

2024/25 Self-Assessment Report and Annual Review of Performance and Well- being Objectives

Mae'r ddogfen hon hefyd ar gael yn Gymraeg

This document is also available in Welsh

Approved by Cabinet: Not yet approved

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Introduction from the Leader of Ceredigion County Council

Welcome to Ceredigion County Council's latest Self-Assessment Report. This report reviews our overall performance and progress towards delivering our Corporate Well-being Objectives in 2024/25.

I am delighted to report that while the last year has been an extremely busy one for the Council, it has been equally productive.

In October 2024 we underwent our first Panel Performance Assessment, which is a new statutory requirement for all local authorities. The Assessment was an immense success for the Council - it confirmed much of what the performance data was already telling us. The independent review panel concluded that Ceredigion is a well-run council despite the high service demands and very significant financial pressures being faced by local authorities.

This followed an Estyn inspection of the Council's Education Service, which was highly complimentary and highlighted many areas of good practice including leadership, collaborative working and promotion of the Welsh language.

Meanwhile, we have also been pushing ahead with delivering the commitments in our Corporate Strategy and excellent progress continues to be made.

For example, ministers have confirmed that the second tranche of Mid Wales Growth Deal funding, amounting to £11.8m, has been unlocked to realise the potential of the local economy, improve regional prosperity and create opportunities for local people.

Furthermore, work on Aberaeron's £32m coastal defence scheme is nearing completion and will protect the town and the surrounding coastline from rising sea levels, preventing flooding and coastal erosion.

Our new Welsh Language Strategy has been published which will increase the opportunities to use Welsh and help the language to flourish across the County.

The new Ysgol Dyffryn Aeron School was officially opened in March 2025 by the First Minister of Wales, Eluned Morgan MS, providing Welsh medium education for 240 pupils while enriching the learning and teaching experience in the local area.

Also opening during the year was the Penmorfa Centre for Independent Living, which provides smart devices to help people access information and empower them to live independently at home for longer.

It was a great privilege for Ceredigion to be the Feature County at last year's Royal Welsh Show, showcasing the rich culture and community spirit that defines our rural County.

The success of Rali Ceredigion, a stage of the European Rally Championship and supported by the Council, had a direct economic impact to Ceredigion of over £4m.

During summer 2024 we worked closely with colleagues at Hywel Dda University Health Board to provide care for patients in the Hafan y Waun residential care home in Aberystwyth due to the temporary closure of Meurig Ward at Bronglais Hospital while emergency repairs were made to the ward roof.

We are also continuing to invest in new ways of working and new technology to transform the way services are provided to local people.

For example, subscribers to 'MyAccount' can choose to receive a newsletter promoting the range of services we offer, provide useful information, and share news stories with you. To date, over 5,000 Ceredigion residents have signed up.

Working together as one team, 'Team Ceredigion', we have been able to deliver tangible improvements and tackle the things that matter most to people in Ceredigion throughout the year.

However, like all local authorities, there are challenges as well as opportunities ahead. The financial picture is extremely challenging, and while we continue to explore innovative ways to deliver services, there will nevertheless be some very difficult decisions to be taken in future years.

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

Councillor Bryan Davies (Leader of Ceredigion County Council)

Our County in Numbers

Ceredigion's population has grown by 1,923 since the 2021 Census due to an increase in migration within the UK. The 15-19 age group saw the largest increase.

- 72,599 residents
- 31,709 households
- 47 years average age
- 2,955 active enterprises
- 22% with a disability
- 90km of coastline
- 45.3% are Welsh speakers
- 2,2265km of roads
- 8,320 university students
- 18.4% in material deprivation
- 4% from ethnic minority backgrounds
- 2,500km of bridleways and footpaths
- 43 schools and 9,460 pupils
- 2.95m visitors to Ceredigion annually
- 8,800 people are self-employed
- 3 council run leisure centres and 1 Well-being Centre

About Ceredigion

Ceredigion covers an area of 1,900km² 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 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 are 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 human health and social work (15.4%), wholesale and retail trade (15.4%) and education (15.4%). Accommodation and Food Services, which includes Tourism, is also strong (13.5%). Meanwhile, agriculture, forestry and fishing continue to be the largest sector accounting for a third of all enterprises in the County.

Ceredigion has a population of 72,599 and is the second most sparsely populated county in Wales. About 10% of its population are students.

The County is home to Aberystwyth University and national institutions such as the National Library for 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.

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 has a highly qualified workforce with educational attainment at all levels consistently amongst the best in Wales.

Ceredigion is one of the heartlands of the Welsh language, despite a substantial student population. The 2021 Census showed that 45.3% 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 pupils in the Authority's schools to attend Welsh-medium immersion education until the age of seven and increase the pupils' opportunity to follow a fully bilingual path throughout their school career and in their future work and social life. It also contributes to the 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 also many beaches, including three that had a Blue Flag Award during 2024, which draw many tourists to the area throughout the year.

The Council

At the local elections in May 2022, Ceredigion residents returned 38 councillors in 34 wards across the County. The current administration is a Plaid Cymru majority with 21 councillors, along with 9 independents, 7 Welsh Liberal Democrats and 1 GWLAD.

The Leader of the Council is Councillor Bryan Davies and Councillor Ann Bowen Morgan is the current Chair of the Council.

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

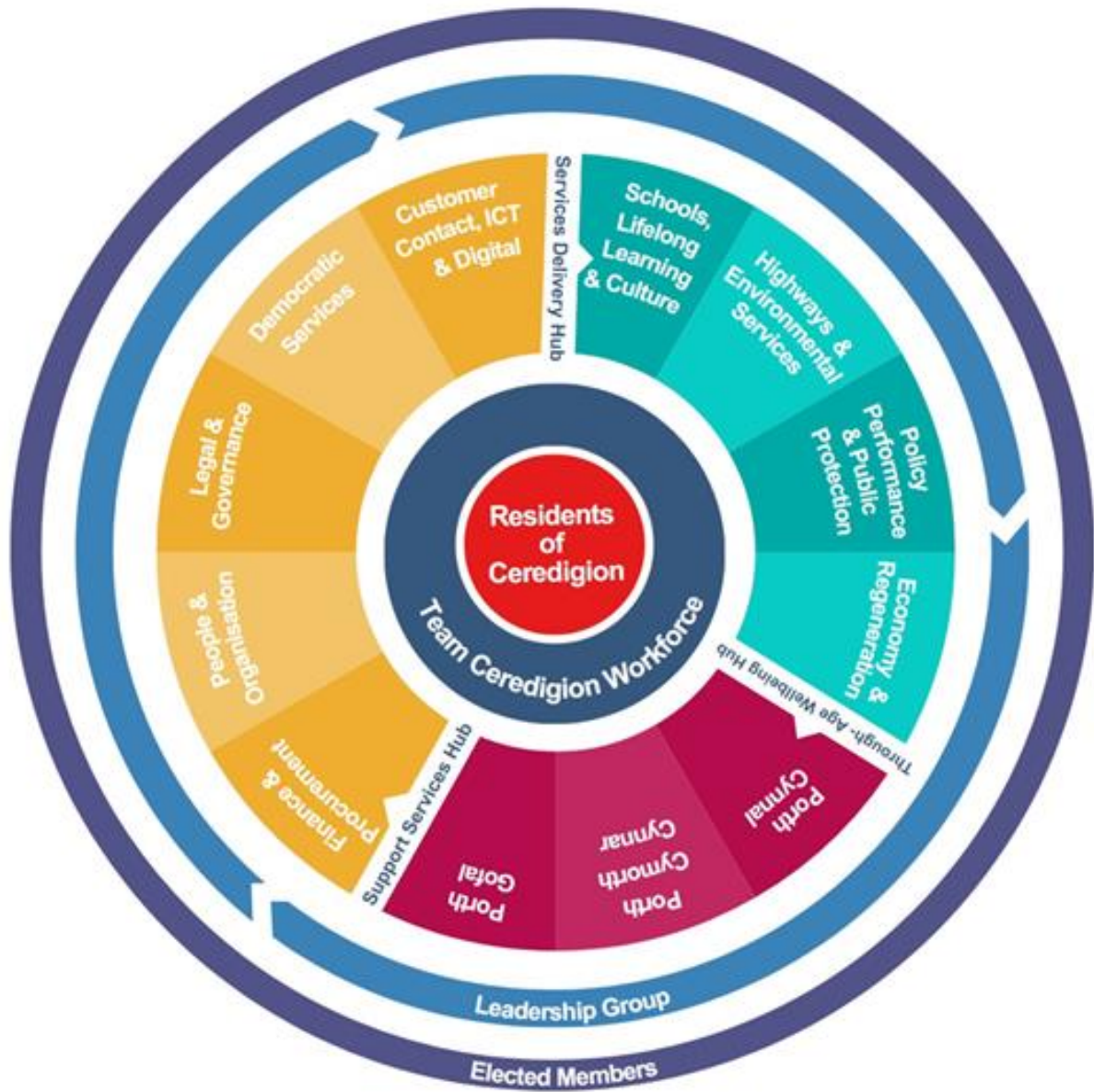
The Through Age Well-being Programme that is transforming social care and the Customer Contact Centre called 'CLIC' are two good examples of this.

We are operating in a challenging environment with escalating budgetary pressures. To deliver our Corporate Well-being Objectives whilst maintaining effective and efficient services, our workforce's journey must be one of continuous review and change. It is critical we maintain an innovative and agile approach, are open and resilient to change, with the skills to support smarter ways of working in a digitised world.

Our aim is to enhance the efficiency of our internal processes and systems, enabling us to measure our performance effectively.

The Council employs a total of 3,462 staff including schools staff. (This is a "head count" of the total number of staff employed). Our goal is to advocate for, and build upon, our 'Team Ceredigion' ethos. Promoting our sense of belonging, connection and shared purpose. We aspire for all Team Ceredigion members to be proud of the work that they do, and to recognise the significance of their contribution to the overall success of the Council.

Ceredigion County Council Structure (From August 2025)



We are “Team Ceredigion”

Team Ceredigion is the Council’s culture and is integral to its new ways of working.

Team Ceredigion supports Self-Assessment by facilitating collaborative working, joining-up thinking and cross-service support to deliver our Corporate Well-being Objectives and improve outcomes for local people and stakeholders.

We are operating in a challenging environment with escalating budgetary pressures. It is critical that we maintain an innovative and agile approach, are open and resilient to change, with the skills to support smarter ways of working in a digitised world.

Benchmarking: The Local Authority Performance Profile

Local Authority Performance Profile

Data Cymru have developed a new benchmarking tool to support local authorities in better understanding their overall performance.

The new tool is called the Local Authority Performance Profile and contains a selection of 34 key performance measures across 11 themes, along with a variety of contextual data to help set the scene.

It benchmarks all local authorities' performance with the national average, quartiles and with other authorities' results to establish where it performs well and where its needs to improve. The results are updated continually so the tool provides a snapshot at any given point in time.

The Profile was used to support the Council's first Panel Performance Assessment in October 2024. It was one of many pieces of evidence to help inform the Panel's view of how the Council is performing.

We also use the Profile's results throughout the year to help identify areas for improvement and areas for scrutiny committee's attention.

Latest Results

The latest results at June 2025 show that Ceredigion continues to perform well across this set of key measures and is consistently one of the top performing authorities nationally.

For example:

- Ceredigion has the joint second highest number of performance measures in the upper quartile with 13.
- Ceredigion has the joint third highest number of performance measures in the upper and upper middle quartile with 22 out of 34.
- Ceredigion has the joint second highest proportion of its measures in the upper and upper middle quartile nationally at 66.7%.
- Overall, Ceredigion has 13 measures in the upper quartile, 9 in the upper middle quartile, 5 in the lower middle quartile and 6 in the lower quartile.
- Since the last update, Ceredigion's performance has improved in 6 of the measures, stayed the same in 17, and decreased in 10. (There is 1 measure that cannot be assessed and is excluded).

What the Results Tell Us

Since the Profile was first launched, Ceredigion has consistently been one of the top performing authorities nationwide.

Despite the significant challenges that Ceredigion faces through being one of the lowest funded authorities nationally, along with the challenges around rurality and sparse population, these results provide useful evidence that the Council not only performs highly in comparison to authorities across Wales, but also makes effective use of the resources available to it.

These are two of the main themes of the Local Government and Elections (Wales) Act. That the Council is ‘exercising its functions effectively’ and ‘using its resources economically, efficiently and effectively’.

Next Steps

The measures that are below average and fall within the lower middle and lower quartile are scrutinised in more detail by Leadership Group and by the Performance Board. In some cases they will be called into the relevant scrutiny committee to help identify why performance is below average and how it can be improved. This is part of our continual cycle of improvement which is outlined in more detail on page 57. A full list of the measures contained in the profile and the latest results are shown on pages 18-20.

Future Developments

The Performance Profile tool will continue to be developed so the range of measures included and the functionality will improve further in the coming months. The Profile is an integral part of the Council’s performance management arrangements and a good example of sector-led improvement. We will continue to work proactively with our colleagues at Data Cymru and the Welsh Local Government Association to share and learn from best practice across the sector.

Performance Measures by Quartile

Performance measure	Date	Current value	Current quartile rank	Current rank	Current performance based on value
% of complaints the Ombudsman upheld against the local authority	2022 April-September	0	1	1	No change
Number of complaints received per 1,000 residents	2022 April-September	1.7	1	4	Increase
% of council tax debit written off during the year	2024-25	0	1	1	No change
Amount of council tax arrears received as a % of the arrears debit	2024-25	32	1	5	Decrease
% of school leavers; Year 11; NEET (known not to be in employment, full time education or work-based training for young people)	2023	1.5	1	5	Decrease
% of learners achieving 3 or more A-levels; A* - C	2021/22	62	1	5	Increase
Number accommodated temporarily per 10,000 households	2023-24 January-March	27.4	1	4	Decrease
Number of dwellings improved with Disabled Facilities Grants per 10,000 households	2022-23	49.9	1	4	Increase
% of children placed on the register that had previously been registered in previous 12 months	2023-24	0.9	1	3	Increase
% of statutory visits completed in statutory/approved timescales	2023-24	101.8	1	4	Increase
Total number of recorded fly-tipping incidents per 1,000 of population	2023-24	0.8	1	2	Increase
% of municipal waste reused, recycled or composted (Statutory Target)	2023-24	71.3	1	4	Increase

Performance measure	Date	Current value	Current quartile rank	Current rank	Current performance based on value
% of pupils taught Welsh as a first language	2023/24	57.7	1	3	Increase
Amount of council tax collected as a % of the total budgeted amount	2024-25	98.5	2	10	Increase
% of school leavers; Year 13; NEET (known not to be in employment, full time education or work-based training for young people)	2023	2.8	2	8	Decrease
Number of learners enrolled in local authority community learning per 1,000 population	2022/23	6.6	2	7	Increase
Liquidity (Working capital) ratio	2022-23	2	2	6	Decrease
Total Useable Reserves as a % of net cost of services	2022-23	42.7	2	10	Decrease
Households successfully relieved from Homelessness - Percentage (%)	2023-24 Annual	24.8	2	10	Decrease
Households successfully prevented from Homelessness - Percentage (%)	2023-24 Annual	64.6	2	7	Decrease
% of care and support plans that were reviewed at least once during the year	2023-24	64.5	2	10	Increase
% of reablement packages completed where the need for support was maintained, reduced or mitigated	2023-24	97.4	2	7	Increase
% of complaints that were upheld	2022 April-September	51	3	15	Decrease
Amount of council tax received as a % of the total debit	2024-25	95.5	3	12	Decrease
Households positively discharged from homelessness - Percentage (%)	2023-24 Annual	66	3	14	Decrease
Kilograms of residual household waste collected per person	2023-24	184	3	12	Decrease
Kilograms of residual household waste collected per dwelling	2023-24	362	3	12	Decrease
% of complaints referred to the Ombudsman	2022 April-September	32.7	4	21	Increase

Performance measure	Date	Current value	Current quartile rank	Current rank	Current performance based on value
% of complaints closed within 20 days	2022 April-September	55.1	4	21	Decrease
Total number of dwellings improved through local authority assistance per 10,000 households	2023-24	0	4	17	No change
Number additional affordable housing units delivered per 10,000 households	2023-24 Delivered	13.6	4	19	Increase
% of Children Looked After (CLA) with one or more change of school	2023-24	14.8	4	21	Increase
% of assessments where there is evidence that the child has been seen	2023-24	28.7	4	19	Increase
% of enquiries completed in 7 days (adult social care)	2023-24	Cannot be assessed			–

What we delivered in 2024/25...

- The Welsh and UK governments confirmed the release of second tranche of Mid Wales Growth Deal funding worth £11.8m in March 2025.
- The new Ysgol Dyffryn Aeron was officially opened in March 2025 providing modern, state of the art learning facilities for pupils.
- Ceredigion had a remarkable year in 2024 as the Royal Welsh Agricultural Show's feature county, showcasing its rich culture and community spirit.
- The Council proudly supported Rali Ceredigion in August 2024 with an estimated economic impact of over £4 million to the local economy.
- The Penmorfa Centre for Independent Living opened in May 2024 aiming to empower individuals to live independently at home for longer.
- The Hafan y Waun Care Home in Aberystwyth was transferred to Council ownership to ensure the continuity of this vital resource for the future.

...And What's Coming in 2025/26!

- Following discussions between Ceredigion County Council and the University of Wales Trinity Saint David, exciting plans are being developed to deliver post-16 vocational education on the Lampeter Campus, with particular emphasis on skills-based courses critical to the rural economy of Wales, such as agriculture, horticulture, gastronomy and construction.
- A new Graduate Scheme has been launched by the Council, offering recent graduates the opportunity to progress their careers in a variety of key areas within the region and the communities where they were raised.
- Construction works on Aberaeron's Coastal Defence Scheme are progressing well and are expected to be complete in summer 2025.
- Work is progressing to deliver the second Well-being Centre in the County, located in Cardigan and serving the south of the County.
- The next phase of improvements at Aberaeron Leisure Centre will involve decorating the sports hall and installing a new floor during autumn 2025.
- Momentum is building across the Mid Wales Growth Deal with many initiatives gearing up to enter the delivery phase over the next year.
- Aberaeron Library and the face-to-face customer service provision will be re-located to the Council offices at Penmorfa, offering improved library and customer service along with access to the new Centre for Independent Living.
- The Council will carry out works to improve the path that links with the National Library of Wales following the appointment of a local contractor.

Panel Performance Assessment

Background

Panel Performance Assessments are intended to provide an independent and external perspective of the extent to which the Council is meeting the performance requirements of the Local Government and Elections (Wales) Act 2021, these are whether:

- it is exercising its functions effectively;
- it is using its resources economically, efficiently and effectively;
- its governance is effective for securing the above.

The aim is to support councils to achieve their aspirations through developing an understanding of how they are operating and how they can ensure they are able to deliver effective services long-term.

The Panel's Findings

Ceredigion's first Panel Performance Assessment took place between 30 September and 3 October 2024.

The Assessment was a success for the Council and this is reflected in the positive experience of the Panel and the conclusions drawn in their final report.

The Panel concluded that considering the current high service demands and very challenging financial pressures, Ceredigion County Council is a well-run local authority.

The Panel highlighted the following as examples of this:

- The Council has clear and effective leadership with strong relationships across the political and officer executive and wider structures.
- The Council is delivering its functions effectively in light of the significant financial, strategic, and operational pressures it is dealing with on a daily basis.
- The Council has effective governance and reporting arrangements in place.
- The Council has made effective and efficient use of resources to date.
- The Council has established and is developing areas of innovation including Well-Being Centres, Information Communication Technology, and hybrid working.

During the week, the Panel visited the recently launched Well-being Centre in Lampeter, the Hafan y Waun care home in Aberystwyth and the Centre for Independently Living at Penmorfa to see firsthand how the Council is innovating and investing in new technology to support the physical, mental and social well-being of the County's residents.

The report also highlights the challenges being faced by the Council:

- Difficult financial pressures particularly through demand-led services.
- Sustainability of funding in social care given the financial pressures.
- The disadvantages for rural authorities caused by some elements of the funding formula financial reporting, and the inconsistent application of funding floor mechanisms.
- The impact of rural de-population and broader challenges associated with rurality and sparse population.
- Recruitment and retention of staff in some services such as social care.

Recommendations

The Panel are also required to make any recommendations to guide the Council in identifying actions that will increase the extent to which it is meeting the performance requirements.

Opportunities for improvement have been identified, which will enhance the arrangements in place, to support effective communication, relationship management and collective ownership of current and future challenges.

The Panel made a series of eight recommendations which are listed on pages 24 to 25, along with the Council's response to the Assessment.

Overall Conclusions

“Considering the current high service demands and very challenging financial pressures, Ceredigion County Council is a well-run local authority.”

“The Council has clear and effective leadership with strong relationships across the political and officer executive and wider structures”

“The Council is delivering its functions effectively in light of the significant financial, strategic, and operational pressures it is dealing with on a daily basis.”

“The Council has effective governance and reporting arrangements in place.”

“The Council has demonstrated it has made effective and efficient use of resources to date.”

Responding to the Panel Performance Assessment

The Council welcomes the Panel Performance Assessment Report and is grateful to the Panel for their work in providing an independent and external perspective of the extent to which the Council is meeting the performance requirements under the Local Government and Elections (Wales) Act 2021.

The Council also recognises the areas for improvement identified by the Performance Assessment Panel and accepts their recommendations.

The Council's detailed response and agreed actions are listed in the Response to the Panel Performance Assessment. A summary of the recommendations and the Council's actions in response are shown in the table below.

Panel Recommendation	To address the recommendation, we will	Timescales
1) The Council will need to consider how best to consult on potential budget cuts given the narrow timetable for consultation due to the statutory budget setting deadlines.	Actively consider undertaking an overall corporate consultation prior to the approval of the 2026/27 budget	31/03/2026
2)) Council has, to date, been able to provide significant additional funding for the provision of social care, and it will need to consider how sustainable this is going forward given the financial pressures.	Establish county-based staffed homes for looked after children. Reduce reliance on agency workers where it is safe to do so	31/03/2027
3) The Council should consider the opportunities for further partnership working.	Explore new and innovative ways to deliver services with all partners, including the pursuit of further opportunities for service provision and shared functions and facilities with partners.	Ongoing
4) There is an urgent need for the Council to revisit whether their current strategy for social work recruitment is effective and to explore alternatives.	Deliver and invest in the "grow your own" strategy for social workers, with the achievable aim of 21 individuals qualifying as social workers over the next 4 years.	Ongoing
5) The Council should consider how to address a recurring	Undertake regular analysis of interaction of social media	31/03/2026

theme of ineffective communication across the authority particularly with partners and residents and the effectiveness of “Clic”.	posts, videos and Corporate e-newsletters and use the information to inform future strategies. Develop a Communication Strategy highlighting the style and willingness to engage.	
6) There is something of a disconnect between backbench members and the executive/senior leadership teams which need to be addressed.	The Leader will continue to convene informal meetings with the leaders of the opposition groups to keep them informed of upcoming issues and challenges facing the Council, to engender a spirit of cooperation and mutual understanding.	Ongoing
7) The relationships between scrutiny function and the executive needs to be further developed.	Provide further training to both Overview and Scrutiny Committee members and to Cabinet Members regarding the role of scrutiny and holding the Cabinet Member(s) to account. The training will provide information regarding how to identify and prioritise topics to be scrutinised.	30/09/2026
8) 8) The performance management system is comprehensive but there needs to be more of a focus on outcomes.	Re-balance the aggregated outcome and output focused performance measures within Level 1 Business Plans across the Council.	31/05/2026

A follow-up report will be presented in six months (December 2025) to the Governance and Audit Committee to review progress and provide assurance that the recommendations are being addressed.

Background to the 2024/25 Self-Assessment

This is Ceredigion County Council's fourth Self-Assessment Report, which reviews the 2024/25 year. We have learnt a great deal since first implementing the local government performance regime introduced by the Local Government and Elections (Wales) Act 2021.

We reviewed our approach to Self-Assessment during the autumn of 2024 and made some minor adjustments to the process. This included producing a more detailed data pack from the desktop review of evidence, retaining the additional Leadership Group workshop to review the scores prior to publication and provide further detail on the consultation conducted to support Self-Assessment and how that consultation is used in informing Council decisions.

The main development in this year's report, however, is the increasing emphasis on the reporting of outcomes. Driving better outcomes for local people and communities is one of the underlying principles of the Self-Assessment process.

