

Corporate Plan 2022 to 2027

This document outlines our updated Corporate Plan for the years 2025 to 2027. The plan has been revised to better address the financial challenges faced by the public sector. 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 under the Well-being of Future Generations (Wales) Act 2015.

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



Conwy - Sir flaengar sy'n creu cyfleoedd

Conwy - a progressive County creating opportunity

We want to hear your views!

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

By email: countyconversation@conwy.gov.uk

By telephone: 01492 57 4000

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

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

By Sign: British Sign Language users can contact us using a Sign Language interpreter through the InterpretersLive! service, provided by Sign Solutions – visit www.conwy.gov.uk/signing

By post: People and Performance Service
Performance and Improvement Team
Conwy County Borough Council
PO Box 1
Colwyn Bay
LL29 0GG

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

Young People

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

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

By email: youthservice@conwy.gov.uk

By telephone: 01492 575100

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

Through Facebook and Instagram: @GIconwyYS

To keep up-to-date:

Like us on [Facebook](#)

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

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

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

Contents

1. Introduction and Financial Context	5
2. How this Plan was Developed	6
2.1. What's changed in this version of the Plan?.....	7
3. Well-being Statement.....	8
3.1. Monitoring Progress	9
3.2. Equality Impact Assessment	10
3.3. Financial Strategy.....	10
4. Principles for Delivery	12
4.1. Yr Iaith Gymraeg	12
4.2. Diversity, Equity, and Inclusion	13
4.3. Working with Communities	13
4.4. Our Vision – A Progressive County Creating Opportunity	14
4.5. Our Values	14
Long-term Goal 1: Conwy County Borough Council is resilient	16
Long-term Goal 2: People in Conwy value and look after the environment	18
Long-term Goal 3: People in Conwy live in a county that is prosperous, has less poverty, and supports learning and skills.....	20
Long-term Goal 4: People in Conwy have access to affordable, appropriate, good quality accommodation that enhances the quality of their lives.....	22
Long-term Goal 5: People in Conwy have good health, well-being, and feel safe	24

1. Introduction and Financial Context

Our Corporate Plan is our roadmap. It outlines the long-term goals that our communities have told us are important, and sets our strategic direction as an organisation for a 5-year period. The plan helps the council decide how to spend money, what projects to focus on, and how to improve services for residents. It's a way of making sure that everyone is on the same page about what needs to be done to make our communities better places to live.

The Corporate Plan responds to the Well-being of Future Generations (Wales) Act 2015 and the national Well-being Goals. Our own goals have been developed with consideration of these national Goals, an assessment of Well-being in our County, and of the objectives of our partners too. It is also underpinned by a raft of supporting service plans and strategies that capture the operational detail of what it is we are delivering from day-to-day. The Corporate Plan is not a compilation of everything that we do as a council, but should be viewed as our big to-do list of key improvement activity, helping to keep everything organised and moving in the right direction.

Our Corporate Plan 2022 to 2027 acknowledged that there would be difficult times ahead, and that we would regularly review our goals (or 'citizen outcomes') in light of increasing costs and the rising demand for services facing all councils. These pressures have been driven by the cost-of-living crisis, fuel and energy prices, interest rate rises, and the lasting impact of the pandemic.

We are now presenting our revised Corporate Plan for 2025 to 2027. Although we have made changes to reflect our reduced budgets, this plan still reflects our commitment to delivering good-quality services to those most in need, and to provide support to our community, despite the economic pressures that we face. We have carefully reviewed our goals to ensure that we continue to meet the needs of our most vulnerable residents while maintaining financial responsibility.

Our revised plan puts financial resilience front and centre and outlines a clear path forward, focusing on innovation, efficiency, and collaboration to navigate these challenging times, and so that we can build a sustainable future for future generations. However, with some 70% of our funding coming from external sources, our financial resilience is not entirely within our control, and we may even during the course of this revised plan need to make difficult decisions and prioritise some areas over others.

