment. We visited over 120 homes and identified and rectified 18 issues. Residents were encouraged to ensure their property's plumbing was correctly connected, especially if renovations or extensions had been undertaken. This initiative is part of a broader effort to prevent pollution and enhance water quality in the area.

2.3.6. Audit Wales: Waste Management Review

Audit Wales carried out a review of Recycling and Waste Management in Conwy. The review took place during 2024 and concluded that “the council is delivering an effective and efficient waste service that meets statutory targets. To support meeting future, higher statutory targets the council should look to strengthen arrangements to address areas of risk and more clearly apply the sustainable development principle.” Four recommendations were made:

1. To enable and support the implementation and review of improvements, the council should formally document their review of services performance, financial, and other data.
2. The council should complete an analysis of causes of fly-tipping to support improvement in rates and inform an action plan to make enforcement a realistic tool. This should include an assessment of the value for money of prevention activity against the cost of fly-tipping.
3. To enable wider strategic decision making and knowledge, the council should review opportunities to report performance and opportunities, such as commercial contracts, to elected members.
4. The Council should review its arrangements for the funding and replacement of vehicles, plant, and equipment over asset useful lives to ensure services are resilient and exploit potential savings in running costs.

An action plan was developed to respond to the recommendations and was reported to the [Economy and Place Overview and Scrutiny Committee](#); and the [Governance and Audit Committee](#) in November 2024.

2.3.7. Recycling Calendars

In November, we advised residents that [recycling calendars](#) would no longer be distributed by post. With the cost of printing and mailing calendars to over 55,000 households amounting to tens of thousands of pounds, we believe these funds are better directed towards maintaining and improving frontline services. Recycling calendars remain easily accessible online through our website or by using the Conwy app, and can be printed at home, at local libraries, or at our offices in Coed Pella.

2.3.8. Bulky Waste Collections

At its meeting in October, [Cabinet](#) awarded the contract for our bulky waste collection service. The contract is for 5 years, with the option of being extended for a further 2 years.

2.3.9. Active Travel

We have awarded contracts for the construction of the Glan Conwy RSPB and Sappers Bridge active travel projects, both funded by the UK Government. The award was approved by [Cabinet](#) in February, also giving approval for spend up to an additional 20% of the tender sum should identified risks to the projects materialise.

2.3.10. Protecting Dark skies

In January, Wales became the first UK nation to introduce [National Good Practice Guidance](#) to help protect its dark skies. Conwy's Strategic Planning Policy Officer – Robin Sandham – was part of the small all Wales working group that was set-up to produce the new guidance. Dark skies not only support the nation's health and well-being, but countless species depend on natural darkness for their survival, and our planning system pays a fundamental role in protecting this.

2.3.11. Tackling Vandalism

The Cabinet Member for Sustainable Economy, Councillor Nigel Smith has sought community support to combat [vandalism](#) in communities following a spate of incidents in the County. Repairing damage is a significant cost to Conwy that diverts money from other areas. The public were urged to contact the police by phoning 101, or email the Tourism Team at tourism@conwy.gov.uk with information about vandalism that had occurred.

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 increased over the last two years, with the measure now sitting consistently at around 3.9%, representing some 2,565 people. This is just above the Wales average of 3.5%, but below the UK average of 4.2%.

The percentage of 16 to 18-year-olds not in education, training or employment has increased slightly from 6.1% to 6.3%, which represents 149 pupils out of a cohort of 2,367. We are currently investigating the potential causes of this increase so we can tailor our support appropriately.

The percentage of pupil attendance in secondary schools has improved from 86% to 88% during 2024 to 2025. We will receive data for our primary school attendance measures shortly.

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

The gross weekly earning of full-time workers in Conwy has increased from £636.10 to £678.4. This falls just below the Wales median of £687.40, and well below the UK average of £729.80.

We have in this framework introduced two new measures to consider the birth and death rate of business in the county per 10,000 working age people. During 2023 to 2024, 54 businesses were born per 10,000 working age people (350 in total). This is down from 60 the previous year (390 total). We rank 9th in Wales for new active businesses, just above the Wales Median at 53. For the same period, 56 businesses died per 10,000 working age people (360 in total). This is an improvement from 65 the previous year (420 total). We rank 13th in Wales for active business closures (where 1st has the fewest number and 22nd has the most), falling just below the Wales median at 55. Overall, there are 4,190 active

businesses in Conwy, which per 10,000 of working age population ranks us 5th and in the upper quartile in Wales. Data for 2024 to 2025 is pending.

9.61 million visitors came to Conwy during 2024 to 2025, with a total economic impact of £1.3 billion.

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

50,295 people have participating 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 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 businesses supported has fallen slightly during 2024 to 2025 to 66, down from 81 the previous year. These were SPF Key Fund applications that were approved, with a total grant allocation of £2,127,484. Conwy Business Support Grant (CBSG) has been paused due to 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	Mid-year 2023 to 2024	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025
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	3.3% Amber Better	3.8% Amber Worse	3.9% Amber Worse	3.9% Amber Same

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 – 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	54 Amber Worse	Data pending
Deaths of businesses per 10,000 of the population aged 16 to 64 – Benchmarked Nationally Target: Upper Quartile; Tolerance Threshold: Median Quartile	56 Red Better	Data pending
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	£8,897,498.62

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 Does not apply 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
Stakeholder Voice Indicator – in development	Does not apply	Does not apply

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. Two are within tolerance and eleven are on track.

3.2.1. Activities (Effort)

Title	Status	Update
Communities for Work Plus Project	Green On track	The Communities for Work Plus Project has seen 174 Job entries and 345 engagements.

Title	Status	Update
Welsh in Education Strategic Plan	Green On track	More pupils are now accessing Welsh-medium education, with quality Curriculum for Wales Language, Literacy and Communication Progression Steps 1-3 Welsh provision training in place for all categories of primary schools (including bespoke provision). We have made progress in planning for increased Welsh language provision in Playgroups (early years), and with strategic school planning to move some schools further along the Language Continuum (including early discussion about secondary school capacity). We have also undertaken work on Siarter Iaith support in English medium Secondary schools, including mapping and enhancing external provision support (Menter Iaith and Urdd). Our current self-assessment is noted as green as we are currently above target for learners accessing Welsh-medium education. This does not include positive data about learners accessing category T2 schools (transitioning to fully-bilingual).
Sustainable Communities for Learning Programme	Green On track	The successful opening of Ysgol Minafon has taken place from 28 April, and the closure of the previous 2 schools have been finalised. The new school will be supported by a single management structure and on a single site, which provides greater control and a greater feeling of school community. The amalgamation of Abergele and Kinmel Bay schools are still ongoing but progressing well, with the aim of the final report for decision going to Cabinet in the summer of 2025. The federalisation of Ysbyty Ifan and Llanddodged has been paused following Cabinet approval for alternative options to be considered. The current schools that are the focus for main capital site investment are Ysgol Eirias and Ysgol Gogarth, with the works identified to be completed within the next 3 years.
Facilitation of Community and Regeneration Plans	Amber Within tolerance	Capacity is limited, but we are focusing on delivery through partnerships to maximize reach and benefit. This currently includes supporting the delivery of Place Plans, Kickstarter Plans, and Community Plans.

Title	Status	Update
Education Improvement	Green On track	Using comparative data to Estyn's published data for 23-24, Conwy's Estyn profile remains favourable. 1 school was placed in Estyn review and 2 were placed in Special Measures. The 2 placed in measure are federated so under 1 headteacher/governor and therefore can be considered as 1 school. The federated school(s) in Special Measures are closing in April 25 and will therefore no longer be in follow up, which leaves 1 school in follow up of all schools in Conwy. Schools allocated enhanced support or on 360 support plans have made good progress overall, and have also had positive outcomes in Estyn inspections when inspected. This pattern continues into 2024 to 2025 (although comparative data will not be published by Estyn until February 2026). For reference, none of the schools given enhanced support / 360 support plans in 2023 to 2024 or in 2024 to 2025 to date have been placed in follow up. A detailed report on the progress of schools in 2023 to 2024 has been written and will be presented to Education and Skills Overview and Scrutiny Committee in May.
Additional Learning Needs (ALN) Transformation	Green On track	We are on track to transfer all learners to the ALN system by 31 August 2025. All reviews have been completed and the team are now in the final stages of completing all of the relevant paperwork. The transfer period has impacted on early intervention and pupil support and there is concern that the new legislative processes, increased statutory duties, and increased range of learners for whom we now have responsibility will impact on capacity. Data indicates that Conwy has moved from the maintenance of 498 plans in 2023 to 729 in January 2025, which is a significant increase. The team continues to monitor this impact and work on the development of processes to minimise the administrative resource implications. In addition, Welsh Government have commissioned a review of the legislation in light of some of the challenges being recognised nationally, and Conwy have fed into this review.

Title	Status	Update
Pathways to Employment Project	Green On track	The Project (funded through UK Shared Prosperity Funding) has made a positive difference to a significant number of local people who wanted to improve their skills. It has helped many of those people to make progress towards gaining work, and almost a quarter of those who successfully completed a course are now in work following that course. Highlights include 674 local people registered for the scheme; 435 local people who started a course received an input from that course to improve their skills; 389 local people successfully completed a course; 212 local people gained a qualification or licence; and the project helped at least 94 local people to gain work. It is likely that the number gaining employment will be higher, as it has not been possible to ascertain the current job status of a significant number of participants. We are awaiting confirmation of an extension to this project.
Young People Engagement Project	Green On track	Through the year, we have engaged with 209 16- to 19-year-olds. 116 have been engaged with in job searching, and 3 Moving Forward courses were delivered. We also delivered a transformative new initiative called Get Ready for Opportunities at Work (GROW) programme. Delivered over six weeks at Abergele Youth Den, this offered short, sharp, and bespoke training sessions twice a week for x 12 participants. With funding secured from the UK Shared Prosperity Fund: Conwy People and Skills, we were able to work in partnership with Abergele Community Action and The Little Learning Company, to give young people the chance to complete accredited awards to work in the retail, hospitality and childcare sectors, including customer service, paediatric first aid, mental health awareness, food hygiene, and allergen awareness. More than 70 accreditations were achieved across the group, and all participants rated the course 10/10 on their feedback forms. The programme has already had an impact on their future prospects, with 4 going straight into employment and 7 participants being referred to the Hub's mentors for continued job support.

