

# 2021/22

## SELF-ASSESSMENT REPORT

Annual Review of Performance and  
Well-being Objectives

**Mae'r ddogfen hon hefyd ar gael yn Gymraeg**  
**This document is also available in Welsh**



Cyngor Sir  
**CEREDIGION**  
County Council





# CONTENTS

<b>Introduction by the Leader of the Council</b>	<b>2</b>
<b>Summary of 2021-22 Performance</b>	<b>3</b>
<b>Opportunities for Improvement</b>	<b>7</b>
<b>What is Self-Assessment?</b>	<b>9</b>
<b>How we conducted the Self-Assessment</b>	<b>10</b>
<b>Evidence-Based Assessment</b>	<b>11</b>
<b>Learning from Consultation and Engagement</b>	<b>11</b>
<b>Managing our Performance</b>	<b>12</b>
<b>Review of the 2021/22 Well-being Objectives</b>	<b>13</b>
<b>Improving Outcomes</b>	<b>14</b>
<b>Contribution to the National Well-being Goals</b>	<b>23</b>
<b>The Sustainable Development Principle</b>	<b>25</b>
<b>New Well-being Objectives for 2022/23</b>	<b>26</b>
<b>Our Performance</b>	<b>27</b>

# INTRODUCTION

## From the Leader and Chief Executive of Ceredigion County Council

Welcome to Ceredigion County Council's first Self-Assessment Report. This report reviews our performance and progress towards delivering our Well-being Objectives in 2021/22.

The Local Government and Elections (Wales) Act 2021 introduced a new performance management regime for local authorities based on self-assessment.

Put simply, self-assessment is about local authorities being self-aware of how they are performing, where they need to improve and ensuring services are sustainable in the future. It is an ongoing process of learning and delivering year-on-year improvements.

These principles are not new to Ceredigion County Council. We have long been using self-assessment as a tool to reflect on how we are doing things now, and how we can deliver improvements or provide greater efficiency. Some examples of this are the pioneering Through Age Programme that is transforming the delivery of social care in the County, the innovative use of our resources during COVID-19 to provide an effective

response to the pandemic that saw Ceredigion remain one of the safest parts of Wales, and the transformation of the way we interact with our customers through our contact centre "CLIC" to provide a better customer experience.

We conducted our most recent Self-Assessment in the summer of 2022, looking at a wide range of evidence, regulatory reports and extensive consultation feedback. It confirms that Ceredigion County Council continues to perform above its stature and makes good use of the resources it has available, despite the challenges faced in recent years such as extensive budget cuts and the COVID-19 pandemic.

However, there are always opportunities for improvement and self-assessment has helped us identify key actions over the next year that will help to drive better outcomes for the county and its citizens. We will be conducting further consultation with citizens, businesses, Council Staff and Trade Unions over the coming months to capture further views on how we can improve

performance and we look forward to hearing your thoughts.

A key part of reviewing our performance is the progress in delivering our Well-being Objectives in 2021/22. These Objectives focused on supporting our citizens and businesses during the COVID-19 pandemic. Despite the challenges we have faced, progress has been good and this report highlights a number of key achievements across all eight Objectives.

Following the local elections in May 2022, we are in the process of reviewing our Well-being Objectives to reflect the ambitions of the new administration, the priorities for the County as identified in the Ceredigion Assessment of Local Well-being, and the views of our citizens. The Council's new Corporate Strategy for 2022-27 will set out our new Corporate Well-being Objectives and our ambitions for the future.

We hope you find this report informative and a useful way to keep in touch on our performance improvement journey.



**Councillor Bryan Davies**  
Leader of Ceredigion County Council



**Eifion Evans**  
Chief Executive of Ceredigion County Council

# SUMMARY OF 2021-22 PERFORMANCE

We have learnt a great deal from producing our 2021/22 Self-Assessment Report. The exercise has brought together a wide variety of evidence to assess our performance and review our Well-being Objectives. It has also highlighted and focused our attention on the challenges we face. These are important because we need to continue to adapt to meet these challenges in order to ensure our services are sustainable and continue to identify opportunities to raise performance levels, identify efficiency savings, or both.

There are seven themes that we assess ourselves against, which are:

- Exercising our functions effectively
- Using our resources economically, efficiently and effectively
- Ensuring our governance is effective
- Innovation and creativity
- Collaboration
- Involvement
- Risk Management

These themes are derived from a combination of the Statutory Guidance on the Local Government and Elections (Wales) Act 2021 along with the Sustainable Development Principle. They reflect the seven core activities of public bodies as defined in the Well-being of Future Generations (Wales) Act 2015. For each theme we assess whether we have plans and objectives in place, whether those plans and objectives are being delivered and whether they are sustainable over the longer-term.

A summary of the findings and scores from each are shown on the following pages. The scoring system is aligned to the Council's Annual Governance Statement for consistency. It provides a Red-Amber-Green scale to indicate where performance is good and where further action needs to be taken.

## Exercising Our Functions Effectively

The Council has many strategies in place to support and help deliver the Council's Corporate Wellbeing Objectives. These include the Medium-Term Financial Strategy, the Through Age Well-being Strategy, the Economic Strategy and the Tackling Hardship Strategy. Progress in delivering these strategies has also been good. One key example from 2021/22 is the signing of the Mid Wales Growth Deal to bring a combined investment of £110m to the Mid Wales region.

Priority setting is also considered to be strong and positive work with the Council's new administration has been taking place to develop a new Corporate Strategy and Corporate Well-being Objectives for 2022-27.

The Council has an ambitious vision for the future, and the overall assessment is that the strategies in place are sustainable and consider the short, medium and long-term context.

However, like all local authorities, there are challenges to delivering these ambitions. There is limited capacity and resources available whilst demand from customers continues to grow. While the Council has a track record of innovation and creativity in service delivery and seeking new ways of working, it is recognised that managing expectations on services is also important as we move forward. We have learnt from previous experience with other projects that developing a Communications Strategy is one way in which this can be managed and we will aim to put this in place over the next year.

Overall, it has been a positive start to our performance journey post COVID-19 when performance management was restarted. However, we recognise there is a lot of work to do around strengthening performance management and realising the benefits that

## SUMMARY OF SCORING BY THEME

Does the Council have a set of corporate and service strategies in place which set out the Council's vision and priorities?

Are these strategies delivering their aims and objectives?



Are Service Business Plans delivering their objectives and performance targets?

Are these strategies sustainable in adapting to the future needs of the organisation?

Does the Council have an effective performance management framework and democratic scrutiny in place to support delivery of the Council's vision and priorities?

Are these strategies sustainable in adapting to the future needs of the organisation?

Does the Council have comprehensive strategies in place for Workforce Planning, Financial Management, Procurement and Asset Management?



Are these strategies delivering their stated aims and objectives for Workforce Planning, Financial Management, Procurement and Asset Management?



can bring. The first step is bringing together a new Performance Management Framework that sets out the overall approach and standardised processes for managing performance in the Council, including the new Self-Assessment process.

It is also recognised that access to benchmarking data needs to be improved nationally. The current lack of data could mean opportunities to learn from best practice are missed. We are therefore actively engaged in a collaborative piece of work with Data Cymru and all 22 principal councils nationwide in developing a new set of national performance measures to support the performance requirements of local authorities. This longer-term action will be invaluable in helping to communicate performance and aligns with our long-term aim of becoming more performance and data-driven.

We recognise that we need to monitor the impact of emerging challenges to understand and mitigate their impacts. These challenges include the cost of living crisis, poverty, the war in Ukraine and welcoming refugees, changes to the Northern Ireland Protocol and the longer-term impacts of COVID-19.

#### Using our Resources Economically, Efficiently and Effectively

The Council has strategies in place for the core activities of the Council - workforce planning, financial management, procurement and asset management. The overall position is assessed as being good particularly in relation to financial management. Regulatory reports are positive, for example Audit Wales issued an unqualified opinion on the Council's accounts.

The financial resilience of the Council is a strength, particularly when assessing the sustainability of services. The Council also has a Medium Term Financial Strategy in place and a balanced budget was delivered in 2021/22.

However, we recognise that further work is required to maximise the expenditure and impact of the capital programme, and we plan to develop this over the next year.

Our learning has also shown that we need to ensure we update key strategies over the coming twelve months. These include the Asset Management Plan setting out how we maintain our property portfolio. This is important in moving forwards in ensuring we make the best use of our physical assets. In the last year the Council has made good and innovative use of its buildings to support new ways of working, and the plan will help in developing opportunities for those buildings no longer needed and in repurposing them for other uses or the delivery of improved services.

Procurement practices have also been strengthened recently through the corporatization of the procurement process, but will be updated to support local businesses and the local economy, and to ensure the Council provides value for money in the use of its financial resources.

The other key challenge is the update of our Workforce Plan. We recognise the challenges around recruitment and retention that are being experienced across the whole of Wales. This is important because recruitment to key posts is essential to delivering our ambitions.

Following the COVID-19 pandemic, the Council has been building on its experiences to change the way it works through a new 'hybrid working' model, which provides more agile and mobile ways of working for staff, a better experience for customers and which is also environmentally and financially sustainable.

As a result, we are planning to review and update our Workforce Plan to ensure we

Does the Council work productively with its external regulators and demonstrate good compliance?

Does the Council have a comprehensive local code and governance framework in place for maintaining the corporate governance of the organisation?



How effective is the code and governance framework applied and observed?

develop and support an agile but effective workforce to support future needs.

#### Ensuring our Governance is effective

Overall, the evidence shows that the Council's governance arrangements are robust and supporting the work of the Council in improving outcomes for residents. The Annual Governance Statement, Governance Framework and Code of Local Governance are in place and relationships with regulators are productive.

Internal and external regulator reports evidence this - the most recent review of the Council's Governance Review conducted in March 2022 provides assurance that the procedures are robust, focussed and effective. Further details are available in the Council's Annual Governance Statement.

#### Key to assessment

- **Good** - overall considered to be good and meets best practice no further action required
- **Acceptable** minor adjustments may be required
- **Satisfactory** - Action required (before end of year 9-12 months)
- **Below satisfactory** - urgent Action required (within 3-6 months)
- **Unacceptable** - Immediate action required

# SUMMARY OF 2021-22 PERFORMANCE

## Long-term Innovation and Creativity

One of the Council's strengths is its long-term innovation and creativity. The Council has a track record of embracing new ways of working and identifying new ways of delivering services to provide an enhanced customer experience, efficiency savings, or both.

There are many examples of this, the most high profile of which is the Through Age Well-being Programme which is transforming social care in Ceredigion. This is in response to the changing demographics of the County which has seen increased demand and greater financial pressure on services. Providing support for all ages and needs is a significant challenge for the Council with limited resources.

The Through Age Well-being Programme has progressed well and we will continue to push forward with transforming how people's health, wellbeing and safety are supported in Ceredigion. The programme improves outcomes by maximising people's independence and enabling them to remain in their own home and in their own community wherever possible.

There are many examples of innovation from 2021/22, most notably the way in which the Council responded to COVID-19 pandemic, which included the use of new technology to support council staff to work from home and continue providing services, the setting up of the Test Trace and Protect Service which was the first of its kind in Wales, and the emergency command procedures which provided an effective mechanism for the management of the organisation during the pandemic.

More recently is the creative and innovative work in the repurposing of the Council's leisure centres by moving towards Well-being Centres across the County. The Centres will enhance the core offer of leisure provision with areas for meeting, consultation and treatment to contribute to improve the physical, mental and social well-being of the County's residents.

The Council's major restructuring of all service areas is another example of embracing innovation and creativity to provide sustainability over the longer-term. It has taken a number of years to complete the process to create a structure that supports the needs of the organisation moving forward and which has also resulted in £50m of savings since 2012. It is recognised, however, that the Council could do more to promote the transformation of the Council and communicate the benefits of these activities to its customers and stakeholders.

## Collaboration

Overall, the Council is proactive in engaging in local, regional and national partnerships. There are good examples of where this collaborative working is improving outcomes such as through Growing Mid Wales, the Mid Wales Education Partnership, the response to COVID-19 and the delivery of the ground-breaking Maes y Môr extra care housing development in Trefechan with Wales and West Housing Association.