It's important to distinguish between the services that we provide through our annual budget, and those services that are funded by external grants. 'Core services' like waste management, social care, and education are (in the main), covered by the council's yearly budget. However, some core services and services like financial support for local businesses rely heavily on external grants, such as those replacing the UK Government Shared Prosperity and Levelling Up grants. Similarly, major construction projects like building new schools and flood defence schemes need significant funding from the Welsh Government. The availability of these grants affects how much support we can offer in certain areas and has unfortunately led to pausing several key projects. We will continue to work with the Welsh and UK governments whenever possible to ensure that Conwy benefits from any available external funding.

2. How this Plan was Developed

The Corporate Plan has been developed as a result of an ongoing conversation with communities. In 2016 we launched "The County Conversation" to collate views from a variety of engagement and consultation events. Over the years we have held regular engagement events for a variety of topics and service developments, in order to involve communities in shaping developments. Owing to Covid-19 restrictions, in September 2021 we adapted our approach and held a series of online workshops to specifically discuss ideas for the Corporate Plan. We held a regional interactive discussion with North West and North East Wales Regional Cohesion teams and Co-Production Network Wales called Community Voices. This session sought to engage with people where language, culture, social or physical differences may create barriers to being effectively heard, and has formed part of the Conwy and Denbighshire Public Service Board's [Well-being Assessment](#) that has informed this plan. Forty-three representatives from seldom heard groups took part in this discussion. We also contacted local groups and networks specialising in supporting people with sensory loss to ensure that their voices were included, as well as working with a local youth forum to gain their views. In addition to these sessions, we ran a survey to ask people's views.

We reflected on all this feedback to develop our Corporate Plan for 2022 to 2027. It was approved by Council in March 2022 as a draft for wider consultation with communities and newly elected members. The draft plan was then amended in accordance with further community and elected member feedback, and finally approved by Council in October

2022. It was agreed that there would be reviews throughout the five-year term to reflect on changing focus and finances.

However, as the public sector's financial environment has worsened, discussions were again held with senior managers and councillors during 2024 to rationalise our Corporate Plan, focussing on those ambitions that remain important to our communities. This has seen us move from nine citizen-focussed goals to five, creating better synergies between our desired outcomes, and strengthening some key underlying principles to the way we work as a council.

We still want to keep this conversation going and we want to hear your ideas as to how services can be improved. We'll continue to use [The County Conversation](#) as a way that you can share ideas, and we will continue to invite community views on service developments. We welcome your comments or suggestions for improvements any time of the year, so please let us know.

2.1. What's changed in this version of the Plan?

We have rationalised the number of goals set within this plan to five, recognising that the nine that were set previously were very ambitious and spread our focus too thinly. However, this document is not a dramatic departure from the Well-being Objectives that we previously set in 2022, and should be viewed only as a refinement of what we have already said we would try to deliver. Crucially we have tried to strengthen the plan as a high-level strategic document, taking a step-back from overly operational detail. We have also taken particular care to review the wording of our commitments to make them more current, and being especially wary of potential future change owing to budgetary pressures. It is a difficult balance to achieve whilst still keeping an eye on what's really important, but hopefully this document achieves that.

We have retained our long-term outcomes around the environment and housing. We have also kept our focus on economic prosperity and education; but recognising the strong synergies between these two important areas of work, we have brought them together within a single theme. Likewise, we have also retained our ambition for a healthy Conwy; but again, recognising clear synergies that exist, we have brought in the important work we do around promoting safety and safeguarding that previously stood apart in their own outcomes. Our resilience outcome has received the most significant rewrite, with a greater focus on the financial challenges that we are facing as an organisation. This outcome has

also been elevated to emphasise its importance, recognising that if we don't get it right, we will not be able to deliver the commitments made in the other four goals. Finally, we have decided that it is no longer appropriate to treat the Welsh Language and Diversity, Equity, and Inclusion as time-bound outcomes. Elevating these as fundamental principles that we work to, underpinned by their own strategies and reporting mechanisms, should help raise the profile of these two important agendas, no longer being dealt with in silos. We have also included the way that we work with our communities as a principle that should underpin all that we do.

3. Well-being Statement

The Welsh Government's Well-being of Future Generations (Wales) Act 2015 has created a set of national outcomes and place a duty on public bodies to put sustainable development at the heart of decisions. It should be a central organising principle to consider environmental, social, and economic impact of decisions. The goals published within this Corporate Plan reflect the council's obligation under the Well-being of Future Generations (Wales) Act 2015 to publish Well-being Objectives.