Title	Status	Update
North Wales Growth Deal	Amber Within tolerance	Conwy is well represented on Ambition North Wales programmes and projects. This representation is crucial for ensuring that the needs and priorities of the county and the region are addressed effectively. Ambition North Wales aims to drive economic growth and improve infrastructure, skills, and innovation across North Wales. Having strong representation means the county can benefit from these initiatives and contribute to shaping the future of the region. We are part of the Tourism Talent Network (TTN) in North Wales whereby Ambition North Wales and Grŵp Llandrillo Menai have signed a £4.43 million funding agreement, which will unlock a total £19 million investment in world-class training and knowledge transfer facilities across five locations in North Wales, with investment at our Rhos Campus here in the county.
Conwy Economic Growth Strategy	Green On track	We have made significant progress in delivering the Economic Growth Strategy action plan. Now, eight years into the ten-year strategy, we are pleased to report that the programme is 79% complete, reflecting a substantial increase of 23% since April 2024. • Economic Growth: Significant strides have been made, with many projects nearing completion and contributing to local economic development. • Tourism Development: Initiatives like the Tourism TALENT Network and Ambassador Networking Activities are enhancing the sector's profile and workforce. • Infrastructure Improvements: Projects such as the refurbishment of Venue Cymru and the Colonnades are underway, aiming to boost local amenities and the night-time economy. • Sustainability: The revised Destination Conwy Management Plan aligns with broader sustainable tourism strategies, emphasizing balanced growth. • Community Engagement: Efforts to involve local businesses and residents in various projects are fostering a collaborative environment. An annual summary will be presented to the Economy and Place Overview and Scrutiny Committee in April 2025 to review progress against the Strategy's action plan.

Title	Status	Update
Creu Conwy Strategy	Green On track	Through the UK Shared Prosperity Funding, a Social Impact Evaluation has been undertaken to evidence the impact of Creu Conwy. Findings from the report will be used to inform and shape future approaches. An animation summarising the report can be viewed here. Social Prescribing and Health links continue to be developed. The Taith – Creative journeys to well-being pilot project was delivered in partnership with Conwy Mind and the Mental Wellness Team. 93% of responses to the project survey reported an increase in their well-being after taking part in the project. Collaborative working through the Creu Conwy partnership and Town Team remains key. The Creu Conwy Town Teams are delivering actions plans and linking in with closely with place, community and regeneration plans. From 39 partner survey responses 82% of partners think Creu Conwy activity has supported cultural regeneration; 69% of partners think Creu Conwy has supported identity / strengthened sense of place; 71% of partners believe the Creu Conwy activity that they've been involved in will have a lasting impact or legacy.
Delivery of Place Plans	Green On track	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 is likely to lead to a review of current Place Plan Guidance so that they align. The Place Plan Network group have just completed their first year in existence and go from strength to strength. They have been actively involved in the work to produce the SPG Guidance. The Bay of Colwyn continue to push forward with their Place Plan and 6 working groups. The Place Plan manager has now been in post for 6 months and a retail event is arranged for early May 2025. TKB Voice 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 or adapted to better serve the community.

Title	Status	Update
Destination Conwy Management Plan (DCMP)	Green On track	The launch of the revised Destination Conwy Management Plan (DCMP) in November 2023 was a significant step forward for tourism in Conwy. Aligning this plan with the Gwynedd and Eryri Sustainable Visitor Economy Strategy 2035 shows a strong commitment to sustainable tourism and regional collaboration. The plan identifies eleven objectives to ensure the County remains a thriving tourism destination, whilst also considering the sustainability of the destination. To ensure we meet those objectives we have developed an Action Plan and will be seeking approval for this in April 2025.

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. Cultural Events and Supporting Diversity

Ahead of Black History Month we spoke with a range of local educational leaders about the importance of Black History Month and this year's theme of Reclaiming Narratives, which sought to shine a spotlight on the stories of well-known figures that have been previously overlooked. Colwyn Bay Library hosted an exhibition that explores and re-imagines stories of Colwyn Bay's Congo House / African Institute; and our Coed Pella Offices hosted an exhibition called Pobl Fel Ni (People Like Us) that highlighted how enriching it is to share and showcase the cultural history of Wales.

As a council we have been working with an International Diversity and Management Training Consultant to deliver introductory equality, diversity and inclusion training. We have endeavoured to mark cultural and historic events of significance that celebrate diversity and unity, such as Holocaust Memorial Day, Islamophobia Awareness Month and Transgender Day of Visibility. We take these opportunities to share information with our staff not only about where to seek support, but also steps we can all take to help combat intolerance of others. During Eid al Fitr, our libraires promoted a range of books to help mark Eid, including, "The Ramadan Cookbook: 80 delicious recipes perfect for Ramadan, Eid and celebrating throughout the year." Our Library Catalogue may be accessed through this link: [Conwy Libraries | Library Catalogue](#)

3.3.2. Llandudno's Alice Trail

Llandudno's Alice Trail was officially relaunched in March, with Llandudno Town Mayor and Miss Alice cutting a ribbon at the new Mad Hatter's Table in Happy Valley. The unique trail celebrates the legacy of Lewis Carroll's Alice's Adventures in Wonderland. Conwy County Borough Council secured funding from UK Government Shared Prosperity Fund and worked with RELM construction to install the statues. The original statues in Happy Valley were created by sculptor Reece Ingram and commissioned in 2000 as part of a Heritage Lottery Programme Project. They were refurbished in 2013 and new statues were added in the town centre to form the popular 'Follow the White Rabbit Trail'. Since the last refurbishment, the statues along the trail had started to deteriorate, and unfortunately the statues located in Happy Valley had suffered severe storm damage. As a result, the statues in Happy Valley have been replaced with new sculptures carved by renowned woodworker Simon Hedger. Guests at the relaunch event got to witness the statues being brought to life by the talents of Magic Light Productions. Marking the 160th anniversary of the original publication of Alice in Wonderland, the refreshed Alice Trail offers a chance for literary fans and visitors to immerse themselves in the locations that shaped the beloved story. There are 34 points of interest, and a new Alice Trail leaflet and map is available to purchase from Llandudno Tourist Information Centre in the Victoria Shopping Centre.

3.3.3. School Organisation

In [October](#), Cabinet reviewed proposals to consult on the federalisation of Ysgol Llanddoged and Ysgol Ysbyty Ifan; and the amalgamations of Ysgol Glan Gele and Ysgol Sant Elfod; and Ysgol Y Foryd and Ysgol Maes Owen. In February, the outcome of the consultations for the school amalgamations was reviewed by the [Education and Skills Overview and Scrutiny Committee](#), prior to [Cabinet](#) approving the statutory notice to formally amalgamate. Scrutiny had recommended that savings realised from school amalgamations were reinvested into school budgets; however, although the concept was supported by Cabinet, it was understood that this could have an impact on our ability to set a balanced budget as a council. This would need consideration as part of any future policy change.

A report was presented to [Cabinet](#) in December proposing a one site solution for Mochdre schools. The proposal was brought forward by the Governors of the new community school who felt the school should be on one site. It would see the closure of Ysgol Babanod Mochdre, with all pupils then being taught on the Ysgol Cystennin site as soon

as practicable, and the school being renamed Ysgol Minafon. A Welsh Government grant of £42,000 has been received to cover the costs of design and survey work, with an additional application for funding being made to cover works, costs for which are anticipated to be low as classes have already been set-up for pupils moving across. Transitional funding for the amalgamation would be provided over a 5-year period. Cabinet approved the proposal.

3.3.4. Sporting Hub Development

At its meeting in March, [Cabinet](#) awarded a contract for the development of the Ysgol y Creuddyn Sports Hub, which will include a 3G sports pitch, approved by the [Planning Committee](#) in October. Ysgol y Creuddyn is currently the only secondary school in Conwy without an all-weather facility, which is hoped will bring benefits to the school and external users, not least for the well-being of children. Concern has been expressed by the local community about the development, in particular with regards to environmental impacts and noise and light pollution. It was noted that mitigation measures have been included within the design in the form of screening and landscaping.

3.3.5. Music Service

[Cabinet](#) approved proposals for the development of a new Music Service model at its meeting in January. As a council, we have been delivering the Welsh Government's National Plan for Music Education since 2022, which includes reducing barriers to accessing music and enabling children to learn an instrument, sing, or create music together. However, the grant provided by Welsh Government to deliver music provision was cut in 2024, and the council has been looking at ways to ensure the provision of music education for the county's pupils is safeguarded. The agreed solution will see music tuition being provided through a cooperative style model, which is used in a number of local authorities already. This arrangement also has the advantage of being able to access a range of funding not available to councils. Children in Conwy who are eligible for free school meals will also still be able to get access to music tuition at no cost to them. The proposals had earlier been considered by the [Education and Skills Overview and Scrutiny Committee](#) in December.

3.3.6. School Improvement

In January 2024, following a Welsh Government review of the future direction and roles and responsibilities of education partners, the Minister for Education and the Welsh

Language announced his intention to disband all regional school improvement consortia. Following consideration of a new Education Improvement Service Model by [Cabinet](#) in December, as a council we have progressed with the necessary consultations and restructure processes to move School Improvement functions back into council. A formal step in this required us to terminate our agreement to work in partnership with the other North Wales local authorities, which was considered by the [Education and Skills Overview and Scrutiny Committee](#), and approved by [Cabinet](#) in February. The Cabinet Member for Education extended her thanks to GwE officers for their many years of hard work and dedication.

3.3.7. School Governance

Following the introduction of Welsh Government's Schools Improvement and Accountability Framework, we have revised our process for the appointment of Local Education Authority (LEA) Governors to school governing bodies. The framework emphasises the importance of schools evaluating their own effectiveness, strengths and areas for improvement, including their own skills and experience. In order to ensure accountability, a school's governing body is expected to ensure it has a range of skills and experiences available. The process for electing LEA Governors has been updated therefore to broaden consultation on the nominations to include input from headteachers to identify vacancies, skills / knowledge gaps, and to feedback on potential applicants. The proposed change will also bring the co-ordination of the appointment of LEA Governors into our Education Services and ensure parity with all other governor appointments. This will help Education Officers to undertake their responsibilities for ensuring compliance and provide relevant support and challenge to schools in respect of their statutory duties. The revised process was considered by the [Education and Skills Overview and Scrutiny Committee](#) in December, and approved by [Cabinet](#) in January.

