



Cyngor Sir  
**CEREDIGION**  
County Council

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

# CORPORATE STRATEGY

2022-27



# CONTENTS

Introduction	2
About Ceredigion	3
Key Achievements	5
Improving Outcomes	6
Our Council	7
Money and Finance	7
Transformation	8
Vision and Priorities	9
Contribution to the National Well-being Goals	10
<b>Boosting the Economy, Supporting Businesses and Enabling Employment</b>	<b>11</b>
<b>Creating Caring and Healthy Communities</b>	<b>17</b>
<b>Providing the Best Start in Life and Enabling Learning at All Ages</b>	<b>23</b>
<b>Creating Sustainable, Greener and Well-Connected Communities</b>	<b>29</b>
Responding to COVID-19 and Developing New Ways of Working	35
Home of the National Eisteddfod 2022	36
Managing Our Performance	37
Sustainable Development	38
Our Performance	39

# INTRODUCTION

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

**Welcome to Ceredigion County Council's new Corporate Strategy 2022-27. Following the Local Elections in May 2022, this document sets out our new Corporate Well-being Objectives and ambitions for the next five years.**

Over the past five years the Council has continued to deliver quality services and improve the social, cultural, economic and environmental well-being of Ceredigion. We have positively embraced our duties under the Well-being of Future Generations Act and embedded the Sustainable Development Principle across the Council.

We would like to thank the previous administration for pushing ahead with key investment projects such as Growing Mid Wales, school improvements and of course co-ordinating our response to the COVID-19 pandemic. Our achievements over the last term are numerous and include:

- Signing of the Final Deal Agreement of the Mid Wales Growth Deal which will result in a combined investment of £110m into the Mid Wales economy
- £10.8m of capital funding secured through the Levelling Up Fund and £2.5m secured through the Community Renewal Fund
- A 61% reduction in carbon emissions since 2007 saving £6m to reinvest.
- The Council's recycling rate of over 70% remains amongst the best in Wales

- The new area school for Drefach, Ysgol Dyffryn Cledlyn opened its doors in September 2017

In this document, we turn our attention to the next five years and set out our commitments to local residents to build on these achievements.

Following extensive analysis of evidence and engagement with residents, we have identified our new Corporate Well-being Objectives as:

- **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**

It is into these areas that we will direct our resources to re-invigorate the local economy and provide a prosperous, healthy, safe and affordable environment in which the citizens and communities of Ceredigion can thrive.

In doing so we will continue to apply and embed the principles of the Well-being of Future Generations Act and maximise our contribution to the National Well-being Goals.

We are working hard to bring economic recovery and success to Ceredigion

through supporting local businesses, tackling poverty, and providing greater opportunities for young people to stay or return to their local communities.

During this term we will also be working collaboratively with local Housing Associations to increase our stock of social housing to meet the needs of local people, and addressing the issue of second homes in the county.

We will also be pushing ahead with implementing our ground-breaking Through Age Well-being Programme to transform the delivery of social care and ensure people get the right level and type of support at the right time.

Everyone recognises the importance of being connected, and we will be working to improve digital and transport connectivity across the County, through supporting the rollout of 4G Broadband, pushing for greater road safety and campaigning for greater provision of active travel routes.

Our ambition remains to be a net zero carbon Council by 2030. In order to achieve this we will continue to ensure that decarbonisation and climate change initiatives underpin all that we do as we seek to protect our beautiful environment now and for future generations.

We hope you enjoy reading about the ambitions for our County, and look forward to reporting back on progress.



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



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



**The Aberystwyth Farmers' Market** goes from strength to strength and is held twice monthly throughout the year. The market has been running for over twenty years in the town and continues to be successful, hosting up to 25 stalls every first and third Saturday of every month. The market is administered via Food Centre Wales at Horeb, Llandysul.

## ABOUT CEREDIGION

Ceredigion covers an area of 1,900km<sup>2</sup> and is mostly made-up of agricultural land, moorland and forestry, with the upland areas to the east forming a significant portion of the Cambrian Mountains.

The County has a variety of natural landscapes and habitats: coastal cliffs and beaches, marshlands and open upland. The County's landscapes and natural environment are highly valued by local people and visitors alike.

Ceredigion has a high proportion of land recognised for its high environmental value through official designations, including two internationally important wetland areas (the Dyfi estuary and Cors Caron); 13 Special Areas of Conservation (SAC); around 100 Sites of Special Scientific Interest (SSSI's) seven National Nature Reserves and three Local Nature Reserves. The Cambrian Mountains uplands are important for wildlife as are the wet 'rhos pastures'.

The County is bordered by over 90km of coastline, with four sections (around 35km) designated as Heritage Coast. The Wales Coast Path follows a 60 mile (96km) route between the Teifi and Dyfi estuaries. The Coast Path links towns and villages dotted along the spectacular Cardigan Bay coastline.

The rivers in the Ceredigion catchment are the Rheidol, Ystwyth, Clarach, Aeron and Teifi rivers. Ceredigion's river catchment is varied and distinctive, with each river flowing through a variety of landscapes, before reaching the sea. The Teifi River is one of the longest rivers in Southwest Wales, at 122km long.

The attractive landscapes and remote locations in Ceredigion form the basis of

'rural well-being' tourism, which draws in many visitors to the area. Overall, there almost 3 million visitors to Ceredigion each year.

Although the environment has always been a valued feature of well-being, over the past few years protecting the environment has become much more important to people. The adverse effects of climate change on the environment and nature are far more recognised and people want to do more to protect our environment. In 2020 Ceredigion County Council declared a global climate emergency, prior to this the Council had also committed to being a net zero carbon council by 2030.

The economy of Ceredigion is fairly typical of that of many rural and coastal areas. A high proportion of jobs are in the tourism industry (12.9%), wholesale and retail (12.9%) and human health and social work activities (12.3%). Education is the largest sector in the county, employing around 4,300 people and accounting for around 13.9% of jobs in the county.

Unlike many rural areas, the County has two universities at Aberystwyth and the University of Wales Trinity St. David's Campus at Lampeter. It is also home to national institutions such as the National Library of Wales. The knowledge economy is strong in Ceredigion and it has a growing 'green economy' focusing on low carbon emissions, efficient use of resources and being socially inclusive.

Self-employment is an important element in the local economy, and Ceredigion has one of the highest proportions of self-employed people nationally. Many are farmers with others working in a range of established small-scale enterprises such as building repair and maintenance.

# OUR COUNTY IN NUMBERS

The vast majority (99%) of enterprises in Ceredigion are 'micro' or 'small' sized (up to 49 employees). Only 1% of enterprises in Ceredigion have fifty or more employees. The survival rates of newly established businesses are consistently amongst the highest nationally, making Ceredigion a great place to start and grow a business

Ceredigion is one of the heartlands of the Welsh language, despite a substantial student population. The 2011 Census showed that 47.3% of Ceredigion's residents could speak Welsh, the third highest of all counties nationwide.

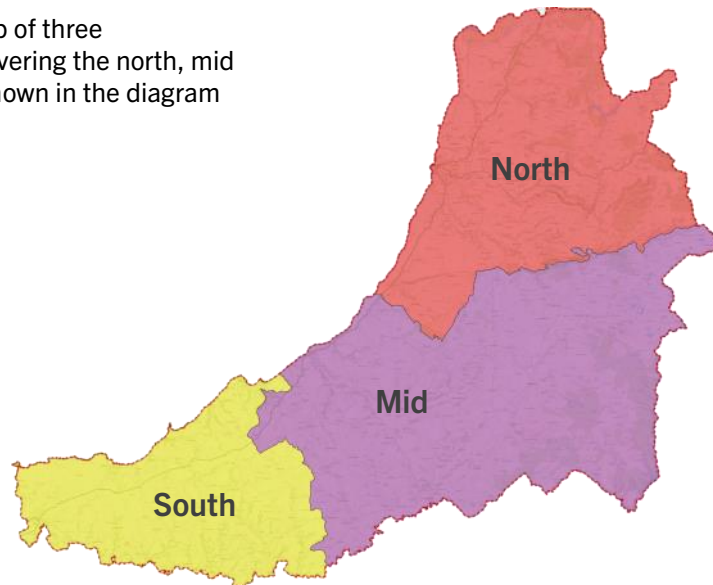
There are 43 schools in Ceredigion, a mixture of primary, secondary and through age schools. 37 are Welsh medium schools, meaning that the majority of our younger

population are learning and using the Welsh language from a young age.

Ceredigion's Welsh in Education Strategic Plan 2022-32 aims for all pupil's in the authority's schools to attend Welsh-medium immersion education until the age of seven and increases the pupil's choice to follow a fully bilingual path through their career and in their future work and social life. It also contributes to the Wales national well-being goal and Welsh Government's aim of increasing the number of Welsh speakers to 1 million by 2050.

Ceredigion is a County well known for its cultural and heritage sites. There are castles and museums situated across the County, which draw many tourists to the area throughout the year.

The County is made up of three geographical areas covering the north, mid and southern parts, shown in the diagram below right.



**71,500**  
people

**46.8 years**  
average age

**4%**  
BAME population\*

**8,350**  
university students

**10%**  
with a disability

**31,246**  
households



**43**  
schools and 9,590 pupils

**6**  
leisure facilities

**2,265km**  
of roads

**2,500km**  
of bridleways and footpaths

**2,805**  
active enterprises

**47.3%**  
of residents are Welsh speakers

\*BAME = Black, Asian and Minority Ethnic population

# KEY ACHIEVEMENTS

<p><b>£10.8m</b></p> <p>of capital funding secured through the Levelling Up Fund 2022-25</p>	<p><b>£2.5m</b></p> <p>of revenue funding secured through the Community Renewal Fund for 2022/23</p>
<p><b>15,000+</b></p> <p>food parcels delivered to medically vulnerable residents during the COVID-19</p>	<p><b>£98,000</b></p> <p>of Carers Fund distributed to unpaid carers in Ceredigion</p>
<p><b>£5.8m</b></p> <p>secured to refurbish and build extension at Ysgol Uwchradd Aberteifi, as one of a number of investments in local schools</p>	<p><b>Gold Standard</b></p> <p>awarded to various local schools in the Welsh Language Charter, including Gynradd Llanilar and Dyffryn Cledlyn</p>
<p><b>70.2%</b></p> <p>of waste collected by the Council was composted or reused, consistently amongst the best nationally</p>	<p><b>61%</b></p> <p>reduction in carbon emissions since 2007 saving £6m to reinvest</p>

# INVESTING IN CEREDIGION

- A number of Welsh Government **Transforming Towns Place making grants** and strategic projects have been secured for a range of partners in Ceredigion
- Consultants and contractors being appointed to deliver the new **£11.5m** Aeron Valley area school, and the new **£5.4m** extension at Ysgol Gymraeg, Aberystwyth
- Over **£30m** will be spent on the coastal defence schemes in Aberaeron and Aberystwyth
- New **£1.2m** Well-being Centre in Lampeter
- New **£300,000** Dementia Wing at Hafan Deg Care Home in Lampeter
- £2.6m** school redevelopment at Cardigan Primary School
- Over **£250,000** has been secured to improve people's access to Ceredigion's natural assets through the Local Nature Partnership
- Helped fund the development of Cardigan as a **Smart Town**, applying technologies such as Wifi, Internet of Things and a popular town App to allow traders, Cardigan Town Council and Ceredigion County Council to measure information such as footfall and popular areas of town

- 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, Greener and Well-Connected Communities



# 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.



# OUR COUNCIL

At the local elections in May 2022, Ceredigion residents returned 38 councillors in 34 wards across the County.

The new administration is a Plaid Cymru majority with 21 councillors, along with 9 independents, 7 Welsh Liberal Democrats and 1 GWLAD. The new Leader of the Council is Councillor Bryan Davies and Councillor Ifan Davies is the current Chairman of the Council.

Local Councillors are elected by the community to decide how the council should carry out its various activities. They represent public interest as well as individuals living within the ward in which he or she has been elected to serve a term of office.

The frequency of local government elections in Wales has been increased from four to five years, in order to avoid clashes with Senedd elections, meaning the next Ceredigion Council election will take in May 2027.

You can find out more about the Committees of the Council and access Reports, Agendas and Minutes on the Council's website:

<https://council.ceredigion.gov.uk/mgListCommittees.aspx?bcr=1>

# MONEY AND FINANCE

The Council's Medium-Term Financial Strategy sets out how the Council plans its budget annually and over the next 3 years. It supports the overall management of the Council's key resources to meet its objectives.