Our Well-being Objectives will contribute to the achievement of each of the Welsh Government's Well-being Goals. In developing our commitments within the plan, we have reflected on the five ways of working, focusing on prevention, longer-term impact, integration with partner objectives, collaborative working and closely involving our communities. Communities were strongly involved in developing our citizen outcomes and the council will continue to involve communities going forward, to also build that sense of ownership over our citizen-focussed goals.

Our Well-being Objectives must not be considered in isolation, as there are cross-cutting themes to consider, meaning it is important that we assess our actions and decisions to have a positive impact on such issues as tackling poverty, diversity, equity and inclusion (DEI), and promoting the Welsh language. Poverty and DEI cannot be pinned down to one or two actions or measures, and the goals chosen collectively aim to have a positive impact on addressing these fundamental areas by improving education, housing, health, safety, job opportunities, environmental impact, well-being, and a sense of equity and belonging.

The goals outlined in the Corporate Plan are intended to be long-term, and will not all be met during the period of the plan. Neither are they entirely within our control and cannot be

delivered by us alone. Nonetheless, we hope to achieve improvement in these important areas during the present Council's administration, which ends in 2027. We will review our Corporate Plan commitments and progress every year through our Self-Assessment process. Any changes will be included in our six-monthly reports.

3.1. Monitoring Progress

As mentioned, the Corporate Plan is underpinned by our service plans and a number of key strategies, which feed into the plan's performance framework. The framework picks out from these plans and strategies the performance measures and activities that best capture our contribution to the Corporate Plan and the achievement of the commitments that we have made within it. Taken in the round, the progress we show against these measures and the benefits that we deliver from our supporting activity should demonstrate the council's contribution towards the achievement of the long-term goals that we have set. Again, it must be stressed that we cannot achieve the goals alone, and we are clear that these are long-term aims that will not necessarily be achieved within the lifetime of one Corporate Plan.

We will review and assess our performance against the Corporate Plan on a six-monthly basis through our Performance Self-Assessment reports, in line with the Local Government and Elections (Wales) Act 2021. The Self-Assessment reports will be routinely presented to our Senior Management Team, Overview and Scrutiny Committee, and Cabinet, and annually to the Governance and Audit Committee and Council for approval. They will be published on www.conwy.gov.uk/performance as soon as is possible.

We will also conduct an annual performance review of service delivery against the plan, seeking to provide support and challenge, and assess our progress in meeting our Well-being Objectives, Service priorities, key risks, performance measures, achievements, and areas of improvement.

We also have a duty to consult a range of people (statutory consultees) each financial year about how well we are meeting our performance requirements. We are keen to make sure that this information is captured within our framework going forward.

3.2. Equality Impact Assessment

In accordance with the Equality Act 2010 and the Statutory Duties (Wales) Regulations 2011, the council has a Strategic Equality Plan in place (called Inclusive Conwy), an Equality and Diversity Policy, and an Equality Impact Assessment Policy. An Equality Impact Assessment (including socio economic duty and other integrated impact assessment requirements) has been completed and revisited for this Corporate Plan. In addition, Equality Impact Assessment screening or full Equality Impact Assessments will have been undertaken on actions within the plan where appropriate.

3.3. Financial Strategy

Our Medium-Term Financial Strategy (MTFS) sets out the strategic approach to the management of our finances and aims to anticipate some of the financial issues that we will face over the five-year period of the political administration. Bearing in mind the current economic climate, such predictions are highly likely to vary.

The aim of the MTFS is to provide a financial strategy to support planning considerations for the medium term. This is to ensure that the budget prepares the council for the period to come rather than merely trying to balance issues one year at a time.

The MTFS cannot exist in isolation. The costs of the council are based upon a variety of service delivery requirements and statutory responsibilities that must be resourced and delivered, which are based upon the demographic needs of the county. Therefore, the MTFS has strong links with the strategic direction of the council as outlined in the Corporate Plan 2022 to 2027.

The key elements that form the MTFS will be reviewed annually. The MTFS is a key tool for proactive financial management and will be the basis of the annual budget setting process to ensure that the council's resource needs are focused on the right priorities, and allows for future projected funding requirements and issues to be identified far enough ahead in order to take appropriate action.