3.3.8. Shared Prosperity Fund

At its meeting in November, the Finance and Resources Overview and Scrutiny Committee received an update on the progress of the UK Shared Prosperity Fund (UKSPF) projects, where £24.5 million had been allocated to Conwy. The report noted that projects continue to deliver outputs and outcomes that benefit people across the county and will leave a lasting legacy for our towns, communities and residents. We supported over 100 projects through the Conwy Key Funds initiative, worth £8 million. The work of the Economic Development Team was praised for supporting organisations and

community groups to access the funding. In February, as we approach the closure phase, [Cabinet](#) increased the maximum grant award allocation available under the Community Regeneration Key Fund where projects could demonstrate a legitimate need. Over 70 projects have been supported through this fund, allocating over £4 million.

In October, the [Finance and Resources Overview and Scrutiny Committee](#) received an update report on funding for the Conwy Citizens Advice Bureau (CCAB), following the withdrawal of £64,000 by the council. CCAB have subsequently secured £326,000 in UKSPF monies to enable it to continue to deliver a bilingual advice service, which will include helping 1,000 households to take up energy efficiency measures. The funding will also enable CCAB to provide specialist on the job training to individuals, offering 12 Conwy residents paid fixed-term placements.

The UK Government announced in October that there would be a separate UKSPF transition fund made available, extending to March 2026. £8.2 million has been allocated to Conwy. A report was presented to [Cabinet](#) in March to seek approval for the continuation of existing administration arrangements, which was granted. Given the short timescale, the Conwy UKSPF Panel supported existing projects having the opportunity to utilise the funding to either extend and evolve, with the Conwy Key Funds being used as the mechanism for new projects to access the funding in 2025 to 2026.

3.3.9. New Town Signage

The installation of 55 new fingerpost signage posts has taken place in Abergele, Colwyn Bay, Llandudno and Llanrwst. We secured £190k from the Welsh Government's Brilliant Basics Fund, Coastal Risk Management Fund, and UK Government Shared Prosperity Fund to upgrade and install directional signage in the four towns across the County.

Fingerpost signage is a traditional form of wayfinding signage, which mainly helps pedestrians and cyclists, but can also assist drivers navigating unfamiliar places or helping to locate visitor attractions in towns. Following an audit of existing provision, and after consultation with local businesses and the wider community, we awarded a contract to signage manufacturer DMA Signs to design and install the new signage.

3.3.10 Venue Cymru

In February we welcomed the announcement that Venu Cymru the award of £10m by the UK Government would go ahead, subject to the submission of a full business case. This

will help us expand the cultural offer of the site, including improvements to the auditorium and foyer spaces to enhance the visitor experience, and to provide facilities for the creative industries. We will now go through a further planning process and will issue updates on the full scope of the project as we have more details. The plans will take into account available funding and the increase in costs since the first submission was made to the UK Government. Included in the considerations will be modernisation of the theatre technical and seating infrastructure, extension of the building to deliver a Creative Hub and new community facilities, and the potential to move the area library in order to safeguard the service at a time of severe financial pressures.

At a meeting of the [Economy and Place Overview and Scrutiny Committee](#), a question was raised regarding the economic impact of relocating the library, there being a concern that this could result in 170,000 fewer visits to the high street. Assurance was given that a report on plans to develop Venue Cymru into a culture hub would be submitted to democracy in due course. This will include an analysis of budgets, impacts on users and the wider area, recent library consultation responses, and opportunities for improvements.

3.3.11. North Wales Growth Deal

At its meeting in October, the [Finance and Resources Overview and Scrutiny Committee](#) received a quarterly update on the North Wales Growth Deal. It was noted that the full business case for the former North Wales Hospital project had been approved; construction of the Enterprise Engineering and Optics Centre was progressing well; and delivery of three Shared Prosperity funded workstreams had commenced. The following six projects were reported as red due to either risks to the project scope or significant delays in timescales.

- Connecting the last few %.
- Trawsfynydd.
- Deeside Anaerobic Digestion Plan
- Holyhead Hydrogen Hub
- Kinmel Studios
- Glynllifon Rural Economy Hub.

In respect of the Kinmel Studio Project, it was noted during the meeting that there had been positive meetings held and a new business case would be submitted to progress the work.

In March, [Cabinet](#) gave its approval for the responsibility for the North Wales Growth Deal to be transferred from the North Wales Economic Ambition Board (NWEAB) to the North Wales Corporate Joint Committee (NWCJC). With the membership of the NWEAB and NWCJC being similar, the move seeks to avoid the proliferation of regional bodies with similar functions, added to which the legal and operational advantages of the NWCJC being its own corporate body will be beneficial.

3.3.12 Youth Council

Five members of Conwy Youth Council attended the annual Young Wales Festival in November. The event was organised by Children in Wales, the national umbrella body for organisations and individuals who work with children, young people and their families in Wales. The five young people were students are Ysgol Eirias, Ysgol Creuddyn, Ysgol Dyffryn Conwy, and Coleg Llandrillo and met with Rocio Cifuentes, Children's Commissioner for Wales, and took part in a video link with Welsh Government Minister for Children and Social Care, Dawn Bowden. They also attended workshops on a range of topics including social justice, climate change, education and training, mental health and well-being, and online safety.

Conwy Youth Council is about young people having a voice and making decisions on projects to improve life for all children and young people in Conwy County. Information about Conwy Youth Service is available on [our website](#).

3.3.13 Supporting Engagement in Education and Employment

In October we published the case study of how a partnership between the Conwy Employment Hub, TRAC and WOW Training helped 15 teenagers who were disengaged with education. A three-day course was held to give the group an understanding of what it takes to work in the construction industry, as well as taking tests in Asbestos Awareness, Ladder Safety, Working at Height, Manual Handling, Health and Safety, and the Construction Skills Certification Scheme. All 15 passed the necessary certificates, and 13 went on to enrol at college, whilst the remaining two moved into full-time employment. The project was supported through the UK Shared Prosperity Funding through Conwy's People and Skills Key Fund. The case study is worth a read, and is available on [our website](#).

Also in October, over 140 young people attended the 'Future Booster' event organised through the Conwy Youth Engagement and Belonging Service at Coed Pella Offices in Colwyn Bay. The event offered support and advice to young people on a range of topics

including work and training, benefits, housing and well-being. Exhibitors included Conwy Youth Service, Coleg Llandrillo Menai, Youth Shedz Abergele, Conwy Employment Hub, Careers Wales, Viva LGBT+, and Young Carers.

As a council, we were pleased to be chosen as one of four Welsh local authorities to take part in the Local Government Association's innovative 'Pathways to Planning' programme. The scheme offers recent graduates a post in local government planning departments to gain valuable experience and qualifications. A graduate is joining Conwy on a three-year contract and will gain hands-on experience while studying for a Royal Town Planning Institute accredited master's degree. Funding for the pilot has been provided by the Welsh Local Government Association. Before being interviewed by the Council, the candidates have already gone through a rigorous recruitment process with 850 candidates applying for jobs in England and Wales. More information about the Pathways to Planning scheme is available on the [Local Government Association website](#).

We are keen to develop career pathways for employees, whether graduates or school leavers. Packages can include programmes providing experience and offering training, with opportunities to see defined career progression. For more information about careers at Conwy County Borough Council visit www.conwy.gov.uk/jobs.

3.3.14. Local Area Forums

Earlier in the year, Cabinet had agreed to merge the work of Town Regeneration Programmes into the Local Area Forums. Officers subsequently presented the revised Terms of Reference for the forums, now including reference to regeneration projects and Town Regeneration Programme Bard members. The revised Terms of Reference were agreed at Cabinet's meeting in [October](#).

3.3.15. Notice of Motion – Crown Estate

At a meeting of [Council](#) in January, a Notice of Motion was put forward calling on the UK Government to devolve control over all assets held by the Crown Estate in Wales and off its coast to the Welsh Government, with the revenue flow of these assets to come entirely to the Welsh Government's coffers and for the Welsh Government to have the right to use it as it wishes. It was hoped that the additional money could be used to fund local authorities more fairly in a period of serious financial austerity. Councillors supported the decision that the Leader and Chief Executive write to the Welsh Government outlining the

council's support to persuade Westminster to devolve the Crown Estate as a matter of urgency.

3.3.16. Events and Filming Strategy

In March, the [Economy and Place Overview and Scrutiny Committee](#) considered a report for an Event and Filming Strategy for 2025 to 2030. 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, from supporting Well-being Goals in communities across the county, to creating marketing content that drives year-round economic impact. However, this document marks a step change for us as a council, as we now seek to provide specialist advice and guidance to event organisers helping to ensure the events that happen within the county are safe and professionally managed, and that Conwy is recognised as an easy destination to host events. In particular, the way in which we manage our interaction with film and television has been introduced within the strategy, recognising the high value of the creative industries to the county. Our new Film Office will now take the lead on managing and coordinating filming enquiries. Members welcomed the strategic direction of the Strategy and acknowledged the importance of being recognised as an easy destination to host events and attract film enquiries.

3.3.17. Conwy Excellence Fund

We announced a further round of grant funding for talented people in sport, education and the arts in [January](#). The Conwy Excellence Fund provides grant aid to those aged under 30 years old who are either competing at a national level in sport, or are talented in the arts, dance, music, drama, and education.

3.3.18. Traffic Safety – The Great Orme Tramway

With the reopening of the Great Orme Tramway for the summer period in March, we issued a [plea to motorists](#) to heed access restrictions along Old Road. The Tramway is a hugely popular tourist attraction and over 40 trams a day travel the route up the Orme. Public safety is a high priority and we ask that drivers pay attention to the road, in particular the crossings, and we ask that drivers take care when negotiating the tracks.

3.3.19. Protecting Residents and Visitors – Parking Scams

In [February](#), we warned residents to be wary of parking QR code scams, having found fraudulent QR codes on parking meters on Llandudno promenade. The fake website

behind the QR code steals payment details. As a council, we do not use QR codes for any payments at our car parks, residents and visitors being able to pay by cash, card, phone or through the official PayByPhone app.