However, there is a strategic direction towards focusing on engaging with those partnerships which are beneficial for the people and communities of Ceredigion, where demonstrable benefits are derived. The Council proactively engages in these partnerships and challenges the value of the arrangement if not, pursuing alternative arrangements where necessary. This proactive approach to assessing the value of collaborative working is recognised as essential to maximising the impact of collaborative working and improving outcomes for local people.

## Involvement

The Council has an Engagement Strategy in place but some events over the last two years have been compromised by COVID-19, which has affected our ability to do as much engagement and consultation as we would like.

There are some good examples of engagement

## SUMMARY OF SCORING BY THEME

Does the Council embrace innovation and creativity in its activities and implement transformation?



How effective has Council transformation projects been in identifying and implementing creativity and innovation across the organisation?

Does the Council proactively engage in local, regional and national partnerships?



How effective are the partnerships in which the Council is invested in delivering their aims and objectives?

and where the results have been used to drive changes. For example, consultation on the use of the Safe Zones during the COVID-19 pandemic produced over 2,000 responses and changes were made to some of the town layouts in response.

The new Economic Strategy that sets out how we will work together towards achieving strong, sustainable and more resilient economic growth involved targeted consultation with citizens, businesses and specifically younger people who are often under-represented. These produced valuable feedback that was used to help shape the final version of the Strategy that has subsequently been approved and is in the process of being implemented.

The findings of the Regional Well-being Survey during 2021 highlighted the way in which some challenges have come to the fore during the COVID-19 pandemic, such as tackling poverty, housing affordability and digital connectivity. This has been instrumental in helping to develop the Council's new Corporate Well-being Objectives.

Overall, engagement and consultation is considered to be good in some areas, but there are areas where further work is needed. For example, the quality of Integrated Impact Assessments is mixed.

However, our immediate action is the updating of the Engagement and Participation Strategy to add the new decision making and participation elements required by the Local Government and Elections (Wales) Act 2021. The new Strategy will set common standard across the authority and will help ensure that all communities in Ceredigion have a voice, and that we actively seek the views and lived experiences of those groups whose voices are seldom heard.

### Risk Management

The management of risk in the Council has been developing well over the last three years and is

considered robust. Delivery of the 44 mitigating actions is good and the Council's Corporate Risk Register is a 'living' and evolving document as risks change and new risks emerge.

We also have a good relationship with our insurers, training has been conducted with all managers and the last review of the Risk Management Policy and Framework was found to be satisfactory.

The next step in our risk management journey is to conduct the three yearly review of the process in the final quarter of 2022/23. This involves looking at best practice to ensure our arrangements remain up to date and fit for purpose.

### The Action Plan

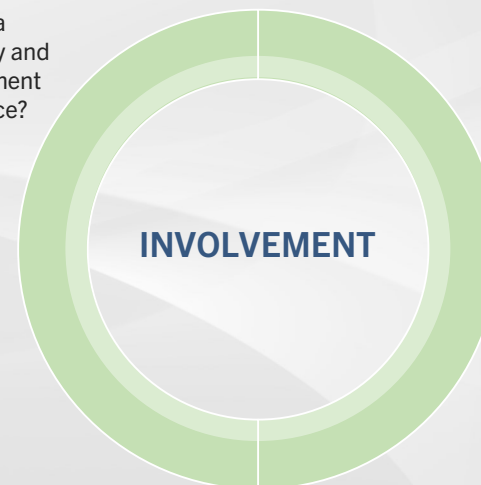
In response to these findings, we have identified a number of opportunities for improvement. Through consultation with Council services and elected Members, the actions we propose to take in response to this learning are contained in the action plan overleaf and in services' business plans where they are more operational in nature.

Most of these actions will be delivered over the next twelve months and progress reported in the 2022/23 Self-Assessment Report. Some are longer-term actions and will extend beyond the next year, but all actions will continue to be monitored through to completion.

We have prioritised the actions in order to lay the foundations for future work across the seven themes by ensuring the essential building blocks of our key lines of enquiry are met before developing further. We have already identified a list of emerging actions that we will reassess during the coming year and move into the live action plan if and when appropriate.

## SUMMARY OF SCORING BY THEME

Does the Council have a comprehensive strategy and action plan for engagement and consultation in place?



How effectively does the Council use engagement and consultation feedback to review and improve its services?

### INVOLVEMENT

Does the Council have a comprehensive strategy and framework in place for managing risk?



Are these strategies delivering their aims and objectives?

### RISK MANAGEMENT

Are these strategies sustainable in adapting to the future needs of the organisation?

# OPPORTUNITIES FOR IMPROVEMENT - OUR ACTION PLAN

Action	Description	Timescales	Rationale/How this will improve outcomes
<b>Exercising its functions effectively - how well is the Council delivering improved outcomes for people in the local area?</b>			
<b>Deliver Workforce Plan to ensure the Council has a sustainable and qualified workforce</b>	Update the Workforce Plan to address key issues including recruitment, retention and succession planning to ensure stable staffing levels, a sustainable workforce and that vacant posts are filled with appropriately qualified staff. The Workforce Plan to be aligned with the Council's new Corporate Strategy for 2022-27.	2022/23	<ul style="list-style-type: none"> <li>• Ensures vacant roles are filled by appropriately qualified and experienced staff to provide a high quality customer experience and level of service</li> <li>• Ensures that capacity exists in services to provide quality services</li> <li>• Ensures the sustainability of services over the longer-term</li> <li>• Allow us to identify and respond to changing customer needs</li> <li>• Improves employee recruitment and retention</li> <li>• Improves productivity and quality of service</li> </ul>
<b>Using its resources economically, efficiently and effectively - How well does the Council use and manage its resources? Is it delivering economy, efficiency and effectiveness?</b>			
<b>Deliver Asset Management Strategy that implements new ways of working for the staff of Ceredigion County Council and improves the customer experience</b>	Update the Asset Management Strategy to reflect current issues, in particular supporting new ways of working and taking advantage of the opportunities that exist post COVID-19 to ensure sustainable and high quality services	2023/24	<ul style="list-style-type: none"> <li>• Provides an updated and long-term strategy to manage the Council's physical assets</li> <li>• Ensures efficient and effective use of council assets (funds, land, buildings, staff and information communication technology)</li> <li>• Supports new ways of working post COVID-19 including the rationalisation of assets</li> <li>• Provides a strategy to release efficiency savings and potential new income streams</li> <li>• Ensures the Council's approach to asset management is fit for purpose and that services are sustainable</li> <li>• Supports more joined-up and high quality services</li> </ul>
<b>Ensure capital expenditure is maximised and utilised</b>	Develop monitoring system to enable the Council to make full use of its capital resources and increase the proportion of capital expenditure in each year	2023/24	<ul style="list-style-type: none"> <li>• Ensures the Council's Capital Programme is delivered and spend maximised</li> <li>• Supports partnership working with the Welsh Government on capital projects</li> <li>• Supports the delivery of the Council's vision and Corporate Well-being Objectives</li> <li>• Supports the reduction of long-term costs and increases in productivity</li> <li>• Along with the revenue budget provides the resources to meet the delivery of the services' business plans</li> </ul>



Action	Description	Timescales	Rationale/How this will improve outcomes
<p><b>Support local businesses and the local economy through implementing the updated Procurement Strategy</b></p>	<p>Update the Council's Procurement Strategy to support local businesses and the local economy, and to ensure the Council provides value for money in the use of its financial resources</p>	<p>2023/24</p>	<ul style="list-style-type: none"> <li>• Ensures procurement practices are up to date and fit for purpose</li> <li>• Helps to achieve value for money by ensuring the Council spends its financial resources economically, efficiently and effectively</li> <li>• Supports the identification of efficiency savings and eliminates waste</li> <li>• Delivers savings by capitalising on the savings achievable through greater buying capacity of Local, Regional and National Frameworks</li> <li>• Maintains high ethical standards of investment and purchasing</li> <li>• Maximises the contribution towards sustainable development through the procurement of sustainable solutions</li> <li>• Supports the delivery of the Council's vision and Corporate Well-being Objectives</li> <li>• Supports local businesses, supply chains and development of the local economy</li> </ul>
<p><b>Deliver Phase 2 of the Through Age Well-being Programme to transform social care in Ceredigion</b></p>	<p>Monitor and review progress of the Through Age Well-being Programme to ensure delivery of services that will deliver the outcomes of the programme and enhance the social, economic, environmental and cultural well-being of the people of Ceredigion</p>	<p>2022/23</p>	<ul style="list-style-type: none"> <li>• Manages the increased demand and financial pressures on services to provide sustainable services in the future</li> <li>• Ensures people get the right level and type of support at the right time</li> <li>• Promotes positive health and Well-being and support people to self-support</li> <li>• Strengthens families so that children and young people remain with their family</li> <li>• Enables individual to live independently in their own community</li> <li>• Provides proportionate approaches to managed care and support</li> <li>• Protects individuals and keep them safe from abuse, harm and neglect</li> </ul>
<p><b>Involvement</b></p>			
<p><b>Provide a standardised and effective method of engagement and participation across the Council and ensure the Council engages with the people of Ceredigion in the best and most appropriate way</b></p>	<p>Publish the new Engagement and Participation Strategy to improve engagement and participation opportunities for Ceredigion's citizens and stakeholders</p>	<p>2022/23</p>	<ul style="list-style-type: none"> <li>• Provides a standardised and effective method of engagement and participation across the Council</li> <li>• Ensures the Council engages with the people of Ceredigion in the best and most appropriate way</li> <li>• Keep up to date with best practice in the field of engagement and consultation</li> <li>• Citizens and stakeholders are involved in the decision making process and in shaping Council services</li> <li>• Ensures Council resources are directed to priority areas, such as the current cost of living crisis, as identified through engagement and consultation.</li> <li>• Ensures that the voices of all those in Ceredigion are heard</li> </ul>

# WHAT IS SELF-ASSESSMENT?

**The Local Government and Elections (Wales) Act 2021 introduced a new process for monitoring the performance of all local authorities, based on self-assessment.**

The new performance regime defines principal councils as 'self-improving organisations' through a system based on self-assessment and panel performance assessment. The new approach is intended to build on, and support, a culture in which councils continuously challenge the status quo and ask questions about how they are operating and how they can learn from best practice. A transparent and open self-assessment of a council will form a fundamental part of this approach.

Effective self-assessment provides reliable assurance both internally and externally to regulators and inspectorates and above all helps councils to continually learn and achieve sustainable improvement and better outcomes for citizens, service users and their own workforce.

There are five specific duties introduced by the Act:

- 1. Duty to keep performance under review**  
Ceredigion County Council has a duty to keep under review the extent to which it is fulfilling its 'performance requirements by determining the extent to which it is:
  - Exercising its functions effectively
  - Using its resources economically, efficiently and effectively
  - Ensuring its governance is effective for securing the above
- 2. Duty to consult on performance**  
Councils must consult a range of people at least once in every financial year about the

extent to which they are meeting their performance requirements. The statutory consultees are:

- Local people
  - Other persons carrying on a business in the County
  - The staff of the Council
  - Every Trade Union which is recognised by the Council
- 3. Duty to report on performance**  
The Council must produce a self-assessment report each financial year. The report must set out its conclusions on the extent to which it met the performance requirements, and any actions it intends to take, or has already taken to further improve.
  - 4. Duty to arrange a panel performance assessment**  
At least once in each election period, the Council must arrange for an independent panel to undertake an assessment of the extent to which the council is meeting the performance requirements and report its results.
  - 5. Duty to respond to a panel performance assessment**  
The Council must prepare a response to a Panel Assessment Report setting out
    - The extent to which it accepts the conclusions in the report
    - How it intends to follow any recommendations
    - Any further actions the Council intends to take to improve performance

The purpose of the performance and governance provisions in the Act is to build on and support a developing culture in which councils actively seek and embrace challenge, whether presented from within the council, for example through scrutiny procedures, or externally. The provisions are designed to develop a framework which supports councils, through an ongoing process of review, to think about their performance and effectiveness now and for the future; to encourage more inquisitive organisations willing to challenge themselves to do more; and to be more innovative and more ambitious in what they do.

## Reflective Practice

For Ceredigion, the principles of self-assessment already form an integral part of its ongoing strategic and corporate governance arrangements.

We recognise the opportunity for self-reflection and constructive challenge. For example, this form of reflective practice is already an integral part of the Council's Business Planning and Annual Governance Statement, and already well-established in the Council. Reflective practice is a core element of the Council's overall performance management process, and focuses on evaluating *how we do things* and not just *what we do*.