The resource implications underpinning the Corporate Plan contain input ranging from officer capacity to pursuit of significant external funding to help deliver the citizen outcomes over the period of the plan. The Corporate Plan does not mean we will shift funding away from our legal responsibilities to only focus on the outcomes in the plan. All

priorities must be considered based on the resources we have available and the inevitable fact that our desire to be ambitious and improve will not be matched by our ability to spend.

4. Principles for Delivery

In addition to considering all that we do through the lens of the Well-being of Future Generations (Wales) Act 2015, our Corporate Plan will be underpinned by key principles and values that enhance our delivery. Combined with the sustainable development principle and five ways of working, these principles and values support the ethos that we are proud of and our vision of Conwy as **a progressive county creating opportunities**.

4.1. Yr Iaith Gymraeg

Cymraeg is part of who we are and everything that we do. It's our language and belongs to us all. It is part of our history, our heritage, and our culture. In a time where we all face many challenges, celebrating and encouraging ein Llais Cymraeg (our Welsh language voice) can bring us together. We want everyone to join us, no matter how much Cymraeg you know, wherever you come from and wherever you live now in the county of Conwy.

Our vision is for a bilingual Conwy where people are confident and proud of their llais Cymraeg (Welsh voice), where Cymraeg is spoken in the family, the community, and the workplace, and where Welsh culture is celebrated and people feel they belong.

We aim to set an example in how Cymraeg is used in the workplace and how we deliver our services. Promoting Cymraeg is also about family, about community, schools, businesses, tourism, and most of all about people. Language is a people thing, and this plan aims to support people to grow understanding, goodwill, and hopefully a love of Cymraeg and its contribution to the culture, society, and economy of Conwy.

We hope you will join us on the journey to a million speakers of Cymraeg by 2050. Are you one in a million? If you're a fully conversant Cymraeg speaker we need you too, to support others and help create the opportunities where Cymraeg can grow. As well as increasing the number of people able to speak some Cymraeg, we want more people to speak Cymraeg every day. We are supporting this by working together with local partners and clubs, such as Menter Iaith Conwy, Urdd Conwy, Young Farmers', Mudiad Meithrin, Cymraeg for Kids, Coleg Llandrillo, Parents for Welsh Medium Education, and others. Along with planners, educators, and Councillors, they are part of our Fforwm Strategol y Gymraeg (Welsh Language Strategic Forum), which has helped put together this Strategy and will support it going forward. The challenge ahead is an exciting one, and through

setting a strong vision, we are confident that we will be able to work together to successfully promote Cymraeg here in Conwy. Amdani! (Forward!).

Visit our new [Welsh language and education landing page](#) for more information on our supporting plans and strategies, and for further information on available help with learning.

4.2. Diversity, Equity, and Inclusion

We want the future to change for the better, creating a more inclusive society that actively promotes equity and diversity and tackles discrimination. Since writing our Corporate Plan 2022 to 2027, we have published our new [Inclusive Conwy Strategy](#). This document sets out our statutory equality objectives and represents our Strategic Equality Plan 2024 to 2028. It focuses on people and their lived experience, and no matter what a person's background, we should all be able to live, work and visit our county and feel welcomed, accepted, and have a sense of belonging. Through our strategy we aim to embed a culture of awareness and individual responsibility amongst staff that, no matter your background or experience, we all have a collective responsibility to promote equity, diversity, and inclusion. We want all staff to understand 'it doesn't have to have happened to you, to matter to you.' We strive to improve fairness, inclusivity, transparency, access and equity for all in both service delivery and employment, whilst ensuring that we manage our budgets and resources responsibly.

We cannot achieve this alone, and we will continue to work with communities, businesses (including social enterprises), and other organisations to create real and meaningful change. We have detailed the actions that we will take over the strategy's four years. Our Equality, Diversity and Inclusion Steering Group (chaired by our Chief Executive) will help drive forward, monitor and report on our progress.

4.3. Working with Communities

We want to ensure that through everything that we do, we work well with our communities and that their voices are heard. It is important to us that people feel informed, included, and listened to.