3.3.20. Parking Charges

In March, the [Economy and Place Overview and Scrutiny Committee](#) met to consider a call-in of a delegated decision relating to parking charges, specifically requesting a reduced charge on the Old Colwyn Promenade where no charge had existed previously. The Cabinet Member explained that there had been a consultation on this matter, which had been extended to take into account the concerns raised, and that a number of concessions had already been made as a result of the consultation. The new charges also adhere to the Parking Strategy that was adopted by Council in 2016, and is consistent with the whole of the Bay of Colwyn area and Llandudno's North Shore with restrictions only applying when demand was likely to be at its highest (being free at all other times). The committee nonetheless requested further consultation be held with Local Members.

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 1,561 down from 1,951 the previous year. This is not related to a reduction in demand, but the outcomes of an extensive case review exercise carried out by the Housing Register Team across during 2024 to 2025.

The number of households at risk of experiencing homelessness approaching Housing Solutions to request assistance at the end of 2024 to 2025 was 1564. We have maintained a prevention rate of 83%, above our target of 80%, and an improvement on 77% as at the end of the previous year.

The number households supported to live independently through Housing Support Grant is at 2665, up from 2317 in the previous period.

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

We are awaiting nationally published data for our Disabled Facilities Grant measure.

The average number of days spent in bed and breakfast accommodation has increased to 175.7, up from 145.6 the previous year. This is related to the changing demographic and the reduced number of families housed in bed and breakfast accommodation. Single households make up 90% of bed and breakfast use and these are the most challenging to achieve timely 'move-on' due to a severe mismatch in supply and demand. This year we can see a considerable variance in length of stay dependant on the size of property required.

There has been a decrease in the average number of days that homeless households spent in all other forms of temporary accommodation from 616.5 to 528.6. 'Move-on' support has been a focus through grant funded posts working in leased accommodation, bed and breakfast accommodation, and the Transitional Accommodation Capital Programme's properties coming into use also provide additional options. The average will have been impacted by increased move-on through social housing direct lets for two bed homes, with a number of cases being under a 6-month stay.

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.

Data is pending for the new affordable housing programme and Transitional Accommodation Capital Funding Programme (TACP).

4.1.1. Biannual Indicators (Effect)

Title	Mid-year 2023 to 2024	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025
Number of applicants for social housing on the common housing register – Count Only	1922	1951	1925	1561

Title	Mid-year 2023 to 2024	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025
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	Does not apply New for 2024 to 2025	1564
The percentage of households successfully prevented from homelessness – Benchmarked Nationally Target: 80%; Tolerance Threshold: 70%	82.43% Green Better	77.22% Red Worse	82.95 Green Better	82.8 Green Worse
Number of households supported to live independently through Housing Support Grant funding – Count only	Does not apply New for 2024 to 2025	Does not apply New for 2024 to 2025	2317	2665

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 Does not apply Does not apply	79 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 Does not apply Does not apply	58 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

Title	2023 to 2024	2024 to 2025
Stakeholder Voice Indicator – in development	Does not apply	Does not apply

4.1.3. Biannual Performance Measures (Effort)

Title	Mid-year 2023 to 2024	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025
Number of dwellings improved with a disabled facilities grant – Benchmarked Nationally Target: 100; Tolerance Threshold: 80	Data pending	Data pending	Data pending	Data pending
The average number of days that all homeless households spent in bed and breakfast – Count Only	152.64	145.65	172.36	175.70
The average number of days that all homeless households spent in all other forms of temporary accommodation – Count Only	No data	616.5	531.2	528.6

4.1.5. 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	Data pending

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: Affordable Housing (Council Owned Sites), Housing Quality, Adaptation and Acquisition and the 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.
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 early in 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	The Replacement Local Development Plan is on-track for public consultation in the summer, subject to Council approval in July 2025.

Title	Status	Update
Affordable Housing	Green On track	We have claimed £17.6m of Welsh Government capital funding to develop and acquire new affordable housing in 2024/25. 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). 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. 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, resulting in businesses going into administration. Planned affordable housing delivery through the capital programme over the next three years is 779 units.
Colwyn Extra Care Housing Project	Green On track	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. Underpinning the whole programme are the wider education and training benefits 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.

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. Affordable Housing

At its October meeting, [Cabinet](#) approved a request to allocate budget, in anticipation of future capital receipts, to progress an outline planning application for the Council owned Ty Mawr site in Old Colwyn. This will enable an Affordable Housing Project to be developed on the site.

Earlier in October, [Cabinet](#) also agreed to the disposal of the former Ysgol Nant y Coed site to be used for 100% affordable housing.

4.3.2. Housing and Homelessness

The Housing Service provided an update to the [Economy and Place Overview and Scrutiny Committee](#) in February on progress and activity relating to affordable and appropriate accommodation. The report summarised progress across the key areas of delivery:

- **Affordable Housing Supply** – With nearly 2000 applicants on the housing register, we are working with Registered Social Landlords to use capital grants to develop schemes. We are also focussing on bringing empty properties back into use.
- **Housing Support** – A new Commissioning Plan will look to reduce the number of contracts and shift investment to early intervention and prevention to reduce pressure on social care and housing services.
- **Homeless Prevention** – The number of people accessing the service has remained consistent with an average of 398 requests per quarter during 2023 to 2024. Homelessness was successfully prevented in 82.9% of cases.
- **Temporary Accommodation** – Reducing reliance on bed and breakfast is a priority as we aim to increase the number and quality of our temporary accommodation leased portfolio. In January we issued a press release about [Conwy's Leasing Scheme](#) seeking interest from people owning a property. This will provide more suitable and cost-effective self-contained accommodation.

- **The Private Sector** – Demand for disabled facilities grants (DFGs) has remained fairly constant over the past two years. In 2023 to 2024, 127 DFGs were completed with positive outcomes, including an increase in independence in daily life, falls prevention, and enabling hospital discharges.

4.3.3. Second Homes and Long-term Empty Properties

In October, the [Finance and Resources Overview and Scrutiny Committee](#) and [Cabinet](#) were presented with proposals for setting the Council Tax premiums on second homes and long-term empty properties. The report presented the available options and their potential impacts, particularly on the local housing supply and local need. The report also included feedback from public engagement held during the summer. It was later approved by [Council](#) that from April 2025 there would be charges of:

- 150% for second homes.
- 200% for long-term empty homes that have been empty for up to 5 years or less.
- 300% for long-term empty homes that have been empty for 5 years.

An indicative level of 200% was agreed for both categories from 1 April 2026, with an increased premium of 300% for long-term empty properties that have been empty for 4 years or more (subject to review during 2025 to 2026). It was also agreed to continue to not apply a discount in respect of second homes and holiday homes and long-term unoccupied and unfurnished properties.

4.3.4. Population Change: Housing, Health and Primary Care Impact

In October, [Cabinet](#) approved a report evaluating the provision of health care services in the Revised Local Development Plan (RLDP) area against population change. The report had been deferred at the July Economy and Place Overview and Scrutiny Committee pending a satisfactory response from the Health Board in relation to the concerns raised and mitigations to address the implications of RLDP policies on the provision of health service land use in the county. Over the duration of the RLDP, the population is expected to grow by 4950 residents. The key population issues for the Health Board are overall growth, existing pressures on health services, the ageing population structure, and the number of residents living with long-term conditions. Assurance was received from the Health Board that mitigations would be put in place for the impact of increased population from housing developments.

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 the end of 2024 to 2025 we have exceeded our target for leisure centre attendances, achieving 1,171,982, up from 1,066,016 the previous year. The number of Ffit memberships has increased from 7708 to 8229. Investment into leisure facilities and improved programming has increased membership sales, swimming lessons and overall attendances at swimming pools and leisure centres. Increased community provision and award-winning beach and sea safety for children have also been highlights within leisure development.

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, 10% of people in Conwy were living in material deprivation, and 7.5% of children in Conwy were living in workless households. For both measures we rank 2nd best in Wales.

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

In 2024 to 2025, the total number of new assessments completed for children during the year remained similar to the previous year, with 170 out of 188 assessments completed. In 2023 to 2024, 170 out of 186 assessments were completed. 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.

The percentage of new staff that have completed our mandatory safeguarding training fell at the end of 2024 to 2025 to 51%, down from 70% in the previous period. This represents 348 staff out of 683. We are making further enquiries to understand the drop in this figure, but there are some issues with the measure. We know that there are discrepancies caused in the data as a result of casual staff that have recently joined us, but also within education and school staff who have limited opportunity to undertake the required training,

which is often completed during teacher training days. We can offer assurance that school staff undertake a number of safeguarding modules on a cyclical basis, but that completion needs to be manually logged (falling outside of our centrally automated recording).

Therefore, although the training rates are low, we do not think this accurately reflects the training being undertaken by school staff at present. The Corporate Safeguarding Board have discussed these issues and our messaging to staff is clear that the training needs to be prioritised.

We will be developing our measure of Carer needs assessments following the introduction of new census from April 2025.

The percentage of child protection conferences held within timescales was 88% (70 out of 80 conferences) down from 98% as at the end of 2023 to 2024. The reasons for not holding conferences within statutory timescale can be out of our control and all cases have been individually reviewed to understand the reasons for any delay.

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.

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	Mid-year 2023 to 2024	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025
The cumulative number of attendances at Leisure Centres – Benchmarked Locally Target: 1,066,016; Tolerance Threshold: 1,046,016	525,589 Amber Does not apply	1,066,016 Green Better	523,259 Amber Worse	1,171,982 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	Data pending	Data pending
The percentage of children living in workless households – Benchmarked Nationally Target: Upper Quartile; Tolerance Threshold: Median Quartile	Data pending	Data pending
Stakeholder Voice Indicator – in development	Does not apply	Does not apply

5.1.3. Biannual Performance Measures (Effort)

Title	Mid-year 2023 to 2024	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025
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	53	170	86	170

Title	Mid-year 2023 to 2024	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025
The percentage of new staff who have completed mandatory safeguarding training – Benchmarked Locally Target: 100%; Tolerance Threshold: No tolerance	56.07% Red Does not apply	58.76% Red Better	70.50% Red Better	51% 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% Does not apply Does not apply	34.5% 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
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

Title	2023 to 2024	2024 to 2025
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 twelve improvement activities listed within this outcome in the Corporate Plan. All are on track.