We have taken a similar approach with Self-Assessment - reflective practice forms a key part of our Self-Assessment Workshops where we reflect on how we are currently operating, the challenges we face in the future and how we build sustainability into our activities moving forward.

**The Local Government and Elections (Wales) Act came into force in 2021**

**The Five Duties on Principal Councils are:**

**KEEP PERFORMANCE UNDER REVIEW**

**CONSULT ON PERFORMANCE**

**REPORT ON PERFORMANCE**

**ARRANGE A PANEL PERFORMANCE ASSESSMENT**

**RESPOND TO A PANEL PERFORMANCE ASSESSMENT**

# HOW WE CONDUCT SELF-ASSESSMENT

## Our Approach to Self-Assessment

Our approach to Self-Assessment is based on assessing ourselves against a set of Key Lines of Enquiry. "KLOEs" as they are sometimes referred to, are a series of relevant key questions that we ask ourselves as we work through the Self-Assessment.

The Key Lines of Enquiry approach is a tried and tested approach to conducting self-assessments in Local Government and across the wider public sector. It ensures we remain focused on the corporate or 'holistic' view of the Council's performance as required by the Act. It also provides the clarity of self-evaluation needed to help us identify opportunities for improvement, and in doing so, provides a strong audit trail to explain the actions we have undertaken in response.

The findings are recorded in our Self-Assessment Matrix document. The Matrix records the evidence demonstrating how we are currently performing, our ambitions for the future and the actions we need to take in order to achieve those ambitions. This document is used to identify the opportunities that exist for improvement and is used to develop our Self-Assessment Action plan. The Self-Assessment Matrix is available on request.

## Continuous Cycle

Self-Assessment is an ongoing process of improvement - throughout the year we conduct consultation in support of self-assessment, we collate evidence to inform our workshops, we deliver the actions in our Self-Assessment action plan and we monitor their progress towards completion. The Self-Assessment Report is the key output from the process but the work on improving outcomes

is an ongoing year round activity.

The diagram below summarises the main steps and timescales involved in conducting the Self-Assessment and the production of the Self-Assessment Report.

## Evaluation, Reflection and Identifying Opportunities

During April each year we bring together a wide variety of evidence to help us in assessing our current performance. This includes internal performance monitoring, regulator reports from inspections and the results from consultation and engagement activities. We undertake an exercise of reviewing the evidence to identify key findings - where performance has improved, where there are opportunities for improvement and what the key themes are from our consultation.

The findings from this exercise are presented to Self-Assessment Workshops with the Council's Leadership Group and Overview and Scrutiny Coordinating Committee to help in assessing our performance.

The workshops are where we re-assess ourselves against the Key Lines of Enquiry, updating our evidence for each question and using this to identify actions for improvement. They review the evidence available to them and add their own perspective to provide updated scores for each question.

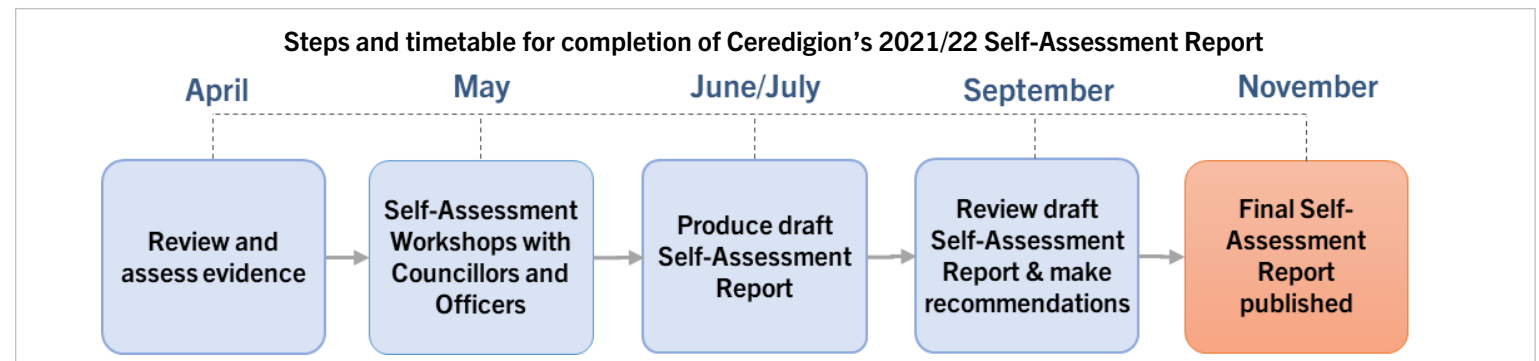
The findings workshops are collated by the Performance and Research Team. They produce the draft Self-Assessment Report by drawing on the evidence matrix, scores and the improvement actions identified in the workshop, along with other key sources such as key strategies and inspection reports.

Part of the collation includes cross-checking the scoring with the evidence provided and seeking clarity on our conclusions where necessary. Gaps in evidence and understanding of our performance are also highlighted, all of which is designed to ensure the process is robust.

By focusing on this, we can learn from our experiences and tap into the innovation and creativity that exists in the Council to identify opportunities to improve our performance, whether that's through raising performance levels, identifying efficiencies or improving customer satisfaction.

The Council's Governance and Audit Committee play a key role in the Self-Assessment process. They are responsible for reviewing the draft Self-Assessment Report and making recommendations for changes to the conclusions drawn or the actions the Council intends to take. The draft Report is reviewed by the Governance and Audit Committee in September.

The Self-Assessment Report is updated following the Committee's recommendations and the final report published in November and submitted to the statutory recipients - The Council's Governance and Audit Committee, The Auditor General for Wales, Chief Inspector of Education and Training in Wales and the Welsh Ministers. The Report will be available for viewing on the Council's website.





# EVIDENCE-BASED ASSESSMENT

Ceredigion strives to be an evidence and data driven organisation. A wide variety of evidence has been used in assessing our performance and in the production of this report.

These sources are split into three categories which help us check that our conclusions are correct. The three categories are the internal evidence available to us through key strategies and internal monitoring, such as the Medium Term Financial Strategy, our Annual Governance Statement and Complaints monitoring. This provides us with an internal view of how the organisation is performing.

We also draw on the extensive regulatory and external evidence that exists. These include inspection reports from Estyn, Care Inspectorate Wales and the ongoing work

conducted by Audit Wales. This provides us with the regulatory or external view of how we're performing from independent bodies.

The third category of evidence are the views of citizens, businesses, Council Staff and Trade Unions, offering the perspective of those receiving services from the Council. The Council has an ongoing process of engagement and consultation in place throughout the year which are used to record residents' views on a variety of Council functions.

These three categories of evidence help us 'triangulate' or check that the conclusions we draw are the correct ones by allowing us to compare the key findings from each and ensure they align before producing the Self-Assessment Report (shown below).

# LEARNING FROM CONSULTATION

Consultation is an integral part of the evidence used in our performance management, and will continue to play an even greater role as we continue to explore opportunities for improvement with a variety of individuals and groups across the County.

Where more feedback is needed from particular groups, we will adjust our approach during the year to target those areas. We will engage with the many groups and organisations that represent specific groups in the county, and in particular to ensure that the voices of those seldom heard are indeed heard.

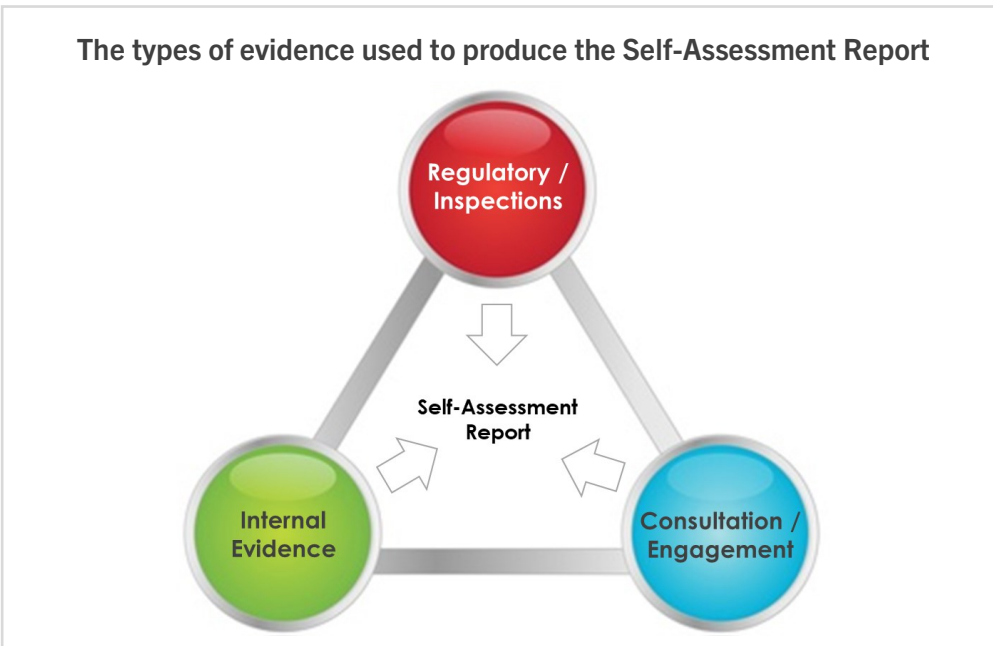
In 2021/22 we have benefitted from some important engagement events that provide a

unique insight into the views of citizens and stakeholders. These included the Regional Well-being Survey that provided detailed responses around the issues that help to improve people's economic, social, environmental and cultural well-being.

We also conducted a unique survey of householders and businesses in Ceredigion relating to the impact of COVID-19 to help in the recovery effort and provide the support needed to address the long-term effects of the pandemic.

Both of these have been used in the production of the Council's new Corporate Strategy and Corporate Well-being Objectives that will be consulted on during September 2022.

## Sources used in conducting the Self-Assessment and Review of Well-being Objectives



Internal Evidence	Regulatory/External Evidence	Consultation and Engagement
<ul style="list-style-type: none"> <li>• Statement of Accounts</li> <li>• Annual Governance Statement</li> <li>• Scrutiny Feedback and Reports</li> <li>• Director of Social Services Annual Report</li> <li>• Quarterly Performance Dashboards</li> <li>• Business Plan progress</li> <li>• Corporate Risk Register</li> <li>• Compliments, Comments &amp; Complaints</li> <li>• PAMs</li> <li>• Previous Self-Assessment Reports</li> <li>• National Survey for Wales</li> <li>• Council Tax / Collection Rate</li> <li>• Corporate Strategy</li> <li>• Medium Term Financial Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Audit Wales Annual Improvement Report</li> <li>• Care Inspectorate Wales Annual Performance Report</li> <li>• Audit Wales reports</li> <li>• CIW reports</li> <li>• Estyn inspection reports</li> <li>• Public Service Ombudsman Wales</li> <li>• Will include Panel Performance Assessment</li> <li>• Future Generations Commissioner Reports</li> <li>• Ceredigion PSB Assessment of Local Well-being</li> <li>• Ceredigion PSB Annual Report</li> <li>• West Wales Population Assessment</li> <li>• Performance Accountability Measures</li> <li>• Data Cymru / Stats Wales</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Well-being Survey</li> <li>• Economic Strategy Consultation</li> <li>• Disability Forum</li> <li>• Ceredigion Budget Challenge</li> <li>• Enterprise and Innovation Sub Group</li> <li>• Trade Unions monthly meetings</li> <li>• Impact of COVID-19 Survey</li> <li>• Staff Well-being Survey</li> <li>• Staff New Ways of Working Consultation</li> </ul>

# MANAGING OUR PERFORMANCE

## Integration into the Council's Performance Framework

Self-assessment is not a standalone process, rather it is integrated as part of the Council's ongoing corporate planning and performance management arrangements. The diagram below demonstrates how self-assessment fits into our overall performance framework.

It is integral to driving Business Planning and Risk Management, and in turn draws on the outcomes from monitoring business plans and the corporate risk register to evaluate our current performance and complete the self-assessment. It is, in essence, a two-way communication between each pillar of the Performance Framework.

The timing of Self-Assessment is also important. It has been timed to transparently inform and influence the Council's strategic planning, financial management and budget process, risk management reviews, improvement planning and ongoing performance management. For example, the publication of the Self-Assessment Report in November ensures it is prepared in time to drive the annual business planning and target setting process in the final quarter of each year between January and March.