Through our [Community Involvement Strategy](#), we want to nurture strong community networks, which includes working with our Town and Community Councils, that enable our residents to play an active role in what happens within their community, and are based on

the principles of trust and respect for local diversity. We will make sure that we apply the principles of good communication and engagement practice, ensuring that the language that we use is at all times clear, plain, and accessible.

Alongside our existing compliments and complaints reporting, we aim to draw in more community voices and benchmarking information to help us understand how we are performing, celebrate good service, but also recognise when we have got things wrong, so that we can learn and improve as an organisation.

4.4. Our Vision – A Progressive County Creating Opportunity

'The county' (the people and the place) is at the front of our minds in relation to everything we do. We always aim for continuous improvement, being innovative and openly exploring new approaches. We value our culture, our heritage, and our environment. We are determined to be a bilingual authority that respects and promotes the use of the Welsh language, and we commit to being a carbon net zero organisation by 2030.

4.5. Our Values

Our values are at the heart of who we are, and represent the beliefs of our organisation. They inform how we work, behave, and deliver services. Our values are:

1. We **care** about what we do:

- We care very much about our colleagues and through a coaching and mentoring approach help them each to reach their potential.
- We care about the people of Conwy, seeking to deliver services and opportunities that improve the lives and well-being of our people and our communities.
- We value any external or internal challenge and feedback, and encourage self-assessment and reflection on our work as an opportunity to show that we care and to improve what we do.

2. We are **fair** to all:

- Fairness to All isn't just the Council motto, it is fundamental to our work.
- We embrace and respect diversity.
- And we listen.

3. We are **innovative**:

- We innovate to improve what we do and how we do it.
- We try new things and are not afraid of things going wrong because we support each other, especially if things go wrong because there is always an opportunity to learn and improve from experience.
- We embrace change rather than fear or avoid it, and we are not afraid to stop doing the things that we have done traditionally.

4. We are **team players**:

- We work together – no silos.
- We have a collective as well as an individual responsibility.
- We help each meet our statutory and regulatory responsibilities, as well as service needs.
- We are open to fair challenge from team colleagues and will respond positively.
- As a team, we are more than the sum of our parts.

Long-term Goal 1: Conwy County Borough Council is resilient

The financial challenges ahead are going to require difficult decisions and we are not complacent about how hard it will be. We will do our best to make good decisions and find more efficient ways to work. If we don't prioritise financial resilience, the council won't be able to maintain the essential services that our communities and individuals depend on. Our ability to achieve our Well-being Objectives will depend on our success in this area.

What we want the future to look like: The council will be sustainable and will still be able to deliver core services to meet the needs of residents and visitors.

In support of this goal, between 2025 and 2027 we will deliver actions identified within our Conwy Resilience Strategy, which include:

- 1.1. Financial Management (including Commissioning and Procurement):** Having strong financial planning, spend controls, and budgetary procedures in place to meet financial challenges in the short, medium, and long-term. This includes looking at the resilience of schools and the support that they receive through the local funding formula. We will regularly review the services that we commission and procure to ensure that we deliver the best outcome for local people and value for money.
- 1.2. Digital:** Seeking innovative and affordable solutions to digitally transform services, so that they are cheaper to run, quicker to process, or streamlined (whilst being mindful not to digitally exclude individuals).
- 1.3. Assets:** Ensuring that our assets portfolio is sustainable, reviewing our surplus assets for repurposing or disposal.
- 1.4. Customers and Democracy:** Reviewing business processes to ensure that delivery structures are streamlined and right for the needs of customers and the business. This includes looking at alternative models of service delivery, and working collaboratively with social enterprises and community groups.
- 1.5. Workforce and Intelligence:** Delivering actions identified within our People Strategy and acting on sound intelligence to ensure that we have the right staff in the right places; that they are listened to; that their well-being is supported; and that they can develop professionally and deliver high quality services.