We have included case studies of how we're working to improve outcomes against each of the Corporate Well-being Objectives, along with our key outcome measures. This will continue to develop over the coming months with the next round of business planning where we will including a stronger suite of outcome based measures.

We're also working closely with Data Cymru and the Welsh Local Government Association on developing a new outcomes framework for local government. This is part of our collective commitment to working together across the sector to drive better outcomes and experiences for people.

The aim of the review was to fine-tune the process based on our experiences in previous years. We will continue to review the way we conduct self-assessment annually.

The review recognised that the Self-Assessment process is becoming increasingly embedded in the organisation, the Council's confidence in using the process was growing and crucially that the Council is learning more about its strengths, challenges and opportunities. This was backed up by the findings of the Panel Performance Assessment in October 2024, which you can learn more about on pages 22 to 23.

In producing this year's Self-Assessment Report, we have learnt a great deal. The exercise has brought together a wide variety of evidence to assess our overall performance and review our Corporate Well-being Objectives.

It has also highlighted and focused our attention on the challenges we face. These are important because we need to continue to adapt to meet these challenges in order to ensure our services are sustainable and continue to identify opportunities to raise performance levels, identify efficiency savings, or both.

We have built on previous Self-Assessment Reports by including further information on the consultation and engagement undertaken during the year, strengthened the benchmarking section at the end of the report and included details of the first Panel Performance Assessment.

The Self-Assessment exercise provides an organisation-wide view of performance. There are seven themes that we assess ourselves against:

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

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

The following pages provide a summary of the findings and scores from each theme. The scoring system used is aligned to the Council's Annual Governance Statement for consistency. The Council's Governance Framework is based on the CIPFA/SOLACE Delivering Good Governance in Local Government framework. It provides a Red -Amber - Green scale to indicate where performance is good and where further action

Key to Self-Assessment

- Very good: Overall considered to be very good and meets best practice no further action required
- Good: Overall consider to be good but minor adjustments may be required
- Satisfactory: Satisfactory but action required
- Below satisfactory: Urgent action required
- Unacceptable: Immediate action required

Summary of 2024/25 Performance

Exercising Our Functions Effectively

The Council published its Corporate Strategy in 2022, setting out its long-term vision and Corporate Well-being Objectives. This is supported by a suite of key strategies to support and deliver the Objectives. These include the Medium-Term Financial Strategy, the Through Age Well-being Strategy, and the Economic Strategy.

During 2024/25 we published an updated Medium Term Financial Strategy, Welsh Language Promotion Strategy and a suite of Human Resources policies. New for 2024/25 was the publication of the new Digital Strategy which sets out how we aim to create a digitally confident Ceredigion.

We are also currently reviewing and updating our Joint Procurement and Commissioning Strategy and Strategic Asset Management Plan.

Progress in delivering key strategies continues to be good. During 2024/25 another significant milestone was reached when the Welsh and UK governments confirmed the release of the second tranche of the Mid Wales Growth Deal funding worth £11.8million to unlock the potential of the mid Wales economy.

The launch of the Penmorfa Centre for Independent Living was a significant milestone in the prevention agenda, providing resources under one roof to assist people to live at home for longer.

Regulatory reports also support this conclusion. The Estyn Inspection of Education Services was an overwhelming success for the Council, highlighting the high-quality educational provision provided to learners in Ceredigion. Meanwhile, the Panel Performance Assessment concluded that the Council is a well-run local authority considering the current high service demands and very challenging financial pressures.

Priority setting is also considered to be strong in Ceredigion, and this is evidenced through the positive work with the Council's administration to develop the Corporate Well-being Objectives which are based on extensive consultation and research including the Ceredigion Assessment of Local Well-being.

The Council has a corporate Performance Management Framework in place, which allows us to regularly review and track our progress, check how we are performing and ensure we deliver the Corporate Well-being Objectives to improve outcomes for the people and communities of Ceredigion. The Framework is based on the industry standard continuous improvement cycle.

In the last year, we have developed new dashboards to provide quicker and easier access to performance, risk and benchmarking data to help us assess our progress, and

communicate our performance journey to the public and stakeholders. This is part of our vision of becoming increasingly data-driven and using insights gained from data to help identify opportunities for improvement or efficiencies.

However, while the Panel Performance Assessment concluded that the process was comprehensive, it raised a concern that greater focus should be given to monitoring “outcomes” rather than “outputs”. In response to this we are revising our business plans to include more outcome-based measures, we are including further data in the Self-Assessment Report and we are working with Data Cymru and the Welsh Local Government Association in developing a national framework for the monitoring of outcomes.

The launch of ‘MyAccount’ service means residents now have a convenient and user-friendly way to interact with the Council whenever they choose with over 6,000 residents signing up so far. MyAccount provides the Council with additional methods of capturing feedback and engaging.

There is a recognition that the Council’s strategies are constructed in-line with the 5 Ways of Working which increases their level of resilience and sustainability.

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

However, like all local authorities, there are challenges to delivering these ambitions; the return to austerity combined with the limited resources and capacity, while demand from customers continues to grow. Although the Council has a track record of innovation and creativity in service delivery and seeking new ways of working, it is recognised that managing expectations is also important as we move forward.

Keeping these strategies up to date and revising them where required is one way of helping us achieve that, by putting in place strong foundations from which to invest in new technology, find new ways of delivering services and maintaining performance levels.

We recognise, however, that there is a disconnect between the actual level of performance in key metrics such as the Local Performance Profile and the perceptions of many of Ceredigion’s residents. Work is ongoing to improve the way the Council feeds back to the public and stakeholders on its progress.

While progress on our performance journey has been very positive during the year, we recognise there is still a lot of work to do, in particular completing the refresh of key strategies and in developing the reporting of outcomes. For example, the Joint Procurement and Commissioning Strategy and Strategic Asset Management Plan, are both in the process of review.

There are a number of challenges facing all local authorities at the current time, such as local authority funding, recruitment in areas such as social care, the cost of living crisis and our ongoing work to tackle poverty in the county. To help us mitigate these challenges, we are continuing to monitor their impacts and adjust our action plans accordingly.

Exercising our functions effectively key line of enquiry	Assessment
Does the Council have a set of corporate and service strategies in place which set out the Council's vision and priorities?	Very good
Are these strategies delivering their aims and objectives?	Good
Are these strategies sustainable in adapting to the future needs of the organisation?	Very good
Does the Council have an effective performance management framework and democratic scrutiny in place to support delivery of the Council's vision and priorities?	Satisfactory
Are these strategies sustainable in adapting to the future needs of the organisation?	Good

Using Our Resources Economically, Efficiently and Effectively

The overall position in relation to the efficient use of resources is assessed as being good, particularly in relation to the management of the Council's finances.

This is evidenced by the unqualified audit opinion on the Council's accounts, the financially resilient position, and the positive feedback from the Panel Performance Assessment which highlighted good working relationships between executive members and senior officers, along with strong leadership at Member and Senior officer level.

This places the Council in a strong position to deliver the new Corporate Strategy and Corporate Well-being Objectives.

Regulatory reports are also positive. The Panel Performance Assessment concluded that the Council has demonstrated it has made effective and efficient use of resources to date, and that there is a clear thread between the Corporate Strategy and financial resources. The Estyn Inspection of Education Services praised the high-quality provision for learners and none of the County's schools are in follow-on measures. The Care Inspectorate Wales inspection reflected positively on the Through Age Well-being Programme, and most of the recommendations have now been delivered.

Over the longer term, £68m of cumulative efficiency savings have been made since 2012, as a result of restructuring, service-redesign and transformation projects.

Good use has been made in recent years of capital expenditure, including investment in key areas such as in county children's facilities, the establishment of Well-being Centres, Local Authority Care Homes and piloting for Technology-Enabled Care.

The financial resilience of the Council is a strength, particularly when assessing the sustainability of services. However, we recognise the ongoing budgetary challenges that exist and the impact they could have on the delivery of our ambitions.

In the last two years, we also recognised that further work was required to maximise capital expenditure and the impact of the Capital Programme. This has been addressed through our Self-Assessment Action Plan.

There are also frustrations from elected members and from officials regarding the difficulties in persuading Welsh Government Ministers and officials to appreciate the different context of rural challenges, and that changes to the funding model are needed to address this.

Using our resources economically, efficiently and effectively key line of enquiry	Assessment
Does the Council have comprehensive strategies in place for Workforce Planning, Financial Management, Procurement and Asset Management?	Good
Are these strategies delivering their stated aims and objectives for Workforce Planning, Financial Management, Procurement and Asset Management?	Good
Are these strategies sustainable in adapting to the future needs of the organisation?	Good

Ensuring Our Governance is Effective

Overall, the evidence shows that the Council's governance arrangements are robust and support the work of the Council in delivering its Corporate Well-being Objectives and improving outcomes for residents. The Annual Governance Statement and Governance Framework are in place and relationships with regulators are productive.

Internal reviews and external regulator reports evidence this. For example, the latest review of the Annual Governance Statement for 2024/25 provided "substantial assurance" that there was a sound system of scrutiny and robustness in place and that the systems and procedures in preparing and scoring the Governance Framework were satisfactory. It concludes that good progress has been made during the year with recorded achievements against each of the seven core principles.

Governance is one of the core themes of the Self-Assessment performance regime. Specifically, local authorities are required to have effective governance to ensure they are exercising their functions effectively and using their resources efficiently.

These themes were assessed as part of the Panel Performance Assessment in October 2024. The independent review panel concluded that the Council has effective

governance and reporting arrangements in place, including effective democratic services and internal audit arrangements.

However, two recommendations were identified by the Panel to strengthen the relationship between backbench members, the scrutiny function and the Executive (Cabinet).

It is also important to note that Ceredigion is leading on complex work in relation to regional partnerships for Corporate Joint Committees (CJC) and Growing Mid Wales (GMW). The Mid Wales Corporate Joint Committee has been set up and governance structures are in place, although concerns regarding the value for money of the Committee remain.

Ensuring our governance is effective key line of enquiry	Assessment
Does the Council have a comprehensive governance framework in place for maintaining the corporate governance of the organisation?	Very good
How effective is the governance framework applied and observed?	Good
Does the Council work productively with its external regulators and demonstrate good compliance?	Very good

Long-term Innovation and Creativity

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

Recent years have created windows of opportunity to learn from, to transform services and to bring about sustainable change and improvements. In essence, it allowed us to reconsider the way we work and reorganize in a way that benefits the customer, the workforce, and significantly reduces the impact on our environment.

There are many examples of this, including the adoption of the hybrid working model as a permanent but discretionary option for staff in June 2024. Our learning shows that hybrid 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.

The opening of the Penmorfa Centre for Independent Living is a key milestone on the prevention journey by using cutting edge technology to transform care options for local people to maintain their independence and live at home for longer. The Centre was highlighted during the Panel Performance Assessment as an example of innovation and good practice to optimise the use of its resources.

The Through Age Well-being Programme is continuing to transform social care in Ceredigion. This is in response to the changing demographics of the County which has resulted in increased demand and greater financial pressure on services. Providing support for all ages and needs is a significant challenge for the Council with limited resources.

Many of the individual elements of Through Age Well-being are working well, for example the investment in accommodation for children in care. We will continue to push forward with transforming how people's health, wellbeing and safety are supported in Ceredigion.

There are a variety of other significant projects delivered during the year including the opening of the Penmorfa Centre for Independent Living, the Lampeter Well-being Centre, the better use of Canolfan Rheidol with the Health Board, and the first loans of the Community Housing Scheme to help local people afford to stay and live in their local area. These are all examples of creative practices that have been introduced and not mirrored elsewhere in Wales, and which were highlighted during the Panel Performance Assessment.

The investment in and nurturing the use of innovation and creativity in the organisation cannot be overstated. We recognise that tapping into this creativity is essential to the Council's overall performance and its long-term sustainability. The Medium-Term Financial Strategy highlights the future funding challenges for the Council and recognises that the Council will need to identify further areas for alternative service delivery to ensure sustainability of services.

Long-term innovation and creativity key line of enquiry	Assessment
How effective have Council transformation projects been in identifying and implementing creativity and innovation across the organisation?	Very good
Does the Council embrace innovation and creativity in its activities and implement transformation?	Very good

Collaboration

The Council is proactive in engaging in local, regional and national partnerships. There are good examples of where this collaborative working is improving outcomes such as through Growing Mid Wales, the Mid Wales Regional Skills Partnership, and the Mid Wales Education Partnership.

However, the Council focuses on engaging with partnerships which are beneficial for the people and communities of Ceredigion, and where there are demonstrable benefits. The Council proactively engages in these partnerships and challenges the value of the arrangement if not positive, and pursuing alternative arrangements where necessary.

An example of this is in the decision to withdraw from Education through Regional Working (ERW) and instead pursue more effective arrangements through the Mid Wales Education Partnership which is now recognised as an example of effective partnership working. In these cases, a robust rationale is always provided to set out why it is not in Ceredigion's interests to pursue the partnership arrangement. This proactive approach to assessing the value of collaborative working is recognised as essential to maximising the impact of collaboration and improving outcomes for local people.

This is important because we recognise the scale of the budgetary challenges that exist in local government and that opportunities for partnerships and co-working will be essential in helping to fulfil our ambitions and plans in the future.

The Panel Performance Assessment recognised the good working relationships that the Council has, particularly with neighbouring local authorities. The Panel went on to recommend that there may be further opportunities for collaboration through shared services, and these should be opportunities should be explored, particularly in the provision of social care.

Collaboration key line of enquiry	Assessment
How effective are the partnerships in which the Council is invested in delivering their aims and objectives?	Good
Does the Council proactively engage in local, regional and national partnerships?	Good

Involvement

The Council's Engagement and Participation Strategy puts plans in place to ensure the best methods are used to maximise engagement and deliver a consistent approach across the organisation. In doing so, the Strategy helps ensure that all communities in Ceredigion have a voice, and that we actively seek the views and lived experiences of those groups whose voices are seldom heard.

The Council regularly reviews its collaboration projects in order to assess their effectiveness. The review provides the opportunity to take stock, to see whether the projects are delivering what they should, whether they are statutory/mandatory, whether they remain fit for purpose and whether they pose any risks for the Council. A decision is made whether each project should continue, cease or be amended. The latest of these reviews were completed in July 2024.

There are some good examples of engagement during 2024/25 where the results are being used to drive improvements and shape services. These include consultation on the new Housing Allocations Policy and on shaping the Aberystwyth Coastal Defence Scheme.

A new Insights Board has been set up to help drive greater understanding from the variety of consultation and engagement sources available to us. Although still relatively new, this new group has gone from strength to strength and will play a vital role in future in strengthening the analysis and sharing of data, disseminating recommendations to relevant sections of the Council and supporting the delivery of the Corporate Well-being Objectives.

The combination of these initiatives will help us demonstrate that we have listened and considered the feedback from engagement and consultation.

However, some specific and ongoing concerns have been raised in relation to consultation overload and the low numbers of responses to some consultations. While we try to double-up on consultations and reduce the burden where possible, a lot of consultation is either a statutory requirement or is best practice.

It is also recognised that consultations and engagements on more emotive subjects will always attract a significantly larger number of responses, compared to others, which can be seen again during the 2024/25 year.

However, there are activities underway to strengthen this. The Council has been working with Data Cymru and the WLGA in developing the National Residents Survey, a standardised and more robust approach to running citizens surveys nationally. The first Survey was run in 2024 and attracted almost 2,000 responses providing residents with the opportunity to feedback on their local area, the Council and its services, and on local democracy.

Furthermore, the introduction of the new engagement part of the 'MyAccount' service is expected to help encourage a greater level of involvement and larger number of responses by keeping residents informed of engagements and providing the opportunity to take part in focus groups.

Overall, engagement and consultation is considered to be good in some areas, but there are areas where further work is needed. We will be reviewing and updating the Engagement and Participation Strategy action plan during 2025/26.

Involvement key line of enquiry	Assessment
How effectively does the Council use engagement and consultation feedback to review and improve its services?	Good
Does the Council have a comprehensive strategy and action plan for engagement and consultation in place?	Good

Risk Management

The Council's management of risk has developed well in recent years. The full review of the Risk Management Policy, Strategy and Framework in 2023/24 resulted in an updated

suite of documents to ensure our arrangements are fit for purpose and based on best practice.

Although the process was found to be working well overall, the review introduced some specific enhancements. These were:

- It clarified the role of Internal Audit
- Introduced the use of ‘target’ risk scores to help assess the effectiveness of mitigating risks.
- Introduced greater consistency in the management of service risks
- Strengthened the process of escalation/de-escalation of risks to the Corporate Risk Register.

Over the past five years, the Council’s Corporate Risk Register has developed into a ‘living’ and evolving document as risks change and new risks emerge. For example, the Register is reviewed and updated regularly. It is reviewed regularly by Leadership Group and quarterly by Governance and Audit Committee. The level of understanding of individual risks has increased over time as a result.

However, in March 2025, Audit Wales conducted a review of public bodies’ risk management processes across the mid and west Wales region. We await the results of this review which will be used to identify any further opportunities to strengthen the process.

As part of our drive to continually improve, we have regularly worked with our insurers, Zurich, in seeking independent feedback on our risk management approach. During 2025/26, we will be working with them again to provide a further session with our Leadership Group and specific training to two officers who work in the area of risk management.

Risk management key line of enquiry	Assessment
Does the Council have a comprehensive strategy and framework in place for managing risk?	Good
Are these strategies delivering their aims and objectives?	Good
Are these strategies sustainable in adapting to the future needs of the organisation?	Good

The Self-Assessment Action Plan

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

The Plan builds on last year's action plan as our learning develops and as new opportunities are identified. All actions will continue to be monitored through to completion as part of our ongoing performance management arrangements and progress will be reported in the Self-Assessment Report. Previously completed actions are retained as a log of progress on our self-assessment performance journey.

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

Self-Assessment Action Plan: Opportunities for Improvement

Description	Timescales	Lead Officer	Outcomes	Status
Provide a standardised and effective method of engagement and participation across the council and ensure the council engages with the people of Ceredigion in the best and most appropriate way	January 2023 - March 2024	Alun Williams (Corporate Lead Officer Partnerships, Performance and Public Protection)	- Provides a standardised and effective method of engagement and participation across the Council - Ensures the Council engages with the people of Ceredigion in the best and most appropriate way - Keeps the Council up to date with best practice in the field of engagement and consultation - Citizens and stakeholders are involved in the decision-making process and in shaping Council services - Ensures Council resources are directed to priority areas, such as the current cost of living crisis, as identified through engagement and consultation. - Ensures that the voices of all those in Ceredigion are heard	Completed March 2024. Ceredigion County Council is committed to engaging with its residents, service users and other key stakeholders. The Engagement and Participation Strategy was developed and approved by Cabinet in October 2022. The Strategy provides corporate direction and guidance to the Council's elected members and officers in order to bring engagement into the heart of the Council's work and to ensure that engagement activities are of a consistently high standard. An annual progress report on the Strategy is presented to Cabinet and published on our website. The Engagement toolkit was also published on our internal website in January 2024 and is available for all staff to use.
Deliver Workforce Plan to ensure the council has a	January 2023 - March 2027	Geraint Edwards	Ensures vacant roles are filled by appropriately qualified and	Completed March 2025.

Description	Timescales	Lead Officer	Outcomes	Status
sustainable and qualified workforce		(Corporate Lead Officer People and Organisation)	experienced staff to provide a high quality customer experience and level of service • Ensures that capacity exists in services to provide quality services • Ensures the sustainability of services over the longer-term • Allows us to identify and respond to changing customer needs • Improves employee recruitment and retention • Improves productivity and quality of service	The updated Workforce Plan has been published following approval by Cabinet in September 2023. The new Plan sets out the Council's approach to managing its workforce to meet its current and future service delivery needs, and specifically address key issues including recruitment, retention and succession planning to ensure stable staffing levels, a sustainable workforce and that vacant posts are filled with appropriately qualified staff. The four themed priorities set out in the plan are: Realising Potential, Candidate Experience and Talent Attraction, New Ways of Working and Our Culture. The new Plan will allow the Council to anticipate future workforce needs and skills requirements to proactively address emerging challenges and capitalise on new opportunities.

Description	Timescales	Lead Officer	Outcomes	Status
Deliver phase 2 of the Through Age Well-being programme to transform social care in Ceredigion	January 2023 - March 2027	Audrey Somerton-Edwards (Corporate Lead Officer Porth Cynnal and Statutory Director of Social Services)	• Manages the increased demand and financial pressures on services to provide sustainable services in the future • Ensures people get the right level and type of support at the right time • Promotes positive health and well-being and supports people to self-support • Strengthens families so that children and young people remain with their family • Enables individuals to live independently in their own community • Provides proportionate approaches to managed care and support • Protects individuals and keeps them safe from abuse, harm and neglect	In progress. Implementation and delivery of the Through Age Wellbeing Programme (TAW) continues as the transformation of services progresses with the integration of social care into 3 Services - Porth Cymorth Cynnar, Porth Gofal and Porth Cynnal who, along with Customer Contact, make up the 4 main areas that fall within the Through Age Wellbeing Programme of change. As the third year of the six-year TAW Model Strategy came to an end (in October 2024), the planning for the second half of the TAW programme focuses even more on strengthening the base practice, responding to and leveraging repair action from the Care Inspectorate Wales evaluation to ensure the full benefits of proportionate assessments, what matters conversations and early interventions can be fully achieved.