## Self-Assessment in the Wider Performance Framework



Ceredigion has a long history of using self-assessment to good effect in identifying innovative ways of delivering services, most recently in the 'Through Age Well-being Programme' being implemented to transform the delivery of social care in the County over the next five years.

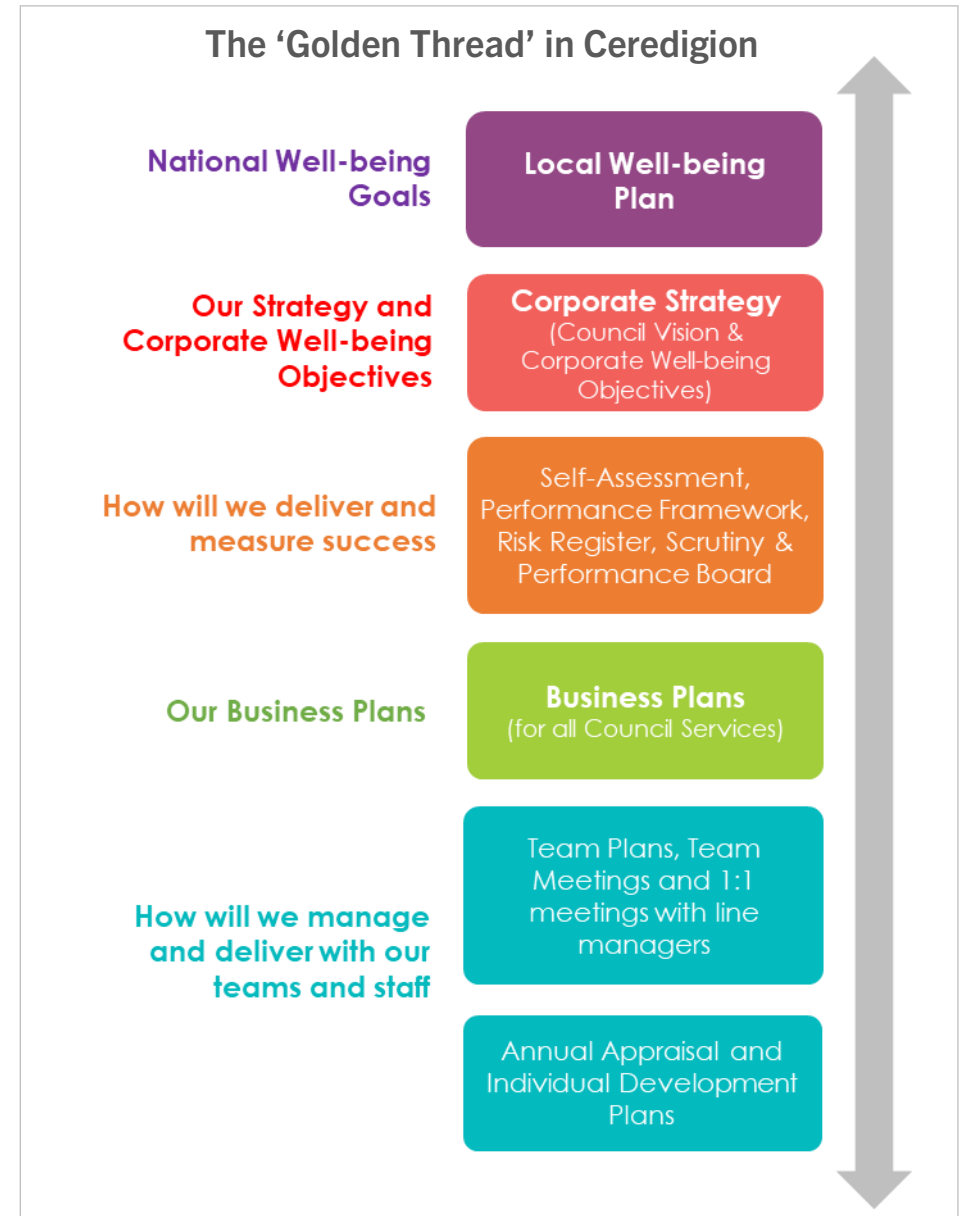
It is also an integral part of operational performance and used in the setting of annual business plans for each service. We all recognise that capacity is at a premium and demand is high, and as a result effective business planning has never been so important to ensure we are delivering 'the right services in the right way'. Having the opportunity to 'reflect' on past and current performance is crucial to understanding our strengths, weaknesses and opportunities. This form of reflective practice is critical in helping us determine our actions and priorities for the years ahead.

## The Golden Thread

The Council uses a 'Golden Thread' diagram (shown right) to show the links between its key strategies and plans. It describes the flow of information from national and regional priorities for improvement contained in the Local Well-being Plan and Corporate Strategy, through to individual services, teams and members of staff in the Council responsible for delivering them.

A strong Golden Thread is important as it shows how each level of planning and action contributes to the next level, and how each role within the Council contributes towards achieving Ceredigion's Corporate Well-being Objectives.

Self-Assessment occupies a key place in the Golden Thread as the way in which we measure success and drive performance improvements, along with Business Planning and management and risk.



# REVIEW OF OUR 2021/22 WELL-BEING OBJECTIVES

The Council's 2021/22 **Well-being Objectives** focused on the response and recovery to the COVID-19 pandemic. This decision was taken in order to protect and enhance the well-being of everyone during this difficult period, but without compromising the well-being of future generations. They were designed to support the ongoing recovery work of the Council and its partners. The Objectives were identified and aligned to the Public Services Board's Assessment of Local Well-being and the Local Well-being Plan. The eight objectives are shown in the diagram to the right.

It has been a challenging two years for everyone in Ceredigion and across Wales. The COVID-19 pandemic has affected every resident, business and community in different ways. We have seen some issues, such as poverty and in particular in-work poverty, come to the fore, while other issues such as housing affordability have been exacerbated during this period. At the same time, we have all been aware of the ongoing need to reduce carbon emissions and move towards becoming carbon net zero in order to protect our beautiful environment for future generations.

However, despite the challenges, we are very proud of how our communities have come together to support one another during this difficult period, and of the ways in which the council has adapted its ways of working to

continue to deliver services throughout.

The Well-being of Future Generations (Wales) Act requires the Council to set and publish Well-being Objectives that are designed to maximise our contribution to the achievement of the seven Well-being Goals for Wales specified in the Act. At the same time we must publish a statement explaining why meeting the objectives will contribute to the achievement of the well-being goals and what actions we will take to meet the objectives

The following pages provide a summary of how our 2021/22 Well-being Objectives contribute to the national Well-being Goals, a review of progress against delivering the Objectives and how we have applied the Sustainable Development Principle.

As we move forward, we will continue to focus on the recovery from the pandemic and we will continue to engage with, and support, both residents and business across the County.

The Council's new Corporate Strategy for 2022-27 sets out our new Corporate Well-being Objectives and our ambitions for the future. A summary of the new Corporate Well-being Objectives from 2023/24, and how they were reviewed, can be found on page 34.

## The 2021/22 Well-being Objectives



### Boosting the Economy

- Support businesses to respond to the impacts of COVID-19



### Investing in People's Future

- Support learners of all ages and backgrounds to safely return to education and training and improve access to learning and employment
- Protecting people from poverty
- Promote and facilitate the distinct and vibrant bilingual culture and identity of Ceredigion



### Enabling Individual and Family Resilience

- Support citizens who have been disproportionately impacted by COVID-19 to improve their physical and emotional well-being
- Promote the well-being of individuals and communities within safe and accessible homes



### Promoting Environmental and Community Resilience

- Support active travel, other modes of transport and ways of working that build on our zero-carbon ambition
- Support our communities to be strong and well connected so that they are able to thrive despite COVID-19



# IMPROVING OUTCOMES



## Creating Opportunities

January 2022 saw the signing of the final deal agreement of the Mid Wales Growth Deal by the Welsh Government, UK Government and Ceredigion and Powys County Councils.

The Growth Deal is a ground-breaking partnership to bring a combined investment of £110m from UK and Welsh Government, which is expected to lever in significant additional investment from other public and private sources to maximise the impact in the Mid Wales region.

This milestone is significant as the programmes and projects supported by the Growth Deal are expected to produce wider social and economic benefits, such as **enhanced quality of life, creating business opportunities** following the impact of COVID-19, **decarbonisation** in industry and consideration of climate change impacts.

The potential outcomes that are achievable in Mid Wales through Growth Deal investment are:

- To create between 1,100 and 1,400 new jobs in Mid Wales by 2032.
- To support a net additional GVA uplift of between £570 million and £700 million for the Mid Wales Economy by 2032.
- To deliver a total investment of up to £400 million in the Mid Wales Economy by 2032.



## Independent and Fulfilling Lives

The first residents at Aberystwyth's new extra care scheme have spoken about how it has transformed their lives, from sparking new friendships to providing the platform for a fresh start in life.

Maes y Môr, provided by Wales & West Housing in partnership with Ceredigion County Council, opened in October at Pen-yr-Angor, overlooking the town and harbour. But for many of its new residents, it has offered much more than just spectacular sea views.

Their new homes provide easy access to a range of facilities, 24-hour on-site care and support as well as a Wellbeing Officer, ensuring that residents **lead an independent, healthy, and fulfilling life**.



## Supporting vulnerable people

During the COVID-19 pandemic around 2,900 residents from young people to families to carers were supported through regular 'Keeping in Touch' calls from Council staff in Porth Cymorth Cynnar to check on their well-being and provide an opportunity to talk to someone whilst in lockdown, helping to **reduce social isolation and loneliness**.



## Strong Communities

Ceredigion Museum is delighted to have been awarded £115,894 development funding by the National Lottery Heritage Fund for the following project: Perthyn 'belonging to/ possessing': An exploration of how collections can **create community in Ceredigion**.

Perthyn is an ambitious project that aims to ensure that every Ceredigion resident can find something in the museum collection that resonates with their **sense of identity and values**, regardless of their age, gender, ethnicity, beliefs, sexuality, ability or other characteristics that they identify with.



## Connected Ceredigion

The last two years have shown just how critical digital connectivity is for Wales' businesses, public services and communities. Continued investment and lobbying by the Council has led to the improvement of digital connectivity across the County. For example, the provision of Fibre to the Premises (FTTP) broadband has increased from 20% to 28.3%.

Improved digital connectivity increases not only **innovation and productivity** across the economy, it also **keeps people and communities connected**. The Council will continue to support improvements to digital connectivity, such as the rollout of 4G Broadband, to help provide the connectivity that businesses and people need, **tackle digital exclusion and increase opportunities** for all.



## Healthy Environment

In June 2022 at the Wales Regional Energy Efficiency Awards, Ceredigion County Council's Energy Efficiency Schemes scooped 2 awards.

The Energy Efficiency Awards recognise the work being undertaken by the energy efficiency sector in Wales. The measures were introduced to help homeowners **reduce their energy bills, tackle fuel poverty and reduce carbon emissions**.

The Council has been delivering the ECO Local Authority Flexibility scheme along with the Warm Homes Cozy Ceredigion Scheme for a number of years. These schemes have seen a number of insulation measures and heating systems being installed in properties improving their **energy efficiency**.

To date, the Council has invested over £5 million in energy efficiency and carbon reduction projects, and this investment has saved £2.8m to date.