Our work to deliver these commitments will directly contribute to the following National Well-being Goals:

1. A prosperous Wales
2. A healthier Wales
3. A Wales of vibrant culture and thriving Welsh Language
4. A globally responsible Wales

Long-term Goal 2: People in Conwy value and look after the environment

Climate Change is the defining issue of our time and the greatest threat to our well-being, globally and locally. It will put pressure on ecosystems, infrastructure and landscape and threaten the well-being of both current and future generations. We will lead by example by reducing our carbon emissions and increase environmental resilience to deal with the impacts of Climate Change. We will work together with residents, communities, partners, and businesses to change behaviours so that everyone plays their part.

What we want the future to look like: That our actions will have slowed climate change and safeguarded the environment for future generations.

In support of this goal, between 2025 and 2027 we will:

- 2.1. Climate Emergency:** Deliver our Net Zero Plan, responding to the climate emergency that we have declared as a council.
- 2.2. Nature Emergency:** Deliver our Biodiversity and Resilience of Ecosystems Duty Plan, responding to the Nature Emergency, working with rural and urban partners.
- 2.3. Flood Alleviation:** Work to protect residents and homes from flooding through our Local Flood Risk Management Strategy; and work with partners to protect our shoreline from erosion.
- 2.4. Recycling:** Continue to deliver actions in support of recycling and the Welsh Government's strategy, Towards Zero Waste.
- 2.5. Sustainable Energy:** Support renewable energy schemes and deliver our Local Area Energy Plan.
- 2.6. Planning Policies:** Support environmental resilience through the policies and practices that we adopt under our Local Development Plans.
- 2.7. Transport:** Work with our partners through the Regional Transport Plan to provide a travel infrastructure that is safe, accessible, and supports well-being (this includes Active Travel).

2.8. Attractive Spaces: We will work with our communities to provide attractive, clean and sustainable spaces, also contributing to tourism and well-being.

Our work to deliver these commitments will directly contribute to the following National Well-being Goals:

1. A prosperous Wales
2. A resilient Wales
3. A healthier Wales
4. A Wales of cohesive communities

Long-term Goal 3: People in Conwy live in a county that is prosperous, has less poverty, and supports learning and skills

We want our economy to be confident, resilient, and sustainable. This includes offering excellent education, life-long learning opportunities, and the right skills for work. We will encourage new ideas and use culture led regeneration. We will work proactively with businesses, schools, communities, Town and Community Councils, and the creative sector to promote conditions in which they can grow and thrive.

What we want the future to look like: That our rich heritage will have been protected to support the well-being of future generations. We will have retained talent that supports growth and places Conwy at the heart of the North Wales Economy. Our children will be ambitious and capable learners. They will be healthy and confident individuals who play an active role in communities and who are skilled and ready for the job opportunities available.

In support of this goal, between 2025 and 2027 we will:

- 3.1. Access to Education:** Deliver a fully inclusive education system, where all learners are given the opportunity to succeed; where they have access to an education that meets their needs; and which enables them to participate in, benefit from, and enjoy learning.
- 3.2. Engagement:** Deliver our Youth Engagement and Progression Strategy to ensure that children and young people remain engaged in education, training, or employment, also contributing towards the prevention of homelessness and poverty.
- 3.3. Ready for work:** Ensure that young people have a good awareness of employment opportunities and the appropriate skills to access the world of work.
- 3.4. Local Economic Growth:** Deliver the Conwy Economic Growth Strategy, providing advice and support to local businesses, including social enterprises, which help boost the local economy and reduce unemployment and social inequality. We will also work in partnership with Ambition North Wales to ensure that the North Wales Growth Deal delivers opportunities for Conwy. This includes working with the North Wales Regional Skills Partnership to nurture skills growth where it is needed.

- 3.5. Culture:** Deliver our Creu Conwy Culture Strategy.
- 3.6. Tourism:** Deliver on actions in support of tourism, events, and activities in Conwy, including our Destination Management Plan, supporting respectful tourism that protects our most popular locations and promotes all areas of our beautiful county.
- 3.7. Planning Policies:** Support prosperity through the policies and practices that we adopt under our Local Development Plans.
- 3.8. Regeneration:** Work with local communities to support the delivery of Regeneration and Place Making Plans.
- 3.9. Investment:** Work to maximise the benefits of available grants and funding opportunities to Conwy and its citizens, supporting businesses, regeneration, arts, heritage, Net Zero, and communities.
- 3.10. Welsh Language:** Deliver our Welsh in Education Strategic Plan (WESP), supporting the Welsh Government's target of achieving 1 million Welsh Speakers by 2050.
- 3.11. Education Facilities:** Improve the quality of education settings through the Welsh Government's Sustainable Communities for Learning Programme.