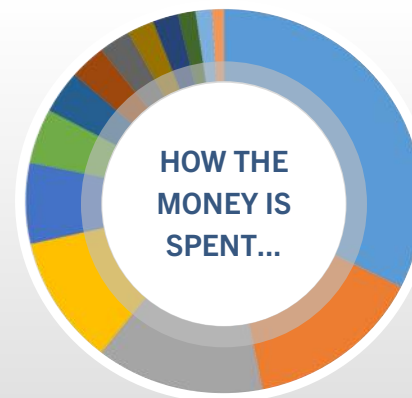
The Council's expenditure supports the delivery of its Corporate Strategy and the delivery of its Corporate Well-being Objectives. Despite the COVID-19 pandemic, Ceredigion County Council continues to demonstrate an open desire to improve services and invest in better resources and facilities.

The financial objective is for the careful and responsible use of resources and to ensure that the financial resilience of the Council is maintained and strengthened. In order to meet the budgetary challenges it faces, the

Council continues to implement back office efficiencies, develop alternative delivery methods whilst also sustaining services. The following charts show where the money comes from and how it is spent.

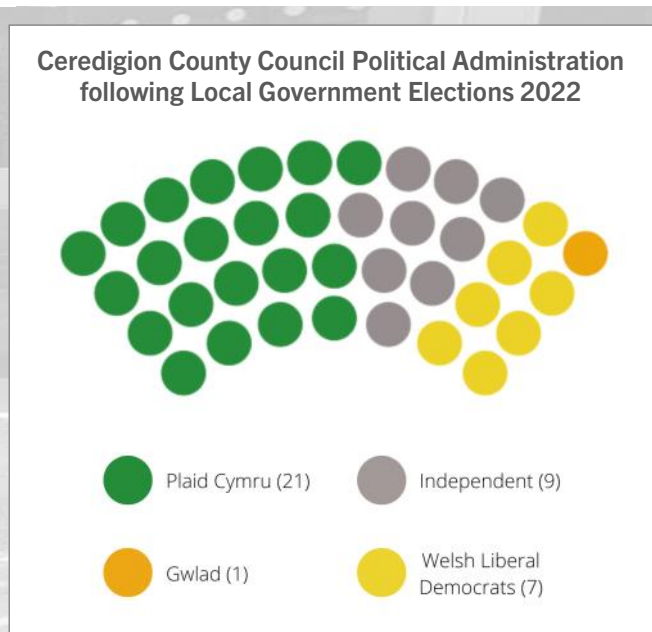


- Welsh Government (72%)
- Council Tax (28%)



Based on service expenditure in 2020/21, showing revenue funding only and excludes income generated by the Council

● Schools and Culture	£48.86m
● Porth Cynnal (Specialist Through Age Services)	£21.95m
● Finance and Procurement	£20.86m
● Highways and Environmental Services	£16.31m
● Porth Gofal (Targeted Intervention Services)	£10.24m
● Leadership Group	£6.94m
● Customer Contact	£5.45m
● Levies, Council Tax Premium and Reserves	£4.48m
● Democratic Services	£3.96m
● Economy and Regeneration	£3.28m
● Porth Cymorth Cynnar (Community Well-being and Learning)	£3.16m
● Partnerships, Performance and Public Protection	£2.18m
● People and Organisation	£2.01m
● Legal and Governance	£1.48m



Local Government elections across Wales took place on 5th May 2022



# TRANSFORMATION

Ceredigion is investing in new technology to transform the way services are provided to our customers. This is to ensure they meet growing demands and are sustainable in the future, and also provide an enhanced experience for our customers.

The Through Age Well-being Programme that is transforming social care and the Customer Contact Centre called 'CLIC' are two good examples of this.

## Through-Age Well-being

The priorities aim to enable the delivery of services that will enhance the social, economic, environmental and cultural well-being for the people of Ceredigion.

Providing support for all ages and needs is a significant challenge for the Council with limited resources. The profile of society and demographics have changed considerably

over the last decade with a significant increase in the prevalence and impact of substance misuse, poor mental health and domestic abuse and older age groups living in Ceredigion. As a consequence, demand for certain services has increased placing a greater financial pressure on those service areas.

The Through Age and Wellbeing strategy sets out the vision and approach that will be taken to transform how the wellbeing and safety of the people of Ceredigion is supported.

To achieve our vision we have developed a Through Age and Wellbeing operating model that is designed to ensure people get the right level and type of support, at the right time, to prevent, reduce or delay the need for ongoing support, and to maximise people's independence and to be able to

remain in their own home in their own community wherever possible.

## Customer Contact

The CLIC Team is the face and voice of Ceredigion County Council. Whether calling the Contact Centre with a query regarding bins, checking Council Tax or submitting an application to the Housing Team, the customer comes into contact with CLIC.

Our Customer Contact Centre is an example of how we're using new technology to provide an enhanced customer experience. All initial contacts to the Council are received and tracked by the Contact Centre through the Customer Relationship Management (CRM) system. This provides an effective way to manage the increasing number of contacts we receive, provide a higher quality, more tailored service and enhance the customer experience. For our customers:

- It is **easier to make initial contact** - just one telephone number and one email address.
- Our advisors are trained to deal with a wide range of enquiries - so that where possible, queries are resolved at the **first point of contact**.
- There is no need to retell the same story each time a customer calls - their **information is on hand** via the CRM system to provide a quicker and more tailored response to resolving their enquiry.
- Services are provided in Welsh or in English according to **their choice of language**.

## KEY ACHIEVEMENTS IN 2021/22:

# 114,060

Telephone calls handled by CLIC during the 2021/22 year

# 15%

Of telephone calls (or 16,677) were in Welsh

# 38,508

Emails responded to by CLIC during the 2021/22 year

# 77,921

Enquiries logged by CLIC during the 2021/22 year (an increase of 21,000 on the previous year)

## The Objectives of the Through-Age Well-being Programme:

1. PROMOTE POSITIVE HEALTH AND WELLBEING AND SUPPORT PEOPLE TO SELF SUPPORT
2. STRENGTHEN FAMILIES SO THAT CHILDREN AND YOUNG PEOPLE REMAIN WITH THEIR FAMILY
3. ENABLE INDIVIDUALS TO LIVE INDEPENDENTLY IN THEIR OWN COMMUNITY
4. PROVIDE PROPORTIONATE APPROACHES TO MANAGED CARE AND SUPPORT
5. PROTECT INDIVIDUALS AND KEEP THEM SAFE FROM ABUSE, HARM AND NEGLECT



# OUR VISION AND PRIORITIES

The Corporate Strategy 2022-2027 outlines how the Council intends to deliver its four Corporate Well-being Objectives or Strategic Priorities.

The core purpose of the 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 its Corporate Well-being Objectives.

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 were consulted on during August and September 2022, with the final agreed objectives being:

- **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 used 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.

More information on how we have assessed our objectives using the sustainable development principle can be found on page 36.

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.

## 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**

## Our Corporate Well-being Objectives:



# 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. There is also the need to grow the local economy and create opportunities for local people, tackle poverty and the high costs of accommodation, along with the County's decreasing population which will have far reaching impacts.

**Ceredigion County Council** works collaboratively with its local and regional

partners to tackle these complex issues to create the Ceredigion that we want.

Our Corporate Well-being Objectives have been developed based on evidenced local needs and on the views of local people as identified in the Ceredigion Assessment of Local Well-being. The Assessment provides a comprehensive review of well-being in the County, and was underpinned by extensive public engagement during the summer and autumn of 2021.

The steps we plan to take to achieve our Corporate Well-being Objectives will help us improve outcomes for local people and also maximise our contribution to the national Well-being Goals. We will use the steps set out on pages 11-31 to measure our progress towards achieving the Corporate Well-being Objectives and national Well-being Goals.

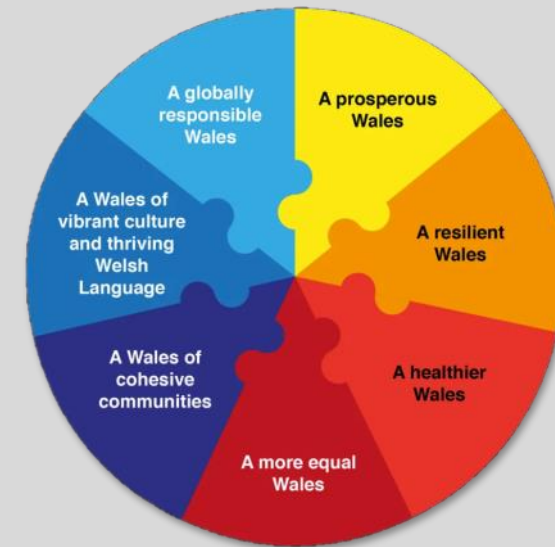
The table below shows a summary of how each of the Council's Well-being Objectives contributes to Wales' national Well-being Goals.

**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.

The Board is in the process of developing its new Five Year Local Well-being Plan for 2023-28. Like the Council, its priorities were developed using the evidence and engagement feedback from the Ceredigion 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. The new Local Well-being Plan will be published in May 2023.

## THE 7 NATIONAL WELL-BEING GOALS



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

All public bodies must work to achieve all of the goals

	Prosperous	Resilient	Healthier	More Equal	Cohesive	Culture	Global
▼ Corporate Well-being Objective	Contributes to the following National Well-being Goals ▼						
Boosting the Economy, Supporting Business 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	●	●	●	●	●	●	●



# BOOSTING THE ECONOMY, SUPPORTING BUSINESSES AND ENABLING EMPLOYMENT

## Our priorities for delivering the Corporate Well-being Objective are:

- Progress the £110m Mid Wales Growth Deal
- Support local businesses in the recovery from COVID-19
- Support new and growing businesses in the County
- Create new job opportunities for skilled young people
- Promote equal opportunities in employment
- Achieve sustainable economic growth
- Pursue the Local Development Plan
- Prioritise locally sourced produce and supply chains
- Improve 4G Broadband
- Equitable funding within the Arfor programme
- Improve digital, transport and energy connectivity
- Tackle poverty in Ceredigion
- Support working parents in Ceredigion
- Enhance the provision of skills and learning opportunities for people aged 16+
- Further develop apprenticeships in the County

Food Centre Wales is a dedicated food technology centre offering advice, technical services and training to business start-ups, SME's and existing food manufacturers. The centre boasts a dedicated Research and Development building with unrivalled facilities for food manufacturers to develop new and existing products .



## 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 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.
- 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 sets out the actions that will address the challenges and opportunities that exist in the local economy.
- External funding secured to the tune of over £20m, including Levelling Up Fund, Community Renewal Fund, Transforming Towns, Land Release Fund, Land and Buildings Development fund, Helix, Arfor, Business Capital and revenue grant schemes.
- Ceredigion County Council has one of the most advanced Internet of Things (IoT) network now installed across the county (LoRaWAN), giving the opportunity for improved service performances, and allowing businesses to harness and take advantage of the capabilities of IoT.
- 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.
- Significant lobbying by Ceredigion County Council and others has resulted in 31.8% coverage of full Fibre broadband giving over 100 Mbps capability. The county wide current average download of 79mbps is one of the highest levels for a rural local authority.
- Ceredigion C4W+ and Workways+ has continued to help people who are not in employment to access training, work experience, volunteering and job opportunities.
- Supported local businesses during the COVID -19 Pandemic - 8,900 COVID related enquiries were managed by Ceredigion's Customer Contact Service 'CLIC'. This included 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 that had to close.
- Childcare Unit managed the pilot of the live test Childcare Offer digital platform – supporting roll out across Wales by January 2023.
- £348,961 processed in sustainability grants to the childcare sector 2020-2022.
- £492,090 made available in small capital grants to the childcare sector 2020-2022.
- £821,805 Childcare Offer payments made to Ceredigion Childcare Providers in 2021-22.

## Priorities for 2022-27

### Background

Ceredigion is a confident, attractive county in which many of our people prosper and develop, where many have established thriving and successful businesses.

However, our size and location mean we face challenges to growing the local economy, but equally there are many opportunities for us to take full advantage of in positioning the county to adapt to both a low-carbon future and increased digitisation.