Description	Timescales	Lead Officer	Outcomes	Status
Develop and publish a new Digital Strategy for Ceredigion	September 2023 - March 2025	Alan Morris (Corporate Lead Officer Customer Contact, ICT and Digital)	• Provides a clear strategic vision to develop digital services • Ensures the Council has modern, stable and resilient Digital Infrastructure • Supports the delivery of the Council's Corporate Strategy and Corporate Well-being Objectives, such as the drive to create well-connected communities through improved digital connectivity and digital services • Supports easier digital access to Council services and an enhanced customer experience • Supports the Council's work to improve digital inclusion. • Support colleagues to make the best, fullest use of the tools and technologies available to them, developing high levels of digitally skilled collaboration	Complete March 2025. The new Digital Strategy was published in March 2025 following public consultation. It sets out how the Council will achieve the overall aim of creating a "Digitally Confident Ceredigion", focussing on delivering sustainable, long-term digital development across all services and supporting the national digital strategy. Split into 3 core pillars of Digital Organisation, Digital Residents and Digital Communities, it outlines the objectives that will be delivered against each. The Digital Strategy will be overseen by the New Ways of Working (NWOW) Project Board, which includes the "Digital Champion" from each service area.
Ensure capital expenditure is maximised and utilised	January 2023 - March 2025	Duncan Hall (Corporate Lead Officer Finance & Procurement)	• Ensures the Council's Capital Programme is delivered and spend maximised • Supports partnership working with the Welsh Government on capital projects	Completed March 2025 The Council continues to work to ensure that capital expenditure is maximised. Good use has been made in recent years of capital

Description	Timescales	Lead Officer	Outcomes	Status
		and Section 151 Officer)	• Supports the delivery of the Council's vision and Corporate Well-being Objectives • Supports the reduction of long-term costs and increases in productivity • Along with the revenue budget provides the resources to meet the delivery of the services' business plans	expenditure, including investment in key areas such as in county children's facilities, the establishment of Well-being Centres, Local Authority Care Homes and piloting for Technology-Enabled Care. A revised Multi Year Capital Programme for 2025/26 to 2027/28 was approved by Cabinet in July 2025. The Capital Outturn Report for 2024/25 reported that the actual expenditure was £29.7m higher than the level incurred during 2023/24 due to a combination of two major capital schemes during the year (Dyffryn Aeron School and the Aberaeron Coastal Defence scheme). The Capital Programme continues to be reported to Cabinet detailing the outturn position and the amended programme for the next three years.
Support local businesses and the local economy through implementing the	January 2023 - January 2026	Duncan Hall (Corporate Lead Officer	• Ensures procurement practices are up to date and fit for purpose	In progress. The Procurement Strategy is currently being reviewed and

Description	Timescales	Lead Officer	Outcomes	Status
updated procurement strategy		Finance & Procurement and Section 151 Officer)	• Helps to achieve value for money by ensuring the Council spends its financial resources economically, efficiently and effectively • Supports the identification of efficiency savings and eliminates waste • Delivers savings by capitalising on the savings achievable through greater buying capacity of Local, Regional and National Frameworks • Maintains high ethical standards of investment and purchasing • Maximises the contribution towards sustainable development through the procurement of sustainable solutions • Supports the delivery of the Council's vision and Corporate Well-being Objectives • Supports local businesses, supply chains and development of the local economy	updated and will be replaced with a new Joint Procurement and Commissioning Strategy. The Strategy will reflect new procurement legislation in Wales, build on the Council's strengthened approach to procurement in recent years and will be aligned to specifically support the delivery of the Council's Corporate Well-being Objectives in accordance with the Well-being of Future Generations (Wales) Act 2015.
Develop the use of customer satisfaction surveys and insights into customer experience	November 2023 - March 2025	All Corporate Lead Officers	• Keeps the Council up to date with customer perceptions of services and the organisation at large as part of its ongoing engagement activity	Completed March 2025. Over 6,000 residents have signed up to the new MyAccount service including 1,600 receiving the accompanying newsletter and

Description	Timescales	Lead Officer	Outcomes	Status
			• Helps to identify areas for improvement to help raise performance levels or achieve efficiencies • Strengthens and develops the ongoing dialogue with local people and their perceptions • Provides a greater understanding of customer's needs, wants and priorities • Helps to identify where additional communication is needed to support people and / or advertise services • Aids the Council's learning to improve the customer experience	1,300 signed up to take part in further engagement. The new MyAccount Surveys have commenced with 635 responses received so far and an average service rating of 7.6 out of 10 and a variety of feedback. The Council has also been working with Data Cymru in the development of the new National Residents Survey to provide a robust and comparable citizens survey in future years. The first of these surveys was run in Ceredigion between August and October 2024, attracting 1,961 responses, which were reported to Scrutiny in January 2025. The new Insights Board was also set up in September 2024 and continues to develop well considering a range of different consultations and engagements, along with a variety of other data to maximise insights and develop a greater understanding of local

Description	Timescales	Lead Officer	Outcomes	Status
				people's views to shape future services.
Deliver the actions in the response to the Panel Performance Assessment	May 2025 - March 2027	All Corporate Lead Officers	- Increases the extent to which the Council meets the performance requirements of the Local Government and Elections (Wales) Act 2021 - Strengthen communication, consultations and understanding of resident's views - Increases in-house social capacity and reduce reliance on agency staff - Reduces the costs of out of county placements for looked after children - Identifies more innovative ways to deliver services with all partners - Strengthen the scrutiny function	New action. Following the Council's first Panel Performance Assessment in October 2024, a series of 10 actions were identified to deliver the recommendations made by the independent review panel. These actions were formally agreed by Cabinet in May 2025 and in the process of being delivered over the next 24 months. Full details of the findings of the Assessment, including the actions that the Council intends to take, are contained on pages 24-25 of this report. In order to monitor progress, an update report will be provided to the Governance and Audit Committee in January 2026.
Deliver the recommendations in the CIW inspection of social services	May 2023 - March 2025	Audrey Somerton-Edwards (Corporate Lead Officer Porth Cynnal)	- Ensures that people's voices are central to the work we undertake - Increases provision of respite for parents and carers and positively impacting on people's outcomes	Completed March 2025. Most improvement areas from the 2023 Performance Evaluation Inspection have now been addressed and recognised as improvements in the more

Description	Timescales	Lead Officer	Outcomes	Status
		and Statutory Director of Social Services)	• Ensures people are kept informed of how well social care services are being delivered in Ceredigion • Prioritises a sufficient and sustainable workforce with the capacity and capability to consistently meet statutory responsibilities • Ensures a standardised approach to supervision and oversight of practice • Ensures a competent and confident workforce • Provides a robust quality assurance framework • Ensures complaints are consistently responded to in accordance with the prescribed timescales	recent CIW Improvement Check conducted in May 2025. The Improvement Check highlighted the positive progress made in Adult Social Services, in particular, the Council's commitment to person-centred care, strong leadership, and a clear vision for continuous improvement. The Inspection Team also found that there is a clear strategic focus on helping people avoid needing long-term statutory care and promoting resilience in local communities, which is one of the principal objectives of the Through Age Well-being Programme. Furthermore, all residential care homes operated by the Council are currently rated as either 'Good' or 'Excellent', reflecting the high standards of care and support provided across the county. The remaining issues are included in the updated action plan that will go through the democratic process during the autumn of 2025.

Description	Timescales	Lead Officer	Outcomes	Status
Deliver strategic asset management plan that implements new ways of working for the staff of Ceredigion County Council and improves the customer experience	January 2023 - March 2026	Russell-Hughes Pickering (Corporate Lead Officer Economy & Regeneration)	• Provides an updated and long-term strategy to manage the Council's physical assets • Ensures efficient and effective use of council assets (funds, land, buildings, staff and information communication technology) • Supports new ways of working post COVID-19 including the rationalisation of assets • Provides a strategy to release efficiency savings and potential new income streams • Ensures the Council's approach to asset management is fit for purpose and that services are sustainable • Supports more joined-up and high quality services	In progress. The Asset Management Plan is currently being reviewed and will be replaced with a new overarching Strategic Asset Management Plan. The new Plan, which will be produced by the Assets Team, will have a broader strategic approach, encapsulating the new Hybrid Working Strategy that is driving a change to our approach, the budgetary pressures to rationalise the Council's estate, and the major improvement programmes being undertaken such as those for schools improvement and care home investment. For example, works are being undertaken to install new fire doors in residential care homes on a risk-based approach to bring all buildings up to post-Grenfell standards, followed by the larger schools in the county. The Council has various workstreams that manage

Description	Timescales	Lead Officer	Outcomes	Status
				assets, plan improvements, consider building rationalisation and redevelopment options. This is captured in an overall Development Plan being prepared through the Council's development Group and is financed through the Capital programme. Sitting beneath this plan, there is an Asset Development Programme, School Improvement Programme, Care Improvement Programme, a Hybrid Strategy and the Carbon Management Plan. These are at various stages of development. The Council has established a 'New Ways of Working' project, which is tasked with realising the vision of our Hybrid Working Strategy and as a result the main office buildings are being repurposed. Space in Canolfan Rheidol is being used by Hywel Dda for the delivery of physiotherapy services and to relocate office desk space from

Description	Timescales	Lead Officer	Outcomes	Status
				Bronglais. Space in Penmorfa has been re-purposed to provide a Centre for Independent Living. The School Improvement Programme is well established and been recently reviewed to look forward to the next 3, 6 and 9 years. The Care Improvement Programme is being developed using a similar model to school improvement and will reflect changing needs and the Through Age and Wellbeing strategy. A Re:Fit programme is being progressed to deliver a range of energy efficient measures to operational buildings.

What is Self-Assessment?

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

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

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

There are five specific duties introduced by the Act:

- 1) Duty to keep performance under review Ceredigion County Council has a duty to keep under review the extent to which it is fulfilling its 'performance requirements by determining the extent to which it is:
 - Exercising its functions effectively
 - Using its resources economically, efficiently and effectively
 - Ensuring its governance is effective for securing the above
 - Duty to consult on performance
- 2) Councils must consult a range of people at least once in every financial year about the extent to which they are meeting their performance requirements. The statutory consultees are:
 - Local people
 - Other persons carrying on a business in the County
 - The staff of the Council
 - Every Trade Union which is recognised by the Council

3) Duty to report on performance

The Council must produce a self-assessment report each financial year. The report must set out its conclusions on the extent to which it met the performance requirements, and any actions it intends to take, or has already taken to further improve.

4) Duty to arrange a panel performance assessment

At least once in each election period, the Council must arrange for an independent panel to undertake an assessment of the extent to which the council is meeting the performance requirements and report its results. The Council is currently making preparations to undertake its first Panel Performance Assessment during 2024/25.

5) Duty to respond to a panel performance assessment

The Council must prepare a response to a Panel Assessment Report setting out:

- The extent to which it accepts the conclusions in the report
- How it intends to follow any recommendations
- Any further actions the Council intends to take to improve performance

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

Reflective Practice

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

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

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

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

The Five Duties on Principal Councils are:

- Keep performance under review
- Consult on performance

- Report on performance
- Arrange a Panel Performance Assessment
- Respond to the Panel Performance Assessment

How We Conduct Self-Assessment

Our Approach to Self-Assessment

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

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

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

Continuous Cycle

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

Evaluation, Reflection and Identifying Opportunities

During April each year we bring together a wide variety of evidence to help us in assessing our current performance. This includes internal performance monitoring such as performance dashboards and complaints reports, regulatory reports from inspections and the results from consultation and engagement activities.

We undertake an exercise of reviewing the evidence to identify key findings - where performance has improved, where there are opportunities for improvement and what the key themes are from our consultation.

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

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

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

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

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

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

The Self-Assessment Report is updated following the Committee's recommendations and the final report presented to Cabinet for approval in November. Following approval, the Report is published and submitted to the statutory recipients, including a final copy presented to the Governance and Audit Committee.

Steps and timetable for completion of Ceredigion's Self-Assessment Report.

- March/April: Conduct Desktop Review of Evidence
- April/May: Conduct workshops with Councillors and Officers
- May to July: Collage Evidence and produce Draft Self-Assessment Report
- July to August: Leadership Group and Cabinet Review Draft Self-Assessment Report
- September: Governance and Audit Committee Review Draft Self-Assessment Report and make recommendations
- October: Draft Self-Assessment Report reviewed by Overview and Scrutiny Coordinating Committee
- November: Final Self-Assessment Report signed off by Cabinet and published

Self-Assessment in Our Performance Management Framework

Integration into the Council's Performance Framework

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



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

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

Self-Assessment in the Wider Performance Framework

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

It is also an integral part of operational performance and used in the setting of annual business plans for each service. We all recognise that capacity is at a premium and demand is high, and as a result effective business planning has never been so important to ensure we are delivering 'the right services in the right way'. Having the opportunity to 'reflect' on past and current performance is crucial to understanding our

strengths, weaknesses and opportunities. This form of reflective practice is critical in helping us determine our actions and priorities for the years ahead.

The Golden Thread

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

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

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

The 'Golden Thread' in Ceredigion



Managing Our Performance

Our Performance Journey

Put simply, performance management is taking action in response to actual performance and predicted performance to make outcomes for the people of Ceredigion better than they would otherwise be.

Over the last four years, Ceredigion's approach to performance management has been revitalised and updated. Since then, good progress has been made in building a strong performance management culture across the organisation and preparing for the Self-Assessment performance regime introduced by the Local Government and Elections (Wales) Act 2021.

This is reflected in the new business planning process, the relaunched Performance Board and the positive feedback on the Council's approach to self-assessment.

The new legislation emphasizes the importance of embedding a strong performance management culture and achieving this is the overriding principle of the Council's ongoing performance journey.

The learning during the COVID-19 pandemic has created the opportunity to bring about sustainable change and improvements through new ways of working and investing in new technologies to deliver high quality services in an efficient and environmentally friendly way.

The Council has a track record of innovation and over the next five years it will continue to develop this innovative approach and move to more agile and smarter ways of working. Performance management will play a key role in this transformation.

Who is Responsible for Performance Management?

Performance management is everyone's responsibility – everyone has a role to play in delivering business plan objectives, tasks and measures which support the delivery of the Council's Corporate Well-being Objectives and its overall vision.

Performance Management Framework

To ensure we achieve this, we have a new 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.

The Performance Framework operates alongside the overall structure of Corporate Strategy, Medium Term Financial Strategy, Corporate Well-being Objectives, Annual Governance Statement and Programme/Project Management.

It is part of the Council's corporate planning process and ensures a ensure a consistent understanding of the principles of performance management, and how they are applied in Ceredigion.

The Continuous Improvement Cycle

Our overall approach to performance management is based on a continuous cycle of improvement, following the industry recognised Plan-Do-Review cycle. This cycle is underpinned by the following steps:

- Plan our activities to deliver our vision and Corporate Well-being Objectives.
- Do or deliver the activities.
- Review our progress regularly to assess whether we are delivering our objectives.
- Reflect on how we are delivering our activities to identifying opportunities for improvement, efficiencies, or both.

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.

Evidence Based Assessment

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

These sources are split into three categories which help us check that our conclusions are correct and provide an accurate picture of our current performance.

The three categories are the internal evidence available to us through key strategies and internal monitoring, such as the Medium-Term Financial Strategy, our Annual Governance Statement and complaints monitoring. This provides us with an internal view of how the organisation is performing.

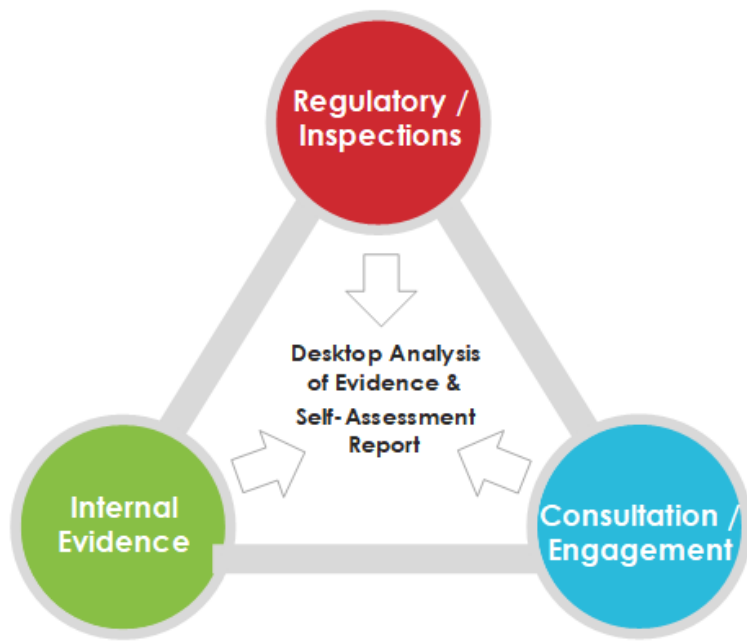
We also draw on the extensive regulatory and external evidence that exists. This includes inspection reports from Estyn, Care Inspectorate Wales and the ongoing work conducted by Audit Wales. It also includes the Panel Performance Assessment conducted by an independent review panel in 2024. This provides us with the regulatory or external view of how we're performing from independent bodies.

The third category of evidence is the consultation and engagement undertaken on an ongoing basis. This records the views of all stakeholders in Ceredigion, including citizens, businesses, council staff and Trade Unions, offering the perspective of those receiving services from the Council.

The Council has an ongoing process of engagement and consultation in place throughout the year which is used to record residents' views on a variety of Council functions (see pages 63-78).

These three categories of evidence help us 'triangulate' or check that the conclusions we draw are robust by allowing us to compare the key findings from each and ensure they align before producing the Self-Assessment Report. This relationship is shown in the diagram overleaf, where the evidence equally feeds into the desktop analysis and ultimately the self-assessment report.

Types of evidence used in conducting self-assessment



Categories of Evidence

Data Quality

Every stage of the self-assessment and wider performance management process relies on evidence and data to allow the Council to make judgements on what Ceredigion's needs are, what local people's needs are, what it has achieved, and how it compares. It is therefore vital that all this information is based on high quality, reliable, and timely data to ensure that the judgements that based upon it are sound.

The Council's Digital Strategy supports this by putting in place a framework for managing and monitoring data quality, including through data quality indicators for core systems, maintaining records of data processing and upskilling for all key business areas.

Our performance framework also supports this by helping to ensure the provision of complete, accurate and timely data used in internal monitoring and published externally to communicate the Council's progress in delivering its vision and Corporate Well-being Objectives to the public and stakeholders.

The table opposite provides a list of the types and sources of data that are taken into account in Ceredigion's self-assessment, and split by category type.

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

Internal Evidence	Regulatory and External	Consultation and Engagement
Corporate Strategy	Audit Wales Annual Improvement Report	Consultation Feedback reports incl.
Medium Term Financial Strategy	Care Inspectorate Wales (CIW) Annual Performance Report	Welsh Language Promotion Strategy
Statement of Accounts	Audit Wales Review reports	Aberystwyth Coastal Defence Scheme
Annual Governance Statement	Care Inspectorate Wales (CIW) reports	Housing Common Allocations Policy
Scrutiny Committee Feedback and reports	Estyn inspection reports	Traffic Regulation Orders
Governance and Audit Committee feedback and reports	Public Service Ombudsman Wales (PSOW)	Ceredigion County Council's Digital Strategy
Director of Social Services Annual Report	Panel Performance Assessment (PPA)	Engagement exercises including:

Quarterly Performance Dashboards	Future Generations Commissioner Reports	Growing Mid Wales Digital and Enterprise Surveys
Business Plan Monitoring	Children's, Older Persons and Welsh Language Commissioner's Annual Reports	Supported Lodgings Policy
Corporate Strategy Dashboard	Food Standards Agency, Regulatory of Investigatory Powers Act and other regulatory reports	Living in Ceredigion National Resident's Survey
Self-Assessment Dashboard	Ceredigion Public Services Board Annual Report	Conservation Area Appraisals and Management Plans
Corporate Risk Register	Ceredigion Public Services Board Assessment of Local Well-being	Annual Meetings with Town and Community Councils
Internal Audit reports	West Wales Population Assessment	Talybont Flood Alleviation Scheme
Compliments, Comments & Complaints Reports	Data Cymru	Engagement with stakeholder groups including Disability Forum and Older Persons Forum
Performance Measures Results	StatsWales	Trade Unions monthly meetings
Previous Self-Assessment Reports		Staff Health and Well-being Surveys
National Survey for Wales Results		
Council Tax and Council Tax Collection Rate		
Digital Skills Audit		
Review of Hybrid Working Arrangements		
Service's data		

Learning from Consultation and Engagement

Consultation and engagement with stakeholders is a core theme throughout our self-assessment process.

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

Consultation and engagement helps us improve our services. It lets people know what the Council does and how we set our priorities and policies. It helps us to explain what services we can and cannot provide.

Our [Engagement and Participation Policy](#) sets out how we will talk and listen with all of those who live, work or study in Ceredigion, including people whose voices are seldom heard.

Our legal duty to consult is set out in various pieces of legislation, including:

The Well-being of Future Generations (Wales) Act 2015 – the Council must involve people with an interest in achieving the National Well-being goals.

The Local Government and Elections (Wales) Act 2021 – the Council must encourage public participation in our decision making and to consult local people about the extent to which the council is exercising its functions effectively.

The Welsh Language Measure 2011 – the Council must ask the public for their views on the impact that our decisions will have on the Welsh Language.

The Equality Act 2010 – the Council must involve and engage with people who share protected characteristics.

The Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 – the Council must consult with organisations specified in the Regulations and must inform people that are likely to be affected by a traffic order.

School Standards and Organisation (Wales) Act 2013 – the Council must comply with the School Organisation Code which outlines the principles that should be taken into account when proposing to make changes to school provision.

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

This is not just about our legal duty, however, as engaging and consulting with the public provides us with better information to help our decision making. This can lead to better outcomes for our residents.

We take a “continuous engagement” approach to developing our services. This is achieved through an ongoing conversation between the Council and our local communities. For example, we regularly engage with the Ceredigion Youth Council, Disability Forum, Local Nature Partnership and the Carers forum.

This gives us a head start when we develop new services and strategies because we have been talking regularly with the people who have lived experience of the topic.

Sometimes a targeted engagement or consultation exercise is the best method. In other instances, the Council has a legal duty to follow a specific process to inform the public and provide opportunity for feedback. There is no ‘one size fits all’ solution to engagement. We aim to use the best type of engagement for the right situation.

A lot is being done to engage with residents and stakeholders. Feedback on our engagement and consultation campaigns is usually presented to Cabinet meetings.

Discussion sessions, thematic workshops, meetings with key stakeholders and face-to-face drops ins are also offered, particularly where feedback is sought from a specific cohort.

Public Consultation and Engagement Exercises in 2024/25

There were 32 engagement and consultation campaigns during 2024/25, which is 9 more than in the previous year. There were 9 specific engagement campaigns and 23 consultation exercises.

In 2024/25 we have benefitted from some important engagement events that provide a unique insight into the views of citizens and stakeholders. These included consultation on the proposed move to the Single Transferrable voting system, the review of the 20mph speed limits on Council maintained roads and the consultation on the proposals for the Aberystwyth Coastal Defence Scheme to deal with coastal flooding in Aberystwyth.

The results of campaigns like these are used to inform decisions taken by Elected Members. In 2024-25 Cabinet and Council made six decisions which resulted in changes to a service, policy or strategy that would significantly impact on the public.

Council officers prepare a report for elected members to help inform their decisions. All of the reports requiring this type of decision included a synopsis of the consultation carried out to help develop the proposed change.

All of our public consultations are published on our [Engagement and Consultations website](#). We have recently improved this webpage to differentiate between Open and Closed Consultations, and update details of the original campaign with information about the final decision so that people can see the whole story.

The number of responses we received varies depending on the topic of the campaign. For example, there was a very high number of responses to the National Residents' Survey run between August and October 2024, which attracted 1,961 responses, Conversely, the campaign on the new Supported Lodgings Policy received just four responses due the specific nature of the campaign.

Details of the engagement and consultation exercises conducted during 2024/25 can be found overleaf, along with the number of response and how the feedback was used to inform policy decisions and changes to services.

The Engagement and Participation policy will be reviewed in 2025 and it is likely that the action plan will include a new set of actions. This will ensure that we continue to improve our practice.

We welcome your views on our Self-Assessment Report, the Council's Corporate Well-being Objectives and our current performance. We would also like to know how you, your family and your community, have been affected by our work to improve well-being for everyone in the County. Details of how to get in touch are printed on the back of this report.

Analysis of Engagement and Consultation Campaigns

- 28.1% of engagement and consultation campaigns were statutory and 71.9% were fact-finding.
- 62.5% of engagement and consultation campaigns were fed back to stakeholders while 37.5% of campaigns were not fed back.
- The methods used to engage and present the information were split according to the following categories:
 - 31 were online
 - 19 were paper copies
 - 13 alternative formats on request
 - 7 statutory notices
 - 3 easy read
 - 2 focus groups or drop-in events
 - 2 large print
 - 1 video

Engagement Campaigns in 2024/25

Title of Activity	Description	Response	What next
Growing Mid Wales: Digital Business Connectivity Survey	In April/May 2024 we asked businesses in Mid Wales how suitable the current digital infrastructure is for their current operations and future requirements.	91	91 business owners responded to the survey. Their feedback will be used to gather baseline data for the Growing Mid Wales Digital Programme and tailor our efforts to best serve the community.
Growing Mid Wales: Supporting Enterprise Survey	During May-July we surveyed businesses to identify the need for funding intervention in the local commercial sites and property market.	42	42 businesses responded. Their feedback helped us to design the criteria for the Mid Wales Commercial Property Investment Fund which will be launched in May 2025.
Supported Lodgings Policy	This is a new provision to help young people who are leaving foster care or facing homelessness to remain in Ceredigion. In June we asked existing foster carers, the foster panel and key stakeholders for feedback on the draft policy.	4	We received 4 responses which resulted in changes to the policy. The policy was approved by Cabinet in September 2024 and the scheme will be launched in May 2025.
Review of 20mph speed limits on Council maintained roads	Along with most Welsh authorities, we aligned our review to Welsh Government's review of 20mph limits. Between May and September 2024, we received 62 individual comments during the 'listening phase' of our review of the 20mph speed limits.	90	23 comments supported the new 20mph limits, 20 expressed desires for a change to the national policy, 16 objected to existing 20mph limits on county roads, 8 referred directly to Welsh Government-managed Trunk Road locations, over which the Council has no jurisdiction, and 3 were deemed out of scope. The review identified no further changes, and that 20mph limits introduced

			on County Roads within Ceredigion in 2023 should remain.
Living in Ceredigion: National Residents Survey	Between August and October 2024, we asked residents for their views on the Council services they receive and how they feel about living in Ceredigion.	1,961	We received 1,961 responses. 57% were satisfied with their local area as a place to live. Just 9% were satisfied with the way the Council runs things and 17% think that the Council keeps people well informed about the services and benefits it provides. The results will be used to inform our annual self-assessment report.
Llansantffraid Conservation Area Appraisal and Management Plan	Conservation areas are special places with unique architectural or historic value. There are 13 in Ceredigion. In September 2024, we held a drop-in event in Llanon to gather local knowledge and people's view on this conservation area.	61	61 people attended. Their feedback helped to create the draft Conservation Area appraisal and Management Plan for Llansantffraid which we consulted on in Spring 2025. This document will be part of a series that we aim to adopt as Supplementary Planning Guidance for planning applications affecting conservation areas.
New Quay Place Plan & New Quay Conservation Area Appraisal and Management Plan	This drop-in event was similar to the event in Llanon. We are developing Place Plans with local Town Councils, including New Quay. Feedback from the event contributed to New Quay Place Plan as well as New Quay Conservation Area Appraisal and Management Plan.	38	38 people attended this event in September 2024. Their feedback helped to create the New Quay Place Plan, now available on our website Place Plans - Ceredigion County Council, and the draft Conservation Area appraisal and Management Plan for New Quay which was put out for consultation in Spring 2025.
Annual Meetings with Town and Community Councils	In November 2024 our senior managers met with representatives of the Town and Community Councils in the North, Mid and South of the county. 50 representatives of Town and Community Councils attended	50	

	across the three meetings.		
Talybont Flood Alleviation Scheme	In 2021, Welsh Government invited the Council to review flooding data for Talybont and to submit an outline business case for funding to prevent future flooding. Feedback was sought on potential options identified through specialist hydraulic modelling.	50	Between December 2024 and February 2025, 25 people responded to the survey and approximately 50 attended a drop-in event in Talybont. If the outline business case is successful, further work and further engagement and consultation will take place before we can submit a full business case to Welsh Government.