Our work to deliver these commitments will directly contribute to the following National Well-being Goals:

1. A prosperous Wales
2. A healthier Wales
3. A more equal Wales
4. A Wales of cohesive communities
5. A Wales of vibrant culture and thriving Welsh Language
6. A globally responsible Wales

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

We want our residents to have a safe and appropriate place to call home that supports their positive health and well-being.

What we want the future to look like: By focusing on a strategic approach, we will have created sustainable communities that residents are proud to call home.

In support of this goal, between 2025 and 2027 we will:

- 4.1. Housing Strategy:** Work with partners to develop and deliver our Local Housing Strategy.
- 4.2. New Builds:** Work with developers and partners (including Registered Social Landlords) to bring forward the right mix of housing to support the needs of residents, supported through the policies and practices that we adopt under our Local Development Plans and Place Plans.
- 4.3. Affordable Homes:** Deliver more affordable homes to meet the needs of our diverse communities.
- 4.4. Empty Properties:** Bring empty properties back into use.
- 4.5. Preventing Homelessness:** Continue to work in partnership to deliver our important work to prevent homelessness and help those at risk of homelessness. We will work to ensure that all cases of homelessness are rare, brief, and unrepeated.
- 4.6. Suitable Accommodation:** Ensure that those who are experiencing obstacles are accommodated in suitable housing.
- 4.7. Waiting Lists:** Work to reduce the number of people waiting for housing on the common housing register and Tai Teg.
- 4.8. Independent Living:** Help people to live independently at home, and support those in need of care to be safely housed.

Our work to deliver these commitments will directly contribute to the following National Well-being Goals:

1. A prosperous Wales
2. A healthier Wales
3. A more equal Wales
4. A Wales of cohesive communities

Long-term Goal 5: People in Conwy have good health, well-being, and feel safe

We want to support the well-being of our residents, promoting healthy life choices and addressing the adverse impacts of poverty. We will focus on actions to support the sustainability of the care sector and work with our partners to provide good quality and seamless Social Care to those in need. We will ensure that visitors and residents of Conwy are safe, and that vulnerable people are safeguarded.

What we want the future to look like: We want to create an environment where safeguarding is everyone's business and no one is harmed. We will enable people to live longer, healthier, and happier lives. We want people to be self-caring, to make healthy lifestyle choices, and live as well as possible with chronic health issues. We will have reduced the adverse impact of poverty. By supporting the care sector, we will have ensured that the right care is available when it is needed, and that meets the needs of Conwy's changing demographic population.

In support of this goal, between 2025 and 2027 we will:

- 5.1. Quality Social Care:** Continue to work with our partners to modernise social care and education, delivering seamless services of a high quality that meet the needs of our changing demographic. We want to maintain our focus on early-intervention, prevention and reablement work.
- 5.2. Safeguarding:** Work with our local and regional partners to safeguard children, young people and adults from harm, abuse, and exploitation. This includes mandatory training of staff.
- 5.3. Well-being:** Provide access to culture and active well-being opportunities that supports the health of our residents and visitors, and contributes to the prevention agenda. We will also continue to work with schools and community-based settings to support the health, well-being and resilience of our children, young people, and families.
- 5.4. Carers:** Support the needs of carers to enable them to continue their important work.

- 5.5. **Anti-Poverty:** Develop our Conwy Anti-Poverty Strategy, which will include raising awareness about poverty and social inclusion.
- 5.6. **Safety:** Work with partners to support community cohesion and community safety.
- 5.7. **Sustainable Care:** Continue to work with our partners to ensure the sustainability of the care sector. This includes community groups and social enterprises.
- 5.8. **Supported Living:** Grow our internal resources to provide a range of care and accommodation options to support our citizens locally.

Our work to deliver these commitments will directly contribute to the following National Well-being Goals:

1. A healthier Wales
2. A more equal Wales
3. A Wales of cohesive communities
4. A Wales of vibrant culture and thriving Welsh Language