The key challenges can be summarised as the need to attract new businesses and grow existing businesses, create more and higher paid job opportunities, provide opportunities for younger people to remain in the county, and increase average earnings of the County in comparison to Wales as a whole

The strengths and unique selling points for the local economy are that new business start-ups have some of the best survival rates across Wales, our workforce has much higher than average skills and qualifications, and the knowledge economy is strong with two highly rated Universities.

It is against this backdrop that we have developed our Corporate Well-being Objective to build on our strengths as a county, take full advantage of the opportunities open to us and tackle the challenges facing us to grow the local economy. Boosting the economy, supporting our local businesses and enabling our people to access good quality employment and careers will help us achieve this.

### Boosting the Economy

We will continue to progress the Mid Wales Growth Deal to realise the benefits of the £110m investment in the mid-Wales economy. The projects supported by the Growth Deal will leverage additional investment in the economy and maximise the economic impact of Ceredigion, such as creating additional jobs and economic growth of up to £700m.

A key part of growing the local economy will be

the delivery of Ceredigion's Economic Strategy which sets out the actions we will take over the next 15 years. We will continue to deliver the actions in the Strategy, and work with partners across the County to identify and deliver further interventions to bring economic growth to the County.

Tackling poverty and supporting working parents will continue to be a priority for the Council, and we will work with our partners on the Ceredigion Public Service Board's Poverty Sub Group to identify actions to mitigate the impacts.

### Supporting Businesses

We will continue to support local businesses in the recovery from COVID-19, but also work to support new business start-ups in Ceredigion and support existing businesses to expand and grow.

Part of this will involve prioritising locally-sourced produce and supply chains in council business in order to keep as much money and as many jobs as possible within the local community. Where possible we will break up contracts in order to maximise the use of local suppliers.

### Enabling Employment

In addition, to supporting job creation, we will continue to promote equal opportunities in employment, boost inclusive growth, promote gender equality in employment and encourage greater investment in education and skills throughout working life.

We will achieve this by enhancing the provision of skills and learning opportunities at age 16 and further developing apprenticeships in the County. We will establish an employability skills development pathway for young people and those with disability to promote inclusion in the workforce.

For parents, we will support the provision of funded childcare for all two-year olds, expand the Childcare Offer to include parents/guardians who are in education or training, and also the expansion of Flying Start to help children develop social, emotional and communication skills they need for success in school.

# WHAT WILL BOOST CEREDIGION'S ECONOMY, SUPPORT BUSINESSES AND ENABLE EMPLOYMENT?

## Boosting the Economy

We will:	Service
Complete the <b>coastal defence works</b> at Aberaeron, Aberystwyth, Borth and Llangrannog	Highways and Environmental Services
Support the development of the County's harbour provision	Highways and Environmental Services
Continue to develop the £110m Mid Wales <b>Growth Deal</b>	Economy and Regeneration
Pursue the Ceredigion <b>Local Development Plan</b>	Economy and Regeneration
Support the roll-out of <b>4G Broadband</b>	Economy and Regeneration
Explore possibilities for enabling seacraft to access the <b>Teifi estuary</b>	Economy and Regeneration Highways and Environmental Services
Support Aberystwyth's bid to become a <b>UNESCO City of Literature</b>	Economy and Regeneration
We need to develop our Asset base of physical and natural assets that contribute fully to the efficient operation of Ceredigion County Council, but also contribute to the growth of the Economy in Ceredigion while halting and reversing the decline in nature: <ul style="list-style-type: none"> <li>Ensure that the Asset programme is linked to our corporate and economic ambitions and feeds into the long-term Capital programme and prioritises contributing to the Env (Wales) Act Section 6 Duty and An Ecologically Resilient Wales goal</li> </ul>	Economy and Regeneration

We will:	Service
Economic growth will be achieved sustainably - whilst also continuing to play our part in dealing with the causes and impacts of climate change, biodiversity loss and helping our communities prosper throughout Ceredigion: <ul style="list-style-type: none"> <li><b>Digital connectivity</b> - In simple terms, our ambition is to ensure that residents and businesses in Ceredigion are not at a disadvantage because of a lack of digital connectivity. It is widely acknowledged that digital connectivity is now considered an essential part of home and business life, and is a fourth utility. It is not therefore about catching up – but ensuring we have parity of access and opportunity to towns and communities across the UK. That means an ambition to deliver services that equate to full fibre equivalent to levels well above the current 80% reach.</li> <li><b>Transport connectivity</b> - To drive economic growth and attract new investment we need to improve connectivity both to and within Ceredigion. We will build on our existing linkages to deliver the transport network required to help grow the economy and raise productivity.</li> <li><b>Energy Connectivity</b> - Affordable connectivity to a decarbonised energy network is a vital part of our future economic growth. Energy is everything, without it we cannot heat our homes, move around, or have employment. The UK decarbonisation agenda means this energy has to come from renewable sources in the future. The county and region are well placed to contribute to meeting this need, but poor existing grid infrastructure hampers this.</li> </ul>	Economy and Regeneration Highways and Environmental Services
Supporting the local economy to ensure it works well for local people by: <ul style="list-style-type: none"> <li>Supporting Ceredigion's UK Shared Prosperity Fund bid</li> </ul>	Economy and Regeneration All
To support families in Ceredigion by: <ul style="list-style-type: none"> <li>Developing a resource centre to support vulnerable / low-income families</li> </ul>	Porth Cymorth Cynnar



## Supporting Businesses

We will:	Service
<p>Poverty is seen as a cross-cutting theme of the Local Wellbeing Plan (2023-2028):</p> <ul style="list-style-type: none"> <li>Develop economic dashboard to monitor the delivery of the Economic Strategy and Growing Mid Wales</li> </ul>	Economy and Regeneration
<p>Ensure the alignment and linkages across what is in the Wellbeing Plan and Corporate Strategy to eradicate poverty:</p> <ul style="list-style-type: none"> <li>Ensure alignment between Ceredigion County Council and Ceredigion Public Services Board in relation to boosting the economy and tackling poverty</li> </ul>	Economy and Regeneration
Household income above national average	Economy and Regeneration
<p>Working parents are supported by:</p> <ul style="list-style-type: none"> <li>Promoting the Childcare Offer to working parents of 3 to 4 year-olds</li> <li>Parents/guardians who are in education or training and meet the eligibility criteria will be able to access the Childcare Offer</li> <li>Supporting childcare availability for 2-year-olds</li> <li>Raising awareness/promote Tax Free Childcare for working parents</li> <li>Supporting the development and sustainability of registered childcare provision</li> </ul>	Schools and Culture

We will:	Service
Support the development of the <b>Smart Towns</b> project in Cardigan in our other Ceredigion towns	Economy and Regeneration Highways and Environmental Services
Prioritise <b>locally-sourced produce</b> and supply chains in council business	Economy and Regeneration
<p>Push for <b>equitable funding</b> within the Arfor programme between the two areas of West Wales and the Valleys</p> <p><i>(The Arfor Innovation Fund 2022-25 is a £11 million scheme funded by Welsh Government to pilot innovative approaches in promoting entrepreneurship, business growth, community resilience and the Welsh language in the Arfor region of West Wales the counties of Ceredigion, Carmarthenshire, Gwynedd and Anglesey).</i></p>	Economy and Regeneration
<p>More businesses will be established and businesses will grow, enjoying the positive environment for growth here in Ceredigion:</p> <ul style="list-style-type: none"> <li>Our ambition is also to see an increase in the number and proportion of our businesses that are mid-sized (employing over 50 people).</li> <li>Simply, we want to see Ceredigion as a great place to start up in business and to grow a business.</li> <li>We will see new businesses starting across a range of sectors, but particularly focused on our core strengths of food manufacturing, agriculture, agri-tech, tourism, environmental science, aerospace, spectrum and other science-based research and development industries. The foundational economy will also play an important part of growth in Ceredigion, with key opportunities particularly in construction and care.</li> </ul>	Economy and Regeneration
We aim to be the catalyst for creating new businesses in Ceredigion and helping existing businesses grow into mid-size businesses.	Economy and Regeneration

# WHAT WILL BOOST CEREDIGION'S ECONOMY, SUPPORT BUSINESSES AND ENABLE EMPLOYMENT?

## Enabling Employment

We will:	Service
<p>Prevent the talent drain from Ceredigion:</p> <ul style="list-style-type: none"> <li>Develop through the Regional Skills Partnership, Economy and Regeneration, and LL&amp;S a robust employer forum</li> <li>Develop online/ social connectivity and pop-up events to market roles/ sectors within Ceredigion</li> </ul>	<p>Porth Cymorth Cynnar</p> <p>People and Organisation</p>

We will:	Service
<p>Enterprise-led innovation will lead to <b>new job opportunities for skilled young people</b> educated and trained in our schools, colleges and universities:</p> <ul style="list-style-type: none"> <li>We have an excellent education system that delivers excellent results for learners. We will work with education providers in Ceredigion to build stronger relationships with employers, so that education and training services are firmly aligned with the needs of those employers</li> </ul>	<p>Economy and Regeneration</p>
<p>Young people who wish to stay in Ceredigion, as well as those who may want to return to live and work here for the first time, will <b>see Ceredigion as a place of opportunity</b>. This will ensure our communities remain vibrant places where our culture and Welsh language can thrive:</p> <ul style="list-style-type: none"> <li>We want Ceredigion to continue to be a place where people want to live, work and visit. We will work to understand the changing needs of its residents, workers, visitors, as well as the challenges represented by climate change and the nature emergency to adapt in a changing World in the wake of the Covid 19 pandemic and Brexit).</li> </ul>	<p>Economy and Regeneration</p>
<p><b>Enhance provision for pupils at age 16</b> ensuring that there is a wide, appropriate, bilingual and equitable choice of subjects offered to learners, that meets their needs and develops their skills and supports the needs of the local economy:</p> <ul style="list-style-type: none"> <li>Undertake a review of post-16 education and implement the approved recommendations</li> <li>Continue to develop the E-sgol provision</li> <li>Ensure that the UK Shared prosperity fund is utilised on identified projects to develop appropriate skills to support the local economy</li> </ul>	<p>Schools and Culture</p>
<p>Strengthen the pool of highly skilled and qualified applicants/ candidates in Ceredigion by</p> <ul style="list-style-type: none"> <li>Further developing apprenticeships, micro enterprise and social enterprise</li> </ul>	<p>Porth Cymorth Cynnar</p>





We will:	Service
The RLSP will be established by Ceredigion County Council and Powys County Council to provide a focus for skills in Mid Wales, and to drive economic growth by ensuring investment in the right skills	Porth Cymorth Cynnar Economy and Regeneration
Develop an <b>employability skills development pathway</b> for young people and those with disability to promote inclusion in the workforce	Economy and Regeneration
Raise the profile of the DP PA workforce through active recruitment	Porth Gofal
Progress with the development of the provider hub and raising the profile of the sector and opportunities for skill development	Porth Gofal
Work with regional partners in the development of social and micro enterprise opportunities.	Porth Gofal
We need to be at the forefront of achieving a change in the narrative where people in Ceredigion feel there are genuine career opportunities that will enable them to have the choice to develop meaningful careers in Ceredigion: <ul style="list-style-type: none"> <li>• Ensure effective delivery of the investment programmes secured.</li> <li>• Launch of 'Softer' business / career development programmes e.g. Business Awards, Careers information inked to Ceredigion's business community</li> </ul>	Economy and Regeneration
To have equal opportunities for people to work in Ceredigion: <ul style="list-style-type: none"> <li>• Develop an employability skills development pathway across the Pwrth for young people and those with disability to promote inclusion in the workforce</li> </ul>	Porth Gofal

We will:	Service
To have a sustainable and resilient independent care sector	Porth Gofal
Every pupil to have a destination <ul style="list-style-type: none"> <li>• Development of 'Life Skills and Work Skills' project for those that are furthest from the labour market, including disengaged learners.</li> <li>• Collaboratively develop/ strengthen early identification pathways to ensure that those identified as at risk of exclusion, disengagement or other socio-economic factors receive support as early as possible</li> </ul>	Porth Cymorth Cynnar
People of all ages to have a learning pathway: <ul style="list-style-type: none"> <li>• Development of a career pathway for post-16 across Ceredigion County Council services, including work experience, volunteering, traineeships and apprenticeship opportunities</li> </ul>	Porth Cymorth Cynnar

# CREATING CARING AND HEALTHY COMMUNITIES

The Council's Through Age Well-being Programme is transforming social care in Ceredigion. Providing support for all ages and needs is a significant challenge for the Council with limited resources. The profile of society and demographics has changed considerably over the last decade and demand for certain services has increased placing a greater financial pressure on those service areas.