Consultation Campaigns in 2024/25

Title of Activity	Description	Response	Impact of the Consultation
Traffic Regulation Order: Speed Limit in Comins Coch	We must consult on proposed changes we want to make to the highways network that we maintain.	0 objections	There were no objections to changing the speed limit in Comins Coch and it has been implemented.
Traffic Regulation Order: Parking on Aberystwyth seafront	In April we consulted on changes to parking restrictions on part of Aberystwyth seafront and some adjoining streets. This was linked to the refurbishment of the Old College and improvements to our Active Travel network.	327	327 responses and an online petition were received in objection to this scheme. One expression of support was received. The TRO was approved in May 2024. It should be noted that there was some confusion between this TRO and subsequent ones. For ease of reference, these are listed next.

Traffic Regulation Order: Off Street Parking Places	In November we commenced a public consultation on a review of car parks and charges for car parks in Ceredigion.	226 objections	226 objections were received. This TRO was approved in January 2025, with one amendment – to maintain Gloster Row/Red Lion car park, Cardigan as a Pay and Display car park. The amendment was recommended due to feedback received during the consultation.
Traffic Regulation Order: Parking Charges on Aberystwyth Promenade	Also in November we commenced a public consultation on proposals to introduce car park charges along sections of Aberystwyth promenade.	106	106 objections were received and 2 responses in favour of expressing no objection. This TRO was approved in January 2025. It is worth noting that expressions of support are not invited as part of the statutory TRO procedure and so none are logged. In 2025-26 we will invite expressions of support as well as objections.
Traffic Regulation Order: Speed limit in Felinfach, and Traffic Regulation Order: Parking restrictions in Felinfach	Both these consultations were regarding proposed changes to ensure road safety by the access to the new school.	0 objections	No objections were received, and the new restrictions were approved.
Fostering – Special Guardianship Orders	We reviewed our policy on Special Guardianship Orders and consulted about it in the Spring. This is a specialised field and 7 people responded to the consultation.	7	The policy was amended as a result of the feedback received. Cabinet approved the new policy in July.

Relocation of Aberaeron Library	In February 2024 Council approved the co-location of library provision with other Council services wherever possible as part of 2024-25 budget reduction proposals. In May-July we consulted on the relocation of Aberaeron library to Penmorfa office, Aberaeron. 91% did not support relocating the library.	896	The relocation of Aberaeron library to Penmorfa was approved at a meeting of Cabinet in October 2024.
Ceredigion County Council Digital Strategy	Between May and July, we consulted with residents and stake holders on our new Digital Strategy	29	The strategy was amended to reflect the feedback. The Strategy was approved at a meeting of the Council in January 2025.
Relocation of care services from Tregerddan Care Home to Hafan y Waun	In February 2024 Council approved a review of future options for Tregerddan Care Home as part of 2024-25 budget reduction proposals. Between April and July, we consulted on this potential transfer of residential care services. We ran an online and paper copy survey and offered drop in events to gather responses. The impact assessment was updated as a result of the feedback.	125	67% disagreed with the transfer, 26% agreed. The transfer was approved by Cabinet in September.
Welsh Language Promotion Strategy 2024-29	During the summer we consulted on our Welsh Language Promotion Strategy. The strategy is a statutory requirement under the Welsh Language Standards. 72 responses were received, 48 questionnaires completed in English and 24 in Welsh.	72	The Strategy was amended in response to feedback received and was approved by Cabinet in December 2024.

System of voting at Ceredigion County Council elections	During July-September we asked residents if the Single Transferable Vote system should be adopted by Ceredigion County Council.	475	67% of those who responded supported the Single Transferable Vote system. To adopt the new system, 26 (two-thirds) elected members must vote in favour of adoption. At the Council meeting in November, 18 members voted for and 17 against. As such, the voting system will not change for the 2027 local government elections.
Growing Mid Wales: Proposals from mobile network operators	In the Autumn, we published a formal consultation on Sell2Wales. It was aimed at Mobile Network Operators and mobile infrastructure builders. We wanted to gauge the appetite for future engagement with our Mobile Coverage and Capacity Project.	8	We received 8 responses which will help us to develop business cases and identify priority areas.
Aberystwyth Coastal Defence Scheme	During August-October we asked for feedback on proposals to deal with coastal flooding in Aberystwyth. People could respond through an online or paper copy survey or by attending in person events at Aberystwyth bandstand in September.	138	There were 138 responses to the survey and approximately 200 people attended the drop in events. Their feedback has helped us to develop an outline business case for Welsh Government funding to progress the coastal defence scheme.
Housing: Common Allocations Policy	In October-November we asked for people's views on our Common Allocations Policy. The policy sets out how we allocate social housing in Ceredigion and was last reviewed in 2019. The consultation was promoted widely and also sent to all 2,000 applicants on the housing register.	100	This resulted in over 100 responses (over 80% from housing register applicants), with overwhelming support for the policy. It was adopted in the Cabinet meeting in February and will be effective from Summer 2025.

Reorganisation of schools: Ysgol Llangwryfon, and Reorganisation of schools: Ysgol Syr John Rhys, and Reorganisation of schools: Ysgol Craig yr Wylfa, and Reorganisation of schools: Llanfihangel y Creuddyn	In October we commenced statutory consultations on our proposals to close the primary schools listed above and transfer the pupils to neighbouring schools.	464	A total of 464 responses were received, including a formal challenge to the proposed closure date of the schools. In the meeting of Cabinet in December it was agreed that closing the schools as from 31 August 2025 is not an option as the timetable is not achievable. Cabinet decided that these campaigns should be treated as informal consultations on the reorganisation and future of the schools. In April 2025, at a special meeting of our Learning Communities Overview and Scrutiny Committee, it was agreed to close these consultations.
Statement of Gambling Policy	During October-December we consulted on our revised Statement of Gambling Policy. The policy must be reviewed every three years.	8	We received 8 responses to the consultation. Small changes were made to the policy as a result of feedback received. It was approved at a meeting of full Council in March 2025.
Hackney (Taxi) and Private Hire Vehicles Policy	We reviewed our current licencing requirements in line with statutory UK Government guidance. During October-December we consulted on our revised policy for taxis and private hire vehicles. The consultation was promoted to over 300 people/ organisations, including every current licensee.	6	We received 6 responses. The policy was amended as a result of the feedback. It was approved at a meeting of full Council in March 2025.

Traffic Regulation Order – Speed restriction: IBERS, Penrhyncoch to Waunfawr	In December-January we invited objections to a change in speed restrictions at the above location. This was linked to improvements to our Active Travel network.	1	One response was received. The Traffic Regulation Order was made in May 2025.
Conservation Area Appraisals and Management Plans	In January-March we consulted on Conservation Area Appraisals and Management Plans for Aberaeron, Aberystwyth, Cardigan, Lampeter, Llanbadarn Fawr, Llandysul, New Quay and Tregaron. The plans are the result of previous engagement campaigns that helped inform the final product.	60	We received 60 responses. 50% of respondents agreed with the management proposals and 65% agreed that the character of the area had been adequately defined in the appraisal. Following the consultation, relevant amendments have been made to the Conservation Area Appraisals and Management Plans to reflect the feedback received. They will be presented to Cabinet in June 2025 with a recommendation that they are adopted as Supplementary Planning Guidance.

Supporting Self-Assessment

Trade Unions

Monthly meetings are in place between the Council and recognised Trades Unions. These are chaired by the Corporate Lead Officer for People Organisation and provide a consultative forum to engage in and help steer direction for workforce matters and individual concerns around wellbeing and conduct. This ongoing dialogue is important to the Council through ensuring staff have a voice and to build on the intelligence gained from our staff surveys and consultations.

As part of the self-assessment, we have continued to meet with Trade Union representatives to outline the process and their role as statutory consultees. No specific issues have been raised by the Trade Unions at this point, although this is likely to develop as the process becomes increasingly embedded. Working in partnership with our Trade Unions is critical to the successful delivery of our Workforce Plan, and feedback on the Council's performance can be provided at any time.

Staff Consultation

Ceredigion has a strong history of measuring staff sentiment, even before the adoption of the New Ways of Working initiative. This has continued into 2024/25 with two main pieces of work.

Firstly, the new Flexible Working Policy was approved in June 2024 which sets out the permanent but discretionary hybrid working scheme. This scheme provides flexible working practices which can aid health and well-being, reduce turnover, increase motivation and talent attraction.

The review of the temporary arrangements involved employees and their line managers feeding back on their experiences to help inform the decision to adopt hybrid working as a permanent option and to develop a Hybrid Working Policy, which forms part of the Council's Flexible Working Policy.

Between November 2024 and January 2025, the Council conducted its latest "People Survey" to record staff sentiment across a range of issues from their personal well-being to working arrangements.

The feedback received from staff is invaluable in helping to create a healthier and happier workplace for everyone and is used to inform the training and support provided to staff.

Business Consultation

The Growing Mid Wales partnership, which represents the two local authorities of Ceredigion and Powys, conducts regular consultation with local businesses.

During 2024/25, the Business Digital Connectivity Survey was conducted to better understand current and future needs of businesses, enhance digital infrastructure and support business growth across the region.

Meanwhile, the Supporting Enterprise Survey was conducted to better understand the future growth plans of businesses across the region and their need for commercial premises to help them achieve their development goals.

Staff Health and Well-being Survey

Background

The aim of the People Survey was to provide a comprehensive understanding of the employee experience, covering areas such as job satisfaction, development opportunities and well-being. A total of 1,017 staff participated which equates to 50.3% of the corporate workforce.

The Results

Our corporate average exceeds (sometimes significantly) all national comparators. Where trends can be tracked, there is either stability or positive improvement across all indicators, except for 'manageable workloads' (which declined from 81% to 76%) and 'I am well supported by my line manager' (which declined from 91% to 88%).

The survey has provided valuable insights into the experiences and perceptions of our workforce. The high level of participation and the positive feedback across all areas reflect the dedication and engagement of Team Ceredigion.

While the corporate averages exceed national comparators, and that there is stable or improving trends in most indicators, we also recognise there will be some areas which will require further support and engagement. Some of the headlines are shown to the right.

People Survey Headlines

- 84% are satisfied with their job (+3%pts on the 2023 survey, and above the CIPD average for Wales of 71%)
- 87% are enthusiastic about their job (above the CIPD average for Wales of 53%)
- 76% find their workload to be generally manageable (-5%pts on the 2023 survey)
- 79% feel able to make suggestions to improve the work of their team (above the NHS Wales average of 55%)
- 94% say they have the opportunity to use their Welsh language skills during their working day
- 84% say that the Council cares about their health and well-being (-5%pts on the 2023 survey)

National Residents Survey

One example of the consultation undertaken with residents was the very first National Resident's Survey conducted between August and October 2024.

This is a new national initiative developed by Data Cymru and the Welsh Local Government Association to provide a standardised approach to running citizens surveys and recording citizen's views. It captures views on the local area in which you live, the Council services you use and your understanding of local democracy.

A total of 1,961 responses were received, much higher than the previous year's Stakeholder Survey that received 148 responses. This represents 3.1% of Ceredigion's population aged 16 or over.

The overall findings show that residents are broadly satisfied with their local area as a place to live, that people get on well together and that they feel part of their local area. However, respondents have a lower level of satisfaction with the Council, the services it provides and value for money.

There is a disconnect between the Council's actual level performance as measured by recent inspections and performance metrics, and public perception. In response to these findings the Council is strengthening its communication with residents and stakeholders on how it is currently performing and the range of services provided.

A summary of these headlines are shown in the table below and you can read the full feedback report on our [Engagement and Consultation website](#).

Local Area	Council Services	Local Democracy
73% strongly or fairly agree that people in their local area get on well and help each other (11% slightly or strongly disagree)	71% think that council services are always available in their preferred language (22% said sometimes and 1% said never)	83% are aware of all or some of the responsibilities of local councillors (17% are not aware of any)
67% would recommend Ceredigion as a place to live (33% would not)	53% think that council services are always available in a format that is accessible to them (36% said sometimes and 2% said never)	70% know who their local councillor is (30% do not know)
66% strongly or slightly agree that they feel part of their local area (17% slightly or strongly disagree)	23% feel that the Council provides services of a high quality a great deal or a fair amount (76% stated not very much or not at all)	49% are aware that there are a number of Council meetings that the public can attend in-person or online (51% are not aware)

64% feel very or fairly safe when outside in their local area after dark (22% feel fairly or very unsafe)	21% strongly or slightly agree that contacting the Council is simple (63% strongly or slightly disagree)	
59% strongly or fairly agree that people in their local area pull together to improve the local area (20% slightly or strongly disagree)	16% agree that the Council provides services that represent value for money a great deal or fair amount (81% said not very much or not at all)	
57% are very or fairly satisfied with Ceredigion as a place to live (32% were fairly or very dissatisfied)	9% very satisfied or fairly satisfied with the way the Council runs things (82% dissatisfied or very dissatisfied)	

Setting and Reviewing Our Well-being Objectives

The Council's Corporate Strategy 2022-27 sets out four Corporate Well-being Objectives for the Council. These are:

- Boosting the Economy, Supporting Businesses and Enabling Employment
- Creating Caring and Healthy Communities
- Providing the Best Start in Life and Enabling Learning at All Ages
- Creating Sustainable, Green and Well-connected Communities

The Corporate Well-being Objectives enable the delivery of services that will enhance the social, economic, environmental and cultural well-being for the citizens and communities of Ceredigion. The Objectives were developed during 2022 to coincide with the publication of the Corporate Strategy. They were identified through a wide variety of evidence, including public engagement, the Ceredigion Assessment of Local Well-being and the ambitions of the 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 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 Well-being of Future Generations (Wales) Act requires the Council to set and publish Well-being Objectives that are designed to maximise our contribution to the achievement of the seven Well-being Goals for Wales specified in the Act. At the same time we must publish a statement explaining why meeting the objectives will contribute to the achievement of the well-being goals and what actions we will take to meet the objectives.

The Act also requires us to review the Objectives annually to ensure they remain the right Objectives for Ceredigion that we are delivering them. In autumn 2024 they were reviewed and it was agreed by Council that they remain the priority areas for the County and will remain in place for 2025/26.

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

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:

- 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

Assessing Progress 2024/25

The Legislation

Local authorities are required by the Well-being of Future Generations (Wales) Act 2015 to review progress in delivering their well-being objectives. Although we keep progress under continuous review, we publish our latest performance every year in our Self-Assessment Report.

This report combines the statutory reporting requirements of the Local Government and Elections (Wales) Act 2021 and the Well-being of Future Generations (Wales) Act 2015.

The “Journey Checker” Tool

In assessing our overall progress, we use the Future Generations Journey Checker to assist in providing a standardised assessment of progress against each Corporate Well-being Objective.

The Journey Checker is a useful tool that categorises progress according to five criteria, ranging from ‘No Change’ where no progress has been made to ‘Leading the Way’, where not only good progress has been made and our level of understanding of the issues affecting well-being is comprehensive but where the needs of future generations are understood and considered by everyone.

These categories are highlighted in the scoring system in the following table. See pages 89, 96, 104 and 112 for the score against each Objective.

The Journey Checker provides a useful way of assessing not only the delivery of individual actions taken, but also provides an assessment of how we’re delivering the objectives.

The following pages provide a review of our progress during the last year, including some recent highlights and key successes, along with some of the longer-term achievements in the delivery of our Corporate Well-being Objectives.

Future Generations Journey Checker

- Leading the way
- Owning ambition
- More adventurous

- Simple change
- No change

Boosting the economy, supporting businesses and enabling employment

Progress made in 2024/25

- Ceredigion County Council has long championed the development and growth of its local economy as a key corporate ambition as set out in its 15-year Economic Strategy. Most areas of delivery, supported by external funding sources, are subject to independent evaluations, which are in varying stages of commissioning and delivery. A number of key strategic programmes are being delivered, and their impacts collectively being assessed.
- In October 2024, an Economy Programme Advisory Board was established to serve as a coordinator of future activity on the Economic Strategy. The purpose of the Economy Programme Advisory Board is to not only provide strategic oversight of the Council's Economic Strategy but also to plan and deliver long-term when external funding opportunities arise.
- The Arfor Programme has been a success in Ceredigion particularly in supporting local businesses and job creation in the county. The program aims to strengthen the Welsh language and economy by supporting businesses that utilise and promote the language. 154 businesses have been supported across the region. Although the programme comes to an end at the end of the 2024/25 year, it has played a significant role in enhancing the local economy and creating opportunities for businesses to develop and expand.
- The programme, funded by the Welsh Government, has operated in the traditional strongholds of the Welsh language in Ceredigion, Carmarthenshire, Gwynedd and Anglesey, providing entrepreneurship and economic development support to sustain and enable the Welsh language to thrive through economic interventions.
- The Council is the lead authority for the UK Shared Prosperity Fund (UKSPF) in the Mid Wales Region. The indicative funding for Ceredigion is £12.4m for the period up to 2024/25. £2.9m is funding for capital projects with £9.5m for revenue projects. The UKSPF is part of a suite of funding from the UK Government as part of its Levelling Up Policy and is intended to build pride in local areas, empower local communities and increase life chances for local people. Both Powys and Ceredigion Councils manage the local delivery of projects in their areas. A total of 162 projects have been awarded funding in the region worth a total of £37 million.
- In July 2024, the Mid Wales Regional Skills Partnership (RSP) unveiled its updated Employment and Skills Plan 2022-2025. The Plan addresses the region's evolving employment and skills needs, reflecting sector growth and economic demands. The updated plan highlights key growth areas up to 2028, including a 6% increase in the

construction and advanced manufacturing sectors, a 9% rise in food and drink production, and a 4% growth in the digital sector. It also emphasises the importance of skills linked to Net Zero and energy, highlighting emerging workforce requirements. The Plan is helping to ensure that the right skills are available at the right time to meet the demands of our Mid Wales employers and support the region's economic development.

- The Council proudly supported Rali Ceredigion in August 2024, an official FIA European Rally Championship event attracting top rally teams and drivers from across the globe. This event is more than just a race, it's a community event that brings people together, promotes sustainability, and showcases the best of Mid Wales. During the buildup there was engagement with schools and communities. The event brought a wider, international audience to our area, and highlighted our region's unique offerings to a global audience with an estimated economic impact of over £4million to the local economy.
- Ceredigion also had a remarkable year in 2024 as the Royal Welsh Agricultural Show's feature county. Historically, Ceredigion and its people boast a rich agricultural and cultural heritage, contributing significantly to the Royal Welsh Show. For the past year, residents united through numerous activities to fundraise for Sioe'r Cardis in anticipation of the 2024 show. The Council maintains its commitment to fostering success in both the business and wider community sectors by endorsing partnerships like Growing Mid Wales and Arfor. This prestigious opportunity allowed Ceredigion to showcase its rich culture and community spirit and promote the entrepreneurial opportunities and support available in Ceredigion.
- In March 2024, Ceredigion County Council approved the adoption of the Welsh Government's Non-Domestic Rates - Retail, Leisure and Hospitality Rates Relief Scheme for 2024-25. The scheme provides support by offering a discount of 40% on non-domestic rates bills to eligible businesses occupying premises and operating in the retail, leisure and hospitality sectors, such as shops, pubs and restaurants, gyms, performance venues and hotels. The scheme, which is fully funded by Welsh Government, supported approximately 600 businesses in Ceredigion with an estimated total value of £2.3m.
- Cynnal y Cardi continues to support rural community regeneration through pilot projects, feasibility studies, facilitation, networking activities and training and mentoring. Its aim is to stimulate innovation that increases the value and variety of sustainable economic opportunity for the people of Ceredigion.
- The Revitalising Aberystwyth Promenade project, funded by the UK Government's Levelling Up Fund, has made great progress during the year in transforming Aberystwyth's iconic seafront into a safer, more accessible, and inviting space for both residents and visitors. The scheme is also creating better pedestrian and cycling connections and enhancing underused areas to encourage more people to explore Aberystwyth's historic landmarks and vibrant spaces. Progress to date includes new street lighting columns and lanterns installed along the seafront from South Marine Terrace to Constitution Hill, significantly improving safety and

appearance, kerb works, paving upgrades, and preparations for new planters are also progressing well. Most recently, a specially commissioned series of couplets inscribed on slate inserts were installed with “Cwpleidi i’r Prom”, celebrating the town’s deep connection with the sea, history, and community spirit.

- The inaugural Gwobrau Caru Ceredigion Awards were held in December 2024 to celebrate the county's exceptional talent and achievements of businesses, community projects and individuals across the county. Organised by Cynnal y Cardi, the awards received more than 130 applications, with 36 finalists competing across 12 categories. The awards are part of the Caru Ceredigion campaign, which aims to foster a sense of pride in the county and encourage activities that enhance the environment, support local businesses, and strengthen the community.
- Ceredigion County Council and its partners on the Ceredigion Public Services Board continue to work proactively in mitigating the causes and impacts of poverty in Ceredigion. In the last year, partners have been working together to help reduce household costs and maximise the income of people experiencing hardship, while increasing our understanding of local poverty and addressing the stigma associated with living in poverty.
- The refurbished and modernised Cardigan Market Hall was opened in February 2025. The £3million project, led by Cardigan Building Preservation Trust and funded by the Welsh Government’s Transforming Towns programme and Ceredigion County Council, facilitated the restoration and repair of the historic Grade 2 Market Hall, securing its long-term future and sustainability for market traders and opportunities for new enterprises. As well as being a space for small businesses to develop and grow, thus ensuring long-term sustainable employment, it also has significant heritage value to the town and attracts visitors from the wider area.
- In 2024/25, the Council’s Learning and Development Team received UK Shared Prosperity Funding to support apprenticeship opportunities in the Council. Eight apprentices were initially employed, with four of these later obtaining employment with the Council. The Fund is part of the UK Government’s Levelling Up Agenda and aims to improve life chances and "pride in place" by investing in communities, local businesses, and people's skills.
- The Shared Prosperity Fund has also been utilised to develop a multi-media library of resources in the Council which will support both future apprenticeship and wider recruitment. These resources include an interactive careers map which will be used at careers fairs, pop-up events and in local schools.
- The last year has seen excellent progress in the development of micro care enterprises in Ceredigion providing a range of assistance to help individuals live independently such as home help, companionship and personal care. 40 enterprises were set up during the year with support coming from PLANED, the community-led charity working across West Wales in delivering sustainable outcomes for communities.
- During 2024/25, a £1.5 million agri-tech and food technology launchpad was established in Mid and North Wales, aiming to support a cluster of business-led

projects focused on innovation. This initiative is a collaboration between Growing Mid Wales, Innovate UK, Welsh Government, and Ambition North Wales. The funding will help businesses grow their activities in the agri-tech and food technology sectors, both locally and globally.

Achievements

- £10.8 million of capital funding secured through the Levelling Up Fund to revitalise Aberystwyth
- 6 projects in Ceredigion have received Shared Prosperity Funding to boost adult numeracy skills in Ceredigion
- 539 businesses supported across Ceredigion
- 50 new businesses in Ceredigion supported
- 8 apprenticeship opportunities offered within the Council during the year
- 40 micro care enterprises were set up during the 2024/25 year
- 6,865 hits on the Council's Cost of Living Website to help tackle poverty
- £1.5m agri-tech and food technology launchpad established in Mid and North Wales

Improving Outcomes

Enabling Employment

Ceredigion's Employability Support Team work with adults in Ceredigion who are not in employment, education or training to further enhance their employment prospects, with a primary focus on those who are most at risk of disadvantage.