5.2.1. Activities (Effort)

Title	Status	Update
Modernising Social Care Programme	Green On track	There are a number of projects currently underway and making good progress, including Children Service Development project; Effective Child Protection Project; Remodelling within Older People Service; Supported Living review in Disability Services; Bryn Euryn Nursery, Café and Shop developments.
Connecting Care	Green On track	The WLGA submitted a business case in October on behalf of all local authorities, requesting funding for the Connecting Care Programme. Approval has been confirmed for 2024 to 2025 to support system implementation and ongoing revenue cost commitments, linked to software licenses and project support. We are currently awaiting detail of individual funding awards. Following the signing of the contract we are now fully engaged with the supplier and regional partners to implement the new system for Case Management; Financial Assessment and Charging; and payments specific to social care, i.e. Foster Carers, Day Care, Domiciliary Care.
Whole School Approach (WSA) to Mental Well-being	Green On track	Emotional health and well-being remains a priority area for Conwy. We are actively collaborating with various partner agencies to deliver a comprehensive and bespoke range of support services for children and young people. This includes not only direct support for mental health and well-being, but also addressing other aspects of health and well-being to ensure a holistic approach to student welfare

Title	Status	Update
Performance and Improvement Framework for Social Care	Green On track	We continue to implement the National Framework for Social Care and reflect changes in the legislation and associated reporting requirements. We are using the Welsh Government grant to support capacity to ensure we are able to meet the requirements of the reporting framework. In producing data, we are able to benchmark ourselves against the Wales average and other Welsh Local Authorities. We also use this information to target setting and to inform service improvement. We continue to ensure that we record and report in line with the framework, and to pick up on areas that require improvement, e.g. our What Matters Assessments.
Changing the way we commission domiciliary care in older people services	Green On track	This project is improving the way we commission and deliver domiciliary care. Moving from 'Time and Task,' to working in a 'Well-being Outcome Focused and Person Centred' approach. The rollout of the new model through our 5 Community Resource Teams has been completed. The teams are currently prioritising the transfer of those in receipt of a care package to the new outcome focused care plans and pay banding. The final stage (introducing planned payments and annual billing) will look at the feasibility, business case and financial propriety of introducing changes to the payment model, which could deliver efficiencies. Over 900 service users have outcome focused care plans. Our commitment to purchase block hours in advance has helped to increase stability in the domiciliary care market and support providers with recruitment and retention. Through identifying preferred areas that providers commit to, we have increased the efficiency of the brokerage process and enabled a more integrated working approach between Community Resource Teams and providers. Professionals are reporting that sourcing care packages is now much easier. They are able to expedite an individuals' discharge from hospitals much quicker. We have also created opportunities for more innovative care options through increased use of micro-agencies and Direct Payments, used as alternative to care home admission.

Title	Status	Update
Anti-Poverty Strategy	Green On track	We have an Anti-Poverty Steering Group with leads from across all of the Local Authority service areas. We have developed a draft document detailing our intentions and priorities based on the Marmot principles. We have also held a workshop to flesh these out further and to look at what we're already doing and where we need to focus our efforts going forward. We are now going to take this work to a wider Manager's Forum meeting to gather ideas for what we could and should be doing to address gaps and areas where we need to focus going forward, and also to ensure that there is shared ownership of our Anti-Poverty work across all services.
Regulation and Inspection of Social Care Act (RISCA) Responsible Individual Project	Green On track	This project is introducing a new organisational change model to deliver our RISCA "Responsible Individual" (RI) duties for both existing and new in-house service provision of domiciliary care and residential placements across Social Care. The appointment of the dedicated RI was the first milestone of this project. The current stage involves the transition of RI functions from the existing managers undertaking RI duties to the new dedicated RI. The new RISCA cycle introduced offers valuable insights into our service operations. The benefits of this service change are providing the service with a long-term model for delivering the RI function. Increased capacity and consistency in delivering the RI duties across the service to support continuous service improvement, whilst reducing the time pressures on managers within service.
Corporate Safeguarding Action Plan	Green On track	Safeguarding remains high on the council agenda. The Corporate Safeguarding action plan for 2024 to 2025 recognises safeguarding priorities. Safeguarding week in November was an opportunity for staff to engage in events, such as 7-minute briefs, and regional and local training events that focus on specific safeguarding themes. Safeguarding is everyone's business and are reminded of their 'duty to report' a safeguarding concern.

Title	Status	Update
Wales National Enforcement Priorities	Green On track	Air quality monitoring for nitrogen dioxide continues monthly. The 2024 Annual Collaborative North Wales Air Quality Report was approved by Welsh Government in January. We continued the use of Prediction and Discounting at Bathing Water sites in Conwy where classifications were potentially at risk. Landfill gas testing continues on a two-monthly basis at a council facility situated on a former landfill site. 25 Health and Safety LEA1 qualifications completed during 2024. Conwy Food Safety and Standards Service Plan and performance report completed for 2024 to 2025. Additional National Enforcement Priorities incorporated into Public Protection Service Plan going forward for 2025 to 2026.
Foster Wales Conwy	Green On track	Conwy is now officially a foster friendly employer, which means that any foster care family employed in another capacity by us will have 5 additional days annual leave from their substantive post to allow them to attend the meetings and training required for their Fostering role. We have also introduced Council Tax and parking permit discounts for any foster carer providing support through Foster Care Wales in Conwy. The introduction of the above has put Foster Wales Conwy in a much stronger position to sustain our existing workforce, and it will support our recruitment campaign. Foster carers working in the private sector cannot receive these benefits. Recruitment and Marketing officers are now in post to deliver our comprehensive marketing action plan. Work is focussing on digital marketing campaigns, branding and digital networking. Recruitment activities will focus on local face-to-face drops in, virtual drop-ins, developing Welcome Booklets, and updating children's guides. The service also aims to deliver the highest quality therapeutic support to Foster Care Wales carers and the children in their care, providing targeted interventions, and also delivering extensive training for foster carers. Foster Wales Conwy has been inspected this year and has been commended for the quality of service delivered, and the service remains committed to service improvement.

Title	Status	Update
Regional Community Safety Strategy – local delivery	Green On track	We have been collectively working across all agencies on preventing and deterring serious violence. This has been done by accessing grant funding from the Police and Crime commissioner to deliver youth violence prevention projects. Violent crime has seen reductions over the last 12 months and an independent evaluation has stated that our regional strategy is focussing on the right priorities. We have also undertaken projects aimed at preventing theft and handling, preventing antisocial behaviour (ASB) and working collectively on solutions where repeat incidents of ASB in the community have occurred. All of the above work has been done in partnership and we have strengthened links with other partnership boards to ensure the serious violence duty and safeguarding are embedded in everything we do, as it underpins the majority of the crime categories and prevention aims we monitor as a partnership. All of the work locally feeds into the regional strategy and updates are provided on a quarterly basis.
Sylva Gardens	Green On track	A property comprising of 3 2-bedroom flats for 3 children looked after with learning disabilities was completed at the end of February. We worked in partnership with First Choice Housing Association, the property owner and landlord to develop the bespoke flats. In March, the lease was signed and the flats furnished. Care Inspectorate Wales inspected the property and registration is now pending. The first resident is due to move in around May. Opening the flats will result in 2 children transitioning from costly independent placements and another from an out of county placement. They will be closer to home, family and school, and be able to remain in their flats into adulthood. All young people will have transitioned by the end of September 2025.

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. Charter for Families Bereaved through Public Tragedy

Public organisations in the UK have been encouraged to sign a Charter for Families Bereaved through Public Tragedy. It stands on 6 statements that support transparency and acting in the best interest of the public, and to avoid prolonged pain and suffering for families in any future public tragedy. The Charter was adopted by [Cabinet](#), on behalf of the Council in March 2025, and we issued a [press release](#) with information about the Charter and our commitment to it as an organisation.

5.3.2. White Ribbon Accreditation

In [December](#), Cabinet considered a report on what would be required to achieve White Ribbon Accreditation, following a Notice of Motion made at [Council](#) in May. Although the Notice of Motion was supported in principle, further information about the resource implications was requested. The report concluded that, although supportive of the initiative, we do not at this time have the resources to become accredited at this time. However, we will continue to mark White Ribbon Day annually (as we had done with a stall at Coed Pella in November). It was noted that the opportunity for individuals to make a pledge to support the initiative is available. As a council we contribute a significant amount of work regionally to prevent and educate people about Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV), supporting the Regional North Wales Vulnerability and Exploitations Strategy. Support is also in place for staff who have experiencing domestic abuse.

5.3.3. Local Toilet Strategy

In October we were able to announce that, following offers of sponsorship from Town and Community Councils, additional toilets would remain open over the winter. Since July 2024, the public have also been able to use toilet facilities in council buildings such as offices, leisure centres and libraries, even if they are not using other services in the building. Further toilets are 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. Community Safety

In December, the [Economy and Place Overview and Scrutiny Committee](#) received an annual update from the Community Safety Partnership on the key activities undertaken by the partnership in tackling its three key priorities for 2020 to 2024. The report included information relating to the trading and use of ketamine by children the county, including trends over time. Work is being undertaken in in partnership with Barnardo's, Conwy Youth and Education Services, North Wales Police, and the Youth Justice Service to tackle the problem of ketamine use.

Also in attendance of the December Committee was the Police and Crime Commissioner to present an overview of the North Wales Police and Crime Plan 2025 to 2028, including its priorities and objectives. The Plan was ratified in January 2025 and is available to view on the [Police and Crime Commissioner's website](#).

5.3.5. Food Standards Agency Report

At its January meeting, the [Economy and Place Overview and Scrutiny Committee](#) received a report from the Food Standards Agency covering our food service delivery planning processes and arrangements. The report highlighted that we are under-resourced to deliver existing inspection programmes and to tackle the backlog of interventions. Limited Assurance was therefore given. The Head of Regulatory Services assured members that work was underway to build capacity. The report also noted that 10 out of 15 recommendations made following the previous audit had been complied with, and identified that some progress was being made in relation to the remaining 5.