Our Through Age and Wellbeing operating model is designed to ensure people get the right level and type of support at the right time. It aims to prevent, reduce or delay the need for ongoing support, and to maximise people's independence and to be able to remain in their own home in their own community wherever possible. The Programme is in the process of being implemented and will run until 2027.

Ceredigion has responded to the challenges in the provision of social care by moving towards combining the previously separate children and adults' services 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. In 2021, the Council approved the Through Age and Wellbeing Strategy for 2021-2027 and action plan for Ceredigion.

## Our priorities for delivering the Corporate Well-being Objective are:

- Provide for the care needs of our population
- Deliver the Through Age Well-being Programme
- Promote the Welsh Language in Ceredigion
- Launch Well-being Centres across the County
- Pursue initiatives to train and recruit childcare and social care staff
- Progress Cylch Caron extra care facility at Tregaron
- Welcome and support the resettlement of refugees
- Develop carers' breaks/ respite and support the aspiration of creation of a National Care Service for Wales
- Support community mental health facilities
- Encourage and enable people to get physically active so they can benefit from positive health and wellbeing
- Develop an improvement plan for the strategic provision of facilities to increase physical activity levels in the county
- Enhance the role of Community Connectors to support the development of resilient communities\*
- Further develop participation events to ensure communities have a voice
- Develop and increase the number of focussed and universal extra-curricular and holiday activity programmes
- Develop and increase the number of support groups and programmes

*\*Community Connectors support people and their families to access advice and assistance that is provided by the third sector, as well as identify appropriate services and groups, within their own communities, such as social groups that could help contribute to their wellbeing*



## Progress Made

- Ceredigion County Council has continued to implement the Welsh Language Standards and develop procedures to enable service users to access services in their language of choice. It has also have worked with the National Centre for Learning Welsh to part-fund a “Welsh in the Workplace” language tutor in order to increase the opportunities for Council staff to learn the language and build confidence in using the language in the workplace.
- The Council has worked in collaboration with its partners through the Bilingual Futures Forum to deliver the Ceredigion Welsh Language Strategy 2018-2023, which contributes towards the delivery of the Welsh Government target of having one million Welsh speakers by 2050.
- The Welsh in Education Strategic Plan 2022-2032 has been published, which is integral to the County’s vision of developing truly bilingual citizens.
- A very successful National Eisteddfod was held in Ceredigion in 2022. It was a unique opportunity to celebrate language and culture of the area and Wales on the national stage. The Eisteddfod is one of the cornerstones of the Welsh language, which offered important opportunities for people to speak the language and to reinforce their confidence in their Welsh skills.
- 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 varying 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.
- Used Welsh Government allocated Social Housing Grant to deliver much needed Affordable Housing for rent.
- Allocation of Social Housing via the Common Housing Register now allows applicants to select 5 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.
- A Tackling Hardship Strategy was published to help to mitigate the impact of COVID-19 and the cost of living crisis on the most vulnerable in Ceredigion.
- 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.
- Increased provision for our National Exercise Referral Scheme (NERS) from 21 weekly sessions in 2014 to 75 sessions a week in 2020.
- Introduced a Walking for Wellbeing Programme in 2020.
- Achieved InSport Silver Accreditation from Disability Sport Wales.

## Priorities for 2022-27

### Background

The ‘Social Services and Well-being (Wales) Act, 2014’ places a legal requirement on the Council to develop a range of early intervention and prevention strategies that include collaborative arrangements with communities and the voluntary sector to support independent living.

Ceredigion has an ageing population. It is expected that this will put a significant strain on our public services, particularly our local health and care service.

Creating caring and healthy communities will improve well-being through supporting independent living, preventing future problems, providing for the care needs, and supporting mental as well as physical well-being following the COVID-19 pandemic.

### Creating Caring Communities

The Council’s Through Age Well-being Programme has progressed well, and we will continue to push forward with transforming how people’s health, wellbeing and safety can be supported in Ceredigion. The Programme aims to identify at an early stage what concerns people have and aim to prevent escalation, wherever possible, through a timely and proportionate response. This approach will help to ensure people get the right level and type of support, at the right time, to prevent, reduce or delay the need for ongoing support, and to maximise people’s independence and to be able to remain in their own home in their own community wherever possible.

A higher level of provision is needed in housing for older people and housing with care in order to match the aspirations of the Welsh Government’s Older People’s Expert Housing Panel report, and to meet the older people’s preference to staying independent and living in their home. The potential development of the Cylch Caron Integrated Resource Centre in Tregaron and Maes Y Môr (extra care scheme) in Aberystwyth will help to address this need.

As a result we will continue to progress the ground-breaking Cylch Caron integrated health and social care project in partnership with Hywel Dda University Health Board and will pursue further extra-care facilities in Aberaeron and elsewhere. Maes Y Môr opened in October 2021, a supportive community of 56 apartments, allowing people to live in their own home with access to 24-hour on site care and support.

Ceredigion has a history of supporting families fleeing from war, hunger and homelessness. Over the past few years the Council has successfully supported 74 refugees from Syria to be welcomed into the community. We will continue to play a leading role in helping refugees and resettling them into our communities.

### Creating Healthy Communities

Ceredigion is predominately a bilingual county, and our Welsh heritage and culture is important. Safeguarding the language is a high priority for the Council, where the County continues to be a heartland of the Welsh Language and that it is an everyday language that is heard and spoken naturally by children, young people and adults.

We want to encourage all of our citizens, regardless of ability, to become physically active so they can benefit from positive health and well-being. To achieve this we have put in place a series of actions to deliver over the next five years, including the provision of outreach physical activity opportunities, providing Health Intervention Programmes to improve physical activity levels in older adults and supporting community organisations to provide opportunities for residents to be active.

We will also be moving ahead with transforming Lampeter Leisure Centre into a ‘Wellbeing Centre’. The Centre will enhance the core offer of Leisure provision with areas for meeting, consultation and treatment to contribute to improving the physical, mental and social well-being of the County’s residents. Our aim is for the whole of Ceredigion to benefit from Well-being Centres, and as a result we will be progressing plans to develop Wellbeing Centres in the North and South of the county, as well as ‘pop-up’ provision in other locations.

# WHAT WILL CREATE CARING AND HEALTHY COMMUNITIES?

## Creating Caring Communities

We will:	Service
Pursue the building of a new <b>care home in the Aberystwyth area</b> and fully provide for the care needs of our population	Porth Cynnal
Progress the ground-breaking <b>Cylch Caron integrated health and social care project</b> in partnership with Hywel Dda University Health Board <ul style="list-style-type: none"> <li>Completion of Cylch Caron Tender and approval of business case by Welsh Government</li> </ul>	Porth Gofal
Pursue further <b>extra-care facilities</b> in Aberaeron and elsewhere	Porth Gofal
Support the aspiration of creating a <b>National Care Service for Wales</b>	Porth Gofal
Further strengthen the <b>provision and use of the Welsh language</b> within social care services to be able to provide services in the language of service users' choice by implementing the actions as set out in Welsh Government Strategic Framework: 'More than Just Words'	Through Age Well-being
We will work with our local universities with the aim of seeing our county becoming one of the bases for <b>social worker and health visitor training in Wales</b> in addition to nursing degrees at Aberystwyth university.	Through Age Well-being
Progress the Through Age Delivery Model providing 70% of services within universal and early help services, 20% in Assessment and short-term services and 10% in Specialist services	Through Age Well-being
Delivering the Through Age Strategy: <ul style="list-style-type: none"> <li>Maximising opportunities for use of physical assets across the Through Age Well-being model</li> </ul>	Through Age Well-being

We will:	Service
People of all ages know where and how to access focussed and universal services in person and online to maintain their own wellbeing and independence	Porth Cymorth Cynnar
Family group meeting coordination across the Pyrth	Porth Gofal
Develop a Tech enabled Care Strategy	Porth Gofal
Maximise use of green and blue environments to enhance care and support for service users	Porth Gofal
Development of our technology enabled care strategy including digital improvements to LA estates	Porth Gofal
Embedded through age approach to triage and assessment	Porth Gofal
Direct services review and future model design and delivery	Porth Gofal
Implementation of the 'patch base' model for delivery of community care services	Porth Gofal
We will continue to play a leading role in helping refugees and resettling them into our communities	Partnerships, Performance and Public Protection
Support community cohesion in Ceredigion	All services
Ensure that Ceredigion's residents understand the Tim Ceredigion ethos and value its contribution/ impact to Caring and Healthy Communities	Porth Cymorth Cynnar
Prioritising and supporting the needs of carers	Porth Gofal Porth Cymorth Cynnar

We will:	Service
Complete review of respite and day opportunities	Porth Gofal
<p>People of all ages are supported to have a voice and feel that they're listened to by</p> <ul style="list-style-type: none"> <li>• Further developing Carers breaks/ respite for all ages</li> <li>• Participation and Signs of Safety / rights-based approach is embedded at all levels</li> </ul>	Porth Cymorth Cynnar
Through Age respite model	Porth Gofal
Availability of a range of local social and micro enterprises	Porth Cymorth Cynnar
Re-engagement with the intergenerational project work	Porth Gofal
Delivery of a range of asset improvements	Porth Gofal
To have a sensory impairment support service	Porth Gofal
Establish a robust Domiciliary Care Commissioning Framework	Porth Gofal
<p>Sustain, successful, and inclusive community provision of services, including third sector partners:</p> <ul style="list-style-type: none"> <li>• Enhance the role of the Community Connectors to support the development of resilient communities.</li> </ul> <p><i>(Community Connectors support people and their families to access advice and assistance that is provided by the third sector, as well as identify appropriate services and groups, within their own communities, such as social groups that could help contribute to their wellbeing)</i></p>	Porth Cymorth Cynnar

We will:	Service
<p>Utilisation of technology in people's homes to promote independence and resilience:</p> <ul style="list-style-type: none"> <li>• Development of our technology enabled Care Strategy including digital improvements to local authority estates</li> </ul>	Porth Gofal
Investing in smart technology to develop services and inform future practice	Porth Cymorth Cynnar
<p>People of all ages have a platform and opportunity to share ideas and solutions:</p> <ul style="list-style-type: none"> <li>• Further develop relationships with third sector organisations, promoting volunteering opportunities and 'community champion' pathway</li> </ul>	Porth Cymorth Cynnar
<p>Community initiatives are supported and promoted:</p> <ul style="list-style-type: none"> <li>• Further develop the place-based approach to collaborative working.</li> </ul>	Porth Cymorth Cynnar
<p>Blended opportunities to access services:</p> <ul style="list-style-type: none"> <li>• Collaborative working to maximise resources and funding</li> </ul>	Porth Cymorth Cynnar
<p>Proactive and robust response to civil contingencies:</p> <ul style="list-style-type: none"> <li>• Combat the spread of communicable disease</li> <li>• Prepare for, and respond to, civil contingency emergencies</li> </ul>	Partnerships, Performance and Public Protection
Develop and publish Ceredigion Strategic Equality Plan 2024-2028	Partnerships, Performance and Public Protection
Align and link the Corporate Well-being Objectives and the Local Well-being Plan to reduce inequalities through social prescribing	Partnerships, Performance and Public Protection

# WHAT WILL CREATE CARING AND HEALTHY COMMUNITIES?

## Creating Healthy Communities

We will:	Service
Developed new set of evidence based Corporate Well-being Objectives based on Council ambitions and linked back to the findings of key documents such as the Assessment of Local Well-being	Partnerships, Performance and Public Protection
Publication of updated Corporate Strategy by November 2022 for the new electoral term 2022-27	Partnerships, Performance and Public Protection
Expand the services and activities traditionally offered at our Leisure Centres and transform them into <b>Well-being Centres</b>	Porth Cymorth Cynnar
Continue to promote and facilitate <b>social prescribing</b> – such as gardening, walking and swimming	Porth Cymorth Cynnar
Support public and third sector partners to develop community-based mental health facilities, support groups and programmes	Porth Cymorth Cynnar
Assist our Ageing population to be physically and socially active, supporting their independence	Porth Cymorth Cynnar
All children and young people have opportunities to access after-school, evening and weekend activities, including opportunities for freely chosen self-directed Play and that these services are registered to enable parents to access financial support	Porth Cymorth Cynnar Schools and Culture
People of all ages have access to a range of social activities within their own communities: <ul style="list-style-type: none"> <li>Further develop participation events to ensure communities have a voice</li> </ul>	Porth Cymorth Cynnar