Mentors provide 1:1 support for participants with writing CV's, undertaking mock interviews, up-skilling and funding to reduce a wide variety of barriers to employment.

During 2024/25 the Team has made good progress with 282 referrals between March and December 2024, along with 324 total participants supported.

With the support of the project, participants have gained a variety of outcomes, for example, some have entered employment and others have entered volunteering placements, paid work opportunities or completed training. Training courses range from First Aid qualifications, hospitality, retail, healthcare, and construction safety cards.

A variety of workshops were run during the year including hospitality, food hygiene and numeracy with the support of local businesses. The workshops were designed to increase employment opportunities, promote wellbeing and socialisation while working in partnership with businesses and services in Ceredigion.

The Team will build on the success so far over next 12 months to help residents of

Ceredigion build confidence, gain new skills, find employment and reduce poverty.

Sharing Prosperity

Ceredigion's 15-year Economic Strategy sets out how we will work together towards achieving strong, sustainable and more resilient economic growth for Ceredigion, created and shared by all.

The Strategy is focused on the areas of influence where the Council can make a difference to the economy, i.e. how it uses its capital, its people and its revenue assets to positively impact the economy in Ceredigion.

The Strategy sets out the actions that will address the challenges and opportunities that exist in the local economy. It focuses on four main priority areas – People, Enterprise, Place and Connectivity, with each section outlining some of the early interventions considered.

Many initiatives have already been developed and implemented under the strategic direction set by the Economic Strategy. A significant amount of external funding has been secured from a range of stakeholder organisations, which will enable the building blocks for further economic growth to be put in place.

The investment and the delivery of projects to date has supported the strategy's aims to support businesses to get started and grow, promoting Ceredigion as a place to live, work and visit, leading to developing skills in the workforce.

The Strategy will continue to guide the development of further projects to deliver the aims of the Strategy over the next fifteen years.

Growing the Economy

The Mid Wales Growth deal has continued to progress during 2024/25 and is now in the delivery phase meaning that projects and programmes began delivery in 2024/25 resulting in the creation of jobs, boosting economic activity and attracting further investment.

Following receipt of the first tranche of funding worth £4m in the previous year, the Welsh and UK governments confirmed the release of second tranche of funding worth £11.8m in March 2025.

The Elan Valley Lakes development is the first project to secure support from the Mid Wales Growth Deal which will enhance the visitor experience, boost local revenue, and

safeguard the natural beauty and biodiversity of the Elan Valley. This first phase alone is projected to deliver an annual economic impact of £4m, with an estimated £17m contribution to the regional economy by 2040.

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.

This is a key milestone for the Ceredigion and the Mid-Wales region and reinforces the Welsh and UK Government's trust in the Growth Deal to deliver on its objectives.

The programmes and projects that form the Mid Wales Growth Deal Portfolio will contribute towards the delivery of one of the following Strategic Growth Priority areas:

- Applied Research & Innovation
- Agriculture, Food & Drink
- Strengthened Tourism Offer
- Digital
- Supporting Enterprise

The Growth Deal is expected to bring direct and indirect benefits, including growth in regional prosperity and creation of better-quality jobs for the local labour market.

The outputs 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 Gross Value Added (GVA) uplift of between £570m 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.

The outcomes that the Growth Deal is expected to deliver are:

- Growth in regional prosperity
- Creation of better-quality jobs for the local labour market
- A more skilled workforce within the region
- Improvements in standards of living across the region.

The programmes and projects supported by the Growth Deal are also 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.

Overall assessment of the journey so far: Owning our ambition

Progress in delivering this objective is good and prospects for improvement are also good. The steps to boost the economy, support businesses and enable employment are progressing well. Of particular note is the unlocking of the second tranche of £11.8m in Mid Wales Growth Deal Funding to unlock the local economy's potential and create a variety of opportunities for local businesses employment and skills development.

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

Delivering Sustainable Development

Long-term:

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

Prevention:

- Increased economic opportunities will prevent further out-migration of skilled young people
- Economic growth will prevent the future negative impact of migration patterns on Welsh language and culture
- Interventions in the Economic Strategy will prevent further growth in the productivity gap
- Attracting and creating high paid job opportunities will help prevent households falling into poverty and hardship

Collaboration:

- The Growing Mid Wales Partnership brings together public, private and academic sectors to achieve shared goals
- Working with Powys County Council and Welsh and UK Government to maximise use of resources and capitalise on opportunities through Growing Mid Wales
- The Mid Wales Regional Skills Partnership brings together business leaders and stakeholders across the region to understand skills provision and labour market needs, in order to drive investment that meets the requirements of both employers and the workforce

Involvement:

- Private sector businesses, the drivers of future economic growth are involved in identifying key priorities and strategies

- Private, public and third sectors involved in shaping the emerging Growth Deal programme
- Extensive engagement was undertaken in the development of the Economic Strategy
- The Regional Well-being Survey that is instrumental in driving all local strategies was based on extensive public and stakeholder engagement

Integration:

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

Maximising Our Contribution to the National Well-being Goals

The Boosting the economy, supporting businesses and enabling employment corporate well-being objective supports the following national well-being goals:

- Prosperous
- Resilient
- Healthier
- More equal
- Cohesive
- Cultural
- Global

Key Outcome Measures

- £11.8m Of Mid Wales Growth Deal funding unlocked to boost the economy and create jobs across the region
- 184 new jobs created during the year through the work of the Council increasing economic growth, improving social well-being and creating opportunities for career advancement
- 324 Total participants supported by Ceredigion's Employability Support Team helping to increase employment opportunities, and promote well-being
- £12.4m allocated to Ceredigion in UK Shared Prosperity Funding to invest in pride in place and increase life chances across the county

Creating Caring and Healthy Communities

Progress made in 2024/25

- Ceredigion has responded to the challenges in the provision of social care by moving towards combining the previously separate children and adults' service into a single Through-Age Well-Being Service. This eliminates departmental barriers, provides a more consistent, lifelong service for users and maintains the generic skills and flexibility of staff.
- Implementation and delivery of the Through Age Wellbeing Programme (TAW) continues as the transformation of services progresses well with the integration of Social Care and Lifelong Learning into 3 Services - Porth Cymorth Cynnar, Porth Gofal and Porth Cynnal who, along with Customer Contact, make up the 4 main areas that fall within the Through Age Wellbeing Programme of change.
- In May 2023, the Care Inspectorate Wales (CIW) carried out a performance evaluation inspection of Ceredigion County Council's Social Services. The inspection reflected positively on the Through Age Programme and made some recommendations for further improvement. Most improvement areas have now been addressed and as we move into the second half of the Through Age Well-being Programme 2025-27, it will increasingly focus on strengthening base practices, along with responding to and leveraging repair action from the CIW inspection.
- The Council has worked with the Ceredigion Association of Voluntary Organisations (CAVO) to maintain a network of 46 Warm Welcome Spaces across the county. The aim is to encourage communities to get together for a 'chat and a cuppa' with some offering a hot meal and activities.
- 1,600 enforcement actions, including prosecutions, have been taken by the Council to help improve the well-being and public health of people and communities in the county.
- Following the opening of Ceredigion's first Well-being Centre at Lampeter in October 2023, plans are progressing for the second centre located in the south of the county. The preferred location was agreed by Cabinet in October 2024 as the Cardigan Memorial Pool / Fairfield Car Park site and that a new build development was preferred rather than a refurbishment of existing facilities. The next step is the development of a business case model including a further assessment of the preferred site and public consultation on the proposed design. Work on the project will continue during 2025/26.
- Following the completion of the Business Case on the ground-breaking Cylch Caron integrated health and social care project in partnership with Hywel Dda University Health Board, the procurement process to find a delivery partner for the project went live at the end of the 2024/25 year. Two potential partners expressed interest in delivering the scheme, and the Council is running a competitive dialogue procurement exercise. This tender process will provide an opportunity to develop a

scheme that meets the health, social care, and housing needs of the area and work on bringing the scheme to fruition will continue into 2025/26.

- Ceredigion County Council continues to develop its support to unpaid carers in the county, and there are now over 2,300 carers registered with the Carer's Information Service, an increase of 7% on the previous year. It is estimated that over a third of all unpaid carers are supported by the service.
- As part of the package of support to unpaid carers, over 9,000 carers' magazines were distributed during the year which provided a wealth of information on services and support for our carers. The Carers and Community Support Facebook page has continued to grow, now with 506 followers with a reach of 37,000. There were also 49 Carers and Community Support Service Information presentations provided to internal teams and external organisations.
- A new Ceredigion Actif app has been launched providing information on and booking of activities within Council owned leisure facilities, with 1,800 downloads so far.
- The Council has successfully received Regional Integration Funding from the Welsh Government to further develop the Carers Breaks Officer, providing 265 Carers and 39 Young Carers with membership packages for use of Council operated leisure facilities to provide breaks from their caring responsibilities to maintain their health and well-being.
- During 2024/25 we have been working on securing discounts and offers that can be used by carers in Ceredigion on production of their Carers Card. An additional 11 new benefits and discounts were added to the card during the year, taking the total to 33. The Card shows that the cardholder has caring responsibilities and provides access to some discounts and services in Ceredigion providing vital support for unpaid carers. An additional 634 new carers cards were issued during the year.
- Ceredigion's Age Friendly Community Grant enabled 19 community groups to benefit from small grants to undertake age friendly activities for local residents. These included trips to events, creative and well-being activities, improving venue access and Christmas dinners during winter 2024.
- The Council continues to promote and facilitate social prescribing, such as gardening, walking and swimming, as a way to connect patients with non-medical support services in their community to improve their health and wellbeing. For example, there were 3,962 attendances on the "Well-being Walks" organised through the County during year.
- During 2024/25, sports and leisure facilities in Ceredigion have also been upgraded with a new all-weather pitch installed at Plascrug Leisure Centre and the multi-sport area for basketball, netball & tennis refurbished in Lampeter.
- 70,383 attendances across all Health Intervention programmes in 2024/25 compared to 44,988 in 2023/24, a 56% increase. Health intervention sessions in Ceredigion refer to a range of programs and services designed to improve people's health and well-being, focusing on physical activity and mental health.
- 1,340 referrals were received for the National Exercise Referral Scheme in Ceredigion. The scheme is designed to help inactive individuals with, or at risk of

developing chronic conditions, improve their health and well-being through physical activity. The scheme provides a 16-week supervised exercise program tailored to individual needs.

- Ceredigion's "Fit4Life" offer, which provides low intensity activities within leisure facilities and community venues expanded during 2024/25 with the number of weekly sessions increasing from 18 to 32 and the number of attendances increasing 108% during the year to 36,413.
- In 2024/25 "Exercise Buddies", a physical activity programme for individuals with learning disabilities, was expanded to include children and young people and the programme had 7,989 participations.
- Ceredigion has a history of supporting families fleeing from war, hunger and homelessness. An event was held in December 2024 in Aberaeron to show appreciation to those residents who kindly opened their homes to host Ukrainian families that arrived in Ceredigion seeking safety from the war in Ukraine. The aim of the event, organised by the Council's Equality and Inclusion Team, was to bring people together, have fun and to give thanks for the welcoming environment created by the residents of Ceredigion.
- In January 2025, Ceredigion Actif, Ceredigion County Council's leisure services was awarded the Investors in Carers Bronze Award in recognition of their commitment and support for carers and staff members of all ages who attend wellbeing and leisure centres in the county.
- Primary schools in Ceredigion are now serving Welsh-grown organic vegetables as part of the Welsh Veg in Schools project. The scheme, coordinated by Food Sense Wales, aims to incorporate more organic Welsh produce into school meals across the country, providing not only healthy nutritious food but also supporting local businesses.
- Ceredigion's Age Friendly Forum was established in 2024-25 and is open to everyone - members of the public, community groups, and professionals alike. The Forum is a space where older people and their allies can share ideas, raise local issues, and shape positive change in their communities. There is also a newsletter to keep in touch about events and provide useful information to make Ceredigion more age friendly.
- In June 2024, Ceredigion's new Strategic Equality Plan was published setting out equality objectives and an action plan to counter prejudice, discrimination and inequality. Ceredigion's objectives are to be an exemplar equal opportunities employer, to foster good relations and tackle prejudice, to ensure engagement and participation, to ensure dignity, respect and access to services and to provide fair and inclusive education. The Plan was published following public engagement and consultation and will be delivered over the next four years up to 2028.
- In October 2024, Ceredigion's new Community Safety Strategy was published, setting out the priorities for Ceredigion which are to reduce criminal activity and to improve public confidence, reassurance and the feelings of safety within communities. The Strategy followed public consultation and close collaboration with partners from the Police, Local Authority, Fire and Rescue Authority, Health, and Probation services, as well as other organisations.

- In September 2024, the Council received a Trustmark certificate for its commitment to tackling hate crime in the county. The Certificate, presented by Victim Support, recognises the Council's dedication to the Hate Crime Charter which supports victims, raises awareness of hate crime, and improves reporting methods across Wales.

Achievements:

- 9,150 carers magazines printed and distributed across Ceredigion
- 912 unpaid carers participated in leisure activities under our carers breaks provision
- 70,383 attendances across all Health Intervention programmes
- 1,340 referrals received for the National Exercise Referral Scheme (NERS)
- 1,185 monthly members of the improved membership package for council operated leisure facilities, providing an extended range of 74 weekly classes
- 1,600 public protection enforcement actions taken to improve the well-being and public health of people and communities
- 8,108 clients supported by the Integrated Community Equipment Service with over 34,000 pieces of equipment
- 261 clients supported by Ceredigion's Telecare Service and 105 supported with assistive technology
- £276,772 of grant funding provided to community organisations to improve provision
- 32 engagement and consultation campaigns run, an increase of 9 on the previous year

Improving outcomes

Supporting People's Independence

In May 2024, the Penmorfa Centre for Independent Living opened, aiming to empower individuals to live independently at home for longer.

The new centre provides the opportunity to see a range of solutions related to Care, Technology, Mobility, and Independent Living.

There is the provision of personalised advice via the free AskSARA online tool. AskSARA suggests solutions to living more independently, by helping people self-assess their needs.

The Centre suggests practical solutions to all age groups and supports both carers and those they support with the tools and resources they need to navigate their caregiving journey.

However, the Centre is not just about equipment, it's also a community hub where

people can connect with experts through regular drop-in sessions, workshops and demonstrations, covering a wide range of support services throughout the year.

Since opening, over 1,200 visitors have been welcomed to the centre. In addition to promoting and supporting independent living, the innovative solutions on offer help people to manage their health and improve their quality of life, and is transforming the way individuals find solutions and access help themselves.

Connecting Communities

Our Community Connectors assist residents of all ages in Ceredigion by helping them access support opportunities that could maintain and improve their wellbeing.

This could come in the form of information, advice and assistance to link residents with the support available in their community. The service is free and there are Community Connectors covering the whole of the county.

Community Connectors supported communities across Ceredigion to establish five new community groups and have also been running drop-in sessions across and attending various events in communities to offer support.

Community connectors offer numerous benefits by connecting individuals with relevant services and support networks. They help people access resources for health and wellbeing, improve social connections, and enhance community participation. They also play a role in addressing social isolation, promoting independence, and empowering individuals to make informed decisions about their needs.

A review of our Community Connector provision was undertaken during 2024/25 and a plan is in place to further develop the role during 2025/26 and ensure all partners have a clear understanding about their role.

Enhancing the Physical, Mental and Social Well-being of Ceredigion's Residents

Ceredigion's Well-being Centre at Lampeter is the first of its kind in the county and has been funded by a Welsh Government Communities for Learning Grant and by Ceredigion County Council. Well-being Centres are at the forefront of the Council's work to promote healthy communities across the county.

The centre provides a range of services and support to enhance the physical, mental and social wellbeing of the communities in the area, empowering individuals to develop skills and resilience that will enable them to cope with life's challenges.

The Well-being Centres also provides increased access to information, advice and

assistance for residents on all council services, including skills and employment advice, hardship and housing support, services for young people, support for carers, Community Connectors and early support for mental health.

The Well-being Centre is a major milestone towards realising the vision of the Council's Through Age Wellbeing Strategy and delivering its Corporate Well-being Objective of Creating Caring and Healthy Communities.

The redesigned interior of the Lampeter Well-being Centre provides extra capacity to deliver the exercise referral scheme and brand new weights and cardio equipment has also led to enhancements in this programme.

Since its formal opening, a positive response has been received from the community as more and more residents come to use the different resources available.

During the last year, usage of the Centre has increased significantly by 28%, rising from 87,400 attendances in 2023/24 to 111,700 in 2024/25. The activities and services being offered from the Centre have continued to develop, including:

- Ceredigion's Community Connectors attending every other Monday
- Providing Parenting & Family support sessions
- Running a Well-being Event, organised by Hywel Dda University Health Board
- Running a Summer Roadshow event
- Energy Efficiency drop-in session organised by the Council's Housing Services
- Providing Dysgu Bro Courses
- Tutoring for pupils of Ysgol Bro Pedr
- Increase in Yoga & Pilates sessions

Other Well-being Centres are planned in the north and south of the county over the next couple of years to serve all of Ceredigion's communities. The location for the next Well-being Centre in the south of the county, has been decided at Cardigan Memorial Pool / Fairfield Car Park site and a UK Shared Prosperity Fund application has been submitted to fund next stage of the feasibility study.

Overall assessment of the journey so far: Owning our ambition

Progress in delivering this priority is good and prospects for improvement are also good.

Progress in creating communities that are both healthy and caring is good and the delivery of outcomes has been good over the past year with a number of significant achievements. The evidence for this is the increase in use of the Lampeter Well-being Centre, the progress on developing the second Well-being Centre, the completion of the Centre for Independent Living and the dedication to supporting Ceredigion's unpaid carers. Progress continues on the delivery of Ceredigion's groundbreaking Through Age Programme.

Maximising Our Contribution to the National Well-being Goals

The creating caring and healthy communities corporate well-being objective supports the following national well-being goals:

- Prosperous
- Resilient
- Healthier
- More equal
- Cohesive
- Cultural
- Global

Delivering Sustainable Development

Long-term:

- The Through Age Model involves long-term planning to ensure sustainable services for the next 15 years +
- Future Trends, such as demographic change have been utilised in the Model
- The Through Age Well-being Strategy covers a six year period from 2021 to 2027
- The recovery from the pandemic is projected to last for a number of years and our plans to improve physical and mental well-being take a long-term approach to support in response

Prevention:

- The Through Age Model provides a coordinated approach to social care in order to prevent, reduce or delay the need for ongoing support, and allow people to remain in their own home in their own community wherever possible
- Preventing homelessness and promoting independence remains a priority for the Council and is the most effective way of tackling homelessness
- Developing the Well-being Centres across the county supports the ambition to create healthy and resilient communities
- As part of its prevention work, the Council has invested in giving full recognition and support to carers by providing opportunities for respite from their demanding 24/7 role

Collaboration:

- Hywel Dda University Health Board, the Council and Third Sector partners work collaboratively to implement integrated health and social care programmes across West Wales
- Multi agency weekly tension monitoring meetings address early signs of community tensions through early intervention and prevention.
- The Council works proactively with partners through the Ceredigion Public Services Board Poverty Sub-Group to tackle the causes and impacts of poverty across the County

Involvement:

- Supporting people's physical and emotional well-being impacts on all of the national Well-being Goals and helps to build stronger and more resilient communities
- The objective of Creating Caring and Healthy Communities included the findings of the Ceredigion Assessment of Local Well-being and extensive consultation

Integration:

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

Key Outcomes Measures

- 100% of clients reported an improvement in physical or emotional well-being through participation in health intervention programmes
- 71.2% receiving carers breaks reported that their well-being had improved
- 28% increase in the use of the Lampeter Well-being Centre to support residents' physical, mental and social well-being
- 7% increase in unpaid carers registered and supported by the Carers Information Service

Providing the Best Start in Life and Enabling Learning at All Ages

Progress made in the 2024/25

- The Council is continuing to modernise education establishments. For example, the new Ysgol Dyffryn Aeron School was officially opened in March 2025 providing modern, state of the art learning facilities for pupils, while planning permission for the extension at Ysgol Gymraeg in Aberystwyth was granted in December 2024.
- Ceredigion's education system continues to be considered amongst the most successful in Wales. The percentage of working age adults qualified at level 2 is 96.0% in Ceredigion, higher than average (87.6%) and one of the highest nationally. Level 2 qualifications are GCSE grades A*- C or equivalent.
- Inspections outcomes for Ceredigion's schools have been strong during 2024/25. All 14 of the inspection reports issued by Estyn reflected positively on the school being inspected, and none of Ceredigion's schools require follow-up measures.
- The Council's initiatives to support schools with the Curriculum for Wales introduced in 2022, have had a positive impact. Nearly all schools in Ceredigion have developed aspects of their provision in-line with the curriculum principles effectively and tailored support from the School Improvement Team has enabled the majority to plan more strategically, using development plans to set priorities for the next three years. Visits to schools to evaluate and plan the next steps have led to noticeable improvements in readiness to drive and realise their curriculum. Consequently, most schools continue to deepen their understanding of the Curriculum for Wales.
- The e-sgol initiative has continued to provide sector leading support for education provision in Ceredigion and nationwide. E-sgol is a blended learning initiative to deliver online teaching and learning opportunities using direct, real-time and interactive learning approaches. The project is funded by Welsh Government and coordinated nationally by Ceredigion County Council.
- Over 2,200 young people in Ceredigion took part in the 'Rhoi dy Farn' (Give your Opinion) ballot organised by Ceredigion's Youth Service to vote on topics that will shape the Youth Council's priorities during the year. The main themes raised by young people during the event were jobs and career opportunities, ending violence against women and girls, and improvements to mental health services. This is one of the activities supported by the Council as part of its commitment to ensuring that the voices of young people are heard.
- Cered, the Welsh language initiative continues to support, influence and develop the use of the Welsh language in Ceredigion. They provide information, advice and leadership to ensure that the language thrives and continues to be a core language

and has a central role in the communities of Ceredigion.

- The Estyn inspection of Education Services reflected very positively on the Council's development and promotion of the Welsh language commenting that the authority's arrangements for the development of the Welsh language are a significant strength, where many aspects of excellent are seen among its provision and practices.
- 70 members of Council staff attended training courses to learn or improve their Welsh language skills during 2024/25.
- The number of training sessions offered in Welsh to Council staff during 2024/25 increased (+13) with 133 attending training through the medium of Welsh.
- 96% of Ceredigion's staff have Welsh language skills of any level, and 94% have the opportunity to use their Welsh skills during their working day according to the 2024 People (staff) Survey.
- Ceredigion has expanded the funded Flying Start Childcare. In Phase 2 of the expansion, 71 children aged 2 received funding for 12.5 hours of free childcare per week. In 2025-26 we will be expanding provision further, bringing 73 additional children receiving funded childcare.
- 118 children have benefitted from Flying Start childcare in the five original areas between April 2024 and March 2025. With a further 64 children receiving the Flying Start childcare entitlement only as part of the Flying Start expansion.
- A new Play Sufficiency Assessment was undertaken, and a Ceredigion Play Action Plan 2025-28 developed. This statutory duty requires all local authorities to assess the availability and quality of play opportunities for children in their area every three years. Since the last Assessment, the Council has worked collaboratively with partners and communities to enhance play opportunities across the county. The Assessment also sets out the plans to enhance play provision over the next three years.
- School swimming has been made available to every primary school and Special Education Needs unit in the county. 612 children received community swimming lessons in 2024/25, which is a 15% increase compared to 2023/24.
- 60 young people who have been referred or signposted to a youth worker have re-engaged in education, employment or training opportunities following support.
- 136 workshops and community-based activities have been delivered by the Youth Service through collaboration with youth workers and partners that have focused on personal and social development, wellbeing or Education, Training and Employment. Examples include fire safety, food hygiene, independent living, and relationships and sexual health.
- 23 young people aged between 16-25 have gained an accredited outcome through accessing youth work programmes including outdoor education, wellbeing and work-ready skills.
- A further 29 young people aged between 11-16 have gained an Agored Cymru accreditation through their engagement in Fire Safety and Teamwork, in collaboration with the Mid and West Wales Fire and Rescue Service.