5.3.6. Llanrwst Family Centre Refurbishment

In [November](#) we started work on our family centre in Llanrwst using funding from the Welsh Government's Health and Social Care Integration and Rebalancing Capital Fund (IRCF). The Minister for Children and Social Care praised the facility and the difference it was making in the lives of hundreds of families. The refurbishment will include a reshaping of the layout to make better use of the space, improve accessibility and replacing windows to make the building more energy efficient.

5.3.7. Supporting Active Lifestyles

In [November](#) we encouraged people to take part in a day of forest trail races at the Nant Bwlch yr Haearn Outdoor Education Centre, including a race for 10 to 14 year olds.

Located in the Gwydir Forest, Nant BH has been providing outdoor courses for nearly 60 years. The team are hoping to establish an annual series of races that will help the centre to continue to provide high quality education courses for North Wales school groups.

In [January](#) we promoted a youth Boxercise opportunity for young people. Working with MBox, Conwy Youth Engagement and Belonging Team were delighted to introduce boxercise sessions for 11- to 17-year-olds at the Ty Hapus Centre in Llandudno. 24 young people took part in the first session and were also able to take part in other youth club activities at the centre.

5.3.8. Play

Thanks to funding from the UK Government's UK Shared Prosperity Fund, [forty-three play areas](#) in the county – nearly a third – have had a revamp with new surfacing and play equipment. We have worked alongside Town Councils and volunteer groups to provide a range of facilities at different locations to maximise the benefits for residents.

5.3.9. Dementia Support

An estimated 11,900 people live with dementia in North Wales, and around 67,000 unpaid carers support people with dementia. Support is available in a number of ways and in [January](#), as part of the North Wales Regional Partnership, we highlighted the [North Wales Memory Support Service](#). This service offers tailored support for people affected by dementia and in 2023 to 2024 supported 47,000 people. Support can be accessed directly through our Dementia Centre in Colwyn Bay and by calling 01492 542212.

The Partnership also issued a [press release](#) in March about the Dementia Friendly Communities Scheme. There are currently 12 communities in North Wales, and it is anticipated that a further 12 communities will be looking to apply for dementia friendly status accreditation during 2025. Over the first year of the scheme, over 1,400 people reported improved knowledge of dementia services in their community. For more information and how to apply, visit www.northwalescollaborative.wales/dementia.

5.3.10. Bron y Nant Opens its Doors!

We were proud to announce in March that the [Bron y Nant Disability Respite Centre](#) was officially opened by the Minister for Children and Social Care. Funded in part through Welsh Government's Integrated Care Fund, the development in Rhos-on-Sea provides care and support for people in Conwy who have disabilities, and includes respite services

and an inclusive day centre. The centre enables more residential respite for people with a range of health conditions and helps us better support our many informal carers.

5.3.11. Glan yr Afon Remodelling Project

In October, the [Social Care and Health Overview and Scrutiny Committee](#) were provided with an update on progress of the Glan yr Afon project to build a Welsh Government funded 4 bed children's residential home. Members were informed that the project structure and governance were working well and that the project is on course to deliver its objectives within the planned timescales and within budget. First occupants are expected to transfer into the building in May 2025.

5.3.12. Keeping People Safe – Unlicensed Dog Breeding

Conwy's licensing officers continue to keep people safe and protect animal welfare, including tackling unlicensed dog breeders. In January, we prosecuted a dog breeder at Llandudno Magistrates Court. The dog breeder was ordered to pay £1,066 after being found guilty of breeding dogs and advertising them for sale through the Pets4Homes website. Guidance on bringing a new pet into your family is available at [Animal Licensing Wales](#).

5.3.13. Adoption

In October, the [Social Care and Health Overview and Scrutiny Committee](#) received a comprehensive update on activity of the Joint Conwy and Denbighshire Adoption Panel between April 2023 and March 2024, together with an update on the North Wales Adoption Service (NWAS) and National Adoption Service (NAS). Nine Panel meetings were held in 2023 to 2024. The availability of adopters remains a significant issue and the Adoption Service continues to promote marketing and recruitment for new adopters to minimise waiting times and avoid costs of placing children outside of North Wales. Members praised the robustness of the adoption process which, although seeming lengthy, is necessary and helps to properly identify skills and strengths of potential adopters and thereby ensure a placement for life.

5.3.14. Care Inspectorate Wales – Rapid Review of Child Protection

In response to a number of tragic child deaths across England and Wales, the Welsh Government asked Care Inspectorate Wales to lead on a multi-agency rapid review of decision-making in relation to child protection across Wales. A summary of the review

recommendations, together with our action plan in response was shared with [Social Care and Health Overview and Scrutiny Committee](#) in November. Of the 30 actions contained in the action Plan, 18 have been completed or are well on track to being completed in timescale, 11 are in progress and being monitored, and one action requires further work. It was noted that as a council we are leading on national safeguarding training, with services grouped into categories to determine the level of safeguarding training required.

5.3.15. Audit Wales - Urgent and Emergency Care

Supporting the safe and timely discharge of people from hospital remains a priority for us as a council. The extent of discharge delays in North Wales has grown significantly in recent years, and between April 2023 and February 2024, each month there were on average 334 medically fit patients whose discharge was delayed. Audit Wales reviewed Flow out of Hospitals and published their report in February 2024, with Betsi Cadwaladr University Health Board (BCUHB) and the six local authorities drawing together a combined response. The report found that while partners understood and showed commitment to improving patient flow out of hospital, performance remained extremely challenging, with adverse effects for patient experience and care.

The report and action plan was shared with the [Social Care and Health Overview Committee](#) in November. It explains that we have adopted a trusted assessor model, saving staff time and involving the Occupational Therapist to assess and refer directly to our reablement team. We also have five Extra Care Housing flats, jointly funded by us and the Local Health Board, which are reserved for the support of hospital discharges or the prevention of hospital admission.

5.3.16. Care Inspectorate Wales Reports

The November [Social Care and health Overview and Scrutiny Committee](#) received regulatory inspection reports from Care Inspectorate Wales on registered settings operated by us as a council and their associated action plans. Members approved their referral to Governance and Audit Committee for assurance and added that officers make representation to Care Inspectorate Wales that, going forward, all residents of registered settings have access to full inspection reports, as well as an easy read version.

Care Inspectorate Wales conducted an inspection of Bwthyn y Ddol in January 2024. Three areas for improvement were identified, two of which were addressed immediately, and the third will be addressed by the service moving to the new site. None of the areas

for improvement posed an immediate or significant risk to those using the service. These reports are not published by Care Inspectorate Wales in order to protect the children.

5.3.17. Burst Water Main

In January, our civil contingency planning procedures were tested as we supported communities with the impacts of the burst water main at the Bryn Cowlyd Water Treatment Works in Dolgarrog. The incident was one of the largest of its kind in the UK, impacting water supplies widely across the Conwy Valley. We supported our partners with a multi-agency Strategic Coordination Group to help coordinate response efforts, and helped distribute bottled water to our most vulnerable residents, including the provision of water stations at our Bodlonddeb Offices, Parc Eirias, and Llandudno West Shore Car Park. Some of our facilities and schools unfortunately had to close temporarily, and businesses too experienced significant disruptions due to the shortage. It took five-days for the supply to be fully restored, but council staff, volunteers and engineers who worked tirelessly during the crisis were commended for their excellent response to the incident. As a council, we led on the recovery phase and provided regular updates to the public. The response to the crisis would be reviewed in conjunction with the Welsh Government and Dŵr Cymru.

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 2023 to 2024 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 2024 to 2025 we received 3 low assurance reports from internal audit. These have been reported to our Governance and Audit Committee and action plans are in place. XX% of actions in response to external regulatory reports are still outstanding. Again, our compliance with External Regulatory audits is routinely reported to the Governance and Audit Committee.

7 project / programme Health Checks have been completed during 2024 to 2025.

We are awaiting data for our measures concerning complaints upheld, including those to the Ombudsman.

The attendance of elected members at meetings continues to be high, at 85%, similar to the previous year (86%). We are awaiting data on the completion of mandatory training by members.

6.1.1. Biannual Indicators (Effect)

Title	Mid-year 2023 to 2024	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025
The number of low assurance internal audit reports – Benchmarked Locally	1 Green Better	6 Red Worse	1 Green Better	2 Green Good

Target: 3; Tolerance Threshold: 5				
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6.1.2. Biannual Performance Measures (Effort)

Title	Mid-year 2023 to 2024	Year-end 2023 to 2024	Mid-year 2024 to 2025	Year-end 2024 to 2025
The percentage of actions outstanding from external recommendations – Count Only	76% Red Worse	32% Green Better	28% Green Better	Data pending
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 Does not apply	1 Green Same	3 Green Better	4 Green Better

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	Data pending
The percentage of complaints that were upheld – Benchmarked Nationally Target: 30%; Tolerance Threshold: 40%	0% Green Data pending	Data pending
Member attendance expected and present year to date – Count Only	86%	85%
The percentage of members that have completed mandatory training – Benchmarked Locally Target: 100%; Tolerance Threshold: No tolerance	Data pending	Data pending

6.2. Activities Update

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

6.2.1. Activities (Effort)

Title	Status	Update
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 (which includes our work on benchmarking); and our stakeholder engagement process, which will strengthen user perspective information within our reports. Following the publication of our upcoming Self-Assessment, which will bring a number of these elements together, we will look to update our Performance Management Framework policy and guidance through the democratic process in the autumn.
Review of Risk Management Framework	Green On track	We have done considerable work to review our approach to Corporate Risk Management. Following input from democracy in June / July, we will look to update our Risk Management policy and guidance through the democratic process. This will likely be during the late Summer.
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.
Develop Corporate Plan 2027 to 2032	Not Started	Corporate Performance and Improvement Officers will meet in the Summer to discuss a timetable for the next Corporate Plan.
Review of Project Management Framework	Green On track	We review our Programme and Project Management Framework on an annual basis. The review for 2025 to 2026 has recently commenced and is considering the work undertaken in 2024 to 2025 in regard to the introduction of Health Checks and PPM Practitioner Groups. This year's review will be more in depth in terms of considering not just improvements to the Framework but also reviewing training and Programme and Project Structures. Any proposed changes to the Framework will be shared with Senior Managers for endorsement and then approval through democracy. Once agreed, any changes will be implemented / piloted prior to the year-end.