We will:	Service
Promote the Welsh Language in Ceredigion: <ul style="list-style-type: none"> <li>Ensure that the principles of the <b>Welsh Language Standards</b> underpin the way the Council deliver its services to the public, so that service users are able to access services through the language of their choice naturally</li> <li>Enhance the bilingual culture and ethos of the organisation, providing training and social opportunities for our staff to <b>work in Welsh</b> and increase their confidence in using the language in the workplace.</li> <li>Develop the Ceredigion Welsh Language Strategy 2023-28, in order to <b>promote and support the vitality of the Welsh language</b> within the County, to help meet the Welsh Government’s ‘Cymraeg 2050: A million Welsh speakers’ strategy.</li> </ul>	All services

We will:	Service
<p>Improve the opportunity and capability for everyone to be <b>physically active</b> everyday by:</p> <ul style="list-style-type: none"> <li>• Provide modern, accessible and inspiring leisure facilities across all three areas of Ceredigion (north, mid and south)</li> <li>• Encouraging people to Get Physically Active so they can benefit from positive health and wellbeing</li> <li>• Introducing an improved membership package for use of council operated leisure facilities</li> <li>• Providing outreach physical activity opportunities outside of the county's towns</li> <li>• Further developing mobile and outreach services to promote wellbeing and community safety</li> <li>• Delivering Health Intervention Programmes to improve physical activity levels in older adults</li> <li>• Developing Wellbeing activities for individuals with chronic conditions</li> <li>• Introduce a focussed intervention to improve the physical and emotional wellbeing of individuals in registered settings to regain their independence</li> <li>• Supporting community organisations to provide opportunities for residents to be active</li> <li>• Significantly increase the active travel provision including walking and cycling throughout the County in order to improve the health of our population</li> <li>• Identifying the future role of Ceredigion Local Sports Council in order to maximise its contribution to community organisations</li> <li>• Achieving Disability Sport Wales In sport Gold Accreditation</li> <li>• Transforming Lampeter Leisure Centre into a Wellbeing Centre to improve the physical, social and emotional wellbeing of citizens in the Mid of the county</li> <li>• Progressing with plans to develop Wellbeing Hubs serviced by a Wellbeing Centre in the North and South of the county</li> </ul>	<p>Porth Cymorth Cynnar Highways and Environmental Services</p>

We will:	Service
<p>Ensure everyone has the opportunity and capability to be <b>physically active</b> everyday by</p> <ul style="list-style-type: none"> <li>• Upgrading council owned Artificial Turf Pitches, creating 3G facilities in the Mid and South of the county</li> <li>• Developing an improvement plan for the strategic provision of facilities to increase activity levels in the county</li> <li>• Undertaking a joint feasibility study with Aberystwyth University and provide a report that identifies the facility infrastructure required in the North of Ceredigion to meet the strategic aspirations of both organisations</li> <li>• Effective resourcing for universal and focussed activities</li> </ul>	<p>Porth Cymorth Cynnar</p>
<p>To develop and maintain the Toilet Strategy:</p> <ul style="list-style-type: none"> <li>• To deliver the Toilet Strategy for Ceredigion</li> <li>• Engage with the general public for their feedback</li> </ul>	<p>Economy and Regeneration</p>
<p>To provide additional Changing Places provision in Ceredigion</p>	<p>Economy and Regeneration</p>
<p>To maintain cleaning regimes and to ensure all facilities are clean, accessible and well maintained</p>	<p>Economy and Regeneration</p>

# PROVIDING THE BEST START IN LIFE AND ENABLING LEARNING AT ALL AGES

Ceredigion's new Welsh in Education Strategic Plan (WESP) is a 10-year strategy, 2022–2032, seeking to reinforce and strengthen the Welsh language provision and meet targets set by the Welsh Government for a million Welsh speakers Wales-wide by 2050. One over-riding aim is to ensure that pupils are confident communicators in both Welsh and English by the end of Key Stage 2 (year 6) when they progress from primary to secondary education. The Strategy was approved by Council's Cabinet in February 2022.

## Our priorities for delivering the Corporate Well-being Objective are:

- Deliver schools investment across the County, including the net carbon zero 3-storey extension at Cardigan Secondary School
- Deliver the Welsh in Education Strategic Plan (WESP) 2022 to 2032
- Ensure that pupils are confident communicators in both Welsh and English by the end of Key Stage 2 (year 6)
- Support the Ceredigion Youth Council as a forum for children and young people
- Developing Children and Young People's skills, knowledge and confidence to be physically active
- Develop Leadership skills within our Children and Young People at the earliest opportunity
- Support the provision of Free School Meals for primary school pupils
- Support the provision of funded childcare for all two-year-olds
- Work with partners to deliver the Maternity and Early Years Strategy for West Wales
- Support the development of Theatr Felinfach's facilities
- Ensure that all learners' identified Additional Learning Needs are supported appropriately to become independent and fulfilled individuals
- Provide support for schools to successfully implement the new curriculum for Wales
- Develop a Culture Strategy and Equity Strategy to support school and community wellbeing





## 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 – particularly during periods of lockdown – were particularly commended, praised and appreciated by inspectors, school staff, parents and pupils alike.
- The Council established childcare hubs during the early stages of the pandemic to support those children and their families who needed care.
- In response to long waiting times to access mental health support, Ceredigion County Council have supported a local youth charity to provide easily accessible mental health services to young people in the county.
- Working with 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.
- Successful in securing grant funding to develop childcare provision, such as £900k Llwyn yr Eos nursery in Aberystwyth, the £700k Cylch Meithrin Nawmor at Cenarth School and the £600k Cylch Meithrin Tregaron facility.
- The new area school for Drefach, Ysgol Dyffryn Cledlyn, opened its doors in September 2017.
- 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 carbon 3-storey extension at Ysgol Uwchradd Aberteffi.
- School 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.
- Collaborative working across the Pyrrh in supporting young people and prevention of crisis
- Introduced a complete Young Ambassador (YAs) Pathway in the county with Bronze YAs in every primary school; Silver YAs in every secondary school and a Play Unified Pathway for young people with an intellectual impairment to develop their leadership skills.
- Secured funding to provide training to the childcare and early years sector staff to ensure continuity as children progress into formal education.
- In light of changes in the Additional Learning Needs Code and the New Curriculum, support and guidance provided by Development Officers and Advisory Teachers to the childcare sector to enhance and sustain childcare provision.
- Early Years Additional Needs Lead Officer developed an in-house Additional Learning Needs course for the Early Years and Childcare sector. 62% of childminders have completed the ALN training with a further 20% just started the training.

## Priorities for 2022-27

### Background

The Ceredigion education system is one of the most successful in Wales, but earnings in the County are below average, and the perceived lack of career and social opportunities have resulted in an outwards migration of our younger adults.

Ceredigion is also a low income economy, with household income amongst the lowest in Wales despite having relatively high qualification levels in the workforce. In-work poverty and child poverty is significant and affects a higher proportion of citizens in our county than in the acknowledged deprived areas in the Valleys and East Wales.

Providing the best start in life and helping people to learn at all ages will ensure that the appropriate training programmes will enable learners to meet the employment needs of current and future businesses within Ceredigion. This includes equipping post-16 and adult learners with the necessary skill set to enable them to be agile, bilingual workers and adapt to the requirements of future employment.

### Providing the best start in life

In order to provide the best start in life for our children and young people we will be supporting the provision of Free School Meals for primary pupils from September 2022. Under the initiative, all Reception Class children will receive free nutritious school meals. This is an important initiative as the cost of living crisis continues.

Flying Start provides childcare of the highest quality and has been highly effective in Ceredigion for families in our most deprived areas. We will be supporting the expansion of early years childcare provision via Flying Start for all 2-year olds, from September 2022.

Flying Start supports development of children's speech, language and communication; parenting support; and an enhanced health visitor service.

### Enabling learning at all ages

During the next term we will build on the investment in our schools in recent years. This will include delivering the new net carbon zero 3-story extension at Cardigan primary school, that will provide a new main entrance and two new classrooms.

Research shows that Welsh language development in early years can encourage feelings of belonging and offer a path into new cultural and social opportunities. As a result we will deliver the Welsh in Education Strategic Plan to strengthen Welsh language provision and ensure that pupils are confident in both Welsh and English at year 6. This will be supported by the development of a Culture Strategy and Equity Strategy to support community well-being.

We believe in young people and will also support the Ceredigion Youth Council as a forum for children and young people to share their opinions, discuss current projects and raise their concerns. The following pages outline the steps we will take to deliver the Corporate Well-being Objective.

# WHAT WILL PROVIDE THE BEST START IN LIFE AND ENABLE LEARNING AT ALL AGES?

## Providing the Best Start in Life

We will:	Service
<p>Ensure <b>purposeful and resilient school infrastructure</b> for high quality provision based on the capital available for the next 5 years including:</p> <p>Completion of new Dyffryn Aeron 3-11 Area school:</p> <ul style="list-style-type: none"> <li>Open a new 3-11 area school at Dyffryn Aeron to include Childcare and Play provision</li> </ul> <p>Complete extension to Ysgol Gymraeg Aberystwyth and the new Canolfan Iaith for the north of the county:</p> <ul style="list-style-type: none"> <li>Complete the extension at Ysgol Gymraeg Aberystwyth</li> </ul> <p>Work in conjunction with Welsh Government to ensure capital investment for a new school at Penglais:</p> <ul style="list-style-type: none"> <li>Explore Mutual Investment Model as funding to enable a new build at Penglais</li> </ul>	Schools and Culture
<p>Continue to <b>review school places and Additional Learning Needs provision</b> to ensure the infrastructure is resilient and sustainable and aligned to the net-zero carbon agenda:</p> <ul style="list-style-type: none"> <li>Continue to annually review school places and Additional Learning Needs provision, projections, standards, building condition and financial resilience to ensure a sustainable infrastructure</li> </ul>	Schools and Culture
Progress the net zero 3-storey extension at Cardigan Secondary School	Schools and Culture
Progress plans for the extension and improvements to Cardigan Primary School	Schools and Culture

We will:	Service
<p>Implement all 7 outcomes in the <b>Welsh in Education Strategic Plan</b> including all pupils taught predominantly through the medium of Welsh until age 7 thus contributing to the National Cymraeg 2050 policy:</p> <ul style="list-style-type: none"> <li>Create and implement Action Plan to include within the first 5 years a statutory Consultation to change the language category of a group of primary schools in the county to Welsh language at the foundation learning of education and provide a new Canolfan Iaith in Aberystwyth in order to support this vision.</li> </ul>	Schools and Culture
Ensure that pupils are <b>confident communicators</b> in both Welsh and English by the end of Key Stage 2 (year 6)	Schools and Culture
<p><b>Develop Leadership skills</b> within our Children and Young People at the earliest opportunity:</p> <ul style="list-style-type: none"> <li>We will expand our school based Young Leaders programme into Community Organisations</li> <li>Support the Ceredigion Youth Council as a forum for children and young people from each secondary school in Ceredigion</li> </ul>	Porth Cymorth Cynnar
Support the development of <b>Theatr Felinfach's</b> facilities	Schools and Culture
<b>Open Sycharth</b> and work regionally on the therapy model of support	Porth Gofal
Increase recruitment in in-house Welsh speaking foster carers	Porth Gofal



We will:	Service
<p>Enhanced range of care and support options for looked after children and young people:</p> <ul style="list-style-type: none"> <li>Implement the Proportionate Assessment for Children</li> </ul>	Porth Gofal
<p>Availability of a suite of options for respite and day opportunities for Children and Young People:</p> <ul style="list-style-type: none"> <li>Complete review of respite and day opportunities</li> </ul>	Porth Gofal
<p>Support the Co-operation Agreement negotiated between Plaid Cymru and the Welsh Government to provide childcare for children from 2 years of age and free school meals for primary school pupils in order to support families:</p> <ul style="list-style-type: none"> <li>Support the implementation of funded childcare for all two-year-olds</li> <li>Implement the phased roll out of free school meals for primary school pupils, starting in September 2022</li> </ul>	Schools and Culture Porth Cymorth Cynnar
<p>All children have the best possible start in life and access support when needed:</p> <ul style="list-style-type: none"> <li>Provide Needs-led and Evidence-based programmes for parents, to promote positive parenting practices, supporting the holistic growth and development of healthy and happy children</li> <li>Use the findings of Surveys and feedback across Porth Cymorth Cynnar to shape our future provision</li> </ul>	Porth Cymorth Cynnar