- 80% of young people referred or signposted to a youth worker have demonstrated an improvement in their wellbeing, self-efficacy and/ or confidence, with a further 84% of young people continuing to be supported.
- Over 60% of youth service provision is delivered through the medium of Welsh, with 100% of provision delivered bilingually.
- A feasibility study has been completed outlining options for the location of a new Creative Centre to replace Felinfach Theatre. A follow on develop and deliver study will be commissioned, building on the feasibility study and taking plans to the next step. This will form the basis of a business case for capital funding to be presented to Welsh Government and the Arts Council for Wales
- 17 social work student/trainee social worker placement opportunities were provided during 2024/25 and further opportunities will be provided in 2025/26. Ceredigion is addressing critical skills gaps within its workforce, such as in social care, via apprenticeships to attract new talent and develop skills in-house.
- Five Employability module work experience placements have been arranged for Aberystwyth University students and will take place during 2025. The placements will support the development of students' skills, career exploration and provide networking opportunities leading to enhanced employability.
- The Council is currently supporting over 20 Unaccompanied Asylum Seeking Children who are in its care, and working to maximise outcomes for them. These are children and young people, under 18 years old, who are seeking asylum but separated from both parents and not in the care of a guardian.
- Ceredigion's Library Service is promoting new books to support teenagers' mental health and wellbeing. The "Reading Well for Teenagers" scheme is funded by a grant from the Welsh Book Council which aims to help teenagers better understand their feelings, deal with difficult experiences, and build confidence. The book list, chosen by young people and health professionals, suggests useful self-help techniques and includes personal stories, graphics and fiction formats.
- All Ceredigion Schools have access to a Ceredigion Equity and Deprivation Strategy and almost all schools inspected have received positive comments relating to the support of disadvantaged learners and the funding allocated to support this.
- The Welsh Government's Childcare Offer, which provides help to families with childcare costs, has been promoted throughout Ceredigion with 407 applications for the offer approved during 2024/25, with 18 parents/guardians who are in education or training in receipt of the Offer.
- 84 Children age 0-4 with Additional Learning Needs received support via our commissioned Helping Hands service to access childcare provision.

Key Achievements

- 9,400 learners supported across 36 primary schools, 3 middle schools, 4 secondary schools and 1 pupil referral unit

- 150+ young carers supported by youth workers, youth clubs and access to holiday provision
- 185 young people have received weekly support from school-based youth workers
- 100% attending parenting programmes report having benefitted from attendance
- 375 young people referred or signposted and allocated to a lead youth worker through our support Pathways Team
- 258 young people supported by the community-based Youth Work Team, including preventative programmes and post-16 support
- £58,132 awarded in sustainability grants to support 67 registered childcare providers in Ceredigion
- 100% of pupils at Canolfan Eos and Canolfan Aeron Pupil Referral Unit gained appropriate qualifications
- 11,758 public access computer sessions used across all of Ceredigion's libraries
- 367,229 physical and 'e-resources' issued by Ceredigion's Library Service

Improving Outcomes

Improving Rural Educational Facilities

The new Ysgol Dyffryn Aeron School was officially opened in March 2025 by the First Minister of Wales, Eluned Morgan MS.

Ysgol Dyffryn Aeron is Ceredigion's newest school and an exciting milestone in the Aeron Valley. The £16.3m project amalgamated Ciliau Parc School, Dihewyd School and Felinfach School providing modern, state of the art learning facilities for pupils.

Ysgol Dyffryn Aeron has a range of modern amenities such as a 3G astro turf pitch as well as a multi-use games area. Calon Aeron is equipped with the latest facilities to support students with special educational needs, ensuring an inclusive and supportive environment for all pupils.

The 240-pupil Welsh-medium 3-11 school was funded through Welsh Government's Sustainable Communities for Learning Programme (£10.0m), Welsh Government's Early Years and Childcare Capital Programme (£1.6m) and a matched funding contribution from Ceredigion Council of £4.7m. This pioneering project is testament to the commitment of both Ceredigion County Council and Welsh Government to invest in rural education.

Apart from delivering modern and improved teaching facilities, the project has also delivered a net zero carbon school with reduced running costs, which aligns with the Council's ambition of becoming a zero-carbon authority by 2030, along with greater opportunities for learning and physical activity through the new sports pitch.

Promoting the Welsh Language

In December 2024, the Council published its new Welsh Language Promotion Strategy for 2024 to 2029.

The Strategy sets out a number of ambitious actions and outcomes in order to see the Welsh language thriving across the county, and contributing towards reaching the Welsh Government's vision of a million Welsh speakers by 2050.

The viability of the Welsh language is dependent on maintaining communities where a significant number of the population can speak the language and have access to it in all aspects of daily life.

Through cooperating with organisations that are members of Ceredigion's Bilingual Futures Language Forum, its vision is to see the Welsh language and Welshness belong to everybody in Ceredigion and to feel a sense of pride amongst all the counties' residents.

The Strategy aims to increase the percentage of Welsh speakers in Ceredigion by 1.5% from 45.3% in 2021 to 46.8% in 2029, or an increase of 612 since the 2021 Census.

The Strategy reflects our responsibility towards the Welsh language in Ceredigion. It aims to protect the language for future generations to enjoy, and to increase its use so residents can live, learn, belong and succeed through the medium of Welsh.

Giving Young People a Voice

2024/25 marked the 10th year of the Ceredigion Youth Council, which included two formal meetings both chaired by the Youth Council Chairperson.

8 young people aged 18-25 form Ceredigion's Youth Forum (Panel Dewis) which oversees service delivery, the youth bursary scheme, youth led grants and other thematic projects driven by the young people.

During the year six sub meetings were held with the Youth Council Chairperson, UK Youth Parliament and Wales Youth Parliament; meeting with key elected members, senior officers and MP.

The last year has been a successful one for the Youth Council. Two strategic sub-groups continue with their workplans; for example, the work of Ceredigion's Period Dignity Sub-Group has been highlighted as an area of excellent practice by Welsh Government's Period Dignity Lead within the Equality and Human Rights Division.

Furthermore, two Campaign Projects were completed and four youth led grant applications were successful.

The Council has long been an advocate of young people and ensuring their voices are heard. The Youth Council develops leadership skills and confidence in our young people, an understanding and experience of local and national democracy, and helps to prepare them for a future in a leadership role.

Improving Educational Outcomes

Ceredigion's inspection of Education Services in June 2024 by Estyn, the national education inspectorate, was an overwhelming success for the Council.

The inspectors' final report praised the service for its clear emphasis on ensuring stable, high-quality educational provision for learners in Ceredigion.

The report identified strong leadership, clear strategies and ambitions, and close collaboration among authority officials, elected members, schools and other partners as the main reasons for achieving this standard.

The inspection also highlighted Ceredigion's strong track record of maintaining and improving its provision and delivering good outcomes for children and young people in the County.

The inspection drew on a range of evidence including interviews with partners, analysis of questionnaire responses, and analysis of various data such as learner outcomes and school performance.

This latest achievement recognizes the range of outcomes that the Council is improving. For example, educational attainment is high amongst Ceredigion's pupils, positive behaviour and good attendance is being promoted, leadership capacity is being developed within schools, and the best possible experiences for all children and young people are being delivered.

Overall assessment of the journey so far: Owning Our Ambition

Progress in meeting this objective is good and prospects for improvement are good.

The educational attainment of Ceredigion's pupils is amongst the highest nationally, as is the proportion of Ceredigion's school leavers who continue into education, training or employment.

The results of the Estyn inspection demonstrate that education services are highly

regarded in Ceredigion, and other regulatory reports show that none of Ceredigion's schools are in follow-on measures.

Further capital investment in new schools such as Dyffryn Aeron not only provides new facilities but also demonstrates commitment to rural education and rural communities.

The success of the Youth Council and the support provided by the Youth Service through a variety of programme plays a key role in our young people's development.

Maximising Our Contribution to the National Well-being Goals

The Providing the best start in life and enabling learning at all ages corporate well-being objective supports the following national well-being goals:

- Prosperous
- Resilient
- Healthier
- More equal
- Cohesive
- Cultural
- Global

Delivering Sustainable Development

Long-term

- Ceredigion's Welsh in Education Strategic Plan (WESP) is a 10-year strategy to strengthen Welsh language provision and work towards a million Welsh speakers Wales wide by 2050
- School improvements provide improved facilities for future generations of learners
- Developing leadership skills within our children and young people takes a long-term view of their learning and future careers

Prevention:

- Supporting learners at all ages helps to provide them with better learning and career opportunities
- Working to raise income levels across the County will help in the prevention of in-work poverty
- Developing children's and young people's skills and confidence to be physically active will help to improve the health and well-being of the County's population

Collaboration:

- Supporting learners at all ages helps to provide them with better learning and career opportunities
- Working to raise income levels across the County will help in the prevention of in-work poverty
- Developing children's and young people's skills and confidence to be physically active will help to improve the health and well-being of the County's population

Involvement:

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

Integration:

- Providing the best start in life will have a positive effect on all of the Corporate Well-being Objectives and the National Well-being Goals
- Better skills and jobs increase income levels and therefore allow the local economy to grow
- The Arfor Programme to support and strengthen the links between economic growth and the Welsh language also strengthens each of the four pillars of well-being (economic, social, environmental and cultural)

Key Outcomes Measures

- 93.1% of Year 13 school leavers in education, training or employment, above average nationally (92.9%)
- 70.9% of pupils taught Welsh as a first language in Ceredigion, above average nationally (21.7%)
- 96.0% of Ceredigion's working age population qualified to Level 2 or higher, above average nationally (87.6%)
- 77.5% of Ceredigion's working age population qualified to Level 3 or higher, above average nationally (68.6%)

Creating Sustainable, Green and Well-Connected Communities

Progress made in 2024/25

- The coastal defence schemes in Ceredigion are continuing to progress well. Construction works are progressing well at Aberaeron and expected completion is mid-summer 2025. Work also continues to finalise an outline business case to meet Welsh Government requirements for Aberystwyth, and funding for the development of a full business case has now been secured. However, the outline business case for Borth/Ynyslas is currently on-hold while discussions continue with National Resources Wales in relation to a potential joint approach.
- Work is continuing alongside Carmarthenshire County Council and other stakeholders to develop an appropriate and affordable solution to flooding at Llanybydder and Llandysul, with public engagement having been undertaken and full business case submitted to Welsh Government for funding to deliver local flood solutions.
- In 2019, the Council declared a Climate Emergency and committed the Council to achieving Carbon Net Zero by 2030. A Net Carbon Zero Action Plan for Ceredigion County Council has been published setting out its response to the climate emergency, explaining why we need to take this action and why the 2030 target is so important to tackling climate change.
- Since 2005, Ceredigion has seen a reduction in its carbon dioxide emissions. The latest data from the Department for Energy Security and Net Zero shows that emissions have dropped 41% in the county from a total of 610.5 ktCO₂e in 2005 to 362.3 ktCO₂e in 2022. (ktCO₂e = kilotonnes of carbon dioxide equivalent)
- Ysgol Dyffryn Aeron, which opened in March 2025, is the county's first net zero carbon school which has reduced running costs and aligns with the Council's ambition of becoming a net zero carbon authority by 2030.
- Initiatives including LED street lighting upgrades, biomass district heating schemes, boiler replacement, fleet renewals, solar panels and building rationalisation have all contributed to the reduction in carbon emissions. The Council is in the process of developing schemes to further reduce our energy usage and emissions in order to meet the 2030 target.
- In the last six years Ceredigion has consistently achieved one of the highest recycling rates in both Wales and the UK and reached 71.7% in 2024/25 which is above the target of 70 for the year. The high levels of recycling in the county divert waste away from landfill. Ceredigion has again maintained its position as one of the few local authorities to exceed the Welsh Government recycling targets in 24/25 and is looking well placed to continue that through 25/26.

- The Mid-Wales Regional Transport Plan has been developed and consulted upon and submitted to Welsh Government for approval. The plan sets out the vision to create a sustainable, low-carbon, and efficient transport system for Mid Wales focusing on improving connectivity.
- During 2024/25 Ceredigion was successful in delivering a programme of bus infrastructure improvements along the Traws Cymru corridor and has been successful in securing further grant funding for 2025/26 to deliver further bus infrastructure enhancements including real time information and funding for WelTag assessments related to the Cardigan Bus Interchange at Finch square.
- Four of Ceredigion's most popular beaches flew Blue Flags in 2024 after receiving the award from Keep Wales Tidy. The Blue Flag beaches are Borth, Llangrannog, Tresaith, and Aberystwyth South.
- A further five beaches have achieved Seaside Award status which are Aberystwyth North, New Quay Harbour, Aberporth, Clarach, and Traeth y Dolau. Beaches achieving Blue Flag and Green Coast award status must meet the highest "excellent" water quality standard and are judged for the provision of facilities for beach users and for demonstrating good management and safety provision.
- Cilborth, Llanrhystud, Mwnt and Penbryn have all won the Green Coast Award. The Award recognises beaches that have an overall "Good" standard of water quality, public facilities, safety provision and management.
- A new Digital Strategy to cover the period up to 2030 was published in 2025. The new Strategy seeks to deliver a 'Digitally Confident Ceredigion', in which the Council is confident to develop, innovate and deliver digital services in partnership with our communities, and where communities are connected, engaged and ready to benefit from them. It has been designed to support Welsh Government's National Digital Missions and to support the delivery of the Council's four Corporate Well-being Objectives.
- Significant lobbying by Ceredigion County Council and others has resulted in 56.7% coverage of full fibre broadband giving over 100 Mbps capability. Over the last year, the provision of Fibre to the premises (FTTP) has increased from 50.7% to 56.7%.
- Collected 122 kilograms of waste per person in 2024/25, and managed over 700 litter bins across the County.
- Managed over 1,700 pay and display vehicle parking spaces across the County.
- 65% of households supported by the Homelessness Team were successfully prevented from becoming homeless, higher than the average of 58% across Wales.
- Significant progress has been made in relation to the delivery of charging points in council owned and managed car parks, with a further phase of on-street charging facilities to be developed/delivered during 25/26. The aim is to encourage decarbonisation of transport and increase uptake in Ultra Low Emission Vehicles.
- Progress has been made in relation to the goals to develop depot infrastructure and the provision of publicly available chargers in car parks across the County, with a further phase of on-street charging facilities to be developed/delivered during 25/26.

- Phase 3 of the Rhiwgoch footway scheme has been completed which aims to improve connectivity between Ffos-y-Ffin and Aberaeron. Funded by the Welsh Government's Safe Routes in Communities Grant, this scheme helps to connect communities and provide healthier and more sustainable travel options for our residents as we work towards reducing carbon emissions and maintaining cleaner air targets.
- An energy efficiency drop-in session was held in February 2025 at Lampeter Well-being Centre aimed at helping residents tackle high fuel bills and reduce carbon emissions. The session provided advice on energy-saving measures that can be implemented at home and is in response to the ongoing cost of living crisis that has seen utility bills for local residents rise significantly since 2021.
- The Council is trialling a new scheme, funded by Welsh Government, to install on-street residential electric-vehicle charging points to support residents who do not have the access and facilities to install charging points from their own properties. A total of 18 charge points will be installed across three locations in Aberystwyth to help meet the current and future needs of residents as they gradually convert to electric vehicles.
- The Council has also been successful in securing funding from Welsh Government to develop a further trial with 'Connected Kerb' for static bollard type electric vehicle charging points. These charging points have a low impact on street appearance, but are accessible to all users of electric vehicles. This development is being implemented in response to the Council's declaration of a global climate emergency and committing the Council to achieving Carbon Net Zero by 2030.
- Ceredigion currently has 140 rapid (or faster) electric charging devices across the county, that's 195.5 devices per 100,000 population which places the county in the top 20% across the UK for the provision of electric vehicle charging points.
- Ceredigion County Council hosted a showcase event in February 2025 at Cardigan Castle, highlighting the work of the Afon Teifi Nutrient Management Project and the Rural Connectivity Accelerator Project. Supported by the Welsh Government and the UK Department of Science, Innovation & Technology (DSIT), the event brought together key stakeholders to discuss innovative approaches to improving water quality and digital connectivity in rural communities.
- Over the last 3 years, Ceredigion County Council has created the Teifi Nutrient Management Board to establish a catchment-based approach to nutrient management. Projects have been undertaken as part of the Phosphate Reduction and Mitigation (PRAM) Project funded by the Heritage Lottery Fund, such as the installation of 9km of riparian fencing and installation of 6 sustainable urban drainage schemes.
- Storm Darragh brought strong winds and heavy rain to Wales in early December 2024, causing widespread damage, and leaving thousands of homes in Ceredigion without power, telephone or internet. The Council coordinated responses including setting up 4 Welcome Hubs used by 369 residents which provided warm showers, a warm environment, a warm drink and charging facilities. A further 76 residents on the National Grid's two most vulnerable categories list received welfare checks by the Council.

Achievements:

- 12 Empty properties brought back into use following intervention by the Housing Service
- 13 Of Ceredigion's beaches recognised in the 2024/25 Wales Coast Awards
- 3.57 Days on average to clear fly-tips across the County, better than the target of 5 days
- 122.1 Kilograms of residual waste generated per person, better than the target of 165kgs
- 56.7% Provision of Fibre to the premises (FTTP) broadband, increased from 40.9%, due to investment in digital connectivity over the last two years
- 3.6m Total kilowatt hours of renewable energy generated by council assets, above the target of 3.3m kilowatt hours
- 92.8% Of waste collection routes collected on the scheduled day of collection, above the target of 90%
- 96.0% Of category 1 highway defects repaired or made safe by the end of the next working day, higher than the 95.0% last year

Improving Outcomes

Tackling Pollution

Led by Ceredigion County Council in collaboration with the West Wales Nutrient Management Board (WWNMB), the Teifi Nutrient Monitoring (TNM) project has unveiled its groundbreaking nutrient management sensor dashboard.

The dashboard integrates data from sensors deployed across key locations on the Teifi and its tributaries. These sensors, supported by Lacuna's Low Earth Orbit (LEO) satellite connectivity, ensure continuous data transmission, even from remote areas, providing stakeholders with a timely and up-to-date view of critical water quality parameters, such as phosphate levels and river height fluctuations.

In addition to monitoring water quality, the dashboard imports river height levels during extreme weather events, offering year-on-year comparisons that are beneficial for nutrient management and flood management.

The project aims to create a sustainable environment for all by addressing water quality challenges in the Teifi River catchment and preventing future environmental damage. The dashboard is a core part of the Teifi Nutrient Monitoring (TNM) Project, funded by the UK Government Shared Prosperity Fund and administered by the Cynnal y Cardi team, Ceredigion County Council and delivered in conjunction with the WWNMB and its stakeholders.

Increasing Energy Efficiency

In July 2024, Ceredigion County Council was successful in winning the Regional Council/Local Authority Body of the Year category at the Wales 2024 Energy Efficiency Awards in Cardiff.

The Energy Efficiency Awards recognise the work being undertaken by the energy efficiency sector in Wales. The work was judged on its impact within the local community, customers feedback on the Council, the level of expertise the Council has and the priority to which the Council gives to tackling fuel poverty.

The Council has been delivering the Local Authority 'ECO Flexible Eligibility' scheme for several years. This scheme has helped households reduce their energy bills, tackle fuel poverty and reduce carbon emissions through the installation of heating systems and associated insulation measures.

This has improved the energy efficiency and thermal comfort of many Ceredigion homes and has been vital during the cost of living and energy crisis.

Ceredigion was also highly commended in the Regional Vulnerable Customer Support Organisation of the Year category. This category recognised a true commitment to improving the lives of vulnerable people through energy efficiency within its region.

Improving Connectivity

During 2024 the Council supported a groundbreaking project by the Growing Mid Wales programme to identify areas with poor 4G mobile broadband coverage and network capacity by installing advanced mobile data-capturing devices on waste collection vehicles across Powys and Ceredigion.

The waste collection vehicles continued their regular routes, while ensuring thorough data collection and without the additional logistical costs of needing to hire a specialist team and vehicles to achieve a similar outcome. This cost-effective approach provides an efficient solution for mapping mobile coverage across the region.

Funded by the UK's Shared Prosperity Fund, the project produced a coverage checker tool that will allow people to check mobile coverage in their areas and determine the most suitable mobile providers for their needs, enhancing digital transparency.

Growing Mid Wales are now using this data to develop targeted projects and interventions to address connectivity challenges in key areas, which will help to enhance digital infrastructure across the mid-Wales area.

This initiative supports decision-making for digital infrastructure deployments, regional economic development, and innovation.

Tackling Coastal Erosion and Flooding

Works on Aberaeron's £32m coastal defence scheme have been progressing throughout the year and are nearing completion.

The scheme includes the construction of a rock breakwater extending out from North Pier, the refurbishment and re-building of the pier head of South Pier, construction of flood walls, construction of a flood gate at Pwll Cam inner harbour and improvements to the existing defences on South Beach.

Rising sea levels and storms pose a serious threat to the town. Storms in recent years have led to the closure of Quay Parade and overtopping of the current defences within the harbour and South Beach.

The scheme will protect the town and the surrounding coastline from rising sea levels, preventing flooding and coastal erosion.

It will improve the level of protection afforded to the many businesses and homes in the town and will preserve the unique and historical character of the area for future generations.

The scheme has been funded through a £25.85m contribution from Welsh Government's Coastal Risk Management Programme, along with a £4.74m contribution from Ceredigion County Council.

Overall assessment of the journey so far: Leading the way

Progress in meeting this objective is good and prospects for improvement are very good.

Ceredigion has taken a leading role in its ambitions to achieve net zero and protect its unique environment for future generations. It is leading on the West Wales Nutrient Management Board to address water quality challenges, has won awards for energy efficiency in housing, reducing carbon emissions through its Carbon Management Plan and continues to perform amongst the best nationally in recycling and diverting waste away from landfill. Significant lobbying and partnership working across the Mid Wales region is also seeing the connectivity of the County continue to improve. These are examples of how Ceredigion is leading the way in delivering this objective.

Maximising Our Contribution to the National Well-being

The creating sustainable, green and well-connected communities corporate well-being objective supports the following national well-being goals:

- Prosperous
- Resilient
- Healthier
- More equal
- Cohesive
- Cultural
- Global

Delivering Sustainable Development:

Long-term:

- Long-term planning to reduce carbon emissions will help protect our beautiful landscape for future generations
- Future trend analysis utilised in developing the Council's 5-Year Carbon Management Plan
- Significant investment in coastal defence schemes will help protect communities now and for the future.

Prevention:

- Creating sustainable, green and well-connected communities focuses on preventing further impact on the environment, particularly reducing carbon emissions, but also the impact on biodiversity across the County
- Active travel is a key part of Ceredigion's strategy to improve health and well-being, and thus preventing health related problems in the future
- Being connected has come to the fore since the COVID-19 pandemic, and investment in connectivity will help to create stronger and more resilient communities

Collaboration:

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

Involvement:

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

Integration:

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

Key Outcome Measures:

- 71.7% Of waste recycled composted or reused during 2024/25, above the target of 70% to help reduce pollution and conserve our natural resources
- 41% Reduction in carbon dioxide emissions since 2005 to help reduce the impact of climate change and improve the health of local communities
- 97 Households who were threatened with homelessness successfully prevented from actually becoming homeless, helping to improve public health, protect vulnerable groups and improve life chances
- 359 Programmed high risk food hygiene inspections undertaken to secure public health

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 ongoing cost of living crisis is impacting many households in the County, rural poverty and access to services has been a consistent challenge, while household incomes and earnings are lower than average.

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

Some of these issues have been exacerbated in recent years due to the COVID-19 pandemic such as housing affordability, while others remain a consistent challenge such as tackling poverty.

Ceredigion County Council has worked collaboratively with its local and regional partners to tackle these complex issues to create the Ceredigion that we want.

Some examples are the Mid Wales Growth Deal leveraging significant funding for regeneration across the region, the Public Services Board Poverty Sub Group tackling the impact of Poverty across the County, and leading on the Nutrient Management Board for the river Teifi to improve the condition of the river and to facilitate nutrient neutral development to proceed.

The Council's Well-being Objectives were set based on evidenced local needs and on the views of local people. A variety of sources were used to determine these needs including the last Ceredigion Assessment of Local Well-being and Local Well-being Plan.

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

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

Ceredigion Public Services Board brings together the County's public service leadership and decision-makers, to improve the economic, social, environmental and

cultural well-being of the County by strengthening joint working across the County's services.