Panel Performance Assessment	Green On track	A paper outlining arrangements for the Panel Performance Assessment was tabled with the Governance and Audit Committee for input in November, and subsequently with the Democratic Services Committee in January to recommend to Council necessary changes to the constitution, which were accepted. Following an initial discussion with the Senior Management Team in January (supported by the WLGA) to consider the remit of the Panel Performance Assessment, a working group of key officers and cabinet members with responsibility for governance functions met in March and April to draft the Scope for the assessment. This will be shared with the Governance and Audit Committee for their input in May. The scope and the appointment of panellists will be agreed in September, with the assessment itself now taking place in December (rather than September as previously reported). We are meeting regularly with the WLGA to discuss and put in place the necessary timetable and logistics.
Stakeholder Engagement Survey	Green On track	The Performance and Improvement Team have developed options for a Stakeholder Engagement Survey, and will shortly put forward a proposal for the consideration of the Strategic Leadership Team and Cabinet. Consideration of the recommendations that came from the recent Audit Wales work on the use of service user information will be captured within this work.
Service Performance Reviews	Green On track	It was timely that we consider the format of the reviews and seek to tighten their focus on performance issues and challenges, especially in the present financial environment. The terms of reference for the programme were reviewed by the Senior Management and Cabinet in March, introducing a structured agenda to the meetings going forward, and more streamlined documentation to better support strategic discussions. Also recognising the considerable amount of work that goes into preparing for SPRs, it has now been agreed to move to an annual rolling programme, which is felt to be more proportionate, particularly in the context of other mechanisms that exist to regularly review service performance. Improvement actions arising from the SPRs will be fed into our six-monthly Performance Self-Assessment reports.

Mochdre Commerce Park	Amber Within tolerance	The Project Board continues to liaise with the Landlord and Legal Counsel on the site. Costs are being continually monitored and discussions continue with the Landlord on options for the site.
Corporate Plan Benchmarking	Complete	The Performance and Improvement Team and service managers have put in considerable work to revise the Performance Management Framework that sits beneath the Corporate Plan, utilising any suitable benchmark data from nationally published sources, including Data Cymru's Local Authority Performance Profile tool. The new framework has formed the basis of this report, and we will continue to shape it as needed through our ongoing Performance Self-Assessment process, keeping the framework very much alive as a working document and constantly under review.

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.

6.3.1.1. Corporate Plan

During this period, we have revised our Corporate Plan to help us address the challenges of the current financial climate. It focuses on maintaining the financial stability of the council, which is essential for our ability to be able to continue to deliver services to communities, and to achieving our Well-being Objectives.

Although the first of our five key goals has a clear focus on the financial resilience of the council, four remain focused on the most critical areas that can drive positive change and sustainable development in the community. The revised plan was considered by the Finance and Resources Overview and Scrutiny Committee and Cabinet, before being approved by [Council in February](#). For more information, visit www.conwy.gov.uk/corporateplan.

6.3.1.2. Democratic Arrangements

In the autumn, two new appointments were made to the Cabinet, the Leader welcoming Cllr Dilwyn Roberts as the newly appointed Cabinet Member for Culture, Governance and IT; and Cllr Cathy Augustine as the new Cabinet Member for Children, Families and Safeguarding. Thanks were given to Cllrs Aaron Wynne and Liz Roberts for their previous contributions and hard work in the respective roles. In [December](#) Cllr Liz Roberts was appointed as a member to the Democratic Services Committee and the Governance and Audit Committee.

Also in December, we appointed an Independent Member to the Standards Committee; and approval was sought for minor and consequential changes to the constitution relating to Town and Country Planning and Development Control (arising from the new Historic Environment (Wales) Act 2023), and changes in Cabinet member portfolio responsibilities.

In January, [Council](#) approved arrangements for a North Wales Overview and Scrutiny Committee for the Corporate Joint Committee; In [October](#) and [February](#), the Finance and Resources Overview and Scrutiny Committee appointed a representative respectively to the Affordable Housing and Housing Quality, Adaptations and Acquisitions Project Board, and to the School Loan Application Panel; and in [November](#) and [January](#), the Economy and Place Overview and Scrutiny Committee made appointments to recently vacant spaces on the Climate Challenge Board and the Infrastructure Programme Board.

Recent changes in legislation have led to the phasing out of the basic curriculum subject titled 'Religious Education' and replaced it with a new subject called 'Religion, Values and Ethics' (RVE). As a result, we are required to constitute a standing advisory council on Religion, Values and Ethics (SAC). The current advising body is called a Standing Advisory Council for Religious Education (SACRE). In light of changes to the name of the subject the acronym SACRE or CYSAG is changed to SAC(RE) or CYS(AG) until Religious Education is phased out in the summer of 2027. Changes include establishing a link between council representation on SACRE and the work of the Education and Skills Overview and Scrutiny Committee. A report to [Council](#), approved in January, highlighted that collaboration is ongoing between SAC(RE) and the Youth Council to collect the views of young people regarding the teaching and learning of Religion, Values and Ethics.

6.3.1.3. Audit Wales Report: Governance of National Parks

Audit Wales undertook a review of the Governance of National Parks Authorities between January and July 2023, making one recommendation concerning the accountability of appointed board members. The report and responding action plan was presented to a meeting of the [Democratic Services Committee in January](#). It was noted that procedures are in place for members who were representatives on certain outside bodies to feedback to Cabinet on a 6 monthly basis, and that these procedures would be tightened.

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. Statement of Accounts 2023 to 2024

Every council has a statutory duty to produce a Statement of Accounts that complies with approved accounting standards, and reports on our position at the end of the financial year, including transactions during that year. Audit testing identified several amendments but none of the adjustments impacted our revenue outturn for 2023 to 24. The summary of the amendments and audited Statement of Accounts for 2023 to 2024 was approved by the [Governance and Audit Committee](#) in November.

6.3.2.2. Capital and Treasury Management

The Governance and Audit Committee are presented with regular updates on Treasury Management. In [February](#), it was reported that external borrowing had decreased by £0.6 million (from £203.3 million to £202.7 million) during the period April to December 2024; and there was a decrease in investments of £9.6 million (from £27.6 million to £18.0 million) during the same period.

Cabinet and the Finance and Resources Overview and Scrutiny Committee are presented with quarterly monitoring reports on the financial activity that has taken place on the capital programme each year. In [November](#) and [February](#), Cabinet considered updates on the progress of ongoing capital projects and any adjustments required due to changes in projects or funding.

At its meeting in January, [Cabinet](#) reviewed the proposed Capital Programme for 2025 to 2026 following the Welsh Government's Provisional Settlement, which indicated a 3.7% increase in funding – below the Wales average of 4.3%. The recommended capital programme of £16.025m (net of specific grant funding), which includes the previously agreed commitment of £1.655m, was subsequently approved at [Council](#) in February.

Following the consideration of the [Governance and Audit Committee](#), the Capital Strategy and Treasury Management Strategy for 2025 to 2026 were also approved by [Council](#).

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

In October, our Performance Self-Assessment Report for 2023 to 2024 completed its course through the democratic process, receiving feedback from the Finance and Resources Overview and Scrutiny Committee and Cabinet, prior to final approval by [Council](#). The report identified six improvement actions, updates on which have been included in subsequent Performance Self-Assessment Reports, including this one.

Our Self-Assessment Performance Report for April to September was presented to the Governance and Audit Committee, the Finance and Resources Overview and Scrutiny Committee, and finally to [Cabinet](#) for approval in February. No new recommendations for improvement were put forward, and the report was praised for highlighting the great deal of positive work that the council and its staff undertakes.

The April to September report was the first of three documents that make up our annual self-assessment of performance against our functions for 2024 to 2025. This present report (covering October to March) and the accompanying executive summary complete the set. This report also marks the completion of our shift to more timely corporate performance reporting, with our year-end reports being presented to democracy in June and July, as opposed to September and October. Our mid-year reports will now come in November and December, rather than February or March. We have also within this report started to capture in-year regulatory activity and progress to provide assurance around

management and monitoring of audit recommendations and streamline the number of reports that we produce (see appendix 3).

6.3.3.2. Strategic Equality Plan Annual Report 2023 to 2024

Our annual report on [Inclusive Conwy](#), our Strategic Equality Plan, was presented to the Finance and Resources Overview and Scrutiny Committee in October, before being approved by [Cabinet](#). The report gave an overview on progress against our equality objectives, as well as actions taken in relation to the UNISON Anti-racism Charter. It highlighted good practice taking place across the organisation; however, as a council we recognise that we have a lot of work to do to make sure our workplaces and services are fair and inclusive for everyone. We have made a start on this with some of the training we have introduced, but there is much more to do. As we build capacity, we will be carrying out a baseline review of our equality, diversity and inclusion approach and reviewing our policies, practices and systems to make sure they are fair for everyone.

6.3.3.3. Regulatory Activity Updates

Updates on our progress against external regulatory recommendations were presented to the [Governance and Audit Committee](#) in November, giving assurance that agreed actions were being monitored, progressed and reported adequately. In an effort to streamline the number of reports that are taken through democracy, our routine compliance report has now been appended to this report so that all key performance information may be viewed in one place.

6.3.3.4. Internal Audit

In [November](#) and [February](#), the Head of Internal Audit and Procurement presented updates on the performance of Internal Audit to the Governance and Audit Committee. Between April and December Internal Audit had completed 39 audits, which included 3 carried forward from 2023 to 2024, 7 follow-up reports, National Fraud Initiative work, 1 special investigation, and 6 Contract Final Accounts. So far, 15 reports returned a High Assurance rating, six were Satisfactory, and three were of limited Assurance. No reports returned with a No Assurance rating.

The committee also received in February the Internal Audit Self-Assessment for 2024 to 2025, which provided assurance that the council was fully compliant against 99.6% of the 305 individual requirements, with just one area of partial conformance. This relates to the

Head of Internal Audit and Procurement's objectivity and independence in making judgements over an area that they operationally manage – i.e. procurement, complaints and information governance. However, objectivity and independence are provided by the operational management of the Service being delegated to the Audit Manager, and any such engagements being overseen and the reports being signed by the Strategic Director of Finance and Resources. These sorts of arrangements are commonplace across Wales and we are comfortable that these arrangements provide adequate safeguards.