We will:	Service
<p>Provide our Children and Young People the Best Start in Life by developing their skills, knowledge, and confidence to be physically active through:</p> <ul style="list-style-type: none"> <li>Support the implementation of Flying Start expansion and funded childcare for all 2-year-olds</li> <li>Recognise the fundamental right of children to Play and its positive benefits on health and wellbeing</li> <li>Providing the opportunity for every child in the county to learn to swim</li> <li>Provide the opportunity for every child in the county to learn key foundation of movement skills.</li> </ul>	Porth Cymorth Cynnar School and Culture
<p>Support the monitoring and delivery of Early Years Outcomes by developing a regional Early Years Outcomes Dashboard to be used by partners across Ceredigion to monitor progress against the national Early Years Outcomes Framework</p>	Schools and Culture
<p>Support pupils and families to access local youth clubs, social groups and organised activities</p>	Porth Cymorth Cynnar

# WHAT WILL PROVIDE THE BEST START IN LIFE AND ENABLE LEARNING AT ALL AGES?

## Enabling Learning at All Ages

We will:	Service
Complete the review of Sixth Form education and implement the approved recommendations to ensure the infrastructure supports the needs of learners	Schools and Culture
<p>Develop a Culture Strategy to support school and community wellbeing by ensuring equitable access to a vibrant arts and culture offer, including:</p> <ul style="list-style-type: none"> <li>Work in conjunction with Welsh Government to ensure capital investment to replace Theatr Felinfach with a new theatre and Centre for the Arts in Dyffryn Aeron as approved by Cabinet</li> </ul> <p>Provide a new Store and Public Engagement Facility for Ceredigion Museum Collections:</p> <ul style="list-style-type: none"> <li>Develop a comprehensive Culture Strategy to include Theatr Felinfach and Museum infrastructure</li> </ul>	Schools and Culture
<p>Develop a clear understanding of the nature of rural deprivation, and a strategy and action plan to reduce the impact of deprivation on pupils, aligned to the corporate Tackling Hardship Strategy:</p> <ul style="list-style-type: none"> <li>Create and implement a Rural Deprivation and Equity Action Plan to support schools, non-maintained settings and childcare and play providers to reduce the impact of poverty on all children</li> </ul>	Schools and Culture
<p>Ensure that all learners experience a wide range of learning opportunities to develop skills, knowledge and understanding that reflect the four core purposes of the Curriculum for Wales by:</p> <ul style="list-style-type: none"> <li>Ensuring appropriate support for schools, non-maintained settings and childcare and play providers to successfully implement curriculum for Wales</li> </ul>	Schools and Culture

We will:	Service
<p>Ensure that all learners' identified Additional Learning Needs are supported appropriately to become independent and fulfilled individuals</p> <ul style="list-style-type: none"> <li>Ensure appropriate support for schools, non-maintained settings and childcare and play providers to successfully implement the Additional Learning Needs transformation</li> </ul>	Schools and Culture
<p>Provide a number of targeted courses linking in with the Regional Skills Partnership, labour market research to improve opportunities for upskilling and employment</p> <ul style="list-style-type: none"> <li>Strengthen informal and non-formal learning opportunities for hard-to-reach learners and those not ready to engage in education and training due to emotional and mental wellbeing needs</li> <li>The Regional Skills and Learning Partnership will be established by Ceredigion County Council and Powys County Council to provide a focus for skills in Mid Wales, and to drive economic growth by ensuring investment in the right skills.</li> </ul>	Porth Cymorth Cynnar
<p>People of all ages have a learning pathway</p> <ul style="list-style-type: none"> <li>Expand community-based adult learning opportunities, that meet the needs of all learners</li> </ul>	Porth Cymorth Cynnar
<p>Children and young people identified as at risk of exclusion and disengagement are supported to access structured informal learning programmes and activities to support their attainment</p>	Porth Cymorth Cynnar



We will:	Service
Achievements are celebrated and showcased	All

# CREATING SUSTAINABLE, GREENER AND WELL-CONNECTED COMMUNITIES



Ceredigion County Council is keen to create more opportunities for walking and cycling in the County, in order to improve the health of our population, and to make it easier for people to leave their cars at home, thereby reducing carbon emissions. To help achieve that, we will push for our smaller towns and rural areas to be included in Welsh Government's criteria for funding active travel routes.

## Our priorities for delivering the Corporate Well-being Objective are:

- Prioritising the reduction of carbon emissions and pursue our goal of becoming a Net Carbon Zero Council by 2030
- Build on Ceredigion's excellent performance in waste management and recycling
- Transition towards an Ultra Low Emission Vehicle corporate fleet
- Work with local Housing Associations to increase our stock of social housing
- We will continue to address the issues of second homes, holiday homes ownership or the conversion of residential properties to holiday let by seeking the support of the Welsh Government to bring forward legislation under the Planning Act and Taxation Service
- Enable more young people to build their lifetime home
- Encourage the retention of Welsh-language place names
- We have recognised the seriousness of the issue associated with phosphate levels along the Teifi Valley within the Corporate Risk Register. Every effort will be made through the Nutrient Management Board to find early solutions to the problem
- Find solutions to flooding in the Teifi Valley
- Pursue funding for coastal defences at Aberaeron and Aberystwyth and develop proposals for the next phase of the Borth coastal defence scheme and for the frontage at Llangrannog
- Halt and reverse the decline in biodiversity including in our marine environment
- Support increased provision for walking and cycling
- Advocate strongly for a rail link between Aberystwyth and Carmarthen



## 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 2020, 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 photovoltaic cells on the roof of Ysgol Bro Teifi, generating 160kw hours of clean electricity.
- In addition we have placed 22kw of photovoltaic 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.
- Continued to invest in and improve digital connectivity across the County. 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 or over) from 80.6% to 86.3%.
- Supported local suppliers throughout the COVID-19 pandemic during the period of service reduction or postponement in waste and transport.
- Delivered a number of Active Travel improvements, including major refurbishment of Pont-yr-Odyn, Trefechan and construction of a shared use path between the communities of Penrhyncoch and Bow Street, connecting with the new rail station.
- Enabled over £200k of Local Places for Nature Funding for Ceredigion projects.
- Hosted the Ceredigion Local Nature (LNP) Partnership Coordinator as part of the 3 year Wales Wide LNP project and now the first year of the Wales Wide LNP / LPfN project.
- £25k funding allocation for allotment improvements in 2021 -2022.
- Delivered improved road safety at a number of schools with the introduction of new 20 mph zones with traffic calming measures, encouraging pupils to travel actively with enhanced routes supported by the installation of new cycle and scooter shelters.

## Priorities for 2022-27

### Background

The Council has a leading role to play in protecting and enhancing the natural resources of the County whilst endeavouring to protect air, land and water quality. In March 2020, the Council declared a global climate emergency. The decision highlights the need to take further drastic action to reduce our carbon emissions.

It also has a key role in promoting, securing and enhancing bio-diversity. The Council's environmental stewardship responsibility also extends to the built environment and the positive management of future development and land use is crucial to achieving these aims.

There are key challenges to achieving this such as the phosphates levels in the River Teifi Special Area of Conservation that is preventing building in the Teifi Valley.

Housing affordability continues to be a major challenge for many in the county. The demand for housing in Ceredigion has seen average property prices reach record levels, making it increasingly difficult for local people to remain in their local community and for first time buyers to get on the housing 'ladder'.

### Creating Sustainable Communities

We will continue to work with local housing associations to increase our stock of social housing to meet the needs of local people and our ageing population, in particular the approximately 1,700 people on the housing waiting list. We will also take action to continue to address the issue of second homes and use the review of the Local Development Plan to enable more young people to build their lifetime homes in order to ensure the sustainability of our rural communities.

### Creating Greener Communities

During the next term we will continue to prioritise the reduction of carbon emissions in

order to pursue our goal of becoming a net zero carbon Council by 2030. Some of the actions we will be taking include delivering all new schools developments in Ceredigion to net zero carbon and investigating the transition of our corporate fleet to Ultra Low Emission vehicles to deliver a 3% reduction in carbon emissions year-on-year. The Council's current five year action plan will continue to be delivered as we aim to protect our environment for future generations.

We will also be pushing ahead with further projects to maximise green and renewable energy production on the Council's estate. For example, completing the programme of installing energy saving LED bulbs in street lights, rationalising the Council's building stock, and installing further solar canopies. Our new hybrid working policy will permanently reduce the amount of travelling for both Councillors and officers, thus reducing congestion and emissions.

### Creating Well-Connected Communities

The last two years have shown just how important being connected is to our residents and businesses. As a result we will be advocating for increased provision for walking and cycling, continue to maintain and repair our highway network and push for a rail link between Aberystwyth and Carmarthen.

Good progress has been made in recent years in strengthening the County's digital connectivity, and we will continue to push for better connectivity across the county, including supporting the rollout of 4G Broadband masts in the next three years, including in our most rural areas to reduce inequality in services. We will do everything we can to ensure that the residents and businesses of Ceredigion can become full members of an inter-connected Wales.

# WHAT WILL CREATE SUSTAINABLE, GREENER AND WELL-CONNECTED COMMUNITIES?

## Creating Sustainable Communities

We will:	Service
Work with local Housing Associations to <b>increase our stock of social housing</b> to meet the needs of local people and our ageing population	Porth Gofal
Work alongside the Well-Being Centres and Third Sector to <b>provide a range of Housing advice / services</b> through a proactive approach, promoting independence and both personal and community resilience	Porth Gofal
Provide a range of <b>Affordable Housing Options</b> from rental to Home Ownership initiatives	Porth Gofal
We will continue to address the issues of <b>second homes</b> , holiday homes ownership or the conversion of residential properties to holiday let by seeking the support of the Welsh Government to bring forward legislation under the Planning Act and Taxation Service	All
Support the setting of maximum thresholds for the <b>number of second and holiday homes</b> in a given area	All
Use the review of the Local Development Plan to enable more <b>young people to build their lifetime homes</b>	Economy and Regeneration
Support the <b>Welsh Housing Justice Charter</b>	Porth Gofal
Enable initiatives and mitigation measures to help with the resolution to the <b>phosphates and nutrient ecological issue</b> in the Teifi Valley and other catchments	Economy and Regeneration
Work with all relevant agencies to <b>find solutions to flooding</b> at Llanybydder, Llandysul and other settlements along the Teifi Valley, with Natural Resources Wales taking the lead on intervention in their role as the flood risk managers for main rivers	Highways and Environmental Services Economy and Regeneration
Encourage the retention of <b>Welsh-language house and place names</b>	Democratic Services

We will:	Service
Pursue funding and complete <b>delivery of the coastal defence works</b> at Aberaeron, Aberystwyth, Borth and Llangrannog, and the flood risk management works at Llandre, Aberaeron, Borth, Talybont and Capel Bangor (subject to appropriate funding being made available from Welsh Government)	Highways and Environmental Services
Assist local communities wishing to provide <b>Growing Spaces to local residents</b>	Economy and Regeneration
Assist local communities wishing to establish or improve Local Places for Nature for local residents	Economy and Regeneration
Maintain Ceredigion's position as one of the most successful recyclers in Wales and to continue to build on that success by: <ul style="list-style-type: none"> <li>Undertaking a <b>review of waste functions</b> to ensure that services are future-proofed, and identify appropriate funding support</li> </ul>	Highways and Environmental Services
To implement the vision of sustainable communities for learning as regards the net zero agenda	Schools and Culture
Enhancing and protecting biodiversity for future generations - halt and reverse the decline in <b>biodiversity</b> by: <ul style="list-style-type: none"> <li>Declare a Nature Emergency</li> <li>Develop and implement Corporate Biodiversity Management Plans and Nutrient Management Plans</li> <li>Actively engage in programmes to minimise Ceredigion's contribution to biodiversity loss and deal with its effects, including in our marine environment</li> <li>Ensure that the asset programme and the management of all amenity areas and road verges contributes to the Environment (Wales) Act Section 6 Duty and An Ecologically Resilient Wales Goal</li> </ul>	All