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

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

The 7 National Well-being Goals

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales

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

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

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

Well-being Goal	How the Council's Well-being Objectives contribute to the national Well-being Goals
A prosperous Wales	All of our Well-being Objectives reflect the importance of developing the local economy in Ceredigion. Enabling employment, developing skills, providing affordable housing, protecting the environment, supporting businesses and investing in regeneration will contribute to the national goal of a prosperous Wales. Supporting existing business and new start-ups to grow will help to increase productivity, create more and better paid jobs and support the workforce through

	opportunities for learning. A more prosperous Ceredigion will also help to tackle poverty and hardship.
A resilient Wales	Delivering our carbon net zero ambition, increasing opportunities for active travel and ensuring communities are well-connected will help to protect our natural environment and create strong and resilient communities. This contributes to the national well-being goal of creating a resilient Wales by reducing our impact on the environment and enhancing our capacity to adapt to change.
A healthier Wales	Supporting learners in education and training, and protecting people from poverty, and the promotion of healthier, more active lifestyles seeks to build a healthier Ceredigion and a healthier Wales. It also enables independent living and provides early intervention and prevention services for the most vulnerable. Supporting citizens to improve their physical and emotional wellbeing will support other initiatives to deliver a healthier Wales and create more resilience communities.
A more equal Wales	All of our Well-being Objectives seek to establish a more Equal Wales by ensuring equal opportunities for all in employment, housing, education, healthier lifestyles and sustainable communities.
A Wales of cohesive communities	Building the strength of our communities is a key feature in our Well-being Objectives. Providing support for our communities to be strong and well connected so that they are able to thrive will enhance the Wales of cohesive communities.
A Wales of vibrant culture and thriving Welsh language	The Council continues to promote the distinct and vibrant bilingual culture and identity of Ceredigion. The cultural pillar of Well-being was highlighted as being particularly important to Citizens in the Ceredigion Assessment of Local Well-being, and further measures to promote bilingualism and the Welsh Language are in place including the new Welsh Language Strategy.
A globally responsible Wales	In considering our Wellbeing Objectives we have taken into account the Ceredigion Assessment of Local Well-being and engagement activity to ensure we can make a positive contribution to global well-being. Support for active travel, other modes of transport and new ways of working that build on our zero-carbon ambition continues our work in this area.

The Sustainable Development Principle

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

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

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

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

Ways of Working	How the Council has demonstrated the Sustainable Development Principle
Long-term Looking to the long term so that we do not compromise the ability of future generations to meet their own needs	• Medium Term Financial Planning ensures that decisions consider the impact on future generations. • Workforce Planning ensures the development of workforce skills for the future and ensures services are sustainable over the longer term. • The Council's Corporate Strategy seeks to improve the social, economic, environmental and cultural well-being of Ceredigion over the next 5 years and beyond. • The recovery from the COVID-19 pandemic is projected to last for a number of years and our plans to tackle poverty and take a long-term approach to economic development reflect this.
Integrated Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their Wellbeing Objectives	• The Corporate Well-being Objectives are aligned with those of the Ceredigion Public Services Board which promotes a shared understanding and coordinated response to the challenges Ceredigion faces to improve the well-being of citizens.
Involvement	• The Council's Corporate Strategy has taken into account the Public Services Board's

Involving a diversity of the population in the decisions that affect them	• Assessment of Local Well-being, which has been produced following extensive engagement with citizens, including those with protected characteristics. • The Council consults with citizens and its engagement groups on the setting of its Corporate Well-being Objectives. • The Council has signed up the National Resident's Survey developed by Data Cymru and the Welsh Local Government Association and run its first survey during summer 2024. • The Council's Engagement and Participation Strategy will help to ensure the voices of all groups in Ceredigion are heard.
Collaborative Working with others in a collaborative way to find shared sustainable solutions	• The Council actively supports, amongst others, the following partnerships: ○ The Growing Mid Wales Partnership ○ The Ceredigion Public Services Board ○ The Community Safety Partnership • The Council worked alongside Hywel Dda University Health Board and other partners in responding to COVID-19, including the setting up of two temporary hospitals, mass vaccination centres and a multi-agency panel to ensure the safe re-opening of community venues.
Prevention Understanding the root causes of issues to prevent them from occurring	• The Council's Well-being Objectives have been set in order to prevent problems from occurring or getting worse. These include addressing the effects of poverty, the issues of rurality and improving the well-being of people of all ages, from early years through to older age. • The Through Age Model provides a coordinated approach to social care in order to prevent, reduce or delay the need for ongoing support, and allow people to remain in their own homes.

Joining Up Our Plans – Links to Key Resources

Key Resources

Our Self-Assessment Report discharges our duties under the Local Government and Elections (Wales) Act 2021 and the Well-being of Future Generations (Wales) 2015 in respect of the Council's performance and the setting and review of well-being objectives.

The requirements of Self-Assessment align with, and support, the duties outlined in other Acts. The following pages provide a summary of these duties and the Council's appropriate policy or strategy in place to respond to the duty.

Equalities

The [Council's Strategic Equality Plan \(SEP\)](#), sets out how we, as Ceredigion County Council, will ensure that our actions are fair to all. Being treated fairly and with respect is relevant to all of us and to our families and friends. The five Equality Objectives of the Strategy are:

- An exemplar equal opportunities employer
- Fostering good relations and tackling prejudice
- Engagement and participation
- Dignity, respect and access to services
- Fair and inclusive education

The Equality Act 2010 brings together and replaces previous anti-discrimination laws within a single act. It simplifies and strengthens the law and makes it easier for people to understand and comply with it. The Act protects the rights of individuals and advances equality of opportunity for all. It includes a general duty on public sector organisations to have 'due regard' to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not by tackling prejudice and promoting understanding.

Public sector bodies are required to review their Strategic Equality Objectives and action plan every four years. To do this, we carry out consultation and engagement with our local communities to inform the plan and the objectives. The Mid and West Wales

Regional Equality, Diversity and Inclusion Group, of which Ceredigion Council is a member, agreed to take a regional approach to this piece of work.

The Corporate Equalities Working Group meets every three months to monitor the progress of the Strategic Equality Plan and to discuss other issues relating to equality. An [Annual Monitoring Report](#) assessing the impact of the Strategic Equality Plan is published each year.

Welsh Language

Ceredigion County Council's vision is for the Welsh language and Welshness to belong to everybody in Ceredigion and to feel a sense of pride amongst all of the County's residents.

In order to achieve this, the Council's new [Welsh Language Promotion Strategy](#) was published in December 2024 following public consultation, and builds on the foundations laid in the previous strategy to increase the opportunities to use the Welsh Language across the County.

It is recognised that the viability of the Welsh language is dependent on maintaining communities where a significant number of the population can speak the language and have access to it in all aspects of daily life.

Ceredigion continues to be regarded as one of the strongholds of the Welsh language with the third largest proportion of Welsh speakers nationally at 45.3% according to the 2021 Census, that's 31,680 residents.

The Strategy sets out how the Council will encourage the Welsh language and facilitate its use more broadly within the local area, through cooperating with organisations that are members of Ceredigion's Bilingual Futures Language Forum. The Bilingual Futures Forum Committee is responsible for monitoring the implementation of the Strategy and developments in Welsh language in the county.

The Strategy contains a number of ambitious actions and outcomes in order to see the language thriving across the county split across the four themes of Learn, Live, Belong, Succeed.

The overall target is that the proportion of Welsh speakers in Ceredigion will increase by 1.5% from 45.3% to 46.8% in 2029. This will result in an increase of 612 Welsh speakers from the baseline in 2021, and will also start to reverse the decline seen between 2011 and 2021.

The Council's actions contribute towards raising awareness of the importance of the Welsh language as an essential part of Ceredigion's identity and heritage, along with introducing definite and specific interventions to encourage the use of the Welsh language in all aspects of the county's social, cultural and economic life.

The Strategy supports the Council's overall vision of "delivering value for money, sustainable bilingual public services" and the Welsh Government's vision to have a million Welsh speakers in Wales by 2050. Further information on [Promoting and Facilitating the Welsh Language](#) in Ceredigion is available on the Council's website.

Finance

The [Medium-Term Financial Strategy](#) provides a financial governance framework to operate within by setting out the issues that are considered and taken into account for financial planning for the medium term.

By bringing together financial assumptions, standards of service delivery, demographic needs and workforce planning issues into this document, it is expected that the Council will be better able to consider overall management of its resources to meet its objectives.

The Council's 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.

Understanding the overall financial context is important in order to deliver a robust and balanced budget during the next few years as it is recognised that funding for the Public Sector will be limited. The financial forecast includes a three-year budget forecast.

Despite the challenges that exist, from this challenge there are opportunities arising by considering how services can be delivered differently and better, and ensuring greater value for money for the taxpayer.

Procurement

The Council's vision for procurement, as published in its [Procurement Strategy](#), is to achieve value for money through the effective procurement of its service requirements, and to demonstrate continuous improvement in its procurement activity.

The Council incurs annual third-party expenditure of more than £60m while delivering wide-ranging public services. Through careful strategic procurement planning, this expenditure is targeted to support the delivery of the Council's overall vision and Corporate Well-being Objectives. The Council's Procurement Strategy aims to:

- Provide value for money by basing procurement decisions on an appropriate combination of quality and price.
- Deliver outcome focused public services procured with the needs of service users in mind and in the language of their choice, through consultation and incorporating the Welsh Language (Wales) Measure (2011) into contracts.

- Support a healthy environment through procuring sustainable solutions and by pre-qualifying prospective suppliers on their sustainability records and values.
- Maximise the contribution towards sustainable development through embedding the Wellbeing of Future Generations (Wales) Act 2015 Sustainable Development Principles in Procurement processes.

The Procurement Strategy is currently being reviewed and updated and will be replaced with a new Joint Procurement and Commissioning Strategy. The new Strategy will build on the Council's strengthened approach to procurement in recent years and will be aligned to support the delivery of the Council's Corporate Well-being Objectives in accordance with the Well-being of Future Generations (Wales) Act 2015.

Governance

In discharging its overall responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions, which includes the arrangements for the management of risk.

This means ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. Its governance arrangements support the delivery of its Corporate Well-being Objectives and its ongoing commitment to improving the social, economic, environmental and cultural well-being of the County.

The Council has a [Governance Framework](#) which demonstrates the arrangements in place to ensure that the intended outcomes for all stakeholders are defined and achieved, whilst ensuring that the Council always acts in the public interest.

It sets out the way the Council meets that commitment in order to achieve the Council's vision and Corporate Well-being Objectives, brings together all governance arrangements and provides assurance that there are clear governance arrangements in place.

The latest [Annual Governance Statement for 2024/25](#) was presented to the Governance and Audit Committee in March 2025 and confirmed that the Council's governance arrangements are effective and fit for purpose.

The review of the 2024/25 Annual Governance Statement concluded:

- Provided substantial assurance that there was a sound system of scrutiny and robustness in place and that the systems and procedures in preparing and scoring the Governance Framework are satisfactory.
- The Council is assessed as having a satisfactory framework of governance, risk management and internal controls in place to manage the achievement of the organisation's objectives during the year.
- The Council has made good progress during the year with recorded achievements against each of the seven core principles.

The Annual Governance Statement is an assessment of the Council's governance arrangements and is used as a tool for corporate improvement, to evaluate strengths and weaknesses in the governance framework and as part of an annual action plan.

Asset Management

The purpose of the Council's [Asset Development Policy](#) is to set out Ceredigion County Council's approach to optimising its assets through leasing, disposals and acquisition in pursuit of its priorities and objectives. The key objectives of the Policy are:

- To set out key steps in the Asset Development review process.
- To set a strategic context to the management of vacant or underused land and buildings.
- To ensure that Ceredigion County Council has the most appropriate and effective asset portfolio in relation to its aims.
- To maximise revenue from assets owned by the Council.
- To identify assets that are surplus to requirements for original use and to maximise income through their development and / or disposal.
- To add to the asset portfolio where appropriate to achieve corporate aims.

The Council uses a range of different actions to deliver these objectives, including the disposal of land and buildings that are vacant or deemed to be surplus to requirements, investing in land and buildings to increase income through lease agreements and investing to develop land and buildings for alternative commercial or other uses in-line with the Council's Corporate Well-being Objectives.

The Policy is currently being reviewed and will be replaced with a new overarching Strategic Asset Management Plan which will have a broader strategic approach, encapsulating the new Hybrid Working Strategy that is driving a change to our approach, the budgetary pressures to rationalise the Council's estate, and the major improvement programmes being undertaken such as those for schools improvement and care home investment.

Human Resources

Underpinning the success of the Council's Corporate Strategy is a high performing workforce, operating in a way that is innovative, digitally mature and sustainable. To achieve this, a [Workforce Plan](#) is in place, that outlines the Council's approach to managing its workforce to meet its current and future service delivery needs.

The Workforce Plan addresses key issues including recruitment, retention and succession planning to ensure stable staffing levels, a sustainable workforce and that vacant posts are filled with appropriately qualified staff. It also supports the delivery of

new ways of working, such as hybrid working, in order to secure increased productivity, reduced travelling and improved work life balance.

The Plan also recognises the achievements over the course of the previous plan, the link with other corporate strategies, and our workforce profile.

The four themed priorities set out in the plan to meet the identified challenges, which are:

- 1) Realising Potential
- 2) Candidate Experience and Talent Attraction
- 3) New Ways of Working
- 4) Our Culture

An overview of each theme is included along with the actions that will be taken to deliver the plan. A set of proposed measures are included at end of the document to allow effective monitoring of progress over the course of the three-year plan.

Through Age Well-being

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 Well-being Strategy](#) sets out the vision and approach to transform how the well-being and safety of the people of Ceredigion is supported.

To achieve our vision we have developed a Through Age Well-being 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, to maximise people's independence and to be able to remain in their own home in their own community wherever possible.

Economy

Ceredigion's [Economic Strategy](#) sets out a framework for action covering the fifteen-year period to 2035, outlining out how we will work together towards achieving strong, sustainable and more resilient economic growth for Ceredigion, created and shared by all.

It highlights the actions that will address the challenges and opportunities that exist in the local economy, and focuses on four main priority areas of People, Enterprise, Place and Connectivity, with each section outlining some of the interventions.

Many initiatives have already been developed and implemented under the strategic direction set by the Economic Strategy. A significant amount of external funding has been secured from a range of key stakeholder organisations, which will enable the building blocks for further economic growth to be put in place.

Currently, the focus remains on delivery against the actions set out in the strategy. A number of key strategic programmes are being delivered, and their impacts collectively being assessed. There is particular focus on areas where there remain significant challenges, for example on how to unlock growth potential to grow the number of medium to large-sized enterprises in Ceredigion. There will also be a need to build on our collective understanding of the drivers of outward migration, and how to attract new investment that meets the strategic needs of our economy.

Periodic updates on progress with the delivery of the Strategy are provided to the Council's [Thriving Communities Scrutiny Committee](#). The Strategy provides an exciting opportunity to build on Ceredigion's solid foundations and support an ambitious thriving economy for the future.

Tackling Hardship and Poverty

The Ceredigion [Local Well-being Plan 2023-28](#) contains four well-being objectives plus a cross-cutting theme on tackling hardship and poverty because it links to each of the objectives covering economic, social, environmental and cultural well-being.

The Ceredigion Public Services Board (PSB) will prioritise tackling hardship and poverty in response to the cost-of-living crisis, cross referencing with economic, social, environmental and cultural well-being pillars.

The mechanism for implementing the tackling hardship and poverty theme is through the PSB's Poverty Sub-Group which consists of a network of partner organisations who scrutinise the work of the PSB to enhance the work undertaken to combat poverty across each of the four objectives.

Hybrid Working Strategy

Following the [Review of the Hybrid Working Arrangements](#) in 2023 and the adoption of hybrid working as a permanent but discretionary option for employees, the Council's new [Flexible Working Policy](#) was approved in June 2024.

The Policy sets out the details of the hybrid working scheme which seeks to help employees improve their work life balance by reducing commuting time whilst also

reducing the Council's carbon footprint and broadening its talent pool. It is recognised that the flexible working practices offered can aid health and wellbeing, reduce turnover, increase motivation and talent attraction.

The Flexible Working Policy was one of a number of Human Resource Policies updated during 2024/25 and ensures that the Council is compliant with current legislation and harnesses the benefits of the Council's learning over the past four years.

Housing

An updated [Housing Strategy 2023-28](#) was published in October 2023, which sets out the Council's housing vision and ambitions for the five-year period from 2023 to 2028.

The vision of the new strategy is: there will be sufficient suitable and sustainable accommodation to meet residents' needs now and in the future. We recognise the important role that housing plays together with the influence it has on the health and well-being of individuals, families and the wider community.

It responds to key challenges including the national picture of the economic recession, legislative changes, the recovery from the COVID-19 pandemic and the phosphates issues affecting development in the County, that all play their part in affecting housing Ceredigion.

The two main priorities of the new Strategy are:

- Increasing supply and improving housing conditions.
- Supporting residents in their own homes and communities.

Despite previous successes, there continues to be a lack of suitable and affordable housing of good quality. This, coupled with the need to tackle homelessness, and support the most vulnerable in our society, means that significant investment and work is required to address this situation. The Council will also work to ensure that local people are supported to continue to afford to live in their communities, contributing to the vitality of the Welsh culture and language.

Digital Transformation and Customer Contact

Digital Strategy

Ceredigion County Council is investing in new technology to transform the way services are provided to our customers. This is to ensure they meet growing demand, are sustainable in the future, and also provide an enhanced experience for our customers. To deliver this, the Council has recently published its new [Digital Strategy](#) for the period 2024 to 2030. The overall aim of the Strategy is to create a “Digitally Confident Ceredigion”, focussing on delivering sustainable, long-term digital development across all services and supporting the national digital strategy.

The Council’s vision sees Ceredigion as a county which is confident to develop, innovate and deliver digital services in partnership with our communities, who are connected, engaged and ready to benefit from them. Embedding digital across all services and strategies will ensure we can provide innovative and efficient services for all.

In supporting residents and communities, the Strategy’s aims include:

- Supporting the community to be digitally confident, able to access and benefit from digital services.
- Supporting delivery of digital connectivity improvements for the whole county.
- Provide the council and its partners with sustainable, resilient, and secure ICT services.
- Providing citizens with 24/7 access to services via a My Account and online services.

CLIC

Ceredigion’s Customer Contact Centre, called ‘CLIC’, is a good example of how we’re using new technology to provide an enhanced customer experience.

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.

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.

My Account

We are also excited to announce the launch of two new services designed to improve communication and interaction with our residents.

Thanks to the collaboration of teams within our Customer Contact, ICT & Digital Service, 'My Account' has been launched. This means residents now have access to a convenient and user-friendly way to interact with us whenever they choose.

'My Account', which is accessible from a phone, tablet or computer allows users to:

- Make enquiries and track their progress
- Report highways issues such as potholes, overhanging trees and streetlights
- Report public rights of way issues, such as a broken stile or missing signs
- See when waste collections are due as well as download a copy of the waste collection calendar for 2024
- See their local Councillor
- Sign up for newsletters and consultations

We have also developed a new newsletter for sharing with subscribers. The newsletter promotes the range of services we offer, provides useful information, and shares news stories with residents. You can subscribe to the new newsletter by registering on 'My Account'.

Providing opportunities to communicate with the Council digitally provides convenient access to information, enables quick feedback and interaction, and helps to promote transparency and accountability in governance.

To find out more log-on to the [Council's MyAccount webpage](#).

Achievements:

During 2024/25 our customer contact centre (CLIC) handled:

- 102,595 Telephone calls received during the 2024/25 year
- 30,906 E-mails responded to during the 2024/25 year
- 106,507 Enquiries logged during the 2024/25 year
- 12% Of telephone calls were in Welsh during 2024/25
- 6,055 Residents have signed up for My Account

Enquiries logged during the year

Year	Percentage
2023/24	90,419
2024/25	106,507

Increase in enquiries logged during the year

Year	Percentage
2023/24	-5%
2024/25	+18%

Social Partnership Duty

Background

The Social Partnership and Public Procurement (Wales) Act 2023 (The “SPPP”) requires the Council, as a public body, to produce an annual report to evidence how they have complied with the Social Partnership Duty.

The SPPP Act provides for a framework to enhance the well-being of the people of Wales by improving public services through social partnership working, promoting fair work and socially responsible public procurement. It is intended to complement other legislation, including the Socio-economic Duty and the Well-being of Future Generations (Wales) Act 2015.

The SPPP Act 2023 requires the Council, in carrying out sustainable development, in so far as is reasonable, to seek consensus or compromise with their recognised trade unions, when setting their well-being objectives (in line with the Well-being of Future Generations (Wales) Act 2015) and making decisions of a strategic nature about the reasonable steps they intend to take to deliver those objectives.

Review of Corporate Well-being Objectives

As part of our annual performance reporting cycle, and as required by the Well-being of Future Generations (Wales) Act 2015, Ceredigion County Council undertakes a regular review of its Corporate Well-being Objectives. This process is combined with our annual Self-Assessment work that was introduced by the Local Government and Elections (Wales) Act 2021.

The Corporate Well-being Objectives enable the delivery of services that will enhance the social, economic, environmental and cultural well-being for the citizens and communities of Ceredigion. The Objectives, and the steps to deliver them, were developed during 2022 to coincide with the new Corporate Strategy. They were identified through a wide variety of evidence, including public engagement, the Ceredigion Assessment of Local Well-being and the ambitions of the political administration.

In autumn 2023 our Corporate Well-being Objectives were reviewed, when it was agreed by Council that they would remain the priority areas for the County and would remain in place for 2024/25.

As part of this review a meeting was held with trade union representatives to seek feedback and consensus on the content of the Self-Assessment and Annual Review of

Performance and Well-being Objectives Report. There were no issues raised concerning the continuation of the Objectives into 2024/25.

The Self-Assessment Report outlines the steps taken by the Council to deliver its Corporate Well-being Objectives and is signed off by the Leadership Group (made up of senior staff) and Cabinet, but is also reviewed extensively by Scrutiny Committee and Governance and Audit Committee.

Partnership working

Ceredigion County Council has an excellent working relationship with its trade union partners, who are actively involved in policy development, long-term strategy planning, and resource management. Below are examples of their involvement across key areas:

Industrial Relations

Our trade unions are included in the development of workforce policies from an early stage and are engaged at multiple points during the approval processes to ensure they are able to make significant and meaningful contributions to shaping our policies.

Fortnightly meetings are held with the full-time union officer, bi-monthly meetings of the Corporate Joint Trade Unions Forum take place and a Corporate Employee Forum takes place at least twice a year attended by Elected Members and Senior Officers. The meetings allow opportunities to discuss and address issues or disputes in a way that supports staff whilst maintaining service delivery. Our trade unions also sit on the validation and appeal panels for job evaluation, with equal voting rights, to support a fair and consistent pay grading.

Workforce Managing Change

Our trade unions are involved in all managing change processes from early consultation of proposed change management business cases through to completion of the process. Examples of this over the past year have included restructuring in our Finance and Procurement Service and the merging of staff from two residential care homes into a single location. We continue to work with school trade union partners to improve the timeliness of change managing processes and consultation in this area.

We consider our Trade Unions to be key partners in our efforts to identify and address areas of concern within different cohorts of our workforce, and they have played pivotal roles in supporting our efforts. One example being the work done collaboratively to address various concerns following the transfer of ownership of a large residential care home into council ownership.

Budget Management

Our trade unions receive a detailed briefing from the Corporate Lead Officer - Finance and Procurement on the implications of the annual budget settlement each year in terms of service allocations and proposed council tax rates.

Equality, Diversity, and Inclusion

We work closely with our trade union partners on the introduction of workforce policies to ensure that these promote workplace diversity, tackle discrimination and/or harassment, and support effective services to Ceredigion residents.

Where We Prioritised Our Funding 2024/25

Ceredigion has a track record of setting and achieving a balanced budget as well as achieving a clean bill of health from Audit Wales during financial audits and reviews.

At the end of 2024/25, the Council was in a financially resilient position with a strong balance sheet and several key priorities already delivered during the year such as the opening of Ysgol Dyffryn Aeron and the Penmorfa Centre for Independent Living.

However, all local authorities across Wales are experiencing significant financial challenges brought about by the cost-of-living crisis and more recently a return to austerity, which combined with increasing demand for services such as social care, is placing considerable strain on Councils nationwide.