# WELL-BEING OBJECTIVE:

## 1) Support businesses to respond to the impacts of COVID-19

### Progress Made

- The Growing Mid Wales economic partnership has been established and has succeeded in attracting a £110m Growth Deal of investment to Mid Wales over the next 10 years for projects across the region.
- £10.8m of investment has been secured from the UK Government's Levelling Up Fund to help transform the Aberystwyth's Harbour, Old College and promenade.
- £2.8m worth of investment has been secured from the UK Government's Community Renewal Fund, for 12 community schemes across the county.
- A Welsh Government funded Small Capital Grant scheme delivered in early 2021 led to almost £500,000 of grant investment in Ceredigion businesses, attracting a further £631,000 of Private sector funding. The support led to the creation of 146 new jobs in Ceredigion, and a further 408 jobs were safeguarded in 81 businesses through the investments.
- Investments have led to Ceredigion being the first County to have a county-wide LoRaWAN network, that is available to private and public sector partners to make use to improve use of technology as a business efficiency aid.
- Supporting the independent sector through collaborative working providing mutual aid, funding and resources. Provision of additional staffing resources, equipment as well as H&S advice and policies and procedures.
- Leading on work of Centre for Local Economic Strategies (CLES) to develop community wealth building approaches to local procurement policy and practices.
- Supported local businesses during the COVID pandemic by administering 8,835 Business Grant payments across Ceredigion with a value of £49m.
- Ceredigion's new Economic Strategy was published in March 2021 setting out how we will work together towards achieving strong, sustainable and more resilient economic growth for Ceredigion, created and shared by all. The strategy document sets out the actions that will address the challenges and opportunities that exist in the local economy. It focuses on four main priority areas – People, Enterprise, Place and Connectivity, with each section outlining some of the early interventions considered. Work will continue on developing the detailed implementation plans during 2021/22.
- During the pandemic, a dedicated Business Support webpage created to support Ceredigion's economy to ensure that businesses, employers and employees in the County have access to the latest information, advice and support to help them adjust and recover from the pandemic.
- "Safe zones" were created in Aberaeron, Aberystwyth, Cardigan and New Quay town centres to create safe, inviting towns for people to come shopping and to enjoy despite the impact of the pandemic. This included widening of footpaths, dropping kerbs, closure of roads, adaption to parking bays and areas for businesses to trade to allow people to maintain a 2 metre social distance at all times.
- 8,900 COVID related enquiries were managed by Ceredigion's Customer Contact Service 'CLIC' during the 2020/21 year, including enquiries relating to Business Grants, the Cultural Recovery Fund and the Small Business Capital Grant Scheme. Over 2,000 alone were in relation to the Non- Domestic Rate Grant to help businesses in the hospitality, tourism, leisure and non-essential retail sectors.
- Ceredigion Workways+ has continued to help people that are not in employment to access funded face-to-face and online training, work experience, volunteering opportunities and jobs. The scheme is staffed by officers from Ceredigion County Council and is part funded by the European Social Fund through the Welsh Government. Support is available to help people affected by work-limiting health conditions or disabilities; carers; those with low or no qualifications; people with childcare responsibilities; the over 54's; people in a single adult or jobless household or anyone from a Black, Asian and Minority Ethnic group.

### Overall Assessment of the Journey So Far

Progress in meeting this priority is **Good** and prospects for improvement are **Good**. The steps to provide employment opportunities and develop collaborative and innovative partnership schemes are progressing well.

The new Economic Strategy provides a shared vision for the local economy and practical interventions that can be delivered collaboratively.

The Growing Mid Wales Partnership is an example of collaborative working to ensure that we strengthen the local and regional economy as part of a prosperous and resilient Wales post COVID-19.



## DELIVERING SUSTAINABLE DEVELOPMENT

### Long-Term

- The Economic Strategy plans for the long-term development of the economy up to 2035
- The Mid Wales Growth Deal and the Economic Strategy addresses structural weaknesses for long-term benefit
- The Growing Mid Wales Partnership sets the vision for 15+ year timeframe
- Future trend analysis has been used to develop the Growing Mid Wales vision

### Prevention

- Increased economic opportunities will prevent further out-migration of skilled young people
- Economic growth will prevent the future negative impact of migration patterns on Welsh language and culture
- Interventions in the Economic Strategy will prevent further growth in the productivity gap

### Collaboration

- The Growing Mid Wales Partnership brings together public, private and academic sectors to achieve shared goals
- Working with Powys County Council and Welsh and UK Government to maximise use of resources and capitalise on opportunities

### Involvement

- Private sector businesses, drivers of future economic growth are involved in identifying key priorities and strategies
- Private, public and third sectors involved in shaping the emerging Growth Deal programme
- Extensive engagement was undertaken in the development of the Economic Strategy

### Integration

- The Economic Strategy provides a shared vision and action for development of the local economy and the interventions contain in it will be delivered by a variety of partners and stakeholders over the next 15 years
- Economic growth strategies integrated with other service provision, including education, skills, planning and infrastructure

## MAXIMISING OUR CONTRIBUTION TO THE NATIONAL WELL-BEING GOALS

**Supporting businesses to respond to the impacts of COVID-19 supports all of the National Well-being Goals** - A Prosperous Wales, A Resilient Wales, A More Equal Wales, A Healthier Wales, A Wales of Cohesive Communities, A Wales of Vibrant Culture & Thriving Welsh Language, and a Globally Responsible Wales.

## KEY ACHIEVEMENTS

# £10.8m

of capital funding secured through the Levelling Up Fund 2022-25

# £2.8m

of funding secured through the Community Renewal Fund for 2022/23

# 8,835

Business Grant payments administered across Ceredigion

# £49m

of Business Grant funding administered across Ceredigion

# 3,700

visits to ensure business premises are compliant with COVID-19 rules

# 138

staff redeployed to other roles to help support the COVID response

# 8,900

COVID-19 related enquiries were managed by Ceredigion's Customer Contact Service 'CLIC'

# 11.4m

items of Personal Protective Equipment (PPE) distributed



## WELL-BEING OBJECTIVES:

- 2) Support learners of all ages and backgrounds to safely return to education and training and improve access to learning and employment
- 3) Protecting people from poverty
- 4) Promote and facilitate the distinct and vibrant bilingual culture and identity of Ceredigion

### Progress Made

- Ceredigion's Education system continues to be considered amongst the most successful in Wales. The support and resources provided to all Ceredigion schools during the Covid-19 pandemic were particularly commended, praised and appreciated by inspectors, school staff, parents and pupils alike.
- Distance learning was put in place for all pupils during lockdown and a wide range of catch up resources provided.
- The Council established a Childcare Hub during the early stages of the pandemic to support those children and their families who needed care with 1,294 sessions being held.
- In response to long waiting times to access mental health support, Ceredigion County Council has supported a local youth charity to provide easily accessible mental health services to young people in the county.
- Worked with the 3rd sector and private businesses to provide work experience opportunities for individuals/vulnerable groups.
- Roll out of funded childcare for 3-year olds across the county.
- Invested in and delivered nursery provision such as the £900k Llwyn yr Eos Nursery in Aberystwyth, the £700k Cenarth School Nursery and the £600k Tregaron Nursery facility.
- Invested in and delivered school improvements such as the refurbishment and extension to create a 3-16 school at Henry Richard, the extension and improvements at Cardigan Primary School and the new net-zero 3-storey extension at Ysgol Uwchradd Aberteifi.
- Schools developments already underway including the £100k of construction work at Penglais secondary school, providing the school with new and improved facilities, £160k of construction work at Ysgol Henry Richard School and £5.4m of work on the Cardigan Secondary School as part of the 21st Century Schools Programme.
- Professional consultants and contractors being appointed to deliver the new £11.5m Aeron Valley new area school, and the new £5.4m extension at Ysgol Gymraeg, Aberystwyth.
- Appointing consultants to scope works to Aberystwyth Museum totalling approximately £1m.
- 2-year programme of investments worth £500,000 as part of the Arfor Programme to support and strengthen the links between economic growth and the Welsh language.
- Proactively working with Cadw (Welsh Government's historic environment service) and the Royal Commission on the Ancient and Historical Monuments of Wales "Historic Place Names Task and Finish Group".
- Developed apprenticeship scheme within Local Authority care homes in Ceredigion.
- Digital provision has enabled Ceredigion (Welsh language enterprise) to continue promoting the Welsh language within communities despite COVID-19. A weekly programme of events and activities was posted on social media sites including new and innovative engagement projects such as Theatr Soffa, Hwyl i Blant and Cefn y Rhwyd radio broadcasts in conjunction with Radio Aber
- A Tackling Hardship Strategy has been published to help to mitigate the impact of COVID-19 and the cost of living crisis on the most vulnerable in Ceredigion.
- Ceredigion County Council and its partners on the Ceredigion Public Services Board continue to work proactively in mitigating the causes and impacts of poverty in Ceredigion.
- Supported 5,502 households and individuals with their Council Tax through the Council Tax Reduction Scheme, which is a benefit to help people who are on a low income or claiming certain benefits to pay some or all of their Council Tax bill.
- £36,000 Carers Fund distributed in 2021/22 to provide support to carers' health and well-being in the County, with £98,000 being distributed so far in 2022/23.
- 600 pupils continued to receive instrumental music lessons during the pandemic.
- Theatr Felinfach delivered several digital arts programmes throughout the lockdown, e.g. Ed holden (Mr Phormula) Beat box sessions, virtual dance lessons, a digital pantomime and several imaginative sessions for children of all ages.
- E-library resources were made more widely available during the pandemic, and the Council's library vans were redeployed to deliver care packages across the County.
- The Active Young People Team in Ceredigion supported young people during the pandemic by providing virtual sessions - 110 videos were produced aimed at getting teenagers, primary school aged pupils and pre-school toddlers active during the time when they were at home.

### Overall Assessment of the Journey So Far

Progress in meeting this priority is **Good** and prospects for improvement are **Good**. The objectives to support learners to return safely to education, protecting people from poverty and promoting Ceredigion's vibrant culture are on target.

Despite the challenges of delivering services during lockdown Ceredigion was able to provide virtual lessons and support to learners, run virtual sessions promoting Ceredigion's rich cultural and linguistic identity, and push ahead with supporting citizens affected through the pandemic and more recently the cost of living crisis.

For example, the Tackling Hardship Strategy is being implemented through the Public Services Board's Poverty Sub-Group.



## DELIVERING SUSTAINABLE DEVELOPMENT

### Long-Term



- Ceredigion's Welsh in Education Strategic Plan (WESP) is a 10-year strategy to strengthen Welsh language provision and work towards a million Welsh speakers Wales wide by 2050
- The recovery from the pandemic is projected to last for a number of years and our plans to tackle poverty take a long-term approach
- School improvements provide better facilities for future generations of learners

### Prevention



- Supporting all learners helps to provide them with better learning and career opportunities
- Working to raise income levels across the County will help in the prevention of in-work poverty
- Supporting people through the Council Tax Reduction Scheme or Discretionary Housing Payments are key components of financial support to households through the cost of living crisis and in preventing their situation becoming worse

### Collaboration



- The Council works proactively with partners through the Ceredigion Public Services Board Poverty Sub Group to tackle the causes and impacts of poverty across the County
- Working with the Third Sector to provide mental health support to young people following the COVID-19 pandemic

### Involvement



- Supporting the Ceredigion Youth Council as a forum for children and young people ensures the voices of young people across Ceredigion are heard

### Integration



- Better skills and jobs increase income levels and therefore allow the local economy to grow
- The Arfor Programme to support and strengthen the links between economic growth and the Welsh language also strengthen each of the four pillars of well-being (economic, social, environmental and cultural)

## MAXIMISING OUR CONTRIBUTION TO THE NATIONAL WELL-BEING GOALS

Supporting learners of all ages and backgrounds to safely return to education and training and improve access to learning and employment, protecting people from poverty and promoting and facilitate the distinct and vibrant bilingual culture and identity of Ceredigion support all of the National Well-being Goals - A Prosperous Wales, A Resilient Wales, A More Equal Wales, A Healthier Wales, A Wales of Cohesive Communities, A Wales of Vibrant Culture & Thriving Welsh Language, and a Globally Responsible Wales.

## KEY ACHIEVEMENTS

# £5.8m

secured to refurbish and build an extension at Ysgol Uwchradd

# GOLD

standard awarded to various local schools in the Welsh Language Charter, including Ysgol Gynradd Llanilar and Ysgol Dyffryn Cledlyn

# 42

pupils continued to receive language immersion through the virtual Language Centre

# 600

Young people and families supported through 3,000 calls

# 110

Active Young People's videos published during lockdown

# 50+

Parenting groups and programmes delivered virtually

# 1,000+

laptops/tablets and MiFi devices provided to pupils in order to be able to access Distance Learning during the lockdown period.