## Creating Greener Communities

We will:	Service
<p>Pursue our goal of becoming a <b>net carbon zero council by 2030</b> by:</p> <ul style="list-style-type: none"> <li>• Prioritising the reduction of carbon emissions</li> <li>• Delivering schemes that contribute to the Council's Net Zero Action Plan</li> <li>• Delivering the Council's current 5-Year Carbon Management Plan</li> <li>• Develop depot infrastructure and appropriate funding</li> <li>• Continuing to develop an Energy Action Plan for the region, as well Local Area Energy Plans. The Mid-Wales Energy Strategy is in place</li> <li>• Transition towards an Ultra Low Emission Vehicle (ULEV) corporate fleet of vehicles</li> <li>• Using 21st Century Schools funding to refurbish Ysgol Uwchradd, Aberteifi to include more photovoltaic cells on the roof (photovoltaics is the conversion of light into electricity)</li> <li>• Install solar canopies in the car park of Canolfan Rheidol in Aberystwyth</li> <li>• Increase renewable energy generation on Council property</li> <li>• Identify baseline for permanently reducing travel for both Councillors and Officers</li> <li>• Deliver a 3% carbon reduction year-on-year by identifying resources to progress the incremental decarbonisation of the corporate fleet</li> </ul>	<p>Economy and Regeneration</p> <p>Highways and Environmental Services</p> <p>Schools and Culture</p>
<p>Continue to support strategic opportunities with our Mid Wales partners, including scoping and developing proposals identified within the Mid Wales Energy Strategy including green hydrogen and other sources</p>	<p>Economy and Regeneration</p> <p>Highways and Environmental Services</p>

We will:	Service
<p>Share Net Zero aspirations between Ceredigion Public Services Board members, exchange examples of good practice and actively support individual and collective actions for the promotion of a <b>carbon neutral</b> county:</p> <ul style="list-style-type: none"> <li>• Undertake Feasibility Study and report to the Ceredigion Public Service Board with regards to the District Heat Network project based at the University Campus, Penglais, Aberystwyth</li> </ul>	<p>Economy and Regeneration</p>
<p>All new schools and childcare settings built and maintained to <b>net zero carbon</b> in operation</p> <ul style="list-style-type: none"> <li>• We will continue to deliver major School schemes to provide and energy efficiency rating of EPC +10%</li> <li>• New schools will be maintained to deliver net zero carbon in operation wherever possible</li> <li>• To reduce the carbon footprint of materials and use innovative construction and maintenance methods wherever possible</li> <li>• New schools and major projects will have embodied carbon of 20% below the baseline.</li> </ul>	<p>Economy and Regeneration</p>
<p>All new schools built to achieve <b>BREEAM Excellent</b></p> <p><i>(BREEAM is an assessment and certification scheme designed to help building managers reduce and improve the environmental performance of existing non-domestic buildings. BREEAM stands for Building Research Establishment Environmental Assessment Method)</i></p>	<p>Economy and Regeneration</p>
<p>Rationalise the Council's building stock in order to further <b>save carbon and resources</b></p>	<p>Economy and Regeneration</p>
<p>Develop a single <b>green energy district heating system</b> for the public sector organisations on Penglais Hill - the Penglais District Heating Project</p>	<p>Economy and Regeneration</p>

# WHAT WILL CREATE SUSTAINABLE, GREENER AND WELL-CONNECTED COMMUNITIES?

## Creating Well-Connected Communities

We will:	Service
Support planning policies in favour of <b>renewable energy and low energy housing</b>	Economy and Regeneration
Complete programme of installing <b>energy-saving LED bulbs</b> in street lights and illuminated road signs	Highways and Environmental Services
Improve the Electric Vehicle (EV) charging infrastructure across Ceredigion, to encourage decarbonisation of transport and increase uptake in Ultra Low Emission Vehicles (ULEVs) by <ul style="list-style-type: none"> <li>• Install <b>Electric Vehicle charging points</b> in council owned and managed car parks</li> <li>• Providing a comprehensive <b>Electric Vehicle charging network</b> through a provision of private infrastructure and public funding</li> </ul>	Highways and Environmental Services Economy and Regeneration
Identify and address the impact of climate change on our communities and infrastructure, and seek appropriate funding for mitigation	All services
Use land in Ceredigion for <b>carbon offsetting</b> , halting and reversing the decline in nature and for nutrient management	All services
Monitor air quality in Ceredigion and continue to compare with national standards and objectives	Partnerships, Performance and Public Protection
Through the work of the Ceredigion Public Services Board, identify skills gaps and deliver training to enable Ceredigion's businesses and residents to contribute to improving 'greener' homes, workplaces and environment	All services
Work with partners to ensure <b>social, green and blue</b> prescribing is used proactively and reactively to address health related conditions	Through Age Well-being

We will:	Service
Support the delivery of an <b>integrated public transport network</b> by <ul style="list-style-type: none"> <li>• Working with stakeholders to support and sustain the public transport network, and identify funding/improvement where appropriate</li> </ul>	Highways and Environmental Services Economy and Regeneration
Continue the improvement in the <b>condition of the highway network</b> in accordance with the Highways Asset Management Plan: <ul style="list-style-type: none"> <li>• Seek additional funding for highway refurbishment and improvements programmes</li> <li>• Continue to inspect, maintain and repair the highway network subject to available funding</li> </ul>	Highways and Environmental Services
Significantly <b>increase the active travel provision</b> including walking and cycling throughout the County in order to improve the health of our population by <ul style="list-style-type: none"> <li>• Securing increased funding for the delivery of a wide range of active travel improvements</li> <li>• Campaigning for active travel routes alongside the whole length of our trunk roads</li> <li>• Pushing for our smaller towns and rural areas to be included in Welsh Government's criteria for funding active travel routes.</li> <li>• Make it easier for people to leave their cars at home, thereby reducing carbon emissions by pushing for our smaller towns and rural areas to be included in Welsh Government's criteria for funding active travel routes.</li> </ul>	Highways and Environmental Services Economy and Regeneration
Support the <b>Bwcabus on-demand service</b> in our rural communities subject to Continued and increased Welsh Government funding opportunities	Highways and Environmental Services



We will:	Service
Make the case strongly for any Welsh Government ambitions to franchise public transport routes to include <b>small locally-based bus companies</b>	Highways and Environmental Services
Develop the role of Community Connectors who support residents of all ages in Ceredigion by helping them to make connections to access support opportunities in their area that can maintain and improve their wellbeing: <ul style="list-style-type: none"><li>• Enhance the role of Community Connectors to support the development of resilient communities</li></ul> <i>(Community Connectors support people and their families to access advice and assistance that is provided by the third sector, as well as identify appropriate services and groups, within their own communities, such as social groups that could help contribute to their wellbeing)</i>	Porth Gofal

# RESPONDING TO COVID-19 AND DEVELOPING NEW WAYS OF WORKING

Ceredigion, like the rest of Wales, is still recovering from the COVID-19 health pandemic that reached Wales in March 2020. Inevitably it has impacted most of the services the Council provides, and brought some of them to the fore.

Despite the challenges of responding to the pandemic, the last two years have connected the Council more closely with the community it serves than ever before. Councillors, staff, community groups and partners have all pulled together to support Ceredigion's communities and the most vulnerable in society.

We are proud and grateful for the response from our frontline services, Council staff and the many volunteers who have worked in partnership with the Council to ensure Ceredigion's residents have received the support they need.

The recovery period is now well underway, and the Council is working hard to support local businesses, bring economic success and support the most vulnerable, whilst ensuring that our decarbonisation and climate change initiatives protect the County's beautiful environment for future generations.

While the focus was on the immediate response to the pandemic, COVID-19 created windows of opportunity to learn from, to transform services and to bring about sustainable change and improvements.

In essence, it has allowed us to reconsider the way we work and reorganize it in a way that benefits the customer, the workforce, and has much less impact on our environment.

The Council has a track record of innovation and responded quickly and positively to the pandemic. It was already moving towards

more agile and smarter ways of working, including investment in digital equipment and software, and enhancing the existing flexible working arrangements in place.

Since then, it has been building on the experiences of the pandemic 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.

Our learning shows that virtual / remote working has resulted in increased productivity, improved collaboration and provided a more flexible working environment to help maintain the health and well-being of the workforce. The sustainability of the organisation is also supported through a reduction in costs and overall expenditure per employee.

Technologically, it provides the opportunity for us to develop public Information Communication Technology services in order to improve digital customer contact and ensure we offer customer focused, well-managed and joined-up services which are easy to access and simple to use.

This approach also makes a positive contribution to the sustainability of our natural environment through permanently reducing the amount of travel for Councillors and officers. The impact is reduced congestion on our roads and less carbon emission, thus helping our aim of becoming net zero carbon by 2030.

Over the next five years we will continue to develop this innovative approach and invest in new technologies to deliver high quality services in an efficient, sustainable and environmentally friendly way.

## SUPPORTING CEREDIGION'S RESIDENTS, BUSINESSES AND COMMUNITIES THROUGH THE COVID-19 PANDEMIC

**3,700**

Visits to ensure business premises were compliant with COVID-19 rules

**15,000**

Food parcels delivered to medically vulnerable residents

**138**

Staff Redeployed to other roles to help support the COVID-19 response

**7,400**

People referred for contact tracing to help everyone stay safe

**35,000**

Mail-outs to support the Vaccination Programme in Ceredigion

**195**

Active family bags distributed with Flying Start and Families First services

**160**

Press releases with news and advice on COVID-19

**11.4m**

Items of Personal Protective Equipment (PPE) distributed

**8,835**

Business Grant payments administered across Ceredigion with a value of £49m

**1,000**

Laptops, tablets and MiFi devices supplied to pupils to access distance learning

# HOME OF THE NATIONAL EISTEDDFOD 2022

Between 30th July and 6th August 2022, Ceredigion welcomed the long-awaited National Eisteddfod of Wales to the County. The event, which is one of Europe's largest cultural festivals was held in Tregaron after being postponed in 2020 and 2021 due to the COVID-19 pandemic.

The event was an overwhelming success and the Council's preparations with the National Eisteddfod Team over the preceding months made it easier than ever for everyone to enjoy the language and culture of the county.

It was great to welcome people from close and afar to Tregaron, Ceredigion towns and the surrounding areas, and provided a unique opportunity to celebrate language and culture of the area and Wales on the national stage.

The local economy was supported during the week, being on the maes or as people wandered around the site to support businesses in the county.

This year, there were competitions in poetry, reciting, dance, drama, literature, arts and craft and much more.

There was also an extensive play area for children and young people, a green area to relax and admire nature, and a performing stage called 'Llwyfan-ni' which was full of exciting events and performances.

Pentre' Ceredigion was Ceredigion County Council's home in the Eisteddfod. A variety of activities were offered for children, young people and families during the week. Over 25,000 people visited the area to support new businesses, watch cooking demonstrations which highlighted local businesses and produce, enjoy in the play area for children, learn new skills, and listen to interesting performances on the performing stage.

A sense of belonging was also created as communities came together in the months before the Eisteddfod to decorate, raise money, socialise and have fun together.

During the week, a ceremony was held to celebrate the achievements of Camu 'Mlaen students. Camu 'Mlaen Ceredigion is an innovative new project and initiative led by Ceredigion County Council in partnership with Coleg Ceredigion and Careers Wales, which gives young people, post-16 with additional learning needs the opportunity to stay and continue their education within Ceredigion and to develop key skills as they prepare for their next stage in life.

Other events this year included talks and workshops held in the main building to celebrate Ceredigion as the ideal place to live, belong, learn and succeed.



## Living

“Home, rest, opportunity, work within reach, forms part of the view from the fields to the beach”



## Learning

“The children of our deep-rooted fields, in a word, are the children of community, Wales and the world”



## Belonging

“Let's speak our language, each to the other, let's share our stories and create together”



## Succeeding

“We can move ahead without moving away: the horizon stands on our doorstep each day”

# MANAGING OUR PERFORMANCE

The Corporate Strategy should not be viewed in isolation. It is part of the Council's overall approach to corporate planning and performance management.

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.

The Corporate Strategy sets the vision and direction for the Council which flows down through our business plans through to individual appraisals and development plans. The steps to deliver the Corporate Well-being Objectives flow up from the individual members of staff and teams that contribute to the Council's Strategy and Vision.

Performance Management is a high priority in Ceredigion. The Council is committed to continuous improvement, regularly seeks citizen's views and undertakes self-evaluation to identify opportunities for improvement.