We also received lower than expected funding from Welsh Government and have the lowest increase across Wales per head of population, meaning that the Council will need to adapt, manage budget reductions and find new ways of delivering services in order to sustain Council services in their current form.

Ceredigion's net budget for 2024/25 was set at £193.6 million, with 70% being funded by Welsh Government and 30% by Council Tax payers. The table below sets out the Council's expenditure on services in 2024/25.

Service	Percentage	Value
Schools & Lifelong Learning	30%	(£58.07m)
Porth Cynnal	20%	(£38.72m)
Finance and Procurement	11%	(£21.42m)
Highways and Environmental Services	10%	(£20.03m)
Porth Gofal	9%	(£17.54m)
Customer Contact and ICT	3%	(£6.67m)
Levies, Council Tax Premium and Reserves	3%	(£6.08m)
Leadership Group	3%	(£5.45m)
Democratic Services	3%	(£5.19m)
Porth Cymorth Cynnar	2%	(£4.07m)
Economy and Regeneration	2%	(£3.72m)
Policy, Performance and Public Protection	1%	(£2.52m)
People and Organisation	1%	(£2.41m)
Legal and Governance Services	1%	(£1.69m)

In order to address the shortfall in the Council's funding a programme of activities is in place including maximising use of buildings, transformation and innovation within services, investing in the delivery of the new Digital Strategy and seeking operational efficiencies where possible. Further information on the Council's budget position and the financial challenges can be found in the [Medium-Term Financial Strategy](#).

Our Performance 2024/25

How We Assess and Benchmark Performance

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

Internally we monitor the delivery of our business plans for all twelve services, and the delivery of our Corporate Well-being Objectives.

Externally, we use a variety of sources for routine benchmarking. These are key Value for Money Indicators, Key Council Indicators and an independently produced Performance Profile for Local Authorities.

The Council is also one of a number of public bodies in Ceredigion that contribute to improving well-being in our communities. In order to measure our contribution to these wider outcomes, we periodically review our contribution to the National Well-being Indicators. The following pages provide a summary of the latest results from each of these source as well as links to find out more.

Business Plan Performance

Our business plan performance is monitored through a Performance Board, and on an ongoing basis, by our Leadership Group. At the end of 2024/25 our performance shows that 62% of our measures were on target and 80% of our tasks were either complete or on schedule. The measures and objectives off-target are scrutinised in more detail by Leadership Group and relevant scrutiny committee.

Delivery of Our Corporate Well-being Objectives

We also continuously monitor the delivery of our Corporate Well-being Objectives. Each objective is supported by a series of actions or “tasks” across the Council’s services which contribute to the delivery of that objective and improve outcomes. The results from 2024/25 show that:

- 62% (or 130) tasks were completed that supported the delivery of the objectives, with a further 15% or 32 tasks still in progress and on track at the end of the year.
- This represents 77% of tasks either complete or on track, higher than the previous years 73%.

- There were also 46 tasks that were still in progress but slightly behind schedule at the end of the year. These will transfer to the new year.
- A further 3 tasks had not been started due to challenges such as changes in priorities, legislation or withdrawal of funding to take forward. In these cases, they are reviewed and alternative tasks set or cancelled as appropriate.

Overall progress has been good with the majority of tasks being delivered.

How this Compares to Previous Years

Since our new Performance Management Framework was installed, the monitoring systems that we used to track performance have improved significantly and we can more effectively monitor the delivery of our Corporate Strategy.

The trends over the last three years show that the delivery of our Corporate Well-being Objectives continue to improve, rising from 73% last year to 77% in 2024/25, while the delivery of all business plan tasks (including back-office functions) increased from 72% last year to 80% in 2024/25. This has been achieved despite the ongoing challenges, particularly budgetary pressures, across the local government sector in Wales.

The improvement in delivery is a combination of more focused Business Plan task setting, improved scrutiny via the Performance Board, the more embedded Business Planning process and a stronger performance management framework more broadly.

The exception is the meeting of Business Plan Performance Measure targets, which decreased to 62% on target, compared to 72% in the previous year. Some of the reasons are the setting of more ambitious targets as we continue to raise standards, and the impact of budgetary/resource issues. The performance measures off-target will be scrutinised by the Performance Board and where necessary, will be called into the relevant scrutiny committee during 2025/26.

Business Plan Measures Compared to Target

Progress	Number	Percentage
On target	101	62%
Off target by less than 15%	24	15%
Off target by more than 15%	38	23%

Business Plan Task Progress 2024/25

Progress	Number	Percentage
On schedule / complete	195	80%
In progress but behind schedule	46	19%
Not started / not complete	1	1%

Corporate Well-being Objective Progress During 2024/25

Corporate Well-being Objective	Percentage
Boosting the Economy, Supporting Businesses and Enabling Employment	87%
Creating Caring and Healthy Communities	60%
Providing the Best Start in Life and Enabling Learning at All Ages	74%
Creating Sustainable, Green and Well-Connected Communities	86%

Business Plan Tasks on Target

Year	Percentage
2022/23	71%
2023/24	72%
2024/25	80%

Delivery of Corporate Well-being Objectives Tasks

Year	Percentage
2022/23	59%
2023/24	73%
2024/25	77%

Business Plan Measures of Target

Year	Percentage
2022/23	71%
2023/24	72%
2024/25	62%

Value for Money

Key Performance 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.

Value for Money

Value for Money can be defined as the relationship between Economy, Efficiency and Effectiveness. It assesses whether the Council has obtained the maximum benefit from the goods and services it procures and provides within the constraint of the limited resources facing the Council.

For example, two key measures of efficiency are the collection of Council Tax and Non-domestic (business) rates. While Non-domestic rates collection remains above average at 96.9%, Council Tax collection is slightly below average at 95.5%.

The average Band 'D' Council Tax, often used as a comparator between different counties, shows that current rates are slightly higher than the national average across Wales at £2,296 while our cumulative savings made since 2012 total £68m through a combination of restructuring, service-redesign and transformation projects, with a further £8m achieved during 2024/25.

Revenue outturn expenditure per head was £3,185 for the last full year and budgeted expenditure per head for the current 2025/26 year is £3,372. Revenue outturn expenditure is the day-to-day operational costs essential to the running of the organisation.

The task of setting a balanced budget in 2024/25 was extremely challenging but was a significant achievement to receive unanimous agreement.

Council Tax Collection Rate

Year	Ceredigion	Wales
2023/24	96.7%	96.0%
2024/25	95.5%	95.6%

Non-Domestic Rates Collection

Year	Ceredigion	Wales
2023/24	98.2%	96.5%
2024/25	96.9%	96.1%

Band D Council Tax Rate

Year	Ceredigion	Wales
2023/24	£2,104	£2,024
2024/25	£2,296	£2,170

Revenue Outturn Expenditure Per Head

Year	Ceredigion	Wales
2023/24	£3,135	£3,219
2024/25	£3,185	£3,366

Cumulative Efficiency Savings Made by Ceredigion County Council since April 2012

Year	Pounds
April 2012 to March 2020	£45,000,000
April 2012 to March 2021	£47,000,000
April 2012 to March 2022	£50,000,000
April 2022 to March 2023	£52,000,000
April 2012 to March 2024	£60,000,000
April 2012 to March 2025	£68,000,000

Index of Multiple Deprivation

Welsh Index of Multiple Deprivation

The Welsh Index of Multiple Deprivation (WIMD) is the Welsh Government's official measure of relative deprivation for small areas in Wales. It identifies areas with the highest concentrations of several different types of deprivation, which are:

- Income
- Housing
- Employment
- Access to services
- Education
- Health
- Community safety
- Physical environment

The Council, working with partners on the Ceredigion Public Services Board's Poverty Group, use the results of the Index to help tackle poverty and deprivation across the County by identifying where pockets of deprivation exist.

We know from the results that Ceredigion has two areas that feature in the top 20% most deprived areas nationally, see table below.

% of Ceredigion's areas in the most deprived 10% nationally for each of the eight domains of the Welsh Index of Multiple Deprivation

Domain	Percentage
Income	2%
Employment	4%
Health	0%
Education	0%
Access to Services	50%
Community Safety	7%
Physical Environment	2%
Housing	28%

Furthermore, exactly half (50%) of all areas in the county fall within the most deprived 10% nationally for Access to Services, reflecting sparse population and longer travelling times to essential services. Meanwhile, 28% of all areas are within the most deprived 10% for Housing, reflecting older housing stock, lack of energy efficiency and in some cases overcrowding.

Welsh Government are currently updating the Index of Multiple Deprivation and we anticipate the results being available at the end of 2025 or early 2026. To find out more about this key source of data and explore your own area why not visit the Welsh Government's resources on the [Welsh Index of Multiple Deprivation](#).

Contribution to Well-being

Well-being of Wales National Indicators

The 50 [National Well-being Indicators](#) are designed to represent the outcomes for Wales and its people that will help demonstrate progress towards the 7 National Well-being Goals.

They are not performance indicators specifically for the Council, they are county-wide results, to which the Council, along with other public bodies, contribute.

We do, however, periodically review Ceredigion's contribution to these indicators. The last of these exercises was conducted in June 2024. Data is available at local authority level for 39 of these indicators. The results show that:

- Ceredigion is performing better than average in 25 (or 64%) of the indicators.
- Ceredigion is performing the same as average in 2 (or 5%) of the measures.
- Ceredigion is performing lower than the average in 12 (or 31%) of the measures.

This suggests that Ceredigion is making a positive contribution to the National Well-being Goals.

The annual Well-being of Wales Report provides an update on progress made in Wales towards the achievement of the 7 National Well-being Goals and draws on the latest national indicators results.

The table below summarises Ceredigion's contribution to the National Well-being Indicators.

Ceredigion's Performance	Number of Measures
Better than Wales average	25
Same as Wales average	2
Lower than Wales average	12

Future Plans

The Council is proactively working with Data Cymru and all 21 other councils nationwide to support the development of the new Self-Assessment Data Tool. The Tool, developed by Data Cymru, provides access to a wide range of performance data across local government services.

Further work will take place during 2025 and 2026 to strengthen the measures and fill gaps in data such as in assessing value for money, asset management and consultation.

Follow the links in this section to find out more about the different ways of benchmarking performance of Ceredigion County Council specifically and the wider county of Ceredigion.

The pages that follow provide a selection of the key performance measures for the Council and the wider Community.

Key Performance Measures

Number of learners in local authority community learning per 1,000 population including learning provided in collaboration with Further Education Institutions

Local Authority	2022/23 result
Carmarthenshire	3.47
Ceredigion	6.98
Pembrokeshire	14.56
Powys	1.60
Swansea	3.67
All Wales	5.25

Percentage of year 13 school leavers in education, training or employment

Local Authority	2024 result
Carmarthenshire	90.5%
Ceredigion	93.1%
Pembrokeshire	83.7%
Powys	89.9%
Swansea	92.4%
All Wales	92.9%

Percentage of year 13 school leavers known to be in education, training or employment

Local Authority	2024 result
Carmarthenshire	3.2%
Ceredigion	4.1%
Pembrokeshire	2.2%
Powys	6.6%
Swansea	3.9%
All Wales	3.2%

Percentage of primary schools that are Welsh medium

Local Authority	2023/24 result
Carmarthenshire	60.6%
Ceredigion	86.1%
Pembrokeshire	27.5%
Powys	13.9%
Swansea	13.0%
All Wales	29.3%

Percentage of pupils taught as a first language

Local Authority	2023/24 result
Carmarthenshire	52.8%
Ceredigion	70.9%
Pembrokeshire	22.1%
Powys	17.2%
Swansea	14.1%
All Wales	21.7%

Number of children and young people in years 6 to 13 who received counselling per 1,000 population

Local Authority	2023/24 result
Carmarthenshire	67.8
Ceredigion	61.9
Pembrokeshire	54.9
Powys	103.6
Swansea	51.0
All Wales	41.9

Number of complaints received per 1,000 residents

Local Authority	2023/24 result
Carmarthenshire	0.36
Ceredigion	0.45
Pembrokeshire	0.32
Powys	0.40
Swansea	0.34
All Wales	0.35

Average Band D Council Tax Rate

Local Authority	2025/26 result
Carmarthenshire	£2,232
Ceredigion	£2,296
Pembrokeshire	£2,060
Powys	£2,234
Swansea	£2,143
All Wales	£2,170

Percentage of Council Tax collected

Local Authority	2024/25 result
Carmarthenshire	96.2%
Ceredigion	95.5%

Pembrokeshire	95.1%
Powys	96.3%
Swansea	94.5%
All Wales	95.6%

Collection of non-domestic rates

Local Authority	2024/25 result
Carmarthenshire	96.4%
Ceredigion	96.9%
Pembrokeshire	97.6%
Powys	98.0%
Swansea	95.1%
All Wales	96.1

Percentage of households prevented from becoming homeless

Local Authority	2023/24 result
Carmarthenshire	73.0%
Ceredigion	65.0%
Pembrokeshire	68.0%
Powys	28.0%
Swansea	51.0%
All Wales	58.0%

Percentage of households successfully relieved from homelessness

Local Authority	2023/24 result
Carmarthenshire	25.0%
Ceredigion	25.0%
Pembrokeshire	28.0%
Powys	11.0%
Swansea	22.0%
All Wales	26.0%

Number of dwellings improved with Disabled Facilities Grants per 10,000 dwellings

Local Authority	2022/23 result
Carmarthenshire	28
Ceredigion	42
Pembrokeshire	25
Powys	166
Swansea	94
All Wales	39.51

Percentage of planning applications determined within statutory and agreed timescales

Local Authority	January to March 2025 result
Carmarthenshire	95.0%
Ceredigion	85.0%
Pembrokeshire	97.0%
Powys	98.0%
Swansea	94.0%
All Wales	90.0%

Average time in days to determine planning applications

Local Authority	January to March 2025 result
Carmarthenshire	136
Ceredigion	135
Pembrokeshire	102
Powys	129
Swansea	73
All Wales	110

Kilograms of household waste produced per person

Local Authority	2023/24 result
Carmarthenshire	120
Ceredigion	184
Pembrokeshire	152
Powys	154
Swansea	156
All Wales	168

Percentage of municipal waste reused, recycled or composted

Local Authority	2023/24 result
Carmarthenshire	70.4%
Ceredigion	71.3%
Pembrokeshire	72.0%
Powys	68.5%
Swansea	70.4%
All Wales	66.6%

Number of recorded fly-tipping incidents per 1,000 population

Local Authority	2023/24 result
Carmarthenshire	16.2
Ceredigion	1.7

Pembrokeshire	5.5
Powys	2.8
Swansea	10.1
All Wales	13.3

Wider Community Measures

Gross Value Added per head (balanced)

Local Authority	2023 result
Carmarthenshire	£22,064
Ceredigion	£23,313
Pembrokeshire	£23,791
Powys	£20,567
Swansea	£26,007
All Wales	£25,742
South West Wales Region	£23,274
Mid Wales Region	£21,534

Change in Gross Value Added (balanced) 2022 to 2023

Local Authority	2022 to 2023 result
Carmarthenshire	8.2%
Ceredigion	9.5%
Pembrokeshire	0.2%
Powys	10.3%
Swansea	8.7%
All Wales	8.64%
South West Wales Region	6.38%
Mid Wales Region	10.0%

Economic activity rate

Local Authority	January 2024 to December 2024 result
Carmarthenshire	74.5%
Ceredigion	78.8%
Pembrokeshire	76.3%
Powys	73.0%
Swansea	72.1%
All Wales	75.5%

Employment rate

Local Authority	January 2024 to December 2024 result
Carmarthenshire	72.0%

Ceredigion	77.0%
Pembrokeshire	72.9%
Powys	72.2%
Swansea	69.4%
All Wales	73.0%

Unemployment rate

Local Authority	January 2024 to December 2024 result
Carmarthenshire	3.0%
Ceredigion	2.5%
Pembrokeshire	3.0%
Powys	2.4%
Swansea	3.8%
All Wales	3.2%

Net birth rate of enterprises

Local Authority	2024 result
Carmarthenshire	-70
Ceredigion	15
Pembrokeshire	35
Powys	30
Swansea	50
South West Wales Region	15
Mid Wales Region	45

2 year survival percentage of new enterprises in 2021

Local Authority	2024 result
Carmarthenshire	71.2%
Ceredigion	77.8%
Pembrokeshire	73.1%
Powys	74.7%
Swansea	71.2%
All Wales	68.7%

5 year business survival percentage of new enterprises in 2018

Local Authority	2024 result
Carmarthenshire	46.6%
Ceredigion	54.1%
Pembrokeshire	29.0%
Powys	51.9%

Swansea	29.7%
All Wales	36.6%

Gross weekly pay of all full-time workers by place of residence in Ceredigion (pounds)

Local Authority	2017 result	2018 result	2019 result	2020 result	2021 result	2022 result	2023 result	2024 result
Ceredigion	£470.7	£490.9	£504.4	£504.7	£553.6	£586.9	£617.3	£670.3
All Wales	£505.7	£518.5	£540.0	£547.4	£572.5	£604.3	£643.3	£684.4

Percentage of people who volunteer formally and informally

Local Authority	2022/23 result
Carmarthenshire	31%
Ceredigion	36%
Pembrokeshire	36%
Powys	42%
Swansea	29%
All Wales	30%

Percentage of working age adults qualified to level 2 or above

Local Authority	Year ending December 2024 result
Carmarthenshire	88.8%
Ceredigion	96.0%
Pembrokeshire	88.0%
Powys	93.1%
Swansea	89.0%
All Wales	87.6%

Percentage of working age adults qualified to Level 3 or above

Local Authority	Year ending December 2022 result
Carmarthenshire	70.0%
Ceredigion	77.5%
Pembrokeshire	67.3%
Powys	80.0%
Swansea	74.6%
All Wales	68.6%

Percentage of working age adults qualified to Level 4 or above

Local Authority	Year ending December 2024 result
Carmarthenshire	40.7%
Ceredigion	53.7%
Pembrokeshire	41.5%
Powys	48.9%
Swansea	52.8%
All Wales	46.4%

Percentage of working age adults with no qualifications

Local Authority	Year ending December 2024 result
Carmarthenshire	6.4%
Ceredigion	2.3%
Pembrokeshire	6.6%
Powys	3.1%
Swansea	7.4%
All Wales	7.9%

Claimant count as a proportion of resident population area aged 16-64

Local Authority	May 2025 result
Carmarthenshire	2.9%
Ceredigion	2.7%
Pembrokeshire	3.3%
Powys	2.7%
Swansea	3.5%
All Wales	3.4%

Claimant count as a proportion of resident population area aged 18-24

Local Authority	May 2025 result
Carmarthenshire	5.4%
Ceredigion	2.4%
Pembrokeshire	5.6%
Powys	4.1%
Swansea	3.9%
All Wales	5.1%

Percentage of households that are workless and have at least one person aged 16-64

Local Authority	January to December 2023 result
Carmarthenshire	15.2%
Ceredigion	15.7%
Pembrokeshire	14.7%
Powys	12.1%
Swansea	18.9%
All Wales	16.0%

Percentage of dwellings subject to a long term empty / second home premium

Local Authority	2025/26 result
Carmarthenshire	2.59%
Ceredigion	4.62%
Pembrokeshire	6.06%
Powys	2.99%
Swansea	2.29%
All Wales	2.22%

Percentage of adults aged 16+ satisfied with their local area as a place to live

Local Authority	2021/22 result
Carmarthenshire	90.3%
Ceredigion	92.7%
Pembrokeshire	92.3%
Powys	94.9%
Swansea	90.1%
All Wales	88.6%

Percentage of population in food or very good health

Local Authority	2021 result
Carmarthenshire	76.8%
Ceredigion	78.7%
Pembrokeshire	78.1%
Powys	79.0%
Swansea	78.6%
All Wales	78.6%

Percentage of people who have two or more healthy behaviours

Local Authority	2021/22 result
Carmarthenshire	92.5%
Ceredigion	94.3%
Pembrokeshire	91.9%
Powys	94.8%
Swansea	94.4%
All Wales	92.6%

Latent demand for any sport and physical recreational activity

Local Authority	2022/23 result
Carmarthenshire	27%
Ceredigion	42%
Pembrokeshire	32%
Powys	23%
Swansea	28%
All Wales	27%

Percentage of residents who have visited a museum in the last twelve months

Local Authority	2022/23
Carmarthenshire	30.0%
Ceredigion	32.0%
Pembrokeshire	24.9%
Powys	28.4%
Swansea	32.0%
All Wales	31.5%

Percentage of people who feel able to influence decisions affecting their local area

Local Authority	2021/22 result
Carmarthenshire	31.6%
Ceredigion	28.0%
Pembrokeshire	28.4%
Powys	23.1%
Swansea	33.4%
All Wales	29.7%

Percentage of people who voted in the May 2022 council elections

Local Authority	2022/23 result
Carmarthenshire	62%
Ceredigion	62%
Pembrokeshire	60%

Powys	69%
Swansea	58%
All Wales	60%

Percentage of people agreeing that they belong to the area; that people from different backgrounds get on well together; and that people treat each other with respect

Local Authority	2021/22
Carmarthenshire	68.0%
Ceredigion	69.2%
Pembrokeshire	77.6%
Powys	70.6%
Swansea	59.3%
All Wales	64.5%

Percentage of households with access to one or more cars or vans

Local Authority	2021 result
Carmarthenshire	84.6%
Ceredigion	84.3%
Pembrokeshire	84.8%
Powys	87.0%
Swansea	77.4%
All Wales	80.5%

Percentage of residents who travel 20km or more to work

Local Authority	2021 result
Carmarthenshire	15.2%
Ceredigion	15.6%
Pembrokeshire	11.9%
Powys	18.4%
Swansea	6.3%
All Wales	11.4%

Percentage of people who walk 10+ minutes or cycle at least once a week as a means of transport

Local Authority	2021/22
Carmarthenshire	41%
Ceredigion	44%
Pembrokeshire	44%
Powys	48%
Swansea	58%
All Wales	52%

Total new dwellings completed per 1,000 population

Local Authority	2024/25 result
Carmarthenshire	0.91
Ceredigion	1.65
Pembrokeshire	1.01
Powys	1.25
Swansea	1.06
All Wales	1.45

House price to residence-based earnings ratio

Local Authority	2024 result
Carmarthenshire	4.96
Ceredigion	6.75
Pembrokeshire	6.72
Powys	6.56
Swansea	5.42
All Wales	5.76

Percentage of people aged three or older who speak Welsh

Local Authority	2021 result
Carmarthenshire	39.9%
Ceredigion	45.3%
Pembrokeshire	17.2%
Powys	16.4%
Swansea	11.2%
All Wales	17.8%

Percentage of adults materially deprived

Local Authority	2022/23 result
Carmarthenshire	16.7%
Ceredigion	18.4%
Pembrokeshire	13.4%
Powys	14.1%
Swansea	13.3%
All Wales	15.5%

Gross disposal household income per head

Local Authority	2022 provisional result
Carmarthenshire	£18,179
Ceredigion	£17,838
Pembrokeshire	£19,125
Powys	£19,772
Swansea	£17,978
All Wales	£18,652

Availability of full fibre broadband

Local Authority	July 2025 result
Carmarthenshire	70.1%
Ceredigion	57.1%
Pembrokeshire	66.7%
Powys	63.3%
Swansea	82.4%
All Wales	78.8%

Sources:

Performance measures are open data and compiled from the following sources:

- [StatsWales](#)
- [Office for National Statistics](#)

- [NOMIS](#)
- [National Survey for Wales](#)
- [Thinkbroadband](#)

Figures *per 1,000 population* and *per 10,000 dwellings* are calculated using [Mid-Year Population Estimates](#) from the Office for National Statistics and [Dwelling Stock Estimates](#) from Welsh Government.

All data presented are the latest available results at July 2025.

Have your say

We welcome your views on this report and the Council's performance. Please get in touch at any time.

Contact Us

The best way to contact us is by registering or signing in to your My Account. My Account allows you to raise enquiries and monitor progress and also provides many other features that help you interact with us. Go to <https://www.ceredigion.gov.uk/resident/my-account/>

By Post:

Ceredigion County Council
Neuadd Cyngor Ceredigion Penmorfa
Aberaeron
Ceredigion
SA46 0PA

By Telephone:

01545 570881

By E-Mail:

clic@ceredigion.gov.uk

Or visit us on the web:

www.ceredigion.gov.uk