# 453

Discretionary Housing Payments made to residents in 2021/22 who faced a shortfall in meeting their housing costs

# £131,000

Funding received for Amgueddfa Ceredigion Museum

# 2,400

Individual attendees to digital festival Gwyl yr Enfys

## WELL-BEING OBJECTIVES:

5) Support citizens who have been disproportionately impacted by COVID-19 to improve their physical and emotional well-being

6) Promote the well-being of individuals and communities within safe and accessible homes

### Progress Made

- Ceredigion has responded to the challenges in the provision of social care by moving towards combining the previously separate children and adults' service into a single Through-Age and Well-Being Service. This eliminates departmental barriers, provides a more consistent, lifelong service for users and maintains the generic skills and flexibility of staff.
- The transformed social care service focusses on prevention, intervening at an early stage to help connect people to the communities and facilities around them, building individual and family resilience and preventing problems from escalating into a need for higher end services.
- As part of its prevention work, the Council has invested in giving full recognition and support to the role of carers, in particular by providing opportunities for respite, allowing carers to take a rest from what can be a demanding 24/7 role.
- Working with Wales and West Housing Association, we have facilitated the ground-breaking Maes y Môr Extra Care Housing development in Trefechan that helps to maintain independent living for the vulnerable by the level of care required by the individual.
- Completed the £100k Canolfan Steffan Community Support Facility in Lampeter, and delivering the £150k refurbishment of Canolfan Padarn Day Centre in Aberystwyth.
- Commissioning arrangements for the new Complex Children's residential provision have commenced.
- Maximised the Disabled Facility Grant and associated Welsh Government Funding to provide adaptations to homes, in order to enable people to remain within their communities.
- As the first Welsh local authority to volunteer to welcome refugees from Syria, Ceredigion has welcomed and integrated 74 refugees to the county. The displaced people resettlement programmes are progressing well.
- Used Welsh Government allocated Social Housing Grant to deliver much needed Affordable Housing for rent.
- The allocation of Social Housing via the Common Housing Register allows applicants to identify five areas giving them more choice for where they and their family wish to live.
- A new Strategic Equality Plan 2020-2024 has been published to ensure that residents and stakeholders in Ceredigion have a voice to influence the development of policies and strategies that will affect their lives.
- Public Space Protection Orders (PSPO's) have been renewed for Cardigan, Lampeter and Aberystwyth to deal with nuisance or problems in an area that cause harm to the quality of life of the local community.
- Reinvigorated Dyfed Powys Police and Police and Crime Commissioner's work on Anti-Social Behaviour and introduced a Community Trigger Protocol for Ceredigion County Council.
- Introduced multi agency weekly tension monitoring meetings to address early signs of community tensions through early intervention/preventative work on a partnership basis.
- Implemented with partner organisations, place-based pilots in Cardigan, Lampeter and Aberystwyth to address wellbeing in communities based on need.
- Around 2,900 residents from young people to families to carers, were supported during the pandemic through regular 'Keeping in Touch' calls from Council staff in Porth Cymorth Cynnar to check on their well-being and provide an opportunity to talk to someone whilst in lockdown.
- Ceredigion was the first local authority in Wales to provide a contact tracing service and was subsequently chosen as a pilot area by the Welsh Government, before the national scheme was set up.
- Supported Hywel Dda University Health Board by establishing two temporary field hospitals in response to COVID-19.
- In July 2020, Ceredigion launched its Connect to Kindness campaign, to create more understanding about the benefit and impact of kindness to ourselves and others in our community. The campaign fosters and nurtures connections to alleviate loneliness and isolation prevalent in many of our communities.
- Progressed plans to create a Well-being Centre in Lampeter, and developing plans to create Wellbeing Centres in the North and South of the county as well.
- Porth y Gymuned, the community portal service assists residents of all ages in Ceredigion, by helping them to make connections to access support opportunities in their area that could maintain and improve their wellbeing. This service has been particularly important in supporting our residents during the COVID-19 pandemic.
- Video conferencing facilities were installed in all of our care homes to ensure contact with family members during the national lockdowns.
- 96 households in Ceredigion successfully prevented from homelessness during 2021/22 following intervention from the Council.
- Ceredigion's Cam Nesa Team delivered wellbeing packs to support young people who experienced loneliness, isolation or other vulnerabilities during the pandemic.

### Overall Assessment of the Journey So Far

Progress in meeting this objective is **Good** and prospects for improvement are **Good**. Despite the challenges in supporting citizens who have been disproportionately impacted by COVID-19 and promoting the well-being of individuals and communities within safe and accessible homes, both have been assessed as on target.

There are many examples of how the Council has worked proactively with partners to coordinate an effective response through the pandemic.

The Through Age Programme that is transforming the delivery of social care in the County is an example of how Ceredigion is leading the way to deliver Integrated Services now and in the future.





## DELIVERING SUSTAINABLE DEVELOPMENT

### Long-Term



- The Through Age Model An involves long-term planning to ensure sustainable services for the next 15 years +
- Future Trends, such as demographic change have been utilised in the Model
- The recovery from the pandemic is projected to last for a number of years and our plans to improve physical and mental well-being take a long-term approach to support in response

### Prevention



- The Through Age Model provides a coordinated approach to social care in order to prevent, reduce or delay the need for ongoing support, and allow people to remain in their own homes
- Preventing homelessness and promoting independence remains a priority for the Council and is the most effective way of tackling homelessness
- Progressing the Well-being Centres supports the ambition to create healthy communities

### Collaboration



- The Health Board, Council and Third Sector partners work collaboratively to implement integrated health and social care programmes across west Wales
- Effective collaboration with the Health Board in responding to the pandemic such as the setting up the two field hospitals and the Mass Vaccination Centres

### Involvement



- Public and private sector have been involved in developing the Through Age Model
- The refreshed Strategic Equality Plan ensures that our actions are fair and inclusive to all
- Younger people were identified as one of the groups disproportionately affected by the pandemic in Ceredigion, and as a result a range of specific support was put in place

### Integration



- Public and private working together to maximise contribution to healthier Wales and other goals
- Supporting people's physical and emotional well-being impacts on all of the national Well-being Goals and helps to build stronger and more resilient communities

## MAXIMISING OUR CONTRIBUTION TO THE NATIONAL WELL-BEING GOALS

Supporting citizens who have been disproportionately impacted by COVID-19 to improve their physical and emotional well-being and promoting the well-being of individuals and communities within safe and accessible homes supports all of the National Well-being Goals - A Prosperous Wales, A Resilient Wales, A More Equal Wales, A Healthier Wales, A Wales of Cohesive Communities, A Wales of Vibrant Culture & Thriving Welsh Language, and a Globally Responsible Wales.

## KEY ACHIEVEMENTS

# 35,000

Mail outs to support the Vaccination Programme in Ceredigion

# 11.4m

Items of Personal Protective Equipment (PPE) distributed

# 160

Press releases with news and advice on COVID-19

# 7,400

People referred for contact tracing to help everyone stay safe

# 1,040

Welsh afternoon teas / 'break in a box' were delivered

# 195

Active family bags distributed with Flying Start and Families First services

# 100+

Adult carer and 10 young carer ID cards produced

# 50,000

Social media engagements during the year, helping people keep informed

# 15,000+

Food parcels delivered to medically vulnerable residents

# 1,650

Well-being packs produced for unpaid carers and isolated adults

## WELL-BEING OBJECTIVES:

7) Support active travel, other modes of transport and ways of working that build on our zero-carbon ambition

8) Support our communities to be strong and well connected so that they are able to thrive despite COVID-19

### Progress Made

- Prioritised climate change and carbon reduction. Since 2007 the Council has undertaken a series of three 5-year Carbon Management Plans. Since the first plan was instigated, Ceredigion County Council has reduced its carbon emissions by 61%.
- In 2019, the Council declared a Climate Emergency and committed the Council to achieving Net Zero Carbon by 2030.
- Developed the first net carbon zero building on the Council's estate with the new nursery block at Ysgol Llwyn yr Eos in Penparcau.
- Placed 70kw of photo-pholtaic cells on the roof of Ysgol Bro Teifi, generating 160kw hours of clean electricity.
- In addition we have placed 22kw of photo-photaic cells on Ysgol Bro Pedr in Lampeter, 10kw on Ysgol Henry Richard in Tregaron and another 10kw on Ysgol Comins Coch.
- Fitted hundreds of LED bulbs into our street lighting around the county, resulting in a saving of over £2 million.
- Instigated a review into transitioning our corporate fleet of vehicles towards Ultra Low Emission Vehicles.
- In the last five years Ceredigion has achieved one of the highest recycling rates in both Wales and the UK and is currently at 70%. This has avoided 9,000 tons of carbon emissions and saved around £2 million compared to traditional disposal. We collect enough food waste in one year to power 300 homes.
- Introduced a kerbside glass recycling collection.
- The Council's award-winning Cosy Caron project has ensured that the homes of many local residents are energy-efficient and warm. The programme has provided central heating and insulation for 137 homes that were previously energy-inefficient, particularly in rural areas where the gas network does not reach.
- The Council has delivered Energy Efficiency initiatives providing efficiency measures and advice in people's homes.
- Delivered public transport infrastructure improvements along the TrawsCymru corridor through Local Transport Funding.
- A Towns Development Officer has been employed to engage with town representatives to help facilitate and support ideas to reinvigorate Ceredigion's rural towns. This is provided with the support of Leader funding through the Cynnal y Cardi programme.
- £379k of funding secured from Welsh Government to support a range of projects to bring town centre assets into economic use and to enhance green infrastructure in town centres.
- Published new Net Carbon Zero Action Plan for Ceredigion Council setting out its response to the county-wide climate emergency, and explaining why we need to take this action and why the 2030 target is so important to tackling climate change.
- Delivered a number of Active Travel improvements, including major refurbishment of Pont-yr-Odyn, Trefechan and construction of a shared use path between Gogerddan and Penrhyncoch.
- Supported local suppliers throughout the pandemic during the period of service reduction or postponement in waste and transport.
- A multi-agency panel was set up to ensure the safe and proportionate reopening of community venues across Ceredigion as the lockdown was lifted. The aim is to support and provide advice for community groups preparing to reopen by providing a series of briefing sessions for individuals, groups or organisations responsible for multi-purpose community centres focusing on buildings, people and activities. The panel has also created a resource pack to aid the safe reopening of community venues.
- Successfully delivered core front line services safely during the COVID-19 pandemic and continue to respond to ever changing issues caused by the pandemic.
- Supported Highways and Environmental Services and wider corporate operational response which has extended from the delivery of food boxes to vulnerable groups through to logistical support in distributing materials to schools, providing operational support, and establishing mass testing and vaccination centres.
- Supported local suppliers throughout the pandemic during the period of service reduction or postponement in waste and transport.
- Significant lobbying by Ceredigion County Council and others has resulted in 29.5% coverage of full Fibre broadband giving over 100 Mbps capability. The county wide current average download of 54mbps is one of the highest levels for a rural local authority. Over the last two years, the provision of Fibre to the premises (FTTP) has increased from 20% to 28.3%, and for Superfast Broadband (>30Mbps) from 80.6% to 86.3% for 30Mbps or over.

### Overall Assessment of the Journey So Far

Progress in meeting this objective is **Good** and prospects for improvement are **Good**. All steps to reduce our carbon emissions, improve active travel provision and create well connected communities are on target, with further improvements planned in the next year.

The Council's Carbon Management Plan is an example of Ceredigion pushing forward to minimise our carbon footprint, minimising our contribution to climate change and deliver our ambition of being a carbon net zero council by 2030.



## DELIVERING SUSTAINABLE DEVELOPMENT

### Long-Term

- Long-term planning to reduce carbon emissions will help protect our beautiful landscape for future generations
- Future Trend analysis utilised in developing the Council's 5-Year Carbon Management Plan

### Prevention

- The first objective focuses on preventing further impact on the environment, particularly reducing carbon emissions, but also the impact on biodiversity across the County
- Active travel is a key part of Ceredigion's strategy to improve health and well-being, and thus preventing health related problems in the future
- Being connected has come to the fore over the last two years, and investment in connectivity will help to create stronger and more resilient communities

### Collaboration

- Collaborative working with partners and stakeholders will help to ensure a coordinated approach to minimising the impact of climate change and that we all focus on more sustainable forms of energy in the future
- We are working in partnership with colleagues on the Ceredigion Public Services Board, for example, in the development of the Penglais District Heating Project where all public sector organisations in the locality will be able to take advantage of green solutions to energy

### Involvement

- Everyone is involved and encouraged to make choices that will reduce costs now and protect the environment for the future

### Integration

- Decarbonisation, improving the health of the County through encouraging active travel, and improving connectivity has clear benefits for maximising our contribution to all of the well-being goals

## MAXIMISING OUR CONTRIBUTION TO THE NATIONAL WELL-BEING GOALS

Supporting active travel, other modes of transport and ways of working that build on our zero-carbon ambition and supporting our communities to be strong and well connected so that they are able to thrive despite COVID-19 supports all of the National Well-being Goals - A Prosperous Wales, A Resilient Wales, A More Equal Wales, A Healthier Wales, A Wales of Cohesive Communities, A Wales of Vibrant Culture & Thriving Welsh Language, and a Globally Responsible Wales.