6.3.3.5. Committee Annual Reports

Our Annual Overview and Scrutiny Report was presented to the Finance and Resources Overview and Scrutiny Committee for consideration, and subsequently to [Council](#) for approval in October. 106 reports were considered across 42 meetings, making 133 recommendations to Cabinet or Council and two formal call-ins of a decision. 27 policies were developed, and 36 monitoring reports were considered. The report also presented highlights from the Scrutiny Self-Assessment exercise carried out in March 2024. On the whole the value of Scrutiny was recognised, but members are keen to explore options to improve the effectiveness of committees and share best practice. A working group is currently reviewing our scrutiny arrangements and will make recommendations to Council in the summer.

6.3.3.6. Complaints and Compliments

In October, [Cabinet](#) considered the Annual Letter of the Public Service Ombudsman for Wales. The letter notes that the Ombudsman had received 36 complaints about Conwy County Borough Council during 2023 to 2024, and closed 37 (some complaints being carried over from the previous year). One recommendation is noted as outstanding. Our performance overall was seen as favourable when compared to other authorities, and we have had no interventions by the Ombudsman. It was confirmed during the meeting that there was ongoing transformation work and consideration being given to address concerns raised about complaints handling and customer focussed services.

6.3.3.7. Library Standards

In January, [Cabinet](#) received our annual return against the Welsh Public Library Standards. During 2023 to 2024, Conwy met all of the 13 core entitlements in full. Of the 7 quality indicators that have targets, Conwy achieved 6 in full and 1 in part. The partially met indicator was staffing and professional qualifications, where staff per capita and

qualified staff per capita were not met. Overall, the Welsh Government praised our performance in many areas, including Welsh language provision, virtual visits and formal training attendance. The continued investment in children's stock and the increase in children's issues are other positive features that were noted. However, we have experienced a substantial reduction to the book fund this year and are facing staffing capacity challenges. The situation seems unlikely to improve in the immediate future as we need to balance opening hours and areas of service provision with reducing budgets.

6.3.3.8. Welsh Language

We are proud of the fact that the Council is a bilingual Authority, and that the work that we do contributes toward helping the Welsh Government achieve its target of a 1 million Welsh speakers by 2050. In April members of FROSC acknowledged

May, FROSC welcomed the Welsh Language Standards Annual Report setting out how the Council has conformed with the Welsh Standards during 2024-2025. 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 the Welsh Language Promotion Strategy also contribute significantly towards that provision. Cabinet commended the work undertaken to encourage people to speak Welsh as it recommended the report for publication.

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 and Issues Registers

The Corporate Risk and Issues Registers were updated and reported to the Governance and Audit Committee prior to approval by [Cabinet in November](#). The report provided a summary of key changes which were largely minor, with one issue concerning environmental enforcement capacity being deescalated.

6.3.4.2. Improvement Activity: Risk Management Framework

In anticipation of an upcoming review of the council's approach to corporate risk management, when the corporate risks and issues registers were presented to the

Governance and Audit Committee in November, elected members were invited to give feedback on the existing reports. It was recognised that the registers were very large and might be streamlined to better support strategic discussions. The Performance and Improvement Team have subsequently been conducting a comprehensive review of our approach to corporate risks and issues, and will present a revised approach to democracy in the summer. Pending the outcome of this, our Risk Management Framework will be updated, with democratic approval, and the changes will be cascaded to services.

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. Pay Policy

Our Pay Policy statement must be prepared and approved by Council ahead of each financial year and published on our website. In February, the Cabinet Member for Audit, Policy and Performance sought approval for the Local Pay Policy Statement for 2025 to 2026. It was noted that annual salary reviews for the Chief Executive and Chief Officers were negotiated nationally as part of the National Joint Council (NJC) pay negotiations, and that pay for education teaching staff was also set nationally. The policy was approved by [Council](#), also agreeing that the appropriate timing of a review of Chief Officer pay should be considered during 2025 to 2026.

6.3.5.2. Employment Monitoring Report

In October, the [Finance and Resources Overview and Scrutiny Committee](#) were presented with the Employment Monitoring Report for 2023 to 2024. The report is a snapshot of employment data on 31 March 2023 for our permanent, fixed-term and casual staff, and includes information about recruitment, training, disciplinary, grievances, and leaver statistics. Highlights include:

- The overall gender workforce profile of the authority is 72% female and 28% male.
- 67% of the permanent and fixed-term workforce fall within the age groups 25-34 (16%), while 29% are aged 55 and above.

- 88% of all part-time roles (permanent and fixed term) continue to be held by female employees. Casual roles are also predominantly occupied by female staff at 78%.
- We have improved our workforce profile data, with further work planned to improve what we collect.
- Increase in the proportion of female staff in higher salary ranges.
- Slight increase in head count and roles compared to last year, attributed to bringing some service provision in-house, reducing the number of agency workers, and an increase in the number of fixed-term posts funded through Shared Prosperity Funding.
- Slight decrease in the number of leavers compared to last year.

[Cabinet](#) welcomed the Employment Monitoring Report for 2023 to 2024 and approved it for publication. The Chief Executive noted that it remained a persistent recruitment challenge that local government wages had not caught up with other sectors.

6.3.5.3. Anti-Harassment Policy

During 2024, we reviewed our anti-Harassment Policy to reflect changes in legislation that came into effect in October. The significant change to the legislation is that there is now a proactive duty placed upon us to prevent sexual harassment of our staff. In reviewing the policy, we felt it appropriate not to have a separate anti-sexual harassment policy and to apply the same standards across all of the protected characteristics that fall within the definition of harassment. This ensures that the focus on support and well-being for those involved is applied to all protected characteristics. Cabinet Members welcomed the policy in [November](#), and approved that the same standards would be applied to all characteristics across the Council workforce.

6.3.5.4. Social Partnership

We held a joint management and trade union meeting in November with all 8 recognised trade unions, management representatives and the Leader. We explored what the Social Partnership Act means for us as a council and focussed on specific discussion areas, including behaviour standards and engagement expectations; assessing the strengths and weaknesses of existing consultation meetings, membership and how they can be improved; and Facilities Time and whether a formal agreement is still required.

During February's meeting of the Corporate Joint Consultative Committee, a summary document from the November meeting was shared. We discussed the desired behaviours identified from the workshop, with trade unions suggesting these should also be integrated into the recruitment process and used to update the Respect Booklet. At the same meeting we also shared our revised Corporate Plan's draft Well-being Objectives, for which we sought trade union input. Finally, we shared our six-monthly Performance Self-Assessment Report (the second performance report we have taken to the committee in this period), and feedback was provided about the lack of involvement of trade unions during the recent burst water main incident. The Chief Executive gave assurance that we would take this learning on board as an organisation, but stressed that it was a fast-moving situation, the extent of which was unclear at first, and we were reliant on Dŵr Cymru for information. The Chief Executive also acknowledged the excellent work of staff during the crisis and gave thanks for their efforts.

Work is planned to review the mechanisms for meeting with trade unions and raising items on agendas, as well as establishing a more formal arrangement around Facilities Time. A new Social Partnership Assessment Tool has recently been provided by Welsh Government, and we are talking to trade unions about how we want to use that tool to establish a baseline, with a view to developing an action plan to further advance our Social Partnership working for the future. In accordance with the Social Partnership Duty, we are currently compiling our first annual report, which will be agreed through the democratic process and published on our website in due course.

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 January, [Cabinet](#) approved a 100-year lease of the former Abergele Youth Centre to the Abergele Conservation Trust, with the building to be used as a Community Hub with its own community cafe.

At meetings in [December](#) and [February](#), Cabinet agreed the grant of a lease of the Pump Track land at Pentre Mawr Park in Abergele, on terms and conditions approved by the

County Valuer and Asset Manager. Surplus land identified at the site was advertised through a Public Notice, and there being no objections, the land was leased to a Community Interest Company for the purpose of constructing a pump track facility to promote active recreation.

Cabinet have approved the acquisition of land at [Sappers Bridge, Betws y Coed](#) to enable the Sappers Bridge scheme to proceed, and approved the disposal of land at the following locations:

- [Telford Lodge, Benarth Road, Conwy](#)
- [Former Ysgol Nant y Coed](#)
- [Former Gwytherin Schoolhouse](#)
- [Former Citizens Advice Bureau Offices, Abergele](#)
- [Public Convenience Sandbank Road, Towyn](#)
- [Parking Land at Glan y Mor Road, Abergele](#)
- [Land at Chapel Street, Mochdre](#)

Cabinet have also entered a 5-year lease interest in [Roslyn, Sylva Gardens North, Craig y Don](#) (known as the Sylva Gardens Project).

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. Procurement Strategy

At its meeting in January, the [Finance and Resources Overview and Scrutiny Committee](#) received a progress report on our delivery of the Corporate Procurement Strategy 2023 to 2028. The report also provided a summary of the work undertaken by our Procurement Service during 2023 to 2024. Six priority areas that form the basis of our procurement activity have been identified:

- Value for money when procuring all goods, works and services.

- Promote more social value and community benefits through our procurement activity.
- Support our local economies by making procurement more accessible to local businesses and third sector organisations.
- Promote ethical standards and safeguarding amongst our suppliers.
- Contribute to the reduction of carbon emissions in the supply chain as part of Conwy's Decarbonisation Plan.
- Ensure compliance with governance arrangements across the Authority.

The report provided a brief update on each priority and concluded that the council is making good progress. The ongoing implementation of its action plans will support continued development in procurement.

6.3.7.1. Supported Living and Social Care Contracts

During [December](#) and [February](#), Cabinet awarded two Supported Living contracts. A social care contract relating to our Children, Families and Safeguarding service was also awarded in February.

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.

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

1. Focus on strengthening line manager toolkits and general support for staff well-being to improve staff attendance and reduce absence.
2. Implement new staff survey process.
3. Complaints handling and customer focussed services.

Updates on previously identified improvement actions have been included within this report above, and we will also continue to include any in-year identified actions from Service Performance Reviews and external regulatory work.

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.