To ensure we achieve this, we have a Performance Management Framework in place which allows us to regularly review and track progress, check how we are performing and ensure we are delivering the Corporate Wellbeing Objectives and improving outcomes for the people and communities of Ceredigion.



## Self-Assessment

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

Self-Assessment is about self-awareness, understanding our strengths and areas for improvement, what the needs of our residents are, and knowing where and how to improve.

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

Consultation and engagement is a prominent theme throughout the Act and we will be using the feedback from our consultation exercises with residents, businesses, staff and Trade Unions to influence our annual Self-Assessment Report and Action Plan.

Every year we will conduct our self-assessment exercise using a broad range of evidence to produce a Self-Assessment Report and Action Plan setting out the actions we will take to ensure that we are:

- Exercising our functions effectively
- Using our resources economically, efficiently and effectively and
- That governance is effective for securing the matters set out above

The Council's first Self-Assessment Report will be published in November 2022.

# SUSTAINABLE DEVELOPMENT

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. We have embedded the principle across the Council and adopt the principle in the planning and delivery of our new Corporate Well-being Objectives. Some of the ways in which we have used the Sustainable Development Principle are outlined below.

## Long-Term



**The importance of balancing short-term needs with the need to safeguard the long-term needs.** This Corporate Strategy looks to develop and improve the social, economic, environmental and cultural well-being of Ceredigion over the next 5 years and beyond.

The Corporate Well-being Objectives and steps in this plan were informed by the Ceredigion Public Service's Board's

Assessment of Local Well-being and the West Wales Population Assessment. The Council's Medium Term Financial Planning ensures that decisions consider the impact on future generations, and its workforce planning ensures the development of workforce skills for the future.

## Prevention



Drawing on the evidence, our Corporate Well-being Objectives and steps are designed 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. For example, Homelessness focuses on the prevention agenda and the Through Age Social Services Model promotes early intervention and prevention as one of its core aims.



## Collaboration



The Corporate Well-being Objectives in this plan align with the Ceredigion Public Services Board's Well-being Plan. This reflects our shared aspirations and common understanding of the challenges facing the County, such as tackling poverty, decarbonisation and reducing inequality. The Council is proactive in collaborating with partners to achieve these aims through the Ceredigion Public Services Board, the Growing Mid Wales Partnership and the Community Safety Partnership.

contribute to the seven national Well-being Goals. The Objectives are also embedded in the Council's corporate planning and performance management arrangements.

## Involvement



The Corporate Strategy has taken into account the Assessment of Local Well-being, which was produced following extensive engagement with citizens, including those with protected characteristics, as defined under the Equality Act 2010.

We are also proactive in running stakeholder events with groups whose voices are seldom heard, and are currently in the process of developing a new Public Participation and Engagement Strategy which will ensure we reflect the diversity of the County and its communities.

## Integration



The Corporate Well-being Objectives have been set collectively by all services and cut across all Council functions. They focus on what all services can do to improve the well-being of the people of Ceredigion and



# 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

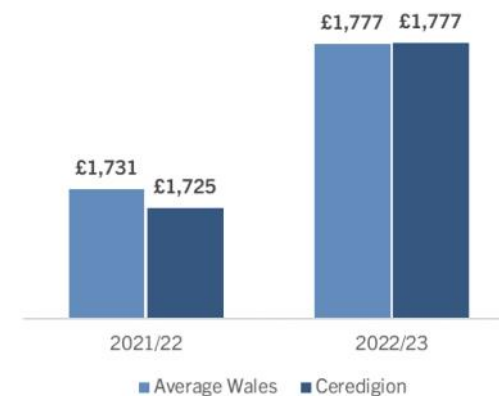
The Council uses a variety of performance indicators to monitor how well our services are performing in meeting the needs of service users and to measure their efficiency and value for money.

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.

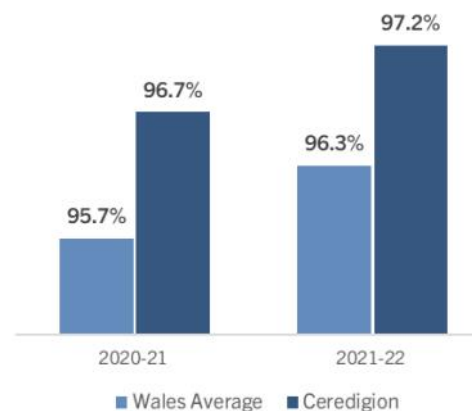
For example, despite the significant challenges over the last two years due to the COVID-19 pandemic, two key measures of efficiency, the collection of Council Tax and

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.

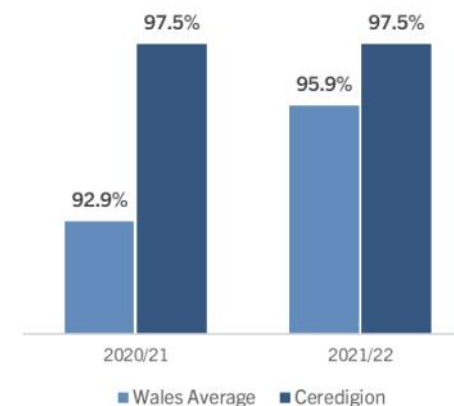
### Band D Council Tax Rate



### Council Tax Collection Rate



### Non-Domestic Rates Collection

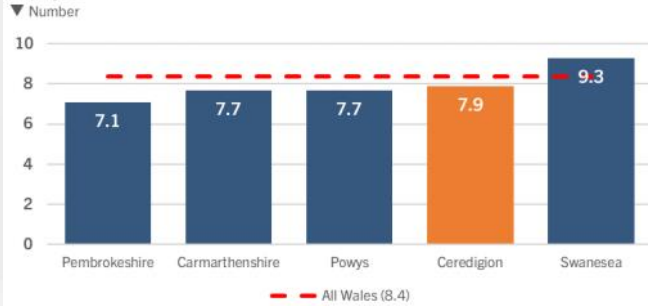




## 2020/21 PERFORMANCE ACCOUNTABILITY MEASURES

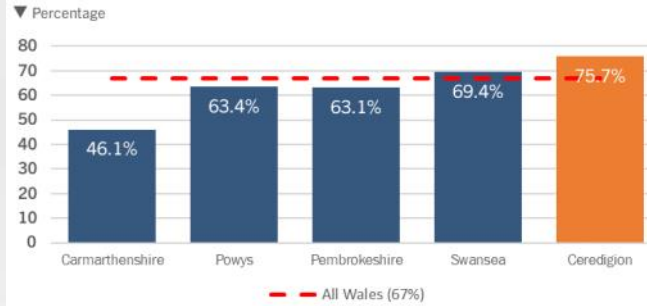
### Sickness Absence

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



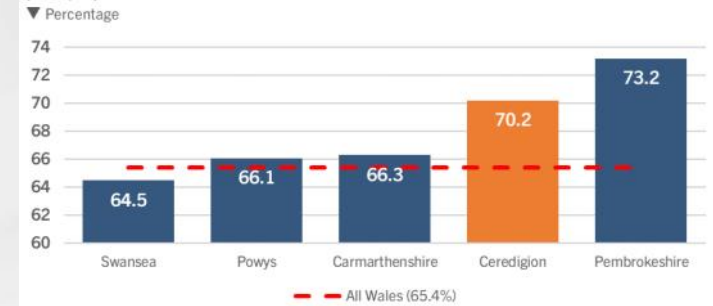
### Homelessness Prevention

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



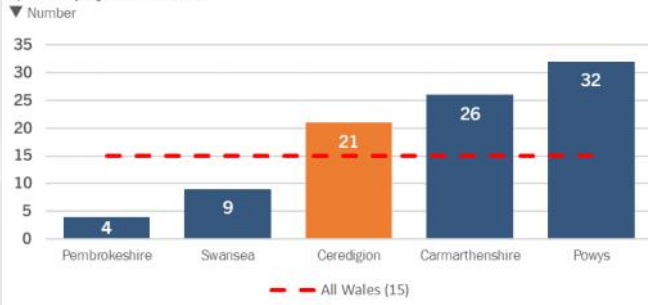
### Recycling

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



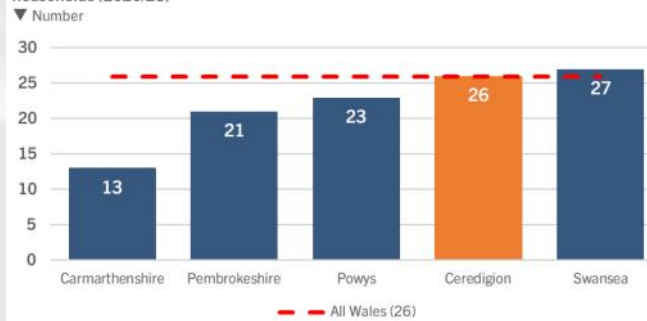
### Apprenticeships

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



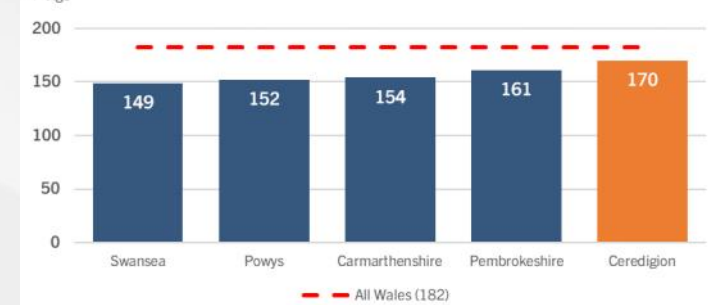
### Affordable Housing

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



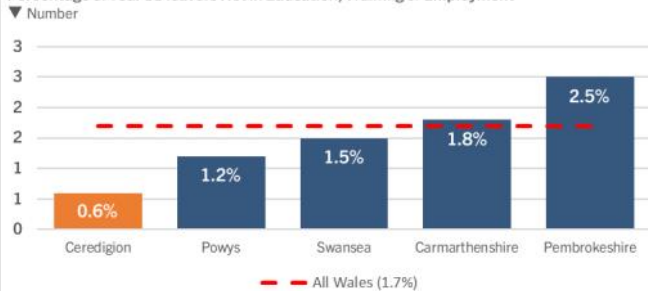
### Waste Collection

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



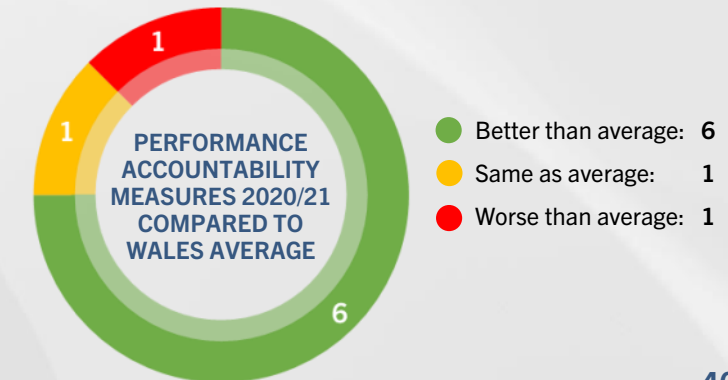
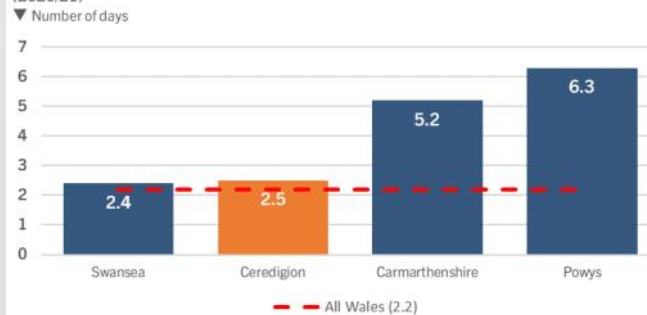
### Not in Education Employment or Training (NEET)

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)



## Contact Us

✉ **By Post:**

Ceredigion County Council  
Canolfan Rheidol  
Rhodfa Padarn  
Llanbadarn Fawr  
Aberystwyth  
Ceredigion  
SY23 3UE

📞 **By Telephone :**

01545 570881

**A Plain Text Version or Easy Read  
Version** of this document is available  
from Ceredigion County Council

[www.ceredigion.gov.uk](http://www.ceredigion.gov.uk)