## KEY ACHIEVEMENTS

# 70.2%

of waste recycled composted or reused

# 29,271

tonnes of municipal solid waste collected during the year

# 2.53

Days on average to clear fly-tips across the county

# 61%

Reduction in carbon emissions since 2007 saving £6m to reinvest

# £5m+

Invested in energy efficiency and carbon reduction projects, saving £2.8m to date

# £23m

will be spent on the coastal defence schemes in Aberaeron and Aberystwyth

# 2

Regional Energy Efficiency awards to recognise the work in helping homeowners reduce their energy bills, tackle fuel poverty and reduce carbon emissions

# 28.3%

Provision of Fibre to the premises (FTTP) broadband, increased from 20%, due to investment in digital connectivity over the last two years



# CONTRIBUTION TO THE NATIONAL WELL-BEING GOALS

The Well-being of Future Generations Act (Wales) 2015 seeks to improve the social, economic, environmental and cultural well-being of Wales by requiring public bodies to work together to create a sustainable Wales. It is intended to help to create a Wales that we all want to live in, now and in the future. There are 7 national well-being goals that set out a shared vision for all public bodies to work towards (shown right).

We know that we face challenges in Ceredigion - the COVID-19 pandemic has been unprecedented in its impact on all walks of life, but more recently the cost of living crisis is impacting many households in the County. Some of these issues have been exacerbated by the pandemic and have come to the fore such as housing affordability, while others remain a consistent challenge such as tackling poverty.

There is also the need to grow the local economy and create opportunities for local people to stay and thrive in their local communities. The County's changing demographics towards an ageing population and out-migration of younger people will have far-reaching impacts across the four pillars of well-being.

**Ceredigion County Council has** worked collaboratively with its local and regional partners to tackle these complex issues to create the Ceredigion that we want. Some examples are the Mid Wales Growth Deal leveraging significant funding for regeneration across the region, the coordinated response to the COVID-19 pandemic with a variety of partners across the County, and the Public Services Board Poverty Sub Group in tackling the impact of Poverty across the County.

The Council's 2021/22 Well-being Objectives focused on the immediate response to the

COVID-19 pandemic and supported the longer-term recovery. They were set based on evidenced local needs and on the views of local people. A variety of sources were used to determine these needs including the last Ceredigion Assessment of Local Well-being and Local Well-being Plan.

The Well-being Objectives will help us improve outcomes for local people and also maximise our contribution to the national Well-being Goals.

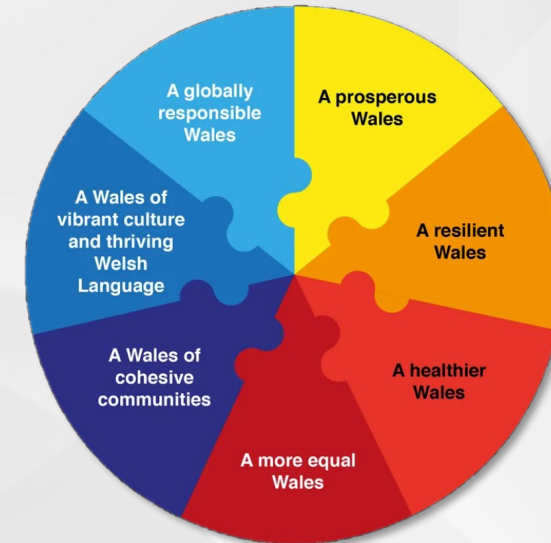
We monitor and review progress towards delivering the Objectives on a regular basis and produce an annual Self-Assessment Report in which we convey progress.

**Ceredigion Public Services Board** brings together the County's public service leadership and decision-makers, to improve the economic, social, environmental and cultural well-being of the County by strengthening joint working across the County's services.

Like the Council, its priorities were developed using the evidence and engagement feedback from key sources such as the Assessment of Local Well-being. This ensures that both Ceredigion County Council and Ceredigion Public Services Board's Well-being Objectives are aligned to focus on the priority needs of the County, and maximise the contribution to the national Well-being Goals.

Common themes such as tackling poverty, environmental responsibility, creating opportunities and providing the best start in life are all closely aligned and together allow us to provide a coordinated and shared response to improving well-being. The table overleaf demonstrates how Ceredigion's Well-being Objectives contribute to the 7 national Well-being Goals.

## THE 7 NATIONAL WELL-BEING GOALS



**The Well-being of Future Generations (Wales) Act 2015 puts in place 7 Well-Being Goals.**

**The Act gives us the ambition, permission and legal obligation to improve our social, cultural, environmental and economic well-being.**

**It requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change.**

▼ Well-being Goal	How the Council's Well-being Objectives contribute to the national Well-being Goals ▼
<b>A Prosperous Wales</b>	All of our Well-being Objectives reflect the importance of developing the local economy in Ceredigion. Enabling employment, developing skills, providing affordable housing, protecting the environment, supporting businesses and investing in regeneration will contribute to the national goal of a prosperous Wales. Supporting businesses to respond to the impacts of Covid-19 helps both the immediate response and the longer-term future as we seek to increase economic growth, create more and better paid jobs and support the workforce through opportunities for learning.
<b>A Resilient Wales</b>	Delivering our carbon net zero ambition, increasing opportunities for active travel and ensuring communities are well-connected will help to protect our natural environment and create strong and resilient communities. This contributes to the national well-being goal of creating a resilient Wales by reducing our impact on the environment and enhancing our capacity to adapt to change.
<b>A Healthier Wales</b>	Supporting learners in education and training, and protecting people from poverty, and the promotion of healthier, more active lifestyles seeks to build a healthier Ceredigion and a healthier Wales. It also enables independent living and provides early intervention and prevention services for the most vulnerable. Supporting citizens who have been disproportionately impacted by COVID-19 to improve their physical and emotional wellbeing will support other initiatives to deliver a healthier Wales.
<b>A more Equal Wales</b>	All of our Well-being Objectives seek to establish a more Equal Wales by ensuring equal opportunities for all in employment, housing, education, healthier lifestyles and sustainable communities.
<b>A Wales of Cohesive Communities</b>	Building the strength of our communities is a key feature in our Well-being Objectives. Providing support for our communities to be strong and well connected so that they are able to thrive despite Covid-19 will enhance the Wales of cohesive communities.
<b>A Wales of Vibrant culture and thriving Welsh language</b>	The Council continues to promote the distinct and vibrant bilingual culture and identity of Ceredigion. The cultural pillar of Well-being was highlighted as being particularly important to Citizens in the Ceredigion Assessment of Local Well-being, and further measures to promote bilingualism and the Welsh Language are in place.
<b>A Globally responsible Wales</b>	In considering our Wellbeing Objectives we have taken into account the Ceredigion Assessment of Local Well-being and engagement activity to ensure we can make a positive contribution to global well-being. Support for active travel, other modes of transport and new ways of working that build on our zero-carbon ambition continues our work in this area.






# THE SUSTAINABLE DEVELOPMENT PRINCIPLE

The Well-being of Future Generations (Wales) Act 2015 introduced the Sustainable Development Principle and outlines the 5 Ways of Working that all public bodies must adopt. Sustainable development is the central organising principle that shapes what we do and how we do it.

In essence, it means we must strive to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. This approach provides an opportunity for innovative thinking, reflecting the way we live our lives and what we expect of our public services

We have embedded the principle across the Council and adopt the principle in the planning and delivery of our Well-being Objectives.

Some of the ways in which we have used the Sustainable Development Principle are outlined right.

	Ways of Working	How the Council has demonstrated the Sustainable Development Principle
	<p><b><u>Long term</u></b></p> <p>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs</p>	<ul style="list-style-type: none"> <li>• Medium Term Financial Planning ensures that decisions consider the impact on future generations</li> <li>• Workforce Planning ensures the development of workforce skills for the future and ensuring services are sustainable over the longer term</li> <li>• The Council's Corporate Strategy seeks to improve the social, economic, environmental and cultural well-being of Ceredigion over the next 5 years and beyond</li> <li>• The recovery from the COVID-19 pandemic is projected to last for a number of years and our plans to tackle poverty and take a long-term approach to economic development reflect this</li> </ul>
	<p><b><u>Integrated</u></b></p> <p>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their wellbeing Objectives</p>	<ul style="list-style-type: none"> <li>• The Well-being Objectives are aligned with those of the Ceredigion Public Services Board which promotes a shared understanding and coordinated response to the challenges Ceredigion faces to improving the well-being of citizens</li> </ul>
	<p><b><u>Involvement</u></b></p> <p>Involving a diversity of the population in the decisions that affect them</p>	<ul style="list-style-type: none"> <li>• The Council's Corporate Strategy has taken into account the Public Services Board's Assessment of Local Well-being, which has been produced following extensive engagement with citizens, including those with protected characteristics.</li> <li>• The Council consults on an annual basis with citizens and its engagement groups on the review and setting of its annual Well-being Objectives.</li> <li>• The Council's Engagement and Participation Strategy will help to ensure the voices of all groups in Ceredigion are heard.</li> </ul>
	<p><b><u>Collaborative</u></b></p> <p>Working with others in a collaborative way to find shared sustainable solutions</p>	<p>The Council actively supports, amongst others, the following partnerships:</p> <ul style="list-style-type: none"> <li>• The Growing Mid Wales Partnership</li> <li>• The Ceredigion Public Services Board</li> <li>• The Community Safety Partnership</li> </ul> <p>The Council worked alongside Hywel Dda University Health Board and other partners in responding to COVID-19, including the setting up of two temporary hospitals, mass vaccination centres and a multi-agency panel to ensure the safe re-opening of community venues</p>
	<p><b><u>Prevention</u></b></p> <p>Understanding the root causes of issues to prevent them from occurring</p>	<ul style="list-style-type: none"> <li>• The Council's Well-being Objectives have been set in order to prevent problems from occurring or getting worse. These include addressing the effects of poverty, the issues of rurality and improving the well-being of people of all ages, from early years through to older age.</li> <li>• The Through Age Model provides a coordinated approach to social care in order to prevent, reduce or delay the need for ongoing support, and allow people to remain in their own homes</li> </ul>



# NEW WELL-BEING OBJECTIVES FOR 2022/23

The Council's Corporate Strategy 2022-2027 outlines how the Council intends to deliver its four Corporate Well-being Objectives.

The core purpose of the Council's Corporate Strategy is to illustrate how the authority will support and promote sustainability and the wellbeing of the citizens of Ceredigion, through its long term Vision and Strategic Objectives.

The Corporate Well-being Objectives were reviewed during the summer of 2022.

The Corporate Well-being Objectives will enable the delivery of services that will enhance the social, economic, environmental and cultural well-being for the citizens and communities of Ceredigion. They have been identified through public engagement, the Ceredigion Assessment of Local Well-being and the ambitions of the new political administration.

The process started with a desktop analysis of a variety of evidence, in order to identify the main issues affecting the well-being of Ceredigion's citizens. This included reviewing the Ceredigion Public Service's Board Assessment of Local Well-being, which provides a comprehensive picture of well-being in the county, and included extensive public engagement during 2021. This told us about the concerns people had and the areas they would like to see improve.

A triangulation exercise was then conducted, looking at the new Administration's priorities for the next five years and comparing with the Assessment to identify any gaps. Workshops were run with Council services to provide a further check and to develop the individual steps to be taken to deliver the Objectives.

The draft Strategy and Well-being Objectives are being consulted on during the autumn of 2022. The draft Corporate Well-being objectives are:

- **Boosting the economy, supporting businesses and enabling employment**
- **Creating caring and healthy communities**
- **Providing the best start in life and enabling learning at all ages**
- **Creating sustainable, green and well-connected communities**

We developed the objectives through the lens of the Wellbeing of Future Generations Act, in particular identifying how we could maximise our contribution to the national well-being goals and also ensure that we use the sustainable development principle to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

We review our Corporate Well-being Objectives and steps annually to ensure they remain the right Objectives for Ceredigion and ensure we are delivering them.

The Strategy sets out clearly our priorities and demonstrates our commitment to improving social, economic, environmental and cultural well-being in the County.

To find out more about the new Corporate Well-being Objectives please see the Council's new Corporate Strategy 2022-27.

## Our Vision:

**Ceredigion County Council delivers value for money sustainable bilingual public services that support a strong economy and healthy environment while promoting well-being in our people and our communities**

## Draft Corporate Well-being Objectives



# OUR PERFORMANCE

The Council routinely monitors and benchmarks its performance as part of its ongoing performance management arrangements. Performing benchmarking contributes to our overall effectiveness and efficiency by allowing us to identify best practice and opportunities for improvement.

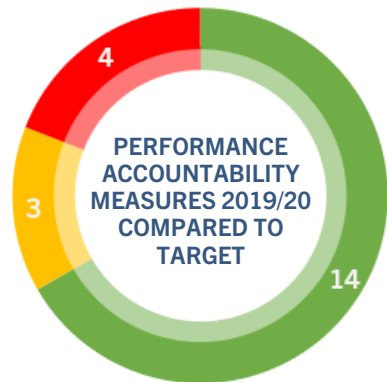
Due to the impact of the COVID-19 pandemic, the reporting of the national Performance Accountability Measures (PAMs) was suspended for the 2020/21 year. As a result only a small number were collected and these are shown overleaf.

The last full year of collection was 2019/20, when twenty-one Performance Accountability

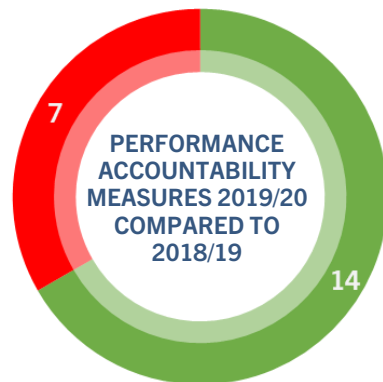
Measures were collected. Results from that year show that the majority (14) of Ceredigion's measures were meeting their target, with a further 3 slightly off target and 4 were significant off-target, (see chart below left).

When compared to the previous year, the majority (14) had shown improvement on the previous year, none were at the same level and the remaining 7 had decreased, (see chart below).

The Council is proactively working with Data Cymru and all 21 other Local Authorities nationwide to develop an improved set of measures to assist in benchmarking and work on this will continue during 2023/24.



- On target: 14 (72%)
- Off target by less than 5%: 3 (14%)
- Off target by more than 5%: 4 (13%)



- On target: 14 (67%)
- Off target by less than 5%: 0 (0%)
- Off target by more than 5%: 7 (33%)

## OTHER KEY MEASURES

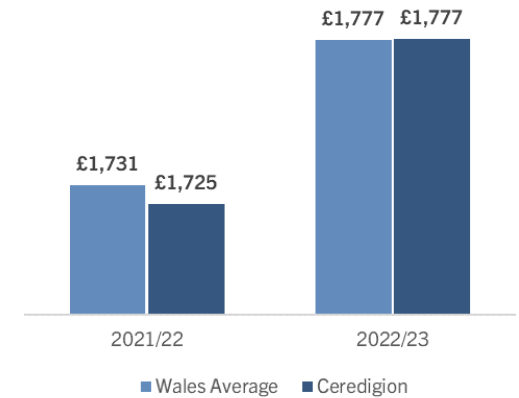
The Council uses a variety of performance indicators to monitor how well our services are performing in meeting the needs of service users and to measure their efficiency and value for money.

They measure performance across a wide range of Council services including: financial management, education, housing, leisure services, waste management and street cleansing. Targets are set for each measure and comparisons made with the West Wales region and the national picture.

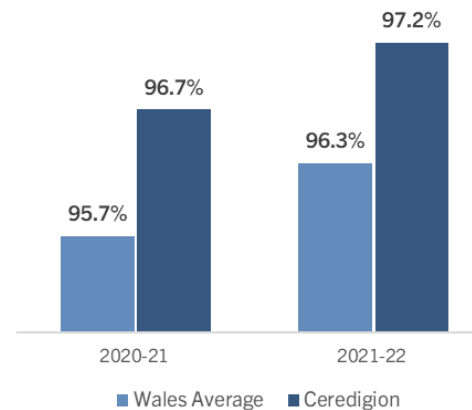
For example, despite the significant challenges over the last two years due to the COVID-19 pandemic, two key measures of efficiency, the collection of Council Tax and

Non-domestic (business) rates, both remain above average. The average Band 'D' Council Tax, often used as a comparator between different Counties, shows that current rates are equal to the national average across Wales.

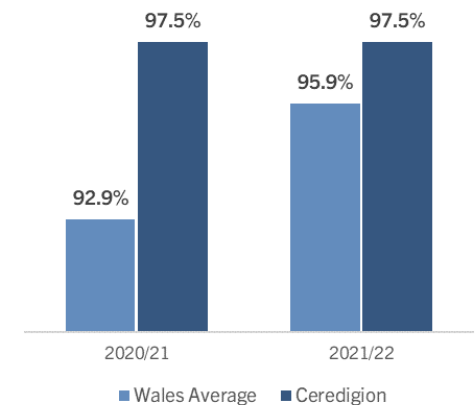
### Band D Council Tax Rate



### Council Tax Collection Rate



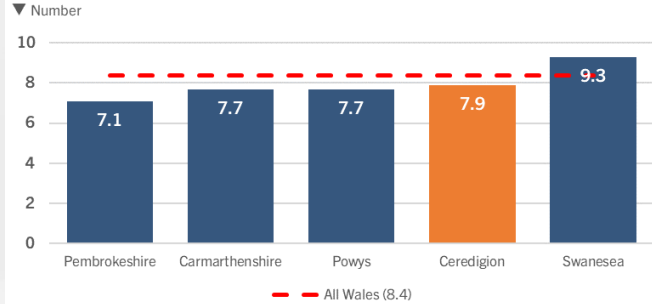
### Non-Domestic Rates Collection



## 2020/21 PERFORMANCE ACCOUNTABILITY MEASURES

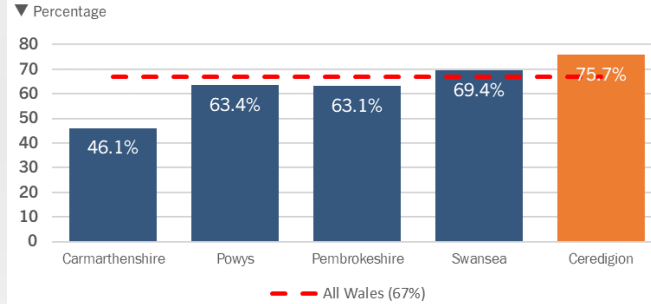
### Sickness Absence

Number of days lost to sickness absence per Full-Time Equivalent employee (2020/21)



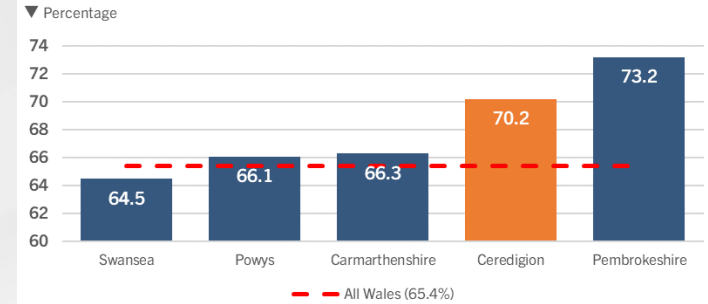
### Homelessness Prevention

% of households successfully prevented from becoming homeless (2020/21)



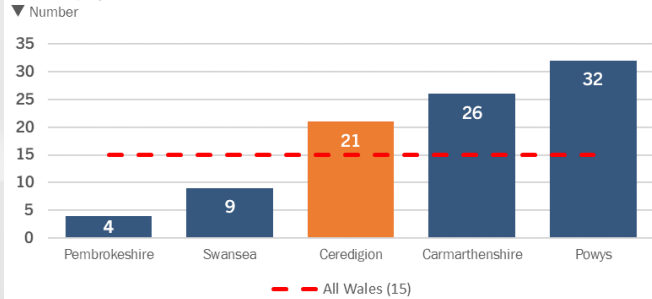
### Recycling

Percentage of municipal waste collected and prepared for recycling or reuse (2020/21)



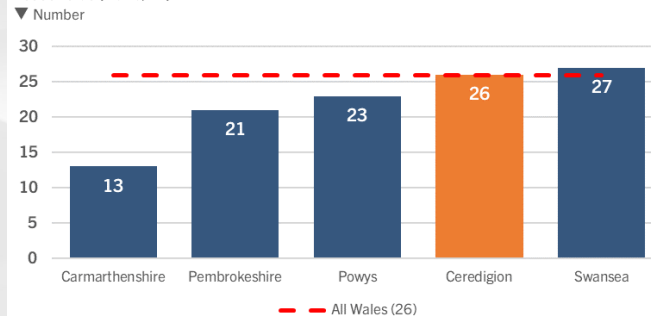
### Apprenticeships

Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees (2020/21)



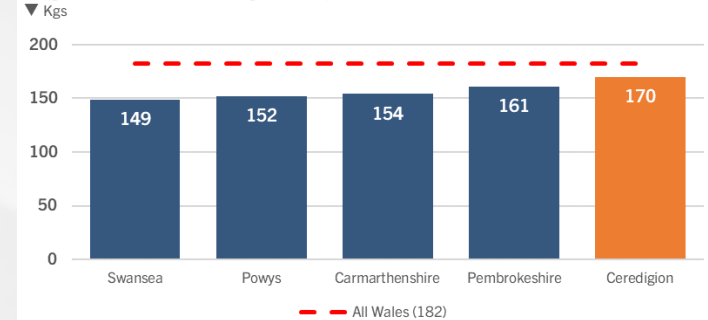
### Affordable Housing

Number of additional affordable housing units delivered per 10,000 households (2020/21)



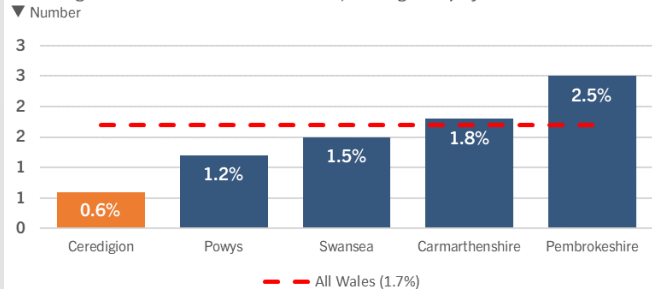
### Waste Collection

Kilograms of household waste generated per person (2020/21)



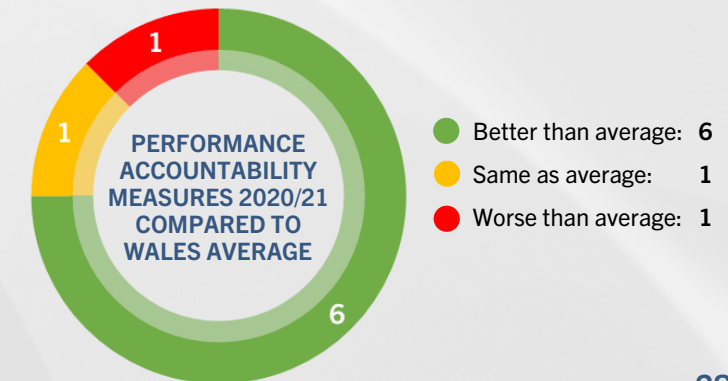
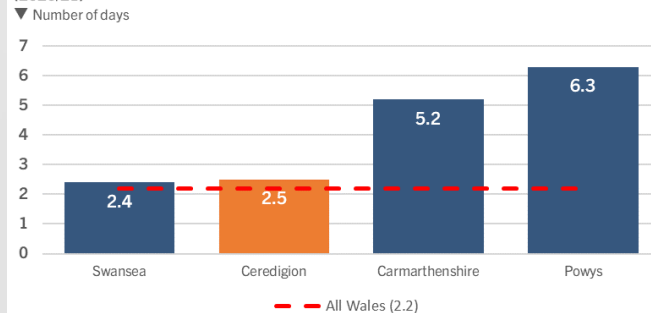
### Not in Education Employment or Training (NEET)

Percentage of Year 11 leavers Not in Education, Training or Employment



### Fly-tipping

Average number of working days taken to clear fly-tipping incidents (2020/